



QUEENSLAND VETERANS AND VETERANS' FAMILIES STRATEGY

2026–2032

DELIVERING
FOR QUEENSLAND



Queensland
Government



80th-anniversary commemorations
for Victory in the Pacific, Townsville.



Message from the Premier and Minister for Veterans

Veterans are respected members of our community who bring leadership, resilience and diverse skills to our state.

More than a century after Australians fought in the First World War, the Anzac Spirit still drives thousands of young people to serve their country.

Mateship, courage, discipline, duty, and sacrifice are values that live on through Queensland's veterans, serving members and their families. They have given much in service to our State and nation, often carrying burdens most of us will never fully know.

This first *Queensland Veterans and Veterans' Families Strategy 2026-2032* reflects the care, support, recognition and opportunities the Queensland Government will deliver for veterans and their families.

Queensland is home to more veterans than any other state, with more than 163,000 current and former Australian Defence Force members living here.

It is important that they have access to the resources they need during, and after, their service. We are providing a pathway for veterans to remain in, or relocate to, Queensland by reimagining a life beyond defence.

This Strategy sets a clear direction across five pillars: education and employment; health, housing and support; veterans in business; community and sport; and commemoration and recognition.

It recognises families as central to the veteran community, and ensures their needs, ambitions and contributions are also reflected as the Strategy is delivered. Our focus ensures that as veterans transition to civilian life, their loved ones can benefit from new opportunities, a stronger sense of community, and a place to call home.

Together, we will honour the service and sacrifice of veterans and their families, and make sure Queensland remains a place where they are recognised, respected and supported.

A handwritten signature in black ink that reads "David Crisafulli".

The Honourable David Crisafulli MP
Premier and Minister for Veterans



80th-anniversary commemorations for Victory in the Pacific, Townsville.

QUEENSLAND VETERANS AND VETERANS' FAMILIES STRATEGY

2026–2032

Contents

Message from the Premier and Minister for Veterans	3
Delivering for Queensland Veterans and Veterans' Families	7
Our landscape	8
Our veterans	9
Our commitment	10
Our pillars	11
• Pillar 1 Education and employment	12
• Pillar 2 Health, housing and support	14
• Pillar 3 Veterans in business	16
• Pillar 4 Community and sport	18
• Pillar 5 Commemoration and recognition	20
Glossary and acronyms	22
Implementation of the Strategy	23



Veteran Jasmine, now a police officer, with her son.

Delivering for Queensland Veterans and Veterans' Families

The Queensland Government is delivering for veterans and their families through the state's first Veterans and Veterans' Families Strategy, recognising the vital contributions veterans and their families make to our community.

This Strategy reflects our commitment to honouring service, strengthening wellbeing and improving outcomes for more than 163,000 veterans and their families who call Queensland home.

Developed through extensive statewide consultation, this Strategy outlines how the Queensland Government is delivering better support for veterans and their families with practical measures to recognise service, strengthen wellbeing and improve outcomes.

The Strategy represents a collaborative whole-of-community approach, bringing together key stakeholders to deliver better outcomes for veterans and their families.

The Queensland Government continues to work with Queensland veterans and their families, the Australian Government, ex-service organisations (ESOs), veteran serving organisations (VSOs), and the Queensland Veterans' Council (QVC) an independent statutory body established to provide expert advice on veteran matters.

This unified approach ensures that veteran services and supports are coordinated and complementary, making it easier for veterans and their families to access the support they need. By fostering collaboration across all levels of government and the broader sector, the Strategy creates a stronger, more connected network for more than 163,000 veterans living in Queensland, and their families.

The Queensland Government is committed to ensuring veterans and their families voices and lived experiences play a role in shaping the delivery of services and programs through this Strategy.

The Strategy will help guide the delivery of practical measures that address the real needs of veterans and their families. Whether it's assistance transitioning from the Australian Defence Force (ADF) to civilian life, accessing health and mental health services, securing housing, finding meaningful employment and training opportunities, supporting veteran-owned businesses, fostering community connection through sport and volunteering, or promoting commemoration to honour veterans' service.

The QVC will play a key role in advising on implementation ensuring the voices of veterans and their families are heard.

The Queensland Government recognises that the wellbeing of veterans is deeply connected to the support, resilience and health of their families. This Strategy adopts a family approach, ensuring families, partners, children, parents, carers and friends are actively supported through access to mental health resources, education, employment and training opportunities.

By empowering families, the Strategy strengthens the entire veteran community, recognising that when families thrive, veterans are better supported.

Our landscape

Queensland is home to the largest population of veterans in the nation



There are

163,112

veterans across Queensland

That's **2.8%** of **Queensland's total population**

Queenslanders currently serving

16,803

in the regular ADF

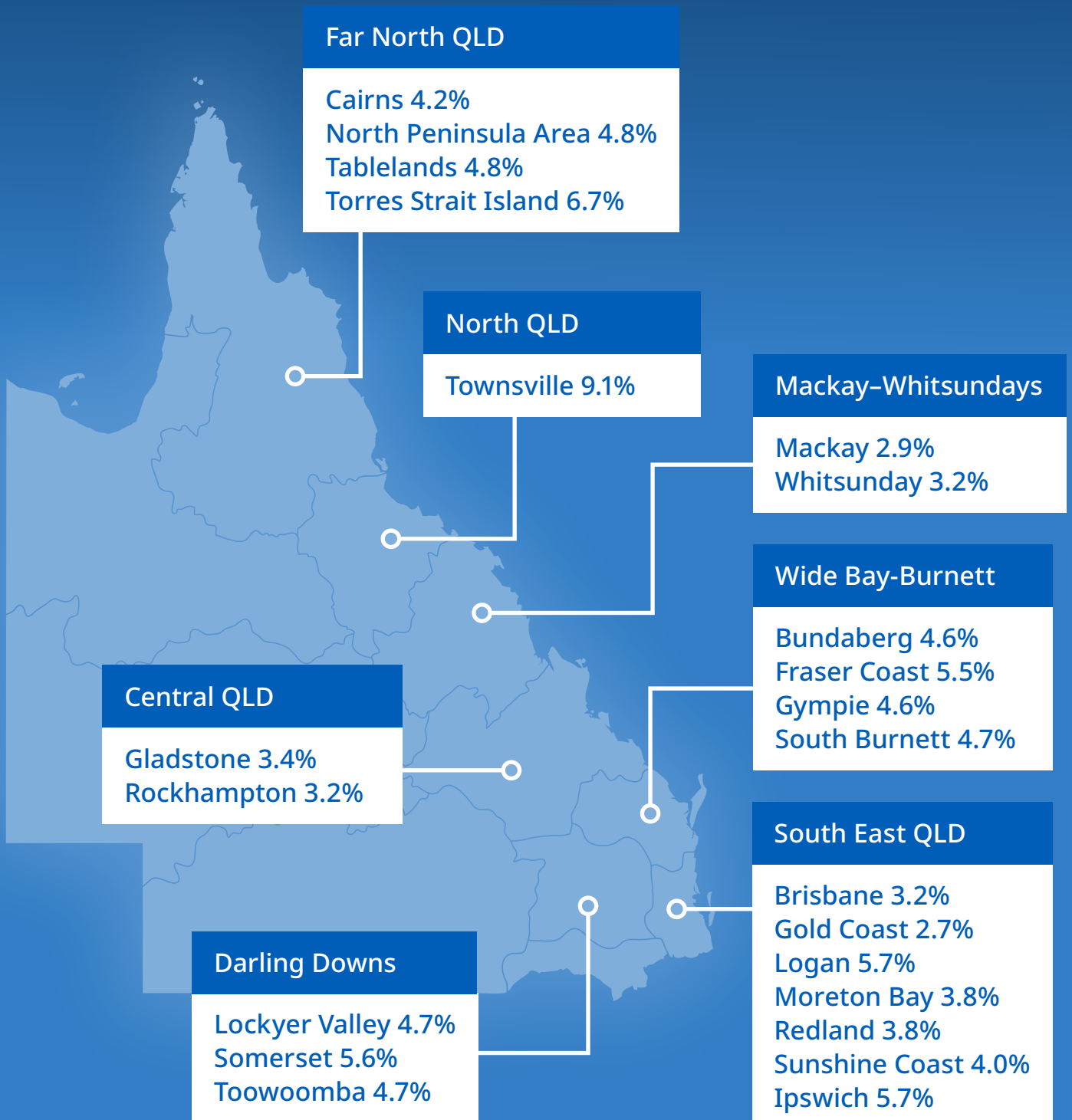
6339

in the ADF Reserves

Source: Australian Bureau of Statistics 2021 Census

Our veterans

Percentage of veterans in local populations



Source: Australian Bureau of Statistics 2021 Census

Our commitment

We're committed to supporting veterans and their families to belong and contribute to Queensland's social and economic prosperity.

The *Queensland Veterans and Veterans' Families Strategy 2026-2032* is the state's first strategy for veterans and their families. It provides a framework to recognise skills and service, strengthen wellbeing and maximise opportunities for veterans and those who support them.

This commitment will be delivered through coordinated action across the Queensland Government, working with the tertiary, training and education sector, the Australian Government, local governments, ex-service organisations, veteran serving organisations, industry and the community sector. This is in addition to ongoing engagement with veterans and their families.

This Strategy sets out a plan to ensure Queensland's veterans and their families are recognised, respected, and supported to contribute meaningfully within their communities.

While the Strategy provides long-term direction, it remains flexible and responsive.



Veteran Justin, now a public servant, veteran Danielle, now working in state government cyber defence and veteran Allan, now a primary school teacher.

Our pillars

The Strategy is structured around five interconnected pillars, reflecting the areas that matter most to veterans and their families.



Education and employment

To support veterans and their families as they transition from the ADF into education, training and civilian careers. This includes supporting and enhancing job readiness, improving access to employment opportunities across Queensland, and better skills recognition.



Health, housing and support

To improve veterans' access to health care, mental health services, housing, and other supports. This includes advancing informed and family approaches, and strengthening collaboration to deliver better, more coordinated services. Supporting the families of veterans helps to build a stronger and more resilient family unit, improving the support provided through critical periods of transition.



Veterans in business

Veterans bring skills, leadership and experience that are vital to Queensland's economy. This includes supporting veteran-owned businesses, veteran employers and veteran entrepreneurs by improving access to business opportunities, tailored support, mentoring and pathways for growth.



Community and sport

To promote connection and resilience by supporting veterans and their families to engage in sport, volunteering, and community activities. These connections and the acknowledgement of such strong involvement, strengthen inclusion, build local networks and help communities to thrive.



Commemoration and recognition

We honour all veterans by recognising every form of service in the ADF. Through commemoration, education, the sharing of stories and recognition, we ensure Queensland communities understand the value and cost of service and that veterans' contributions are remembered and respected.



Veteran Kieren, now a firefighter.

EDUCATION AND EMPLOYMENT

PILLAR 1

Purpose

To ensure Queensland veterans and their families have rewarding careers, employment opportunities, accessible education pathways, and achieve economic wellbeing through their contribution to Queensland's workforce.

Supporting veterans through key transition points including from the ADF to civilian life is a key focus, with initiatives aimed at recognising their skills, providing tailored training opportunities, and connecting them with employers who value their unique experience.

Where we are now

Veterans bring extraordinary skills gained during their service including leadership, discipline, adaptability and technical expertise - yet often face barriers translating these to civilian employment.

Recognition of Prior Learning (RPL) pathways are not understood or are inconsistently applied, and families frequently experience career and education disruption due to service-related postings.

Where we want to be

Queensland businesses actively seek out veteran talent.

Veterans and their families achieve long-term employment and economic participation.

How we will get there

Veterans are a priority cohort under the Queensland Government's *Right Skills Strategy 2025-2028* and the Training Priorities Plan, reflecting strong alignment with sectors such as construction, defence, manufacturing, logistics, teaching, tourism and health.

The *Queensland Procurement Policy 2026* (QPP) will also drive economic growth across the state by prioritising spending with local suppliers, including those owned by or employing veterans. By leveraging government procurement, the QPP fosters economic participation, strengthens supply chains, and creates job opportunities in communities throughout Queensland.

The Queensland Government is committed to becoming an employer of choice for veterans by fostering a workplace culture that values their unique skills, leadership, and experience. Tailored support programs and an increased understanding of military qualifications and experiences will aim to attract and retain veterans in public sector roles. These efforts not only provide career opportunities for veterans but also enhance the capability of the Queensland public service.

Through partnerships across government including with DVA, industry, university and education providers, and the community sector, the Queensland Government will facilitate the creation of clear pathways for veterans to enter trades, professions and priority industries. These pathways recognise veterans' highly transferable skills, while helping to meet the workforce needs of Queensland's growing economy.

Recognising the leadership, discipline, and communication skills that veterans bring, the Queensland Government is also working to support opportunities to transition into teaching roles. Encouraging veterans to share their knowledge and experience in classrooms across the state will provide veterans with a rewarding career that has a lasting impact on future generations.

The Queensland Government is prioritising the development of its defence industry by playing a pivotal role in connecting national and international organisations with local defence contractors and suppliers.

By working collaboratively with industry, the Queensland Government will help ensure veterans are well positioned to contribute to the state's economic growth and build our sovereign industry capability. Major initiatives, including the 2032 Olympic and Paralympic Games and the growth of Queensland's defence industry, further support employment, participation and long-term economic contribution by veterans and their families. Each of these pathways recognise veterans' highly transferable skills while driving innovation, productivity and helping to meet the workforce needs of Queensland's growing economy.

Strategic objectives

1. Position the Queensland Government as an employer of choice for veterans
2. Enable participation and access for veterans into employment across Queensland
3. Support veterans' families with education continuity and career opportunities
4. Improve education, training and employment pathways and qualification recognition for veterans
5. Grow veteran employment partnerships with Queensland businesses, government, key industry sectors such as defence, construction, manufacturing, logistics, teaching, tourism and health, education providers, and the community sector.

Success indicators

- Increase in the number of veterans and family members accessing identified Queensland Government education, training, and employment pathways and a defined follow up period after completing an identified pathway
- Increase in the number of veterans employed across the public sector, supported by improved engagement and Working for Queensland survey results
- Growth in opportunities and outcomes for veterans securing employment within Queensland's private sector, particularly in key industries such as defence, construction, manufacturing, logistics, teaching, tourism, and health.



Veterans Kylie and Vince, now working in pathology.



Veteran Ben, now a business owner,
with his family.

HEALTH, HOUSING AND SUPPORT

PILLAR 2

Purpose

To improve access for Queensland veterans and their families through coordinated, timely support for their physical and mental health, housing security and overall wellbeing, no matter where you live.

Where we are now

Veterans and their families face elevated risks of mental health challenges, chronic physical injury, financial hardship and housing instability. These risks are particularly prevalent in the period following transition from the ADF. Service navigation between Commonwealth and state systems is complex, and access to veteran services and support in regional areas is limited.

The 2024 findings of the Royal Commission into Defence and Veteran Suicide (RCDVS) highlighted the importance of targeted support for the veteran community.

The Australian Government is responsible for implementing the RCDVS recommendations.

The Queensland Government continues to work with the Australian Government to improve outcomes for veterans and their families.

The findings of the RCDVS highlight that veterans can face significant challenges at critical life points such as postings during service, transitioning out of service, following injury, or experiencing a crisis. The Queensland Government is prioritising support at these pivotal moments to help impacted or vulnerable veterans feel less isolated and better equipped to adjust to life beyond the ADF.

The Queensland Government continues to advocate for increased national funding to support veterans and their families living in Queensland.

Focused support at these critical life stages means challenges are addressed before they escalate, with the intent being to reduce the incidence of suicide and to improve mental wellbeing and health outcomes.

Where we want to be

Queensland's frontline services including health, housing, education and police understand the needs of veterans and their families. This includes better coordination between all levels of government, ensuring every person receives the right support at the right time. Dedicated pathways are well established and refined to support improved outcomes for veterans and their families.

How we will get there

Strengthened access to health care, mental health services, housing, and practical support through stronger coordination and partnerships within and across all levels of government, ESOs, VSOs and the community sector.

Future services and funding will be designed to support veterans and families.

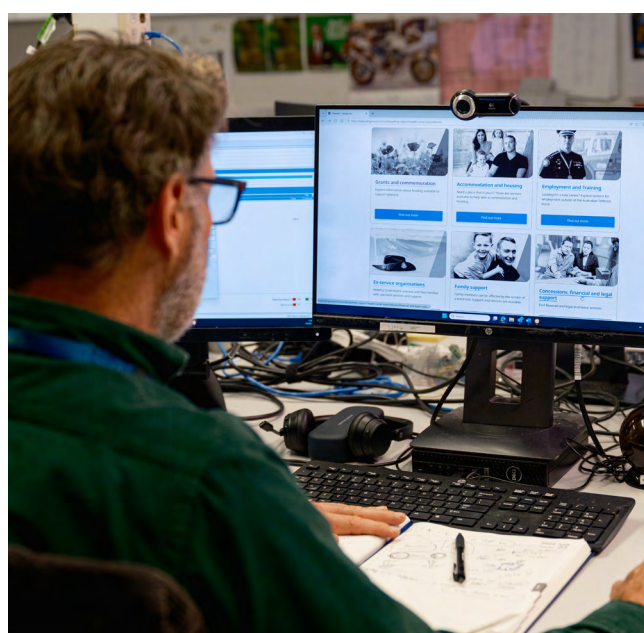
Targeted programs will focus on improving long-term outcomes for veterans and their families. Improved service navigation is central to this approach, supported by the refreshed Queensland Government Veterans Portal. This should ensure that veterans and their families can access the right support at the right time, while strengthening wellbeing and community connection.

Strategic objectives

1. Build capability across the Queensland Government and enhance cross-agency partnerships to deliver veteran support
2. Facilitate improved coordination between all levels of government, ESOs, VSOs and the community sector
3. Improve access to mental health and support for veterans and their families
4. Improve outcomes for veterans and their families by delivering targeted programs
5. Enable participation and access to social services and support for veterans and their families.

Success indicators

- Increase in veterans and families accessing identified services and support delivered or funded by the Queensland Government
- Increased veteran engagement with Queensland and Australian Government funded mental health, alcohol and other drug services, following establishment of referral pathways and measurement mechanisms
- Increase in provision of housing support for veterans at risk of homelessness
- Reduction in the number of veterans experiencing or at risk of homelessness, where data is available.



Legacy House Brisbane, under construction, delivered by businesses that are owned by veterans, employ veterans or support the veteran community.



VETERANS IN BUSINESS

PILLAR 3

Purpose

To recognise and leverage the skills, leadership, resilience and contribution that veterans bring to businesses and Queensland's economy. This includes actively supporting veteran entrepreneurs, business owners and veteran employers to establish, grow and thrive in Queensland.

Where we are now

Veterans bring proven leadership, discipline, and problem solving capability critical to Queensland's economic growth, yet there are limited dedicated pathways for veteran business owners in Queensland.

Where we want to be

Queensland is a national leader in supporting veterans in business with a focus on both veteran-owned businesses and veteran employers. Veteran-owned businesses and employers are accessing opportunities through the QPP and are recognised in the Queensland Procurement Solution system.

Veteran employee presence in Queensland's manufacturing, defence, logistics and construction sectors, the Games infrastructure and other declared projects is growing. This is in addition to the number of businesses owned by or employing veterans and their families.

How we will get there

Veterans, veteran-owned businesses and employers will be positioned as key contributors to a strong, diverse and competitive Queensland economy. This will be supported by the QPP, which makes Queensland the only jurisdiction nationally and one of a few internationally to include a specific procurement weighting for veteran businesses. This innovative policy recognises veterans as a purposeful public procurement outcome, complemented by initiatives such as the *Transforming Queensland Manufacturing Strategy 2025-30*, the *Social Enterprise and Impacting Investing Roadmap 2025* and the *Small and Family Business First Action Statement*.

Veterans' adaptability, technical expertise, and ability to perform under pressure translate directly into commercial success across a wide range of industries. By supporting veterans to establish, grow, and sustain businesses and encouraging employers to recognise and invest in veteran talent, Queensland will unlock new opportunities for innovation, productivity, and job creation.

The inclusion of a veteran-specific procurement weighting within the QPP demonstrates the state's leadership in leveraging government spending to drive economic participation and employment outcomes for veterans and their families.

The Strategy strengthens veteran participation in business through improved access to resources, tailored programs and mentoring. By recognising and promoting the value of veteran-owned businesses and veteran employees, Queensland encourages industry investment in the veteran workforce, creating meaningful career pathways and delivering lasting economic benefits for veterans, their families, and communities across the state. This approach positions Queensland as a national leader in veteran economic empowerment.

Strategic objectives

1. Identify and support veterans in business through Queensland Government procurement opportunities, prioritising manufacturing, logistics, defence and construction sectors, and declared projects to foster growth and sustainability
2. Encourage support for veteran-owned businesses by highlighting their quality to consumers and other businesses, including fostering opportunities in the private sector and defence industry employment
3. Establish veteran business capability and support pathways including for small and family business and entrepreneurs.

Success indicators

- Delivery of tailored business support, mentoring, and networking opportunities for veterans and their families
- Increased participation of veteran-owned and veteran-employing businesses in government procurement through the Queensland Procurement Solution.

Veteran Callum, now a public servant
and veteran Tom, now a paramedic.



COMMUNITY AND SPORT

PILLAR 4

Purpose

To build connected and engaged communities across Queensland where participation in sport and recreation provides pathways to belonging and resilience.

Where we are now

Veterans and their families are known to be strong contributors to the community, through actively volunteering at local organisations and sporting clubs. Community networks and sport play a vital role in supporting the wellbeing of veterans and their families as they transition to life beyond the ADF. However, many are unaware of existing programs or face barriers to participation, leading to inconsistent uptake across the state.

Where we want to be

Veterans and their families across Queensland, regardless of location, are actively connected to their communities, supported by strong social connection, community belonging and access to sport and recreation programs.

How we will get there

Facilitate the integration of veterans and their families into community and sport by building communities where veterans feel valued, supported, and connected through sport, volunteering, and community participation and their involvement is acknowledged and celebrated.

Major events, including the Games, provide opportunities for veterans and their families to engage as volunteers and participants, fostering pride, purpose, and stronger connections with the wider Queensland community.

Strategic objectives

1. Highlight and grow the role veterans play in our community, including through volunteering in local community groups, sporting clubs and charities
2. Growth of veteran and veteran family participation and recognition in sport, recreation and community connection programs across the state
3. Increase access to sport and recreation as a pathway to belonging and enhanced wellbeing outcomes.

Success indicators

- Increase in veterans and family members participating in supported sport, recreation and community activities and volunteering opportunities
- Increased acknowledgement and celebration of veteran and families volunteering endeavours both through formal and informal channels.



Veteran Ben, now a business owner, with his son.

Anzac Square, Brisbane.



COMMEMORATION AND RECOGNITION

PILLAR 5

Purpose

To ensure Queensland honours the service and sacrifice of veterans and their families — not only on significant dates, but as an enduring part of our community identity and to ensure veterans' stories are remembered.

Where we are now

Queensland recognises veterans through Anzac Day, Remembrance Day and other events, supported by ESOs. However, recognition of diverse veteran cohorts and contemporary conflicts remains uneven and community awareness of veterans' contributions outside of formal events is limited.

Where we want to be

Queensland will be a state where the service of all veterans — past and present — is deeply understood, valued and woven into our cultural fabric. Every Queenslanders respects the sacrifice that is an inherent part of service. Veterans' service and legacy are recognised, understood, and valued by Queensland communities.

How we will get there

Strengthening commemoration as a shared responsibility and a core part of Queensland's identity. This will be supported through state led events, community driven initiatives, education, storytelling and the arts. Key commemorative events at Anzac Square will continue to provide opportunities for Queenslanders to reflect, remember, and honour service across generations.

A strong focus on meaningful participation by communities across Queensland will help to ensure remembrance remains relevant, and enduring.

Strategic objectives

1. Support commemoration events across Queensland, including in the regions
2. Support youth engagement and education about service, including through the Premier's Anzac Prize
3. Strong engagement with key stakeholders including ESOs and VSOs to facilitate inclusive and coordinated commemoration across Queensland
4. Deliver grants programs to support improved veteran and veteran families' outcomes, commemorative events and preservation of heritage sites.

Success indicators

- Increased community engagement with veteran heritage, the arts, education, and remembrance initiatives
- Improved public understanding of veterans' service, contributions, and the impact of service on veterans and their families
- Continued strong participation in Anzac Day and Remembrance Day commemorations, with increased awareness and engagement with key places of remembrance
- Ongoing delivery of the Premier's Anzac Prize, supporting Queensland students and teachers to engage with Anzac history through research, learning activities, and commemorative experiences
- Increased learning resources for Queensland schools to help teach students about the Anzac's legacy, contemporary conflicts and the important role of veterans in our state and national history
- Ongoing delivery of the Honouring our Veterans and Anzac Day Trust Fund Grants programs.

Glossary and Acronyms

ADF	Australian Defence Force
DVA	Department of Veterans' Affairs (Australian Government)
ESOs	Ex-Service Organisations. A non-Government organisation that supports veterans, serving members of the Australian Defence Force, and their families.
QPP	Queensland Procurement Policy 2026
QVC	Queensland Veterans' Council
Veteran	A veteran is a person who has served, or is serving, as a member of the Australian Defence Force.
Veterans' family	A veterans' family includes spouses, widows, widowers, partners, former partners, carers, children, parents, siblings and relatives of a veteran.
VQ	Veterans Queensland (Queensland Government)
VSOs	A Veteran Serving Organisation is a broader term used to recognise organisations (including ESOs) that not only represent veterans and families but also deliver services and supports that directly benefit the veteran community, even if they are part of a broader service cohort.

Implementation of the Strategy

Veterans Queensland, Department of the Premier and Cabinet, is the central point of contact and coordination across the Queensland Government for veterans' policy issues, and veteran commitments.

Veterans Queensland will lead the Strategy implementation and provide central oversight of any associated actions. Veterans Queensland will seek to partner with other agencies, statutory bodies and government-owned corporations to expand the Strategy's implementation and future direction.

Veterans Queensland will work with the Australian Government to reduce and avoid duplication while recognising its primary responsibility in supporting veterans and their families through DVA and the Department of Defence.

Engagement across jurisdictions through the Commonwealth States and Territories Committee and its sub-committees ensures a coordinated approach to supporting veterans.

Veterans Queensland will foster collaboration with ESOs which are essential in providing advocacy, crisis support, and tailored services to specific cohorts like younger or female veterans, often serving as the first point of contact to help veterans in moments of crisis or to build social connections.

Queensland Veterans and Veterans' Families Strategy 2026–2032

© State of Queensland (Department of the Premier and Cabinet) 2026. Published by the Queensland Government, Department of the Premier and Cabinet, 1 William Street, Brisbane, QLD 4000, Australia

Licence

This work is licensed under a Creative Commons Attribution (CC BY) 4.0 International licence. Exceptions to this are listed below as specific copyright, licences or attributions. You are free to copy, communicate and adapt this work, as long as you attribute the work to the State of Queensland (Department of the Premier and Cabinet) 2026. You must keep intact any and all copyright notices in the works as indicated by the symbol ©. To view a copy of this licence, visit <https://creativecommons.org/licenses/by/4.0/>

Attribution

Content from this work should be attributed as: The State of Queensland, Department of the Premier and Cabinet, 2026.

Interpreter

The Queensland Government is committed to providing accessible services to Queenslanders of all cultural and linguistic backgrounds. If you have difficulty understanding this publication and need a translator, you can contact us on 13 QGOV (13 74 68) and we will arrange an interpreter to communicate the guideline to you. www.qld.gov.au/languages

Disclaimer

This publication has been prepared as a guide only and all reasonable steps have been taken to ensure the information contained in this publication is accurate at the time of publication. The State of Queensland accepts no responsibility and gives no warranty, guarantee or representation about the accuracy, reliability, timeliness or otherwise of the information contained within the publication. No warranties or assurances can be given about the suitability of this information for any particular purpose.

The State of Queensland expressly excludes legal liability in all jurisdictions in relation to the use of or reliance on any information contained in this publication. Any direct or consequential loss or damage suffered as a result of reliance on this information is the sole responsibility of the user. Persons using this information should conduct their own enquiries and rely on their own independent professional advice. This exclusion shall extend to both the user himself or herself and to any other person who may suffer loss as a result of the use of material and shall apply notwithstanding any negligence by the State. Copies of this publication are available on our website at <http://www.qld.gov.au/veterans>.

Cover image

Veteran Daniel, now a data analyst, with his daughter.

VETERANS QUEENSLAND



SCAN AND SUBSCRIBE TO
OUR NEWSLETTER FOR UPDATES



Queensland
Government