Department of Veterans' Affairs

Digital Investment Plan 2026-2027

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Executive Summary

This Digital Investment Plan (DIP) sets out the Department of Veterans' Affairs' (DVA) response to the Government's digital investment direction and provides a coordinated roadmap and investment pathway to modernise our digital, data and ICT ecosystem over a 10-year horizon.

The DIP describes how DVA plans to transform the digital capabilities that enable and support the programs and services provided to the veteran community. The DIP outlines the strategic intent, priorities and sequencing of investment required to deliver on our digital ambition and provides the basis for engaging with other government agencies and delivery partners. The DIP ensures DVA remains focused on efforts to improve interoperability and strengthen the delivery of secure, connected services to veterans, the families of veterans and their representatives.

DVA's Digital Strategy 2025–2030 (Strategy) and supporting Technology Roadmap (Roadmap) underpin the first five years of delivery within the DIP's 10-year horizon. The DIP incorporates immediately funded and planned activity with a longer-term pathway, recognising that modernisation will be delivered in stages and will need to adapt to emerging priorities, policy reforms and whole-of-government direction. Targeted investment to address the ageing and siloed ICT and digital ecosystem, will enable DVA to consolidate applications and systems onto a smaller number of modern and agile digital products and platforms. This also generates a pathway to decommission legacy applications that are still in use within DVA's ICT operations.

The DIP aligns with DVA's internal governance and investment planning, and the relevant legislative and compliance obligations. It also responds to whole-of-government policies, standards and assurance frameworks that guide digital and ICT investment, service delivery and the responsible use of data and emerging technologies.

The investment pathways identified through the DIP will inform future budget planning alongside the New Policy Proposal (NPP) processes, internal governance and assurance expectations. This will strengthen oversight between strategic priorities, investment bids, implementation scheduling and benefits realisation.

Delivery of the DIP will embed service design and progressively redesign services so that digital channels, business processes, data and technology are aligned to a future-state system architecture. This approach will reduce duplication and complexity across the ICT ecosystem, support re-use of core capabilities, and improve the experience of customers, service delivery partners and staff.

A strengthened cloud strategy is a key enabler of the DIP and Strategy. DVA will establish cloud-first principles, supported by cloud operating model and governance, to ensure cloud-based capabilities can be delivered in a secure, scalable and resilient manner. Key to implementation is incorporating sovereign technology options and hosting arrangements to meet security, privacy and resilience needs, which supports the ongoing evolution of a hybrid ICT ecosystem.

The DIP supports the responsible exploration and adoption of artificial intelligence (AI) and other emerging technologies. Guided by the government's Policy of Responsible Use of AI in Government, DVA will continue to build the foundations required to trial and scale these capabilities safely, through governance, data readiness, and a focus on practical use cases that improve productivity and service quality.

Consistent with whole-of-government direction, DVA will prioritise digital re-use and collaboration. Leveraging common patterns and shared solutions where appropriate, extending existing DVA platforms for re-use, and arrangement which reduce duplication, accelerate delivery and improve interoperability.

Objectives

The DIP supports an integrated strategy for short, medium and long-term digital and ICT investment opportunities. It provides a foundation for prioritisation and sequencing, ensuring investments are aligned to DVA's strategic goals which delivers clear benefits and outcomes for veterans, families of veterans, service delivery partners and staff.

The DIP focuses on uplifting digital capability across DVA:

- strengthening the skills of our Executive, APS and staff,
- implement better and efficient ways of working, and
- enablement of platforms needed to deliver and sustain change.

This includes targeted digital skills uplift, improved architecture practices, and clearer line of sight from strategy to execution across the department.

Logical investment will address and alleviate technical debt and the constraints of the current fragmented ecosystem as we transition toward a hybrid operating environment. The DIP supports decisions to reduce duplication and complexity, improve resilience, and increase transparency.

Policy Alignment

DVA's Strategic Priorities for 2026-27 aim to support the wellbeing of those who serve or have served, and their families. Encompassing compensation, healthcare, rehabilitation, education, employment pathways and ongoing commemoration, our priorities aim to support government policy decisions and directions to:

- Implement Legislative Reform
- Establish the new agency for Veteran and Family Wellbeing
- Deploy digital and AI solutions to assist our work
- strengthen our integrity functions
- embed early intervention strategies to improve wellbeing outcomes

The strategic priorities are in addition to delivering upon the Recommendations of the Royal Commission into Defence and Veteran Suicide.

Through the DIP, we seek to expand opportunities to streamline business process by deploying AI-enabled capabilities for improved product efficiencies (ie, chatbots to support staff, document readers and summarisation tools, digitisation of forms, and data-driven business tools). We continue to invest in enhancing our digital channels (including MyService and MyOrg) which veterans and their representatives access to self-manage services and supports from DVA.

Our legal, digital, data and technology branches continue to be on top of emerging policies around automated decision making, supercomputing and artificial intelligence. Engagement in cross-government forums enables us to maintain visibility whilst planning our future-state ICT environment.

Through the implementation of the DIP, DVA's investment into modern technology, consolidated and reduced technical debt, aims to enhance stewardship and build trust with the public, and DVA's staff. These measures are monitored through appropriate governance and effective change management across the organisation.

STRATEGIC PRIORITIES 2026

Why we're here and where we're going

Australian Government
Department of Veterans' Affairs

OUR PURPOSE: Support the wellbeing of those who serve or who have served in the defence of our nation, and their families.

OUR PEOPLE

We empower our people to deliver our purpose and make DVA a great place to work when we:

INVEST IN CAPABILITY
By ensuring we invest in our people, systems, processes and technology.

COLLABORATE
By working as one to deliver our purpose and communicating with authenticity.

CO-DESIGN
By working with veterans, families and stakeholders to create better solutions.

INNOVATE
By being curious, engaging with risk and trying new things to improve our work.

LEARN
By listening, asking and understanding so that we grow individually and together.

How we work together builds on APS values, behaviours, and our culture. This enables us to deliver our Corporate Plan, priorities, and Government agreed Royal Commission recommendations, and be a trusted and reliable partner.

2025 PRIORITIES ✓

Delivered Quality Services

- Implemented business improvements
- Recognised and commemorated

Implemented Royal Commission and Government Priorities

- Passed legislative reform – VETS Act 2025
- Improved veteran wellbeing and transition

Simplified Processes and Improved Enabling Services

- Improved technology and introduced AI
- Enhanced stewardship

2026 PRIORITIES

IMPLEMENT LEGISLATIVE REFORM

Implement the improved *Military Rehabilitation & Compensation Act 2004* as the single ongoing Act to simplify and harmonise veterans' compensation and rehabilitation legislation.

COMMENCE AGENCY FOR VETERAN AND FAMILY WELLBEING

Establishment of the new Agency with an initial focus on identified at-risk veterans and families transitioning from the ADF, with the view to expand capability as the agency grows. Working with Hubs to link the agency to communities and support Hub sustainability.

STRENGTHEN INTEGRITY

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.

EMBED EARLY INTERVENTION STRATEGIES TO IMPROVE WELLBEING OUTCOMES

Strengthen DVA's approach, in partnership with Defence and the new agency for veteran and family wellbeing, 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.

DEPLOY DIGITAL AND AI SOLUTIONS TO ASSIST OUR WORK

Expand opportunities to streamline business processes by deploying AI-enabled chatbots and document readers, digitisation of forms, enhancements to MyService to enable self-service, and data driven business tools.

ENDURING OBJECTIVES

- Prioritisation of the wellbeing of veterans, their families and our people
- Focus on prevention
- Meaningful program of recognition
- Improved transition experience
- Prioritisation of efficient, high value, clinical treatment

LOOKING AHEAD 2026–2030

- Delivered the Government's response to Royal Commission recommendations
- A digitally enabled DVA
- Ongoing capability development of the agency for veteran and family wellbeing
- Streamlined and efficient service delivery

Section 1: Department of Veterans' Affairs Overview

Our Mission

The Department of Veterans' Affairs (DVA) was established to fulfil the nation's duty to repay our veterans' commitments in kind. 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 this has changed over time, but our purpose has not changed.

The Australian Defence Force (ADF) personnel make a pledge to serve and defend our nation, and protect the values of Australian citizens – freedom, democracy, equality, respect and a fair go. Pulling on an Australian service uniform is an act of bravery and self-sacrifice. It carries considerable personal risks and burdens, which families also share.

> DVA **supports the wellbeing** of those who serve or have served in the defence of our nation, and their families.

Our Customers

DVA supports a community of:

- veterans
- families of veterans, including widows, widowers and children
- serving and former serving ADF members
- Australian Federal Police members with eligible overseas service
- Australian participants in British Nuclear Tests
- British Commonwealth and Allied veterans.

We also support ex-service organisations, advocates and the Veterans' and Families' Hubs who help the community to access benefits, services and information.

The 2021 Census found more than half a million Australians (581,139) have served, or were currently serving, in the ADF. Of these, 84,865 were current serving or reserve ADF members and 496,276 were former serving members.

> As of 31 December 2025, **357,984** veterans and/or their family members engaged with DVA for various types of support.

The number of veteran and dependant clients is expected to grow by **9%** over the next decade increasing to 388,100 by June 2035. The number of DVA Veteran Clients is expected to grow by **19%** over the equivalent period, increasing to 337,900 by June 2035.

Our Department

Under the Government's Portfolio Budget Statements, DVA reports and focuses on the following three performance Outcomes:

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.

Within DVA's Portfolio, other agencies and groups provide services for the veteran community:

- Repatriation Commission
- Australian War Memorial
- Military Rehabilitation and Compensation Commission
- Veterans' Review Board
- Repatriation Medical Authority
- Specialist Medical Review Council
- Office of Australian War Graves

The organisational structure (as at May 2026) outlines the work units within DVA which deliver internal enabling services, policy, programs and support services:

Chief Operations	Veteran, Family & Stakeholder Experience	Taskforce for the Veteran and Family Wellbeing Agency	Policy & Programs	Repatriation Commission	Veterans' Review Board

From 1 July 2026, DVA will establish the Veteran and Family Wellbeing Agency. The Agency responds to Recommendation 87 of the Royal Commission into Defence and Veteran Suicide, to improve how support is delivered to serving ADF members, veterans, families of veterans, and coordinates the delivery of Recommendations 80, 81 and 86.

Our Role and Functions

We deliver benefits, services and information to our customers covering the wellbeing factors of:

- Income and finance
- physical and mental health
- employment and meaningful activity
- home and housing
- education and skills
- recognition and respect
- justice and safety
- social support and connection
- meaning and spirituality.



We achieve this by:

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

Our service delivery arrangements and partners include:

- contracted providers and suppliers
- ex-service organisations, defence community organisations and other community groups
- advocates
- Veterans' and Families' Hubs
- Department of Defence
- Department of Health, Disability and Ageing
- Services Australia
- State and Territory Governments
- international governments for overseas commemorative events
- Commonwealth War Graves Commission
- health industry
- insurance and banking industry.

Governance and Assurance

Identified as a key Enabler of DVA's Digital Strategy 2025-30, governance, controls and assurance oversight of digital delivery and the sustainment of our ICT ecosystem is critical to stabilise our data and systems whilst exploring new opportunities through rigour and thoughtful planning.

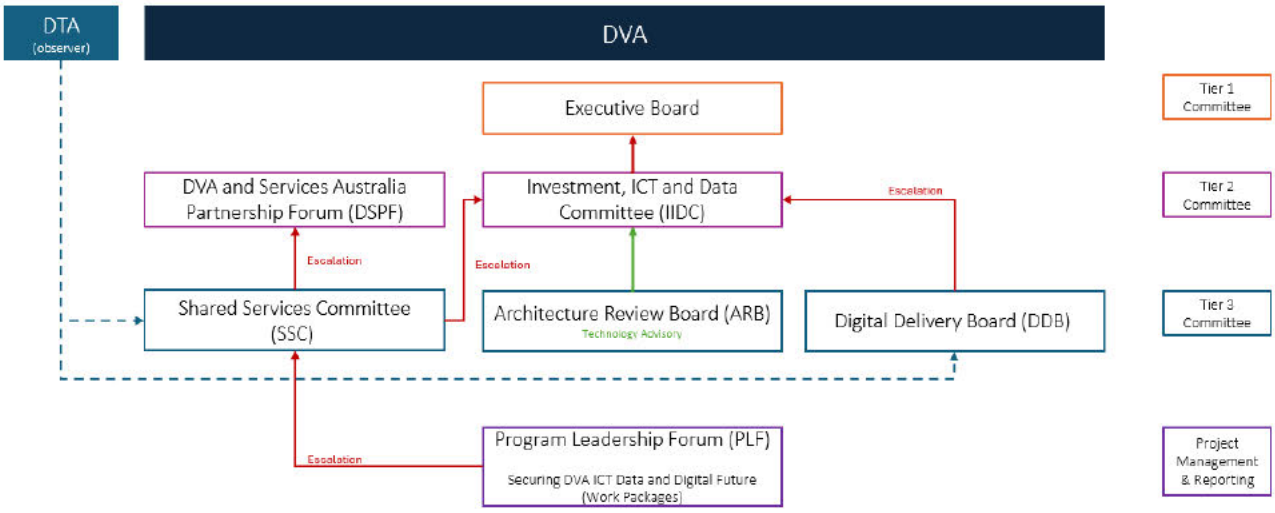
DVA has an internal governance function and framework which coordinates across several Tier 1, 2 and 3 committees/boards.

Within DVA's governance environment, several boards and forums are established to provide assurance and oversight of project delivery, guide strategic discussions, decisions and policy making to ensure robust and transparency is available across all business areas. Project-specific committees and working groups collaborate to ensure risks are managed and mitigated, reporting and assurance activities take place, and costs and expenditure are monitored throughout delivery.

We embed a robust ICT Controls Framework into our governance and assurance model. The ICT Controls Framework introduces an appropriately skilled ICT Assessor to conduct extensive analysis to ensure our methodologies align with expectations from governing bodies such as the DTA and ANAO. Analysis typically covers industry standards including ISO 27001, ISO 31000, COBIT, ITSM, ITIL, and NISC.

The methodology adopted within DVA incorporates our legacy ICT ecosystem, the shared services context with new and old systems (Services Australia and other external vendors), controls and assurances from providers. This ensures digital solutions function as expected and can be sustained within agreed service level standards.

Securing DVA ICT Data and Digital Future - Governance Structure



Note: the above diagram excludes some internal advisory forums/boards that may inform or direct digital and ICT projects from the concept phase through to implementation, assurance and operationalisation. These may also include cross-agency committees with external agencies and SMEs (for example, the AI Advisory Board, SVA/DVA Architectural Operational Committee, or Digital Leadership Committee).

DVA continues to maintain strong engagement with the **Digital Transformation Agency** and the **Department of Finance**, including through the Digital and ICT Investment Oversight Framework (IOF) and assurance activities and DTA observer roles on Tier 3 DVA governance forums.

In addition, DVA maintains and operates within its shared services operating model and routinely engages with other government agencies. Details of our close partnerships and service delivery partners are noted above in the "Our Role and Functions" section.

- Executive Board: Provides highest-level strategic oversight, endorsing major decisions, policy alignment, and organisational performance outcomes.
- Investment, ICT and Data Committee (IIDC): Central decision-making authority for ICT and digital investments, including oversight of risks, escalations, and alignment to departmental objectives.
- Digital Delivery Board (DDB): program-level responsibility for coordinating delivery, overseeing risks, managing interdependencies, and ensuring assurance arrangements are applied effectively.
- Program Leadership Forum (PLF): Working-level forum managing project delivery of work, tracking schedule, risks, and changes, and escalating issues where required.
- Cross Agency Governance
    - DVA–Services Australia Partnership Forum (DSPF): Joint decision-making body overseeing shared services delivery, performance, and assurance across both agencies.
    - Shared Services Committee (SSC): program-level governance forum responsible for coordinating delivery, overseeing risks, managing interdependencies, and ensuring assurance arrangements are applied effectively managing shared service delivery, with escalation pathways to IIDC and DSPF for unresolved issues.

In addition, DVA maintains and operates within its shared services operating model and routinely engages with other government agencies, partnerships and service delivery partners noted above in the "Our Role and Functions" section.

This updated DIP includes the establishment of an Architecture Review Board (ARB) in June 2026. The ARB will guide and advise on complex architecture digital delivery projects (such as enhancements to legacy systems), integrity of architectural designs and decisions, prioritisation of significant projects aligned to our Technology Roadmap, supports business to propose new capabilities within the department (such as cloud-SaaS based applications) and enterprise-wide systems architecture.

The 2025-26 MYEFO program also included funding for DVA to strengthen oversight of technology that is not provided by Services Australia.

- This oversight considers Software as a Solution (SaaS) platforms, cyber security capability and functionality.
- Through this establishment of a robust operating model provides, internal security, information, and event management (SIEM) supports DVA to oversee, assure and secure DVA's SaaS products that are not supported through the Shared Services Agreement.
- Targeted uplift of assurance and commercial roles within DVA's Technology, Digital and Data Division supports implementation of DTA audit recommendations.

Key Digital Services

Technology and people underpin our ability to deliver benefits, services and information to our customers. Without it, we would be unable to meet our customers' well-being needs efficiently and effectively.

We have a range of transactional, informational and staff-facing digital services.

> **MyService** is DVAs primary *transactional* digital channel for our veterans and their representatives to seek support and do business with us.

Customers access MyService through myGov, in line with the Digital Access Standard. Within MyService, our customers can:

- submit claims[1] and view their progress
- upload information to support a claim
- apply for DVA-funded mental health treatment and other benefits
- access their Veteran Card and concession cards online and list of accepted conditions if applicable
- book transport and claim reimbursement for transport costs
- nominate a representative
- download official letters for tax or concession purposes
- update their personal details
- contact DVA by sending a message or requesting a call back.

[1] *Only some claims can be submitted and viewed through MyService covering Qualifying Service, Initial Liability, Service Pension, Income Support Supplement, Commonwealth Seniors Health Card, Veteran Payment, Lump Sum Advance, Application for Increase of Disability Compensation Payment, Incapacity Payments, Non-Liability Health Care for mental health, Veteran Recognition, Support for Employment and children education schemes. The remaining claims are sent via post, in-person or email. Our future model will incorporate the remaining claim-types and their progress into MyService.*

As of 31 December 2025, there are **297,067** registered MyService users, representing around **83%** of the total DVA client base of 357,984.

MyService is underpinned by many back end and legacy systems to make it possible for staff to offer personalised services digitally. MyService also works in tandem with the DVA website.

> The **DVA website** is DVAs primary *digital information* channel for our customers and service delivery partners to find information on the range of benefits and services available.

Listed below are our key digital services categorised into a) transactional, b) informational and c) staff-facing services. Refer to **Section 2: Current State Systems** below for more system details.

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B) Key Informational Services

- DVA website
- Advocacy Register website
- Advocacy Training and Development Program website
- Anzac Portal website
- Australian Defence Veterans' Covenant website
- Commemorative Search website
- Consolidated Library of Information and Knowledge (CLIK) website
- Defence Service Homes (DSH) website
- Lemnos Remembrance Trail website
- Nominal Rolls website
- Open Arms website
- Repatriation Medical Authority website
- Sir John Monash Centre Memorial website
- Specialist Medical Review Council website
- Veteran Employment Program website
- Veterans' Review Board (VRB) website
- Veterans and Family Wellbeing Agency website*

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Section 2: Current State Systems

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Core System Capabilities

Our main system capabilities aligned with our roles and functions, based on the Australian Government Architecture (AGA), are:

- Advanced Data Analytics
- Application Security
- APS Identity Management
- Business Intelligence Analytics
- Business Process and Workflow
- Business Registry
- Case Management
- Complaints and Issues Resolution (Individual and Business)
- Compliance and Investigation
- Correspondence Management
- Customer Relationship Management (Individual and Business)
- Debt Management Digital Portal (Individual and Business)
- Document Management
- Enterprise Resource Planning
- Entitlements
- Identity Management (Individual and Business)
- Information Asset Management
- Knowledge Management
- Operational Analytics
- Payments
- Personalisation (Individual)
- Secure Data Exchange
- Virtual Servicing (Individual and Business)

We also have agency-specific capabilities including:

- Transport Management
- Cards Management (for veterans)

Transformation Through Investment

The Australian Public Service Commission's DVA Capability Review 2024, emphasised the need for ICT modernisation as a priority for DVA noting "poor technology is the biggest barrier to productivity".

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Technology continues to be a barrier to productivity, however investment from the 2025-26 MYEFO cycle is supporting uplift while the longer-term work outlined in the Technology Roadmap and DIP occurs.

This includes:

- The **AI and Productivity Boost** work package will implement measures to boost DVA's productivity by leveraging AI tools and automation.
- A program of work targeting DVA's digital online channel, **MyService** will deliver a series of improvements to mitigate risks and automate high-volume tasks such as updating client addresses and the submission of medical certificates, to improve the digital experience for veterans, reduce manual workload, and improve client data accuracy.
- The **Minor Enhancements** to our existing BAU ICT landscape is expected to focus on streamlining and automating highly manual reimbursement processes.

- Aligning our future-state ICT and digital operating environment with the whole-of-government principles to adopt the **cloud-first approach.** Work stream includes the development of DVA's Cloud Strategy and Operating Model.

In addition, this investment ($126.8 million over three years) will secure, sustain and deliver essential ICT, digital and data changes and targeted enhancements in ICT and AI to deliver efficiencies. Recent benefits achieved include:

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Section 3: Digital Outlook

Our Vision

DVAs Digital Strategy 2025-2030 (Strategy) provides a clear, coordinated, staged and pragmatic pathway to safely modernise DVA's digital capabilities. Our digital vision supports this DIP as described in the diagram below:



> In conjunction with Commonwealth budget investment, DVAs Digital Strategy aims to deliver **satisfying**, **connected**, and **trusted** digital services that empower people and business.

To get there, DVAs digital vision is built on 3 key concepts:

1. **4 Foundations** = the capabilities we need to build.
2. **5 Enablers** = how we'll make it happen.
3. **7 Technology Architecture Components** = the essential building blocks for simplifying and consolidating our applications onto core technology platforms.

The Digital Strategy will be updated to incorporate DVA's Cloud Strategy and Operating Model as a key Enabler to establish a core foundation for migrating legacy applications onto cloud-first operating systems.

Cloud adoption will be delivered through a structured approach defined by a cloud technical design. Establishing a cloud platform and governance model to safely and progressively onboard capabilities securely and with compliance. It provides a repeatable pathway to scale production and deployment.

FOUNDATIONS

Technology Architecture	• Governs the design, implementation and maintenance of our underpinning ICT infrastructure. • Brings together enterprise architecture and our plan to modernise our technology, reduce the risk of our ageing systems and build on secure, scalable cloud platforms. • Refer to the heading 'Technology Architecture Components' for more details.
Data Intelligence	• Connects the Technology Architecture foundation and harnesses data to provide real-time insights, risk management and decision-making, and to enable new workflows and services.

	• Integrates structured and unstructured data from multiple sources, supporting a single source of truth. • Enables AI and machine learning self-service capabilities and automates data quality and management. • Includes modern and standardised tools (such as Microsoft PowerApps) with embedded insights and visualisation. • Provides opportunities to prototype and explore other forms of data and AI-enabled sandbox environments to deliver productivity efficiencies. • Working with key partners and agencies under a whole-of-government approach, under the Data Strategy and AI Strategy principles for digital-first, cloud-first and secure-by-design.
Service Design	• Optimises the quality and delivery of a service for our customers, service delivery partners and staff delivering those services. • Considers the end-to-end user experience, and all framework components such as DVA's: people, tools, systems, policies and processes. • Unites service design, architecture and data together, in tandem with the Digital Delivery Model foundation and Digital Governance enabler as a key driver of coordination and 'how we do business in DVA'. • 'Bakes-in' privacy, cyber and compliance by intent and design.
Digital Delivery Model	• Embeds a structured and accountable operating model to bring business and ICT together – policy, operational, privacy, legal, cyber and ICT – to deliver digitally-enabled and responsive services. • Establishes digital platform and product operating principles and product-centric delivery approaches. • Includes a mix of long-standing multidisciplinary teams supporting key platforms, services and products.

ENABLERS

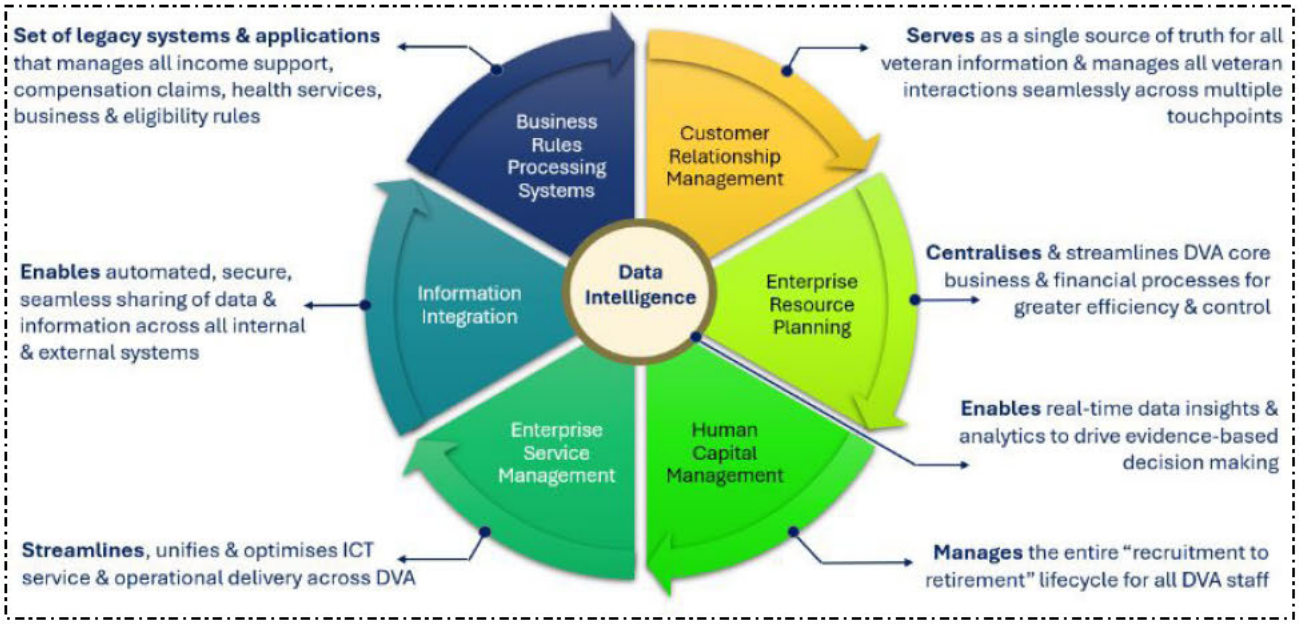
Within **Section 5: Enablers** of this DIP provides a detailed explanation of our technology, digital and data Enablers. A summary of these is provided below:

1. **Digital Governance** will make sure our investments are aligned, well managed and de-risked.
2. **Planned Investment** will ensure funding is directed at the highest priorities and that we rigorously track the benefits.
3. **Digital Skills and Capability** are uplifted so we have the right people to lead and deliver our vision and objectives.
4. **Communication and Change Support** will bring our customers, shared delivery partners and staff on the journey with us.
5. **Channels and Digital Uptake** will enable an omni-channel delivery to strengthen the overall experience across digital, telephone and in-person services to provide a seamless and trusted network.

6. **Modern and scalable** through cloud-enabled and digital-first operating environments to support DVA operations and the net-effect on supporting veteran wellbeing.

TECHNOLOGY ARCHITECTURE COMPONENTS

The future state of our Technology Architecture is modelled on a set of conceptual components based on core business and operational functionality. These components are:



Instead of building bespoke, like-for-like or one-off solutions; all future work will be progressively consolidated around the 7 architecture components, which will:

- enable modular and scalable platforms for re-use
- maximise operational efficiency
- increase resilience
- minimise technical debt
- better position us to deliver digital services for our customers and service delivery partners.

The components are intended to be implemented in a staged approach through the delivery of strategic initiatives in constituent workstreams. Refer to **Section 4: Planning** below for more details.

Strategic Outlook

DVA will realise productivity efficiencies by streamlining workflows, automating manually intensive processes, taking advantage of AI and evaluating value for money on digital, data and cyber investments. DVA will leverage opportunities to seek targeted and phased Commonwealth budget investment, so that essential work can occur to build these foundations.

With a view to commencing this DIP from 2026-27, the Technology Roadmap (provided below in Section 4: Planning), sets out the department's strategic 5-year approach with the immediate investment to progress the following activities:

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Contribution to the Data and Digital Government Strategy 2030

We are committed to the Australian Government's vision to *"deliver simple, secure and connected public services, for all people and business"* by 2030.

Through the DVA Digital Resilience Roadmap (DRR), as noted by Government in 2023, and now under the auspices of the DVA Digital Strategy 2025-26, we commenced our contribution to the Data and Digital Government Strategy (DDGS) with the initiative to establish a modern and agile enterprise case management capability. We also continue to invest in MyService, supported by investment from the 2025-26 MYEFO cycle.

These initiatives support the DDGS' achievement of the mission: **Simple and seamless services.**

Our first initiative under the DDGS missions is to deliver a secure, fit for purpose clinical case management solution for Open Arms – Veterans and Families Counselling to support mental health assessment and counselling services for our customers. This digital solution will test the potential for broader deployment of an enterprise case management capability that's modular and scalable for re-use across the Department to improve the administration of all claim types.

Aligned with the DTA's DDGS Implementation Plan, the oversight and evaluation of the Open Arms initiative, and other work streams aligned to the DDGS missions, are governed by continuous assurance and reporting mechanisms. DVA has introduced several observer and assurance roles for the DTA to participate in our internal governance committees.

As part of the Government's response to recommendation 107 of the Royal Commission into Defence and Veteran Suicide Final Report, DVA is working with key agencies across the Commonwealth and state and territories to establish a National Veterans' Data Asset (NVDA). This initiative supports the achievement of two Data and Digital Government Strategy missions: **Simple and seamless services** and **Delivering for all people and business.**

The Royal Commission noted the substantial volume of data held across the Commonwealth and state and territory Governments; is siloed and could be better leveraged through integrated and connected data sharing platforms. This will enable a better understanding of veterans and their families; needs so we can support them throughout all life-stages from enlistment to civilian life, and better understand veteran suicide, suicidality, health and wellbeing. We are working with Commonwealth and state and territory Governments to enable the NVDA initiative to support and inform cohesive and improved services for our customers.

In addition to the above initiatives, our **DVA Digital Strategy 2025-2030**, **Technology Roadmap** and **DVA Data Strategy** build on the original DRR and further aligns the Data and Digital Government Strategy into our vision, objectives, foundations and enablers. Some examples of how we align are provided below.

DDGS MISSIONS	How we align to each mission, as guided by the DVA Digital Strategy and DVA Data Strategy
1 Delivering for all people and business	• The technical discovery and design activities listed in the Technology Roadmap will adopt user-centred design, inclusion and accessibility as part of our Digital Strategy **Service Design** and **Digital Delivery Model** foundations. • The Digital Strategy **Data Intelligence** foundation will maximise value from data through consolidation of our data assets, creation of a data sharing register and building a NVDA.
2 Simple and seamless services	• The Digital Strategy **Technology Architecture** foundation aims to consolidate legacy systems and deploy scalable and secure architecture solutions, such as an enterprise case management capability or integrations with other Software-as-a-Service (SaaS) platforms that are secure, resilient and interoperable. • The **Digital Portal** activities within the Technology Roadmap will take a "digital by design" and "tell us once" approach wherever possible by leveraging patterns from whole-of-government Digital ID patterns, which can augment additional functions into Veteran Cards.

3 Government for the future	• The Digital Strategy **Data Intelligence** foundation aims to establish new cloud and **Artificial Intelligence** (AI) capabilities to enable testing and adoption of emerging technology not previously explored.
4 Trusted and secure	• The Digital Strategy Technology Architecture and Digital Delivery Model foundations will take a **secure by design** approach and "bake in" privacy, cyber and compliance to ensure data collected, used and stored is in line with our customers' expectations and legal obligations. • The Digital Strategy **Digital Skills and Capability** enabler will build internal capability to secure sensitive customer information through a digital uplift in security, information event and incident management and cyber resources to manage and control data.
5 Data and digital foundations	• The Digital Strategy **Data Intelligence** foundation and the data initiatives in the Technology Roadmap, such as consolidating our data assets and building a NVDA, will operationalise our future-state digital-first environment. • The Digital Strategy **Digital Skills and Capability** enabler will uplift our workforce to grow our digital maturity over time.

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Staff and Veteran User Journeys

Key users including DVA staff, veterans, families of veterans, and their representatives, will see benefits from improved systems and processes. Our ICT ecosystem will be more efficient and easier to navigate digital and online tools to submit, receive, and process services and supports. DVA's commitment to seamless service delivery will be evident through modern and trusted online platforms.

Through continuous research, monitoring and evaluating feedback from key users who access and rely on our digital and online systems, we are better placed to use the enablers and drivers of this DIP and the Digital Strategy to support and improve on the outcomes of veterans' wellbeing.

CLIENT

I want to spend more time with my family

I heard DVA will look after us



Meet Tom

Tom is a Lance Corporal in the Australian Army and posted in Townsville. He is married to Jess and has a daughter, Amelia.

While serving, Tom sustains a few minor injuries and starts to think about his future. After talking with Jess, he decides to transition from full-time service to civilian life.

Tom is initiating a **voluntary** separation from full-time ADF service.

Note: this example doesn't cover involuntary separation, complex needs, family needs for Jess and Amelia, and all DVA services.

Future Digital Experience for Veterans (high-level example scenario)

During Service

I'm glad I only have to provide key information once

MyService



During military training, Tom links MyService to his myGov account. Within MyService he consents to sharing his relevant Defence service and health records with DVA. Tom understands that he can update his consent at any time in MyService. He also sets his communication preferences.

After 3 years, Tom is posted on operational deployment and sustains a minor back injury. Tom reports his injury to his chain-of-command and receives medical treatment from Defence. Because Tom consented to sharing his Defence information with DVA, his injury and medical treatment is exchanged in real-time enabling a DVA claims assessor to start the claims process in the background.

I'm relieved I don't have to initiate the claims process and re-tell my story



Based on his communication preferences, Tom gets a notification that DVA has started a preliminary initial liability assessment of his back injury and a DVA claims assessor will be in touch. Tom speaks with the DVA claims assessor about the assessment. He agrees for DVA to progress the assessment. During the assessment process, Tom can check MyService in real-time for the progress status, next steps, what is needed from him and the expected date for DVA to finalise.

Afterwards, Tom receives another notification that the initial liability has been accepted in MyService, which will aid him when he is ready to transition to civilian life.

During Transition

I'm feeling less stressed that I don't have to transition on my own and I have an app to keep on top of it



Not long after submitting his transition request with Defence, Tom is contacted by a Veteran and Family Wellbeing Agency (VFWA) officer to book a time and place to discuss transition planning. Tom sees his appointment booking in MyService. If needed, he can reschedule within the app.

During the appointment, Tom is guided through the VFWA online service directory and the services available in his geographic location, his transition plan and next steps to assist him with civilian life. Afterwards, Tom receives a notification that his transition plan is ready for review in MyService. He can see what steps he needs to take and those that are being progressed by DVA, Defence and/or Commonwealth Superannuation Corporation.

I like how I'm pre-approved and can opt-in without filling in a claim form



Later, a DVA claims assessor reaches out to Tom to explain a preliminary assessment on all identified injuries and programs has been completed as part of his transition plan. Tom finds out he is pre-approved for a range of DVA services. If he wants to, Tom can opt-in to finalise the process for his chosen services. Tom decides to opt-in and confirms it in MyService.

He sees in real-time the progress status, next steps, what is needed from him and the expected date for DVA to finalise in MyService.

During Civilian Life

Thankfully, I can see all my DVA information and services in one place

MyService



Tom is accessing DVA services: financial support, rehabilitation, mental and physical health care, home help and home insurance. Tom refers to his MyService dashboard to see all the payments and services he is receiving, including details of his care plans and service providers. Tom also uses MyService to claim out-of-pocket health expenses and seek prior approval on specific items.

Periodically, Tom checks the status of his payments and services on his MyService dashboard. He notices that a provider claimed services that he did not receive. Tom reports the transactions in MyService. He receives notification that a DVA investigations officer is reviewing the transactions, including any remedial action. MyService updates in real-time the outcome from the investigation.

I'm glad I can choose the service channel that works for me



After 2 years Tom, Jess and Amelia need more support. Tom reviews his MyService dashboard. He sees a list of services he is eligible for and has not accessed yet but might want to opt-in for. There are other government and community services suggested that he could access, and a link to the VFWA online service directory for self-navigation. He reviews the VFWA online service directory.

Unsure of which service to access, he books an appointment in MyService with a VFWA officer for guided navigation. The VFWA officer helps Tom to review his services and suggests other services for his wellbeing. Tom opts-in for a new DVA service in MyService and can check its progress in real-time.

Future Client Experience: Simple | Proactive | Personalised | Trusted | Connected

STAFF



Meet DVA staff

Jack and Charlie are DVA claims assessors. Sam is a DVA investigations officer. They are drowning in manual processes and legacy systems, trying to support Tom while meeting their KPI targets.



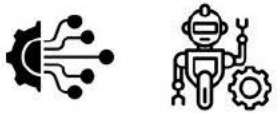
Meet VFWA officers

Sarah and Jane are Veteran and Family Wellbeing Agency (VFWA) officers, who are entrusted with guiding Tom in transition planning and general wellbeing.

Note: this example doesn't cover involuntary separation, complex needs, family needs for Jess and Amelia, and all DVA services.

Future Digital Experience for Staff (high-level example scenario)

During Service



Digital technology starts the client registration and claims process. It starts at the time Tom registers for MyService and consents to sharing his Defence service and health records with DVA.

Consented information about Tom's Defence history is exchanged and warehoused securely in DVAs cloud platform in real-time. Data intelligence identifies when Tom's Defence records have new injuries added or updated. Hyper-automation creates a preliminary initial liability assessment and allocates tasks to a staff member for review across a unified system. MyService is automatically updated with Tom's records.



Jack gets an alert in his digital work tray that Tom is eligible for initial liability. He checks Tom's preliminary assessment for accuracy in the unified system. Tom meets all pre-approval requirements and Jack validates the information. Within the system, AI detects a workflow to contact Tom about the preliminary assessment and creates an alert for Jack to propose a time to contact Tom. During Jack's call with Tom, AI technology records the interaction into the system.

After speaking with Tom, Jack receives a notification within the unified system that Tom has opted-in to finalise the assessment via MyService. Workflows are triggered to finalise the assessment, and to update MyService with the status in real-time.

During Transition



Because Tom's Defence history is exchanged in real-time, data intelligence identifies that he is now separating from Defence. It also identifies any injuries that haven't been actioned in the unified system. Hyper-automation updates Tom's record, creates a preliminary transition plan, creates a preliminary assessment for the outstanding injuries, suggests services, and workflows to a relevant VFWA officer and DVA claims assessor for review.

Sarah receives an alert in her digital work tray that Tom is transitioning. She checks Tom's preliminary transition plan and schedules an appointment. After the appointment, Sarah finalises the transition plan in the unified system, which updates MyService in real-time and notifies Tom.



Charlie gets an alert in his digital work tray that Tom has a transition plan in place and is eligible to access a range of DVA services. He reviews Tom's preliminary assessment for accuracy in the unified system. Tom meets all pre-approval requirements and Charlie confirms the information. Charlie reaches out to Tom to let him know the services he is eligible for and next steps if he wants to proceed. AI technology records the interaction with Tom into the unified system.

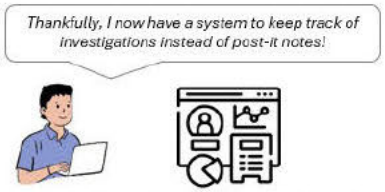
Once Tom opts-in via MyService which triggers new workflows to progress those services. Sarah is also made aware of the progress as part of assisting Tom in his transition to civilian life.

During Civilian Life



The unified system displays everything relevant to Tom: the injuries accepted or not, the services he is receiving or in-progress, the services pre-approved but not yet accessed. It also displays additional services Tom could access from other government agencies and approved external health providers with a link displayed to the VFWA online service directory. A range of actions can be done, including booking appointments that workflow into MyService, and running reports that provide a holistic view of Tom's full history, journey and interactions.

Jane receives an alert in her digital work tray that Tom wants to talk about extra support options. After reviewing Tom's record, Jane knows the range of services available to Tom. Jane calls Tom at the appointed time and suggests the best option to meet his wellbeing needs. AI technology records the interaction with Tom into the unified system.



Tip offs, such as the provider transactions reported by Tom through MyService, triggers a workflow in the integrity case management system. Hyper-automation creates the tip-off record and workflows to a DVA investigations officer for review.

Sam receives a notification there is a new tip-off to review. He investigates the transactions, using data intelligence to check for patterns, takes remedial action with the provider and records the outcome in the integrity case management system. MyService is updated in real time to keep Tom updated on the progress and outcome.

Future Staff Experience: Simple | Automated | Integrated | Empowered | Fulfilled

New Systems and Major Upgrades

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Section 5: Enablers

The DIP prioritises governance, assurance, and evaluation as core capabilities to support the oversight of current and future investment decisions. These controls are used to develop reliable and trusted information, which informs and supports Executive decision-making.

In addition to a robust governance foundation, DVA's ICT controls and assurance oversight framework aligns to the guidance and policies from the DTA's Assurance Framework. Within DVA, digital governance is structured, appropriately tiered and integrated into internal and cross-agency forums to provide clear accountability and escalation. These forums operate as below:

- Executive-level oversight provided by senior members responsible for strategic direction, investment prioritisation, and escalation.
- Program-level governance coordinates delivery, manages interdependencies, benefits and ensures alignment with portfolio priorities.
- Working-level forums drive execution, monitor performance, and manage risks, issues, and changes.

Refer to the section above <u>Governance and Assurance</u> for additional information to these forums.

DVA's Digital Strategy is the underpinning strategic-level artefact which describes how 5 Enablers will deliver upon the department's Strategic Priorities.

Digital Governance	• A centralised digital architecture and design governance authority, the [forthcoming] Architecture Review Board (ARB), will form part of existing DVA governance forums to provide unified guidance, tracking and strategic oversight for all digital initiatives within DVA from a technical perspective. • Guardrails established by this ARB will act as the 'architectural compass' to support and enable internal co-design and collaboration on digital solutions that are uniform, scalable, and aligned with departmental goals. It will assist in reducing duplication, enhancing interoperability, and promote technology reuse enabling cost-effective and cohesive transformation towards the desired future digital state. • The ARB will bring together internal DVA business teams and external agencies such as Services Australia, and the Digital Transformation Agency if preferred, to work towards common goals by designing digital solutions that will minimise technical debt and tactical spend. • DVA governance arrangements will also be considered, to identify opportunities to support stronger alignment with the Digital Experience Policy, including more agile and user-centred delivery models and a stronger digital service and digital product orientation.
Planned Investment	• The Technology Roadmap acts as the tool to identify which critical capabilities require investment to initiate change and modernisation to the digital ecosystem. Underpinning the Roadmap, the technology and business application assessments highlight critical and at-risk systems as well as initial priorities to support the future vision. • Digital, data and ICT proposals to Government will seek to strike a balance between tactical investments and packages of work that make inroads into the Digital Strategy foundations and enablers.

	• To understand DVA's future digital needs, we will investment in technical discovery and design activities. Discovery is intensive and, in line with the mandatory Digital Experience Policy, requires meaningful user experience research with our customers, staff and service delivery partners to ensure goals, pain-points and priorities are well understood before current processes, data and technology mapping work occurs. It also requires deep technical expertise. This research is a critical evidentiary foundation to support robust business case development for funding through the Digital and ICT Investment Oversight Framework (IOF).
Digital Skills and Capability	• In partnership with DVA's workforce planning team, we will build and strengthen our DVA digital workforce and support future skills planning to reduce reliance on contractor and vendor staff through: o Attraction, recruitment and retention of an APS data and digital workforce o Uplift DVA digital and technical capabilities through training and other activities o Grow and deploy a specialist digital cohort o Enhance capability planning maturity. • DVA will also support and leverage the work of the APS Digital and Data Professions and opportunities for cross-agency collaboration in skills development and learning.
Communication and Change Support	• We will ensure incremental digital upskilling to train staff in digital technologies, algorithms, data and AI, so they are ready for a digital future. • Planned communications and change management activities will support incremental, adaptive cultural change that is sensitive to learner's specific needs and pace. Tailored lessons and on-the-job learning placements will build confidence and resilience. • A communication plan will support awareness and engagement with the Digital Strategy and Technology Roadmap. • An AI Hub has been created on the DVA intranet and a DVA Digital Strategy Hub will be created in coming months to support communication and change activities.
Channels and Digital Uptake	• To seek a return on investments and productivity benefits of digital service delivery, our customers and service delivery partners need to be confident and comfortable transacting online with DVA, to see value in the digital channel and have options when they need them. • Further digital experience user research will support a targeted approach to educating and marketing MyService to our customers and staff, with the aim of nudging an increased uptake of digital services. • We will continue providing omni-channel service delivery to ensure services are accessible in ways other than just digitally. MyService, and other provider portals, work in tandem with other key channels of DVA website, telephone, email, post and in-person. • The DVA Digital Strategy will augment work on the [forthcoming] DVA Channel Strategy.

Cloud-Enabled and Digital-First

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Key Vendors

We will have a mixed digital environment. Our key vendors include:

- **Services Australia** as DVAs shared service provider over the course of the period covered in the DVA Digital Strategy 2025-2030. DVA will continue to rely on Services Australia for at-scale technology (including infrastructure, networks, mainframe) and will work collaboratively with Services Australia to achieve maximum value under the arrangement.
- **Department of Finance** for web content management on GovCMS, a protected enclave environment, GovPlace, and emerging technologies on GovAI, a sandbox environment for testing AI use cases.
- **Department of Health, Disability and Ageing** for future home and aged care harmonisation activities.
- **Department of Defence** for secure transmission of military service and health records, and delivery of the Defence Home Ownership Assistance Scheme.
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Policies and Frameworks

Our DIP and DVA Digital Strategy 2025-2030 aligns with the following whole-of-government policies, frameworks and legislation:

- The Data and Digital Government Strategy sets the vision for the Australian Government to deliver simple, secure and connected public services for all people and business by 2030; it's the blueprint for building public trust and enhancing APS delivery through better data and digital capabilities.
- The Australian Government Architecture to find digital artifacts and guidance materials on how to deliver data and digital capabilities in a way that is consistent, interoperable, promotes reuse, reduces risk and maximises value for money.
- The Digital and ICT Oversight Framework defines how government will prioritise, manage, and assure digital and ICT-enabled investments across the entire project lifecycle.
- The Digital Experience Policy and its **Standards** outline how the APS can improve the experience for people and business interacting digitally with government.
- The Benefits Management Policy provides best-practice guidance on benefits management and how the APS can apply it across all digital and ICT-enabled investments, regardless of size, scale or complexity.
- The Digital Sourcing Contract Limits and Reviews Policy defines how government can structure contracts for digital products and services to reduce risk, drive competitive outcomes and increase flexibility.
- The Data Availability and Transparency Act 2022 enables the sharing of Australian Government data while ensuring privacy and security protections, such as establishing the DATA Scheme.
- The National Cabinet Intergovernmental Agreement on Data Sharing commits all jurisdictions of government to share public sector data as a default position, where it can be done securely, safely, lawfully and ethically, recognising it as a shared national asset.
- The APS Data Ethics Framework guides the ethical use of data and analytics in the APS to maintain public trust.
- The SES Accountabilities for Data outline the responsibilities of Senior Executive Service (SES) members in managing data as a valuable asset within the APS.
- The Framework for the Governance of Indigenous Data gives Aboriginal and Torres Strait Islander people greater agency over how their data is governed within the APS so government held data better reflects their priorities and aspirations.
- The National framework for the assurance of artificial intelligence in government provides a set of principles and guidelines for the responsible use of AI across all jurisdictions to leverage AI technologies effectively.
- The Policy for the responsible use of AI in government enables government to embrace AI for the benefit of people and business while ensuring its safe, ethical and responsible use in line with community expectations.
- The 2023-2030 Australian Cyber Security provides a roadmap for the Australian Government to realise its vision to become a world leader in cyber security by 2030.
- The Hosting Certification Framework ensures that sensitive government data is hosted securely and complies with established privacy and security standards.

- The Protected Security Policy Framework sets out the Australian Government policy across 6 security domains and prescribes what Australian Government entities must do to protect their people, information and resources domestically and internationally.
- The Essential 8 Maturity Model provides a framework for the government to protect the department's information and data across the ICT network. The E8 Model – developed and mandated through the Australian Signals Directorate, enables agencies to identify and plan to reach a targeted maturity level (ML0 to ML3) suitable for our environment.
- The Australian Government Information Security Manual outlines a cyber security framework that the APS can apply, using their risk management framework, to protect their ICT systems, applications and data from cyber threats.
- The Privacy Act 1988 regulates the handling of personal information and establishes guidelines for the collection, use, storage and disclosure of personal data by government agencies and businesses.
- The Commonwealth Procurement Rules set out the rules that the APS must comply with when procuring goods and services.
- The APS Data, Digital and Cyber Workforce Plan 2025-30 sets out how the government will build a capable, sustainable and future-ready workforce. The Plan coordinates across agencies to attract, develop and retain talent, whilst navigating a complex modern digital operating environment.

We also adhere to various policies and frameworks directed through our shared services partner, Services Australia, including the SVA Cyber Security Policy, ICT Cloud Policy, and Acceptable Use of ICT Policy.

Internally, we have a published set of digital policies that guide the department's use of technology, data and digital tools including:

DVA AI Strategy	DVA Cyber Security Strategy 2021-2025
DVA AI Transparency Statement	DVA Cyber Security Policy
DVA AI Policy and Guardrails	DVA ICT Acceptable Use Policy
DVA Cloud Strategy and Operating Model	DVA Data Strategy

Section 6: Risks

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