



RCDVS Defence Implementation Program Board Update

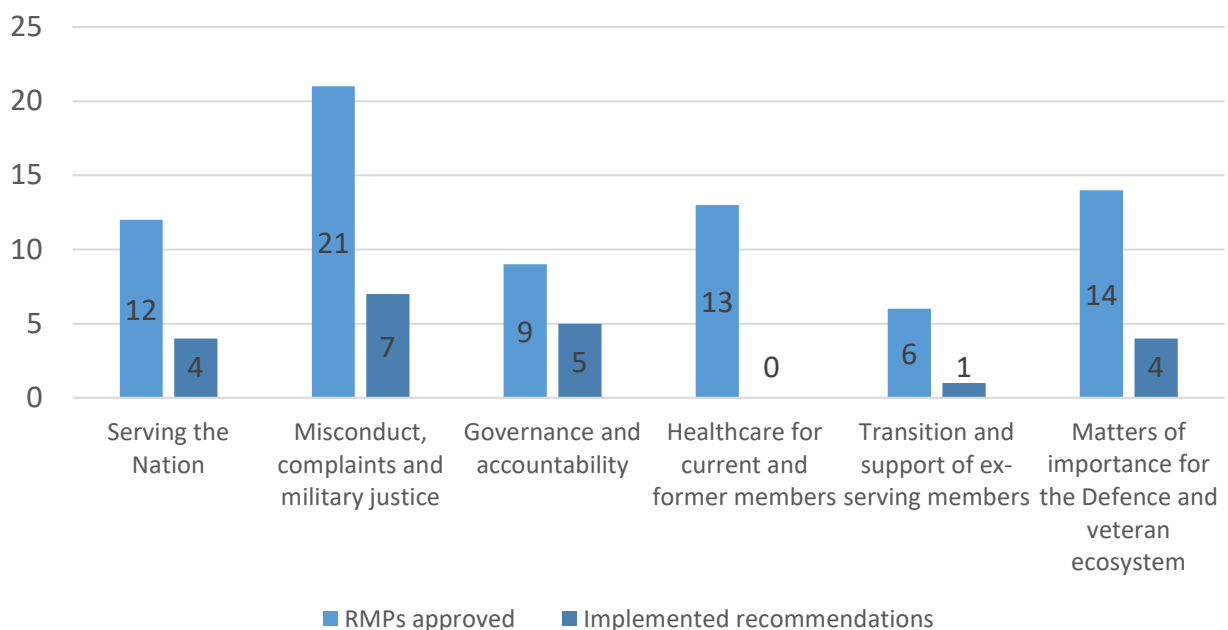
Date: 19 February 2026

The RCDVS Defence Implementation Program Board (the Board) met on 19 February 2026 to discuss the progress of the RCDVS Defence Implementation Program. The focus for 2026 Program Boards is implementation progress monitoring and processes to assess implementation status.

Progress on Defence Recommendations

As at the 19 February 2026 Board, 75 RMPs have been considered and approved. One further recommendation has been considered out of session and requires further updates prior to approval. Of the 75 approved RMPs, 21 recommendations have been implemented, and will be subject to further assurance processes.

Progress on Defence Recommendations by Theme



Program Board Items

Other Business	3
Implementation Progress	4
Misconduct, Complaints & Military Justice	4
Recommendation 19: Protect victims of sexual misconduct from disadvantage over the course of their careers	4
Recommendation 26: Foster a strong culture of reporting unacceptable behaviour	4
Recommendation 36: Trial a model outside the chain of command for supporting members involved in military justice processes	4
Recommendation 37: Develop a charter of minimum standards for all members involved in military justice processes	4
Governance & Accountability	5
Recommendation 40: Improve governance mechanisms from the unit level to the enterprise level	5
Recommendation 41: Build project-management capability so that reform initiatives are successful	5
Healthcare for current and former members.....	5
Recommendation 67: Align Defence’s clinical governance framework with the national model framework	5
Recommendation 70: Revise protocols for responding to suicidal crisis to be in line with clinical best practice	6
Transition and support of ex-serving members.....	6
Recommendation 82: Establish a consistent, locally responsive policy on ex-serving members’ access to bases	6
Matters of importance for the Defence and veteran ecosystem	6
Recommendation 110: Review Defence’s data assets and address issues with their quality, management, integration and use	6
Recommendation 111: Achieve a ‘gold standard’ rating for Defence datasets related to suicidality and suicide	6

Program Board Outcomes

Acknowledgement of Defence members and veterans who have died by suicide

The meeting opened with an acknowledgement of the Defence members and veterans who have died by suicide, including any notifications that have been received since the previous meeting. This acknowledgement reinforces to the members of the Board why the timely and effective implementation of reforms is so important.

Other Business

The Board considered items pertaining to its governance functions including its forward work program and recommendation progress reporting. The Board confirmed the six-weekly meeting cadence for 2026.

The Board were updated on the proposed benefits governance approach for the Program. The Board noted the requirement for ongoing enterprise-level benefits oversight beyond the anticipated duration of the Program and acknowledged the draft Benefits Logic, which articulates the intended pathway to achieving meaningful and enduring outcomes for Defence personnel and the broader Defence and veteran community. The Board agreed to a hybrid approach to Benefits Governance which includes the Board as the responsible oversight with a sub-committee or working group that sits underneath.

The Board were updated on critical recommendation dependencies, associated impacts, and performance measures. The Board noted the work underway to establish performance measures to support benefits realisation monitoring, as well as the proposed next steps to implement monitoring mechanisms for both dependencies and benefits. The Board agreed the importance of One Defence Data (1DD) being leveraged to inform benefits realisation and collective measures reporting.

The Board discussed the importance of using data to inform Enterprise-Level decision making.

The Board received an update on Defence's work relation to the in-service suicide and suicidality risk factors, including demographic trends. The Board noted the limitations of short-term demographic data, due to the small sample sizes. The Chair noted it is important to continue looking at the in-service risk factors and it is something that should be kept under review.

It was noted that in relation to Recommendation 59 (Defence to participate in Comcare's Psychosocial Proactive Inspection Program), Defence will be participating in the pilot at RAAF Amberley, Queensland.



Australian Government

Defence

Implementation Progress

Recommendation	Status	Board consideration
Misconduct, Complaints & Military Justice		
Recommendation 19: Protect victims of sexual misconduct from disadvantage over the course of their careers	On track	<p>The Board noted a number of outputs for this recommendation have been completed and that an interim Career Management Board Sexual Misconduct Policy has been finalised. The Board noted that career managers are being upskilled throughout February 2026 and the importance of ensuring impacted personnel are managed on an individual basis over the course of their careers. The work to implement this recommendation is on track.</p> <p>Board Outcome: Noted the update.</p>
Recommendation 26: Foster a strong culture of reporting unacceptable behaviour	At Risk	<p>The Board noted that the Complaints Unit commenced operation on 19 January 2026 creating an alternate pathway for members to report Unacceptable Behaviour outside their Chain of Command. The Board noted that further work is underway to resolve systems issues that have been identified.</p> <p>Board Outcome: Noted the update and requested a further update at the April 2026 Program Board.</p>
Recommendation 36: Trial a model outside the chain of command for supporting members involved in military justice processes	On track	<p>The Board noted that the planning, assessment and investigation stage relating to the existing welfare and legal supports for members involved in military justice processes is underway. The Board noted that a pilot program is due to commence shortly in Army. The intersection of this recommendation with work underway relating to Army Command Accountability and the flow on impacts it may have on Individual Welfare Boards was also raised.</p> <p>Board Outcome: Noted the update.</p>
Recommendation 37: Develop a charter of minimum standards for all members involved in military justice processes	Implemented, subject to further assurance processes	<p>The Board noted that the recommendation as written has been implemented. The Defence Charter for Military Justice Proceedings (the Charter) was issued on 28 November 2025 and is available on internal and external Defence webpages. Additional work, beyond the explicit requirements of the recommendation is underway to update associated information sheets and to assure compliance with the new charter; this work is on track.</p> <p>Board Outcome: Noted the update.</p>

Recommendation	Status	Board consideration
Governance & Accountability		
Recommendation 40: Improve governance mechanisms from the unit level to the enterprise level	At Risk	<p>The Board noted that a stocktake of the current people and wellbeing governance and reporting mechanisms in use across the Department has been completed. Work is now underway to assess which of these systems are effective and where improvements can be made. This work is due to be considered by the Enterprise Business Committee in March 2026.</p> <p>The Board was advised the original planning for Recommendation 40 was to stand-up an additional working group, however they have discovered there are a number of existing forums that could be used instead.</p> <p>Board Outcome: Noted the update and requested a further update at the May 2026 Program Board.</p>
Recommendation 41: Build project-management capability so that reform initiatives are successful	On track	<p>The Board noted that stakeholder engagement and planning has been completed which considered the implementation timeline of the Defence led recommendations. The Board also noted that Defence, with support from expert independent assessors have conducted project management maturity assessments. These works will inform the implementation of the capability uplift. A pilot program is underway over an eight week period to support project areas.</p> <p>Board Outcome: Noted the update.</p> <p>The Board also considered an updated Recommendation 41 RMP which outlined further work to conduct an initial capability uplift pilot and capability uplift monitoring.</p> <p>Board outcome: Approved the updated RMP.</p>
Healthcare for current and former members		
Recommendation 67: Align Defence’s clinical governance framework with the national model framework	On track	<p>The Board noted that the Defence Health Manual has been updated to align Defence’s clinical governance framework with the national model framework. This alignment has been supported by a comprehensive review informed by extensive consultation with external peak bodies, including the Australian Commission on Safety and Quality in Health Care and state and national clinical excellence agencies. Early implementation work is underway through dedicated working groups, with initial focus on modernising clinical incident management and redesigning healthcare complaint.</p> <p>Board Outcome: Noted the update and requested further evidence to demonstrate the degree of implementation achieved to date, as appropriate.</p>

Recommendation	Status	Board consideration
Recommendation 70: Revise protocols for responding to suicidal crisis to be in line with clinical best practice	On track	<p>The Board noted that current evidence and best practice protocols related to the management of ADF Members experiencing suicidal crisis had been identified and reviewed. Additional outputs based on the findings of this review are underway. Defence is engaging with state and territory health systems to map available services and is preparing information for civilian hospitals to improve their understanding of military culture and Defence healthcare processes. Complementary training and command-focused guidance are being finalised to support safe reintegration and consistent management across Defence. Implementation of the recommendation is on track.</p> <p>Board Outcome: Noted the update.</p>
Transition and support of ex-serving members		
Recommendation 82: Establish a consistent, locally responsive policy on ex-serving members' access to bases	On track	<p>The Board noted that the Pilot Program for Veteran Defence Common Access Cards (DCACs) is underway at select Defence Bases. Evaluation will be undertaken on the outcomes of pilot. Implementation of the recommendation is on track. The Board noted that the first Veteran DCAC has been issued, and that further applications are being received and processed. Some of these applications pertain to Defence Bases that are outside of the pilot program locations. The Board confirmed that the Veteran DCAC will not enable access to Defence gymnasiums, and that it will be approved for an initial two year period only with no option for renewal. The Board noted the successful acceleration of this Recommendation.</p> <p>Board Outcome: The Board noted the update and agreed that the applications for Veteran DCACs that fall outside of the specified pilot program sites will be accepted, however engagement with Senior ADF Officers is to occur prior to the DCACs being issued to ensure security checks and appropriate processes being completed.</p>
Matters of importance for the Defence and veteran ecosystem		
Recommendation 110: Review Defence's data assets and address issues with their quality, management, integration and use	On track	<p>The Board noted that a program review of Defence's priority people data assets is well advanced. The Board also noted that that work to address issues relating to the quality, management, integration and use of the priority People data assets is underway. The Board was briefed on the close linkages between this recommendation and Recommendation 111 and that both recommendations had been discussed at the Defence Data Board.</p> <p>Board Outcome: Noted the update.</p>
Recommendation 111: Achieve a 'gold standard' rating for Defence	On track	The Board noted that work to identify data assets relevant to suicide, self-harm and suicidality, leadership roles and operational frameworks for custodianship of these data assets has commenced

Recommendation	Status	Board consideration
datasets related to suicidality and suicide		<p>with a strong focus on data “best practice”. The Board also noted a roadmap to deploy data quality domain specific guidance and support is in development as is a data quality reporting framework. The Board was briefed on the close linkages between this recommendation and Recommendation 110.</p> <p>Board Outcome: Noted the update.</p>