

Corporate Plan

2026–27 TO 2029–30



Australian Government

Domestic, Family and Sexual Violence Commission

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STATEMENT OF PREPARATION



I, Micaela Cronin, as the accountable authority of the Domestic, Family and Sexual Violence Commission (the Commission), present the Commission's Corporate Plan. This Corporate Plan is prepared for the 2026–27 reporting period and covers the period 2026–27 to 2029–30.

This Corporate Plan is prepared in accordance with paragraph 35(1)(b) of the Public Governance, Performance and Accountability Act 2013 (PGPA Act) and section 16E of the Public Governance, Performance and Accountability Rule 2014.

The Corporate Plan should be read alongside the Commission's Strategic Plan 2027–2030, 2026–27 Portfolio Budget Statements and Annual Reports.

Micaela Cronin
Commissioner
31 August 2026

COMMISSIONER'S FOREWORD: FROM ESTABLISHMENT TO STEWARDSHIP



Micaela Cronin
Australia's Domestic, Family
and Sexual Violence
Commissioner



Australia is at a critical juncture in efforts to end domestic, family and sexual violence.

We have thousands of recommendations that need action. Across decades of inquiries, reviews and reform processes, we have consistently identified key elements of what needs to be done to prevent violence, support people who are affected and reform our systems, so they are safe and effective. The question is not what needs to be done, it is whether there is the commitment to deliver the necessary change consistently at scale and with impact.

The Commission was established to strengthen accountability across Commonwealth, State and Territory governments and ensure commitments translate into measurable outcomes.

As a national body, the Commission has a unique role in providing authoritative strategic advice, monitoring progress, elevating lived and living experience and promoting greater coordination across governments and sectors.

This Corporate Plan sets out the Commission's purpose, operating context, key activities, performance framework, capability requirements and risk management approach over the reporting period and forward years.

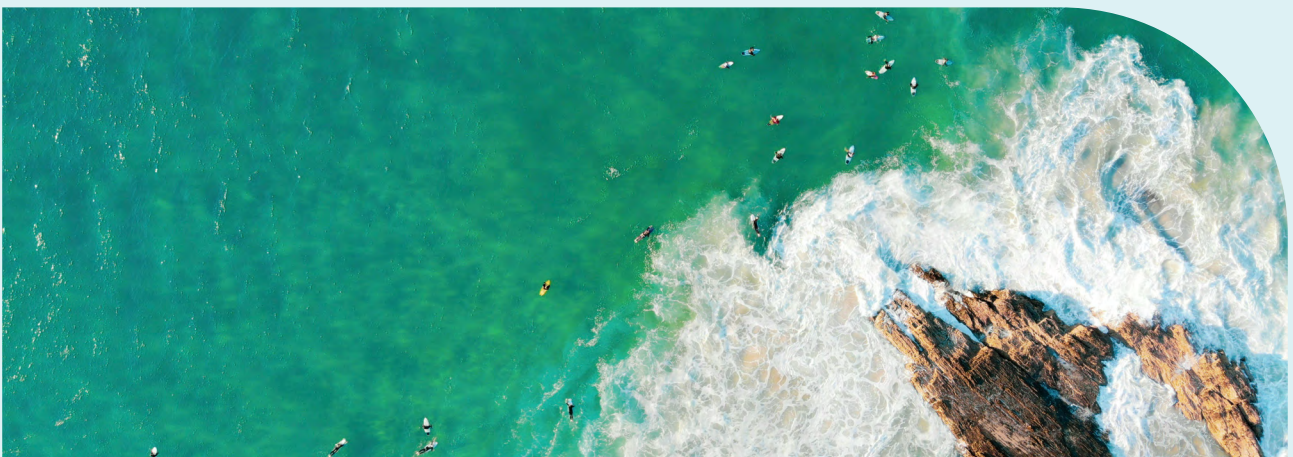
This Corporate Plan marks an important milestone in the Commission’s transition from establishment to system leadership, clarifying expectations, identifying where progress is insufficient and supporting action to address systemic barriers.

The period covered by this plan coincides with implementation of the Second Action Plan under the *National Plan to End Violence against Women and Children 2022–2032*. This is a critical phase. Commitments must translate into measurable outcomes. Progress must be monitored transparently. Governments must be supported and challenged to deliver.

The Commission will focus where it can have the greatest influence:

- providing authoritative strategic advice,
- strengthening national accountability and monitoring,
- embedding lived experience at the centre of reform, and
- promoting greater system coordination and coherence.

Our success will not be measured by the number of reports we produce or meetings we attend, but by whether our work results in better decisions, stronger implementation and improved outcomes – an Australia in which gender-based violence becomes rare, brief and non-recurring.



ACKNOWLEDGMENT OF COUNTRY



ABOUT THE ARTIST

Rachael Sarra's vibrant and varied creative practice embodies her experience as a proud mixed race, First Nations woman from Goreng Goreng Country. Driven by a belief that art and design are vital to communication, connection and culture, Rachael invites us to see the world through her eyes with bold colours, dynamic contours and thought provoking conversations.

The Commission acknowledges the traditional country throughout Australia on which we gather, live, work and stand. We acknowledge all traditional custodians, their Elders past and present, and we pay our respects to their continuing connection to land, waters and community.

The Commission acknowledges and honours the work of Aboriginal and Torres Strait Islander peoples to end domestic, family and sexual violence and is committed to partnering with First Nations communities in this work.

We acknowledge that we have a great deal to learn from Aboriginal and Torres Strait Islander ways of working. The Aboriginal concept of Dadirri informs our approach (Atkinson 2002). Dadirri refers to a deep contemplative process of listening to one another in reciprocal relationships. The word Dadirri is of the Ngangikurungkurr people of the Daly area of the Northern Territory. The activity of Dadirri has an equivalent in many other First Nations communities across Australia.

ACKNOWLEDGEMENT OF PEOPLE WITH LIVED AND LIVING EXPERIENCE OF DOMESTIC, FAMILY AND SEXUAL VIOLENCE

The Commission acknowledges the individual and collective expertise of people with experiences of domestic, family and sexual violence. The Commission recognises their vital contribution at all levels and values the courage of those who share this unique perspective for the purpose of learning and growing together to achieve better outcomes for all.

The Commission recognises the profound and diverse impacts of domestic, family and sexual violence on children and young people, and seeks to centre the voices, strengths and needs of children and young people in our work.

NOTE ON TERMINOLOGY

The language we use when we talk about domestic, family and sexual violence matters. Terminology used to discuss domestic, family and sexual violence, gender-based violence and violence against women and children highlights the ongoing complexity of working in the space, as definitions vary within and across jurisdictions. We recognise that not all terminology will reflect the lived experience of all people, and we will seek to use the most inclusive language possible. The Commission will always remain open to learning and updating its language as it grows and welcomes advice from people with lived experience.

Domestic, family and sexual violence

The Commission uses the definition of domestic, family and sexual violence as set out in the National Plan. Domestic violence refers to any behaviour within a past or current intimate relationship (including dates) that causes physical, sexual or psychological harm. Family violence is a broader term that captures violence perpetrated by parents (and guardians) against children, between other family members and in family-like settings. Sexual violence refers to sexual activity that happens where consent is not freely given or obtained, is withdrawn, or the person is unable to consent due to their age or other factors. It also occurs any time a person is forced, coerced or manipulated into any sexual/sexualised activity. Sexual violence can be non-physical and include unwanted sexualised comments, intrusive sexualised questions or sexual harassment.

Gender-based violence or violence against women and children

The National Plan uses the terminology 'violence against women and children' to acknowledge the high prevalence of men's violence against women and children.

Wherever possible, the Commission uses the term 'gender-based violence' to recognise the impact of domestic, family and sexual violence on people of all ages, genders, sex characteristics and sexualities.

This language recognises gendered violence is primarily perpetrated by men against women, while recognising higher rates of domestic, family and sexual violence experienced by LGBTIQ+SB communities and other cohorts are underpinned by patriarchal norms.

People with lived experience or victim-survivors

We recognise and respect the terminology used by people who identify as victims and/or survivors of domestic, family and sexual violence. This language acknowledges the strength and resilience of people experiencing violence and is a powerful tool for advocacy. Where people are comfortable being described in such terms, we will do so.

We also recognise that there are many people who may have experienced domestic, family and sexual violence but do not identify with the terminology of victim-survivors.

The Commission recognises that there are many perspectives of the experience of domestic, family and sexual violence, and in using the term 'people with lived experience' we seek to be inclusive of the breadth of experiences.

People who use violence or perpetrators

The phrase 'people who use violence' refers to the individual who uses domestic, family and sexual violence to cause harm to another. People who use violence are sometimes referred to as a 'perpetrator' at legal and policy levels.

The term perpetrator aims to hold people who use violence accountable for their behaviour, and we respect the broad use of this term in the sector. The term can also be alienating and a barrier to healing and recovery for some people who use violence.

The Commission chooses to use the term 'people who use violence' where possible.

ABOUT THE COMMISSION



OUR PURPOSE



Our purpose is to help Australia understand where reform is needed, whether it is working, and where the system needs to learn, adapt and act.

The Commission's purpose (within the meaning of the Public Governance, Performance and Accountability Act 2013) is to:

- amplify the voices of people with lived and living experience, because their expertise is integral,
- provide evidence-informed strategic advice, because evidence must drive continuous improvement,
- monitor and report on national progress, because transparency is critical for accountability, and
- promote coordination, learning and accountability across governments and sectors, because ending violence requires the national system to work together.

The Commission's purpose aligns with Outcome 1 of the Domestic, Family and Sexual Violence Commission's Portfolio Budget Statement.¹



"Amplifying the voices of people with lived experience of domestic, family and sexual violence, providing evidence-informed policy advice, and promoting coordination and accountability towards ending gender-based violence."

Department of Social Services Portfolio Budget Statements, Page 121

The Commission exists to strengthen national accountability and support governments to deliver meaningful change – because when systems are held to account and reforms are implemented, our communities are safer and we move closer to an Australia where gender-based violence is rare, brief and non-recurring.

¹ Refer to Department of Social Services Portfolio Budget Statements, Page 114, https://www.dss.gov.au/system/files/resources/2023-24_pbs.pdf

HOW WE WORK

The Commission is focused on practical and meaningful ways to understand and measure progress towards the objectives outlined in the National Plan and identify where the system needs to learn, adapt and improve. Our work is informed by what is important to people with lived and living experience and what the research, data and frontline workforce are telling us. We work in partnership with relevant government and non-government actors and people with lived experience to hold space for these national conversations.

Principles for action

Five principles for action underpin the Commission's approach to everything we do. The principles reflect the complexity of the challenges the Commission faces, and the approaches necessary to tackle them across our diverse country:

- **Inquiring:** we will approach challenges with curiosity and openness, and use insights, evidence, and expertise to support learning, continuous improvement and strategic advice.
- **Collaborative:** we will facilitate coordination and connection across communities, sectors, and governments.
- **Responsive:** we will maintain flexibility to respond to emerging issues and needs.
- **Dignity:** we recognise our actions contribute to people with lived experience being heard, understood, safe and supported.
- **Influence:** we will influence positive change and inform priorities for policy, investment, research, data and system reform.

Embedding lived experience

People with lived and living experience bring critical expertise and insight that informs the Commission's work, including how systems are experienced in practice, where barriers arise and what is required to improve outcomes. The Commission is committed to ensuring this expertise informs strategic advice, monitoring, accountability and system reform.

This approach takes time.

The Commission is committed to engaging with people with lived and living experience in ways that uphold dignity, and ensure people feel safe, supported and empowered to contribute meaningfully. Everyone's story is different. We recognise that behind every statistic are individuals with diverse and intersecting experiences, needs and perspectives. Their insights deepen our understanding of how systems operate in practice, where barriers remain and what needs to change.

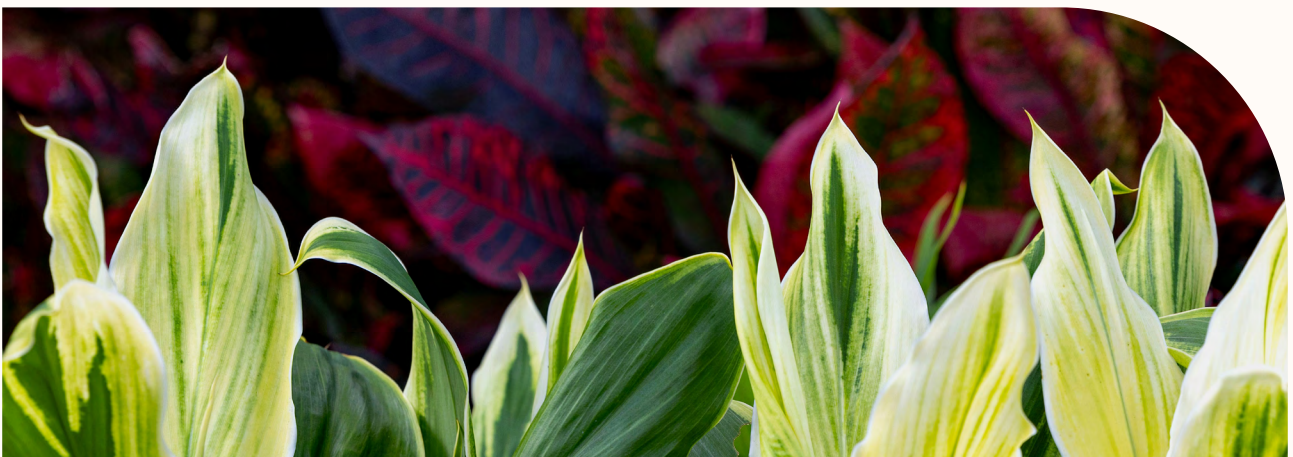
Alignment with the National Agreement on Closing the Gap Priority Reforms

The Commission is committed to the 4 Priority Reforms outlined in the National Agreement on Closing the Gap (the Agreement):

1. formal partnerships and shared decision making,
2. building the community-controlled sector,
3. transforming government organisations, and
4. shared access to data and information at a regional level.

The Commission will work to support the Australian Government's commitment to reduce by at least 50% the rate of all forms of family violence and abuse against Aboriginal and Torres Strait Islander women and children, as progress towards zero (outcome 13, target 13 of the Agreement).

The Australian Government released *Our Ways – Strong Ways – Our Voices: National Aboriginal and Torres Strait Islander Plan to End Family, Domestic and Sexual Violence 2026–2036*, committing to a stand-alone First Nations National Plan to address the complex factors contributing to violence against Aboriginal and Torres Strait Islander women, children and communities. The Commission will be led by, and work in partnership with, Aboriginal and Torres Strait Islander peoples to ensure the Australian Government delivers on its commitment.



OUR STRATEGIC DIRECTION AND KEY ACTIVITIES

The Commission's Strategic Plan 2027–2030 identifies four strategic priorities that will guide delivery of this Corporate Plan.

These strategic priorities are the key activities through which the Commission will achieve its purpose and assess its performance.

STRATEGIC PRIORITY 1: **Authoritative Strategic Advice**

The Commission will provide clear, evidence-based and implementation-focused advice to governments and decision-makers.

Advice will be informed by evidence, the expertise and insights of people with lived and living experience, and system intelligence. It will identify practical pathways for implementation and clarify trade-offs, risks and opportunities for decision-makers.

STRATEGIC PRIORITY 2: **National Accountability and Monitoring**

The Commission will strengthen accountability for progress under the National Plan across Commonwealth, State and Territory governments. Through the Yearly Report to Parliament, monitoring activities and review of national reporting mechanisms, the Commission will provide transparent assessments of progress and outcomes, implementation challenges and areas requiring additional attention, supporting accountability, continuous learning and improvement.

STRATEGIC PRIORITY 3:

People with Lived and Living Experience at the Centre

Engaging with people with lived experience of domestic, family and sexual violence cannot simply involve consultation after decisions are made. People with lived and living experience bring expertise that provides unique insight into how systems operate in practice and where reform is needed. Embedding lived experience input across governance, policy and service design strengthens decision-making, accountability and continuous improvement across the system.

The Commission will provide strategic leadership to support and promote the embedding of the voices of those with lived and living experience in reform initiatives at all stages – policy and service design, improving accessibility, and ensuring responses reflect the complexity of people’s lives rather than requiring people to navigate fragmented systems. The Commission will support governments, organisations and sectors to move beyond consultation and embed lived experience expertise as a core capability within governance, policy development, implementation and system reform.

STRATEGIC PRIORITY 4:

System Coordination and Coherence

The Commission will promote and facilitate greater coherence across governments, portfolios, jurisdictions and sectors towards an integrated approach to DFSV.

The Commission will support national conversations, identify where fragmentation creates gaps, duplication or barriers and what needs to change, and promote coordinated and integrated approaches to implementation.

OPERATING CONTEXT



Our key activities are undertaken within an operating context shaped by a critical phase of national reform. The elements below – environment, capability, risk, cooperation and subsidiaries – individually and collectively inform how the Commission achieves its purpose.

ENVIRONMENT: A CRITICAL JUNCTURE

Australia is entering a critical implementation phase of reform in efforts to end domestic, family and sexual violence.

Five years into the *National Plan to End Violence against Women and Children 2022–2032*, Australia has strengthened foundations for a coordinated national response, including improved governance, evidence, data and greater capability to embed the expertise of people with lived and living experience.

The challenge is no longer simply understanding the problems we face – which have been examined extensively – but ensuring reform and recommendations are implemented consistently, monitored effectively and adapted through continuous learning to achieve lasting improvements in safety and wellbeing.



“We have thousands of recommendations, from decades of Inquiries, Inquests and Royal Commissions. The challenge now is ensuring reforms are implemented consistently, at scale and in ways that improve outcomes.”

Commissioner Micaela Cronin

The development of the Second Action Plan is an important moment calling for renewed and strengthened national commitment to implementation and accountability. Governments, service systems and communities increasingly expect clear evidence of progress and transparent reporting on whether investments and reforms are achieving their intended outcomes.

The Commission's role in this environment is to strengthen accountability, support implementation, identify barriers to progress and promote greater coherence across governments and sectors, helping ensure reform translates into meaningful change.

National Reform Environment

The Commission's work is shaped by key national frameworks and reform agendas, alongside State and Territory domestic, family and sexual violence strategies and action plans, including:

- *National Plan to End Violence against Women and Children 2022–2032*
 - First Action Plan 2023–2027
 - Second Action Plan 2027–2032
- Aboriginal and Torres Strait Islander Action Plan 2023–2025
- *Our Ways – Strong Ways – Our Voices: National Aboriginal and Torres Strait Islander Plan to End Family, Domestic and Sexual Violence 2026–2036*
- *Working for Women: A Strategy for Gender Equality*
- National Agreement on Closing the Gap – particularly, but not limited to – Targets 12 and 13
- The National Framework for Protecting Australia's Children 2021–2031, and
- The National Strategy to Prevent and Respond to Child Sexual Abuse 2021–2030.

These frameworks create opportunities for alignment but also increase the importance of coordination and accountability.

System Complexity

Domestic, family and sexual violence is not the responsibility of a single government, portfolio, sector or service system. Responsibility is shared across Commonwealth, State and Territory governments and agencies, including justice, health, education, home affairs, housing and homelessness services, community organisations and prevention programs. The private sector also plays a critical role. The complexity of this environment creates risks of duplication, fragmentation and inconsistent implementation. The Commission's role is to support greater system coherence and ensure implementation remains focused on outcomes.

Lived Experience Leadership

The knowledge, insights and expertise of people with lived and living experience are fundamental to understanding the challenges we face, what needs to be done, and whether reforms are working. The Commission recognises that meaningful engagement extends beyond consultation. People with lived and living experience bring expertise that must inform strategic advice, monitoring, accountability mechanisms and implementation decisions.

The Lived Experience Advisory Council and broader networks of people with lived and living experience provide expertise that informs the Commission's priorities, strategic advice, monitoring and accountability mechanisms.

Future Outlook

Over the life of this Corporate Plan, expectations around accountability for National Plan outcomes across Commonwealth, State and Territory governments, public reporting, transparency in decision-making, evidence-informed implementation and meaningful engagement with people with lived experience are expected to continue to develop. The Commission will evolve its approaches to meet these expectations while maintaining its credibility, transparency and integrity.

CAPABILITY

These are the capabilities the Commission needs to undertake its key activities and achieve its purpose. The Commission's ability to achieve its purpose depends on maintaining and strengthening capability across workforce, systems, governance and partnerships.

Workforce Capability

The Commission requires specialist capability that underpins its credibility and impact: strategic advice and evaluation to hold implementation to account with evidence; trauma-informed, lived experience engagement to ensure those most affected shape the Commissioner's judgments, safely and respectfully; stakeholder engagement and communications to build the trust needed to influence government and community action; and program management, governance and assurance to ensure the Commission models the standard it expects of others. The Commission will continue to attract and retain a multidisciplinary workforce with expertise across these domains, supported by an organisational culture grounded in dignity, collaboration, responsiveness and curiosity, and centred on lived experience.

Workforce planning will focus on maintaining a high-performing and adaptable workforce capable of responding to emerging priorities while sustaining delivery of core functions.

The Commission will continue to support staff wellbeing, professional development and psychologically safe workplaces.

APS Strategic Commissioning Framework

The Commission is committed to the APS Strategic Commissioning Framework (the Framework) and ensuring public resources are used effectively and efficiently. The Commission operates in line with the Framework. Core work is performed in-house in most cases, and any outsourcing of core work is minimal and aligns with the limited circumstances permitted.

The Commission will continue to maintain strong procurement practices, leverage specialist expertise where required, build internal capability and strengthen contract management and performance monitoring.

Knowledge, Data and Technology

The Commission's influence depends on its ability to access, analyse and communicate evidence. Over the life of this plan the Commission will continue to mature its monitoring and reporting systems, stakeholder relationship management systems, knowledge management capability, data analytics capability and digital engagement platforms.

Investment in these capabilities will support more effective monitoring, reporting and strategic advice.

Governance and Delivery

The Commission will continue to strengthen governance arrangements through enterprise performance reporting, portfolio and project management disciplines, risk management, financial management, internal assurance processes and Audit and Risk Committee oversight. The Commission's operating model will continue to support integrated delivery across strategic advice, monitoring, lived experience and coordination functions.

RISK

The Commission recognises that effective risk management is essential to achieving its purpose. Risk management is integrated into planning, decision-making and performance monitoring processes. Risks are actively monitored and reviewed by the Executive and Audit and Risk Committee.

The Commission's approach is built on four principles:

- Name It – strategic risks are identified openly and transparently
- Own It – each risk has clear accountability
- Manage It Actively – risks are continuously monitored and supported by defined strategies, and
- Report It Honestly – risks affecting delivery, effectiveness, outcomes and impact are reported transparently, including where evidence suggests the Commission's work is not achieving its intended results.

These principles are supported by the Commission's risk management process, which is outlined in detail on the following page.



Risk	What it means	Management approach
The Commission cannot demonstrate that its work has influenced national reform or improved outcomes	Without credible evidence of impact, the Commission risks losing influence, stakeholder confidence and opportunities to shape government decision making.	Proactive stakeholder engagement, rigorous evidence assurance and use of the Commission's Monitoring and Reporting Framework to monitor progress, identify implementation challenges, strengthen evidence, support continuous learning and adaptation, and report transparently on outcomes.
Harm through engagement with lived and living experience	Poor engagement practices undermine trust or cause harm to participants.	Trauma-informed approaches, strong governance arrangements and appropriate participant support and evaluation.
Capacity spread too thin	Attempting more work than resources can effectively support reduces impact.	Clear prioritisation, structured portfolio management and strategic workforce planning.
System complexity overwhelming coherence	Fragmentation across governments, sectors and stakeholders reduces the Commission's ability to influence, coordinate and drive impact.	Proactive stakeholder engagement, strategic partnerships, clear communication of priorities and expectations, and ongoing monitoring and reporting of system-wide barriers that may affect the Commission's effectiveness.
Political and policy shifts	Changes in government priorities affect the Commission's implementation momentum.	Transparent reporting, bipartisan engagement and provision of robust evidence-based advice.
Lived experience expertise not meaningfully influencing decisions	Trust and credibility are undermined if engagement does not translate into visible influence on priorities, advice and accountability mechanisms.	Clear decision-making and feedback mechanisms, transparent reporting of lived experience influence, evaluation of engagement outcomes, and governance oversight of lived experience integration.

COOPERATION

The Commission cooperates with the following organisations and bodies that make a significant contribution to achieving its purpose:

Governments

The Commission works with Commonwealth, State and Territory governments to support implementation of the National Plan, promote policy coherence and provide evidence-informed advice to ministers and decision-makers.

Lived and Living Experience Leadership

The Lived Experience Advisory Council and broader networks of people with lived and living experience inform the Commission's priorities, products and accountability mechanisms. This cooperation is foundational to the Commission's credibility and integrity.

Aboriginal and Torres Strait Islander Organisations

The Commission cooperates with First Nations-led organisations and communities to support First Nations-specific implementation, ensuring approaches are culturally grounded and community-led.

Strategic Partnerships and Cooperation

The Commission meets with Federal Commissioners and Ambassadors to identify system-level priorities, as well as to help inform the Second Action Plan.

Research and Evidence Partners

Partnerships with research organisations strengthen the Commission's evidence base and support the development of robust monitoring and evaluation approaches.

Community Sector

The Commission cooperates with specialist domestic, family and sexual violence services and the broader community sector to understand implementation challenges and promote system coherence.

Shared Services and International Learning

The Commission utilises Department of Social Services shared services arrangements to support efficient operations and draws on international experience and learning to strengthen its approach to monitoring, accountability and reform.

SUBSIDIARIES

The Domestic, Family and Sexual Violence Commission does not have any subsidiaries.

PERFORMANCE FRAMEWORK AND LINE OF SIGHT



As the Commission continues to mature, so too does our approach to measuring and demonstrating impact. Over the life of this Corporate Plan, the performance framework will be refined to strengthen alignment with the Commission's purpose, better capture outcomes and our influence, and support more robust, reliable and transparent performance reporting.

HOW THE COMMISSION CREATES PUBLIC VALUE

The Commission's performance framework reflects the nature of its role as a key national body in the Australian Domestic, Family and Sexual Violence governance system. The Commission does not deliver frontline services or control the system outcomes it seeks to influence. Its contribution is therefore assessed through a balanced set of measures covering:

- influence and effectiveness – whether advice, monitoring, lived experience expertise and coordination contribute to better decisions and implementation,
- outputs – whether priority products and activities are delivered to the required standard,
- quality and efficiency – whether work is timely, evidence-informed, proportionate and well governed, and
- longer-term contribution – whether the Commission strengthens national accountability, coherence and focus on outcomes for people with lived and living experience.

No single measure is sufficient to demonstrate impact. Performance will be assessed using multiple sources of quantitative and qualitative evidence, with results considered together and in the context of the Commission's operating environment, risks and level of control.

LINE OF SIGHT FROM PURPOSE TO PERFORMANCE

Level	What the Commission does	Intended outcome
Purpose	Help Australia understand whether reform is working and ensure that, when it is not, action follows.	Improved decisions, stronger implementation and greater accountability for progress under the National Plan.
STRATEGIC PRIORITY 1: Authoritative Strategic Advice	Provide clear, evidence-based and implementation-focused advice informed by evidence, lived experience and system intelligence.	Decision-makers use Commission advice to strengthen policy, program and implementation decisions.
STRATEGIC PRIORITY 2: National Accountability and Monitoring	Provide transparent assessment of progress, implementation challenges, barriers and emerging risks.	Commonwealth, State and Territory governments and stakeholders have a clearer and more credible understanding of progress and act where it is insufficient.
STRATEGIC PRIORITY 3: People with Lived and Living Experience at the Centre	Embed lived and living experience expertise to provide intelligence across the life cycle of policy and service development, design and implementation across advice, monitoring and accountability.	Lived experience expertise contributes to better decision-making, accountability and continuous system improvement.
STRATEGIC PRIORITY 4: System Coordination and Coherence	Support greater connection across governments, sectors and stakeholders and identify fragmentation and opportunities for coordinated action.	National reform is better connected, duplication and gaps are more visible, and shared implementation challenges are addressed more coherently.

PERFORMANCE MEASUREMENT APPROACH

The measures below are designed to meet the requirements of section 16EA of the PGPA Rule by directly relating to the Commission's purpose and key activities; using reliable and verifiable information; supporting an unbiased assessment; providing a mix of qualitative and quantitative information; covering outputs, efficiency and effectiveness where appropriate; and enabling assessment over time.

For measures being introduced in 2026–27, the Commission will establish a baseline using an approved methodology. A baseline result will not be treated as a performance target. From 2027–28, targets will be informed by the baseline, the Commission's operating context and an assessment of what is challenging but achievable. Methodologies and data definitions will be approved before data collection begins and retained as performance records.



STRATEGIC PRIORITY 1: AUTHORITATIVE STRATEGIC ADVICE

Intended outcome: Governments and decision-makers are supported by high-quality, evidence-informed and implementation-focused advice that contributes to improved decisions and reform outcomes.

Measure	What is measured	Methodology and evidence	2026–27	2027–28	2028–29	2029–30	Type
1.1 Evidence of influence	Our advice supports better government decisions.	Maintain a register of what advice has been provided, and evidence that it has informed a decision. Capture 2–3 case studies during the year.	Baseline	Target set from baseline	Positive trend	Positive trend	Effectiveness / impact



STRATEGIC PRIORITY 2: NATIONAL ACCOUNTABILITY AND MONITORING

Intended outcome: Progress towards National Plan outcomes is transparent, measurable and publicly accountable.

Measure	What is measured	Methodology and evidence	2026–27	2027–28	2028–29	2029–30	Type
2.1 Yearly Report to Parliament	Yearly Report is completed and tabled in accordance with legislative and agreed requirements.	Parliamentary tabling records and approved project schedule.	Achieved	Achieved	Achieved	Achieved	Output
2.2 Quality and coverage of monitoring	Yearly report is produced in accordance with approved quality, evidence quality, and governance standards.	A review completed of approved rubric, with data and source verification.	≥90%	≥90%	≥92%	≥92%	Quality / effectiveness
2.3 Reporting prompts action	Verified instances where Commission monitoring or reporting contributes to a policy, implementation, funding, governance or accountability response.	Annual desktop analysis of recommendation adoption.	Baseline and examples reported	Target set from baseline	Positive trend	Positive trend	Effectiveness / impact



STRATEGIC PRIORITY 3: LIVED AND LIVING EXPERIENCE AT THE CENTRE

Intended outcome: People with lived and living experience meaningfully and safely influence policy, implementation and accountability processes.

Measure	What is measured	Methodology and evidence	2026–27	2027–28	2028–29	2029–30	Type
3.1 Implementation and Evaluation of Lived Experience Frameworks and Tools	Awareness, adoption and application of the Commission's Lived Experience Engagement Framework and Evaluation Framework including adherence to principles to engaging people with lived and living experience principles.	Annual National stakeholder survey.	Achieved	Achieved	Achieved	Achieved	Quality / effectiveness
		The number of best practice tools for engaging people with lived and living experience published online.	Maintained or increased	Maintained or increased	Maintained or increased	Maintained or increased	
		Commission's Annual internal evaluation.	Achieved	Achieved	Achieved	Achieved	
3.2 Demonstrated influence of lived and living experience and promotion of lived and living experience leadership*	Demonstrated impact of lived experience expertise on Commission advice, decisions and outputs.	Participation records demonstrate at least 20% representation by people with relevant lived and living experience in significant engagement activities.	≥90%	≥90%	≥92%	≥92%	Effectiveness
	National coordination and knowledge sharing through lived experience leadership forums.	Delivery of an annual national Lived Experience Summit or equivalent mechanism to bring together lived and living experience organisations and leaders.					

* The Lived Experience Advisory Council (LEAC) is currently funded through a terminating budget measure ending in 2026–27. Future reporting arrangements for measure 3.2 will be considered in line with future funding decisions.



STRATEGIC PRIORITY 4: SYSTEM COORDINATION AND COHERENCE

Intended outcome: Governments, sectors and stakeholders are better connected and able to implement reforms in a coordinated and coherent manner.

Measure	What is measured	Methodology and evidence	2026–27	2027–28	2028–29	2029–30	Type
4.1 Coordination and engagement	The Commission contributes positively to national coordination.	Maintain a register of major forums, roundtables and partnerships.	Baseline	Baseline + agreed improvement	Maintain or improve	Maintain or improve	Effectiveness



METHODOLOGY, ASSURANCE AND EVIDENCE STANDARDS

Standard	Application
Approved technical specifications	A technical specification will be maintained for each measure, including definitions, scope, numerator and denominator where relevant, exclusions, data owner, collection timing, quality controls and calculation method.
Triangulation	Where measures assess influence or effectiveness, the Commission will use more than one source of evidence wherever practicable. Self-assessment will not be the sole basis for a claim of influence.
Survey integrity	Survey populations, sampling, minimum response rates, privacy arrangements and treatment of non-response will be documented before administration. Results will be disaggregated where meaningful and safe.
Influence evidence	Influence will be assessed against pre-approved criteria. Evidence may include references in decisions or formal documents, documented changes following advice, decision-maker validation, or clear traceability between Commission work and an action. Mere attendance, distribution or stakeholder awareness will not by itself demonstrate influence.
Case study selection	Any case studies used as performance evidence will be selected through a documented, unbiased process and will include limitations and, where relevant, examples where intended influence was not achieved.
Quality assurance	Data and assessments will be reviewed by an officer or panel independent of the activity being assessed. Material judgements and adjustments will be documented and approved.
Performance over time	Definitions and methods will remain stable where possible. Any change will be explained, including its effect on comparability with prior years.
Context and attribution	Annual performance statements will distinguish between the Commission's contribution and outcomes controlled by governments or the broader system and explain material external factors affecting results.



ORGANISATIONAL EFFECTIVENESS MEASURES

This measure supports the assessment of achievement of the Commission's purpose. They provide assurance that the Commission is using public resources well and maintaining the capability required to deliver its key activities.

Measure	Definition	2026–27	2027–28	2028–29	2029–30
The Commission is well governed and manages public resources responsibly.	Financial Statements, audit reports, risk reporting and compliance reporting are finalised within required timeframe.	100%	100%	100%	100%

ALIGNMENT WITH PORTFOLIO BUDGET STATEMENTS

Strategic priority	PBS key activity	Corporate Plan measures
1 – Authoritative Strategic Advice	1 – Evidence-informed strategic advice	1.1
2 – National Accountability and Monitoring	3 – Monitoring and accountability	2.1–2.3
3 – People with Lived and Living Experience at the Centre	4 – Lived experience leadership	3.1–3.2
4 – System Coordination and Coherence	2 – Coordination and engagement	4.1

Together, these measures provide a clear read between the Commission's purpose, PBS Outcome and key activities, Corporate Plan, annual work program and Annual Performance Statements. The full suite will be measured and assessed in the Commission's Annual Performance Statements for the relevant reporting period.

Why this matters: Ending domestic, family and sexual violence requires coordinated action across multiple governments, systems and sectors.

LOOKING FORWARD: FROM ESTABLISHMENT TO STEWARDSHIP



The next phase of reform requires courage, persistence and accountability to translate commitments into sustained action and achieve measurable improvements in outcomes for people with lived and living experience.

The Commission contributes to a future in which domestic, family and sexual violence has become rare, brief and non-recurring by championing the voices of people with lived and living experience, strengthening accountability and promoting evidence-informed action.

Through our work, we help ensure that the experiences of those most affected are heard, valued and reflected in efforts to drive lasting systemic change.

Through evidence, lived and living experience expertise, and system leadership, the Commission will continue to support the national effort to end domestic, family and sexual violence.



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Australian Government

Domestic, Family and Sexual Violence Commission