

Defence and Veterans' Service Commission

Entity Resources and Planned Performance

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Defence and Veterans' Service Commission

Section 1: DVSC Overview and Resources

1.1 Strategic Direction Statement

The Defence and Veterans' Service Commission (DVSC) commenced operation on 29 September 2025. The Commissioner and the Commission are separate to, and independent from, all government and non-government entities in the Defence and veteran ecosystem.

The DVSC was created in response to the key recommendation of the Royal Commission into Defence and Veteran Suicide (RCDVS) (recommendation 122) which recommended that a new independent entity be created to address a gap in the system-wide oversight of the Defence and veteran ecosystem. The RCDVS found:

*"Current oversight mechanisms do not enable system-wide visibility to reveal what is and is not working to reduce rates of suicide and suicidality among serving and ex-serving ADF members. Opportunities are being lost for systemic reforms to prevent suicide and suicidality among this cohort. In the absence of a new entity, oversight will remain fragmented and the impact of interventions may be limited."*¹

In accordance with recommendations from the Foreign Affairs, Defence and Trade Legislation Committee review in August 2025, the Government prioritised introducing legislation to the Parliament in the form of a stand-alone Act that will further clarify and strengthen the independence and transparency of the Commission, including the appointment of the inaugural Commissioner by the Governor-General. This Bill was passed by the Parliament and will commence upon proclamation.

Key functions performed by the Defence and Veterans' Service Commissioner include:

- Monitoring, inquiring into and reporting on matters including:
 - data and trends regarding suicide and suicidality among serving and ex-serving ADF members;
 - systemic factors relating to the Australian Government's administration of policies, programs, systems and practices that contribute to suicide and suicidality among serving and ex-serving ADF members; and
 - the state of the Defence and veteran ecosystem, as it relates to the prevention of suicide and suicidality.
- Monitoring, inquiring into and reporting on the Australian Government's implementation of the recommendations of the RCDVS including progress, impact and outcomes.
- Promoting understanding of suicide risks for Defence members and veterans, and factors that can improve their wellbeing, including through engaging with people with lived experience and promoting that lived experience.

¹ . Royal Commission into Defence and Veteran Suicide, Final Report Volume 6, Chapter 30, p. 280.

The Commissioner will also:

- Improve support for serving and ex-serving ADF members;
- Conduct inquiries, research and advise on matters requested by the Minister; and
- Collaborate with coroners to understand issues contributing to Defence and veteran deaths by suicide.

The DVSC will not inquire into or intervene in individual matters, including claims for entitlements, complaints or appeals against another entity. The DVSC is focused on oversight and influencing system-level reforms as envisaged by the RCDVS.

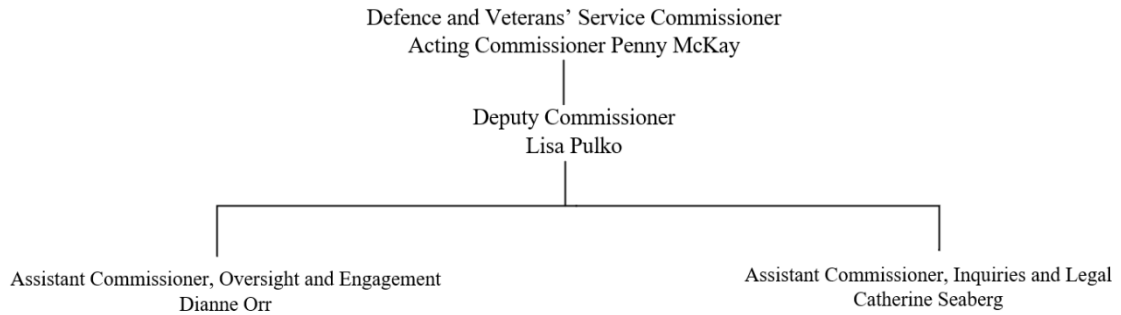
In 2026-27 the DVSC will particularly focus on:

- Implementing an oversight framework including processes and procedures for monitoring, inquiring into and reporting on the implementation of the recommendations made by the RCDVS;
- Commencing inquiries into the implementation, impact and outcomes of RCDVS recommendations. This work commenced in early 2026 with an inquiry into the implementation of RCDVS interim recommendations 9-13 about access to information;
- Undertaking an inquiry into military sexual violence in response to a request from the Minister for Veterans' Affairs and Defence Personnel made under section 110ZFB of the *Defence Act 1903*. This inquiry will implement RCDVS recommendation 25; and
- Engaging with people who have an interest in, and who can provide insights to inform the work of the DVSC including ex-service organisations, government entities, people with lived experience and researchers. The establishment of the Commissioner's Advisory Group will provide a direct line of engagement with people with lived experience and those with relevant research, health, data and policy expertise.

DVSC Organisational Structure

Figure 1: DVSC Organisational Chart

The chart below shows positions occupied by DVSC's Senior Executive Service.



This Organisational Chart is effective as at the time of this publication release.

Organisational Structure

The DVSC is an independent oversight agency. The DVSC is led by the Defence and Veterans' Service Commissioner. The Commissioner is supported by the Deputy Commissioner and Assistant Commissioners.

Senior Executive Changes

- Ms Catherine Seaberg commenced as Assistant Commissioner Inquiries and Legal on 27 January 2026.
- Ms Dianne Orr commenced as Assistant Commissioner, Oversight and Engagement on 20 April 2026.

1.2 DVSC Resource Statement

Table 1: DVSC Resource Statement - Budget Estimates for 2026-27 as at May 2026 ^[a] ^[b] ^[c]

	2025-26 Estimated Actual \$'000	2026-27 Budget Estimate \$'000	2027-28 Forward Estimate \$'000	2028-29 Forward Estimate \$'000	2029-30 Forward Estimate \$'000
Departmental					
Annual appropriations - ordinary annual services ^[d]					
Prior year appropriations available	-	-	-	-	-
Departmental appropriation ^[e]	7,453	16,631	21,732	11,867	11,291
s74 External Revenue	-	-	-	-	-
Departmental capital budget ^[f]	300	1,531	504	504	504
Total departmental annual appropriations	7,753	18,162	22,236	12,371	11,795
Total departmental resourcing	7,753	18,162	22,236	12,371	11,795
Total resourcing for DVSC	7,753	18,162	22,236	12,371	11,795

Notes

- a. Prepared on a resourcing (i.e. appropriations available) basis.
- b. All figures shown above are GST exclusive - these may not match figures in the cash flow statement.
- c. Annual appropriation amounts reported are inclusive of Supply Bill arrangements.
- d. Appropriation Bill (No. 1) 2026-2027.
- e. Excludes Departmental Capital Budget (DCB).
- f. DCB is not separately identified in Appropriation Bill (No.1) and forms part of ordinary annual services items. Please refer to Table 10 for further details. For accounting purposes, capital budget appropriations have been designated as a 'contribution by owner'.

1.3 Budget Measures

2026-27 Budget Measures and Other Budget Adjustments

Table 2: DVSC 2026-27 Budget Measures

	2025-26 Estimated Actual \$'000	2026-27 Budget Estimate \$'000	2027-28 Forward Estimate \$'000	2028-29 Forward Estimate \$'000	2029-30 Forward Estimate \$'000	Total \$'000
Departmental Budget Measures						
Inquiry into Military Sexual Violence in the Australian Defence Force	-	6,626	9,999	-	-	16,625
Savings from External Labour and Non-Wage Expenses - one year extension	-	-	-	-	-610	-610
Total Departmental Budget Measures	-	6,626	9,999	-	-610	16,015
Other Budget Adjustments						
Further Savings from External Labour and Non-Wage Expenses	-	-29	-31	-34	-	-94
Other budget adjustments	-1,691	1,172	244	233	233	191
Total Other Departmental Budget Adjustments	-1,691	1,143	213	199	233	97
Total	-1,691	7,769	10,212	199	-377	16,112

Section 2: DVSC Outcomes and Planned Performance

Government outcomes are the intended results, impacts or consequences of actions by the Government on the Australian community. Commonwealth programs are the primary vehicle by which government entities achieve the intended results of their outcome statements. Entities are required to identify the programs which contribute to government outcomes over the Budget and forward years.

Each outcome is described below together with its related programs. The following provides detailed information on expenses for each outcome and program, further broken down by funding source.

Note:

Performance reporting requirements in the Portfolio Budget Statements are part of the Commonwealth performance framework established by the *Public Governance, Performance and Accountability Act 2013*. It is anticipated that the performance measure described in Portfolio Budget Statements will be read with broader information provided in an entity's corporate plans and annual performance statements - included in Annual Reports - to provide a complete picture of an entity's planned and actual performance.

The most recent corporate plan and annual performance statement for DVSC can be found at: <https://www.dvsc.gov.au/about-us/accountability-and-reporting/corporate-plan>

2.1 Budgeted Expenses and Performance for Outcome 1

Outcome 1: Improve suicide prevention and wellbeing outcomes for serving Australian Defence Force members and Veterans by providing independent oversight and evidence-based advice to the Australian Government and Parliament, including by monitoring, inquiring and reporting on reforms to systems affecting ADF members and Veterans.

Outcome 1 Strategy

The Commission commenced operation on 29 September 2025. The corporate plan for the 2025-26 year is under development.

Linked Programs

The Commission is an independent oversight agency and does not have programs linked to other entities.

Budgeted Expenses for Outcome 1

Table 3: Budgeted Expenses for Outcome 1

	2025-26 Estimated Actual \$'000	2026-27 Budget Estimate \$'000	2027-28 Forward Estimate \$'000	2028-29 Forward Estimate \$'000	2029-30 Forward Estimate \$'000
Program 1.1: Defence and Veterans' Service Commission					
Expenses funded by appropriation and own source revenue ^[a]					
Employees	4,398	5,921	7,312	7,398	7,398
Suppliers	3,055	10,710	14,420	4,469	3,893
Other expenses	-	-	-	-	-
	7,453	16,631	21,732	11,867	11,291
Expenses not requiring appropriation ^[b]					
Resources received free of charge	40	10	10	10	10
Depreciation and amortisation	17	241	508	625	733
Net write-down and net impairment of assets	-	-	-	-	-
	57	251	518	635	743
Total operating expenses	7,510	16,882	22,250	12,502	12,034
Capital expenditure funded by appropriation					
Purchases of non-financial assets	300	1,531	504	504	504
Principal repayments of lease liabilities	-	-	-	-	-
	300	1,531	504	504	504
Total capital expenditure	300	1,531	504	504	504
Total funded expenditure for Program 1.1	7,753	18,162	22,236	12,371	11,795
	2025-26	2026-27			
Average staffing level (number)	22	48			

Notes

- Annual appropriation amounts reported are inclusive of Supply Bill arrangements.
- Expenses not requiring appropriation in the Budget year are made up of depreciation expenses, write-down and impairment of assets, other resources received free of charge, auditor fees, and interest on Right-of-Use assets.

Table 4: Performance Measures for Outcome 1

The Commission commenced operation on 29 September 2025. The corporate plan for the 2025-26 year is being developed. Performance reporting will begin in the 2026-27 Financial Year.

Section 3: DVSC Explanatory Tables and Budgeted Financial Statements

Section 3 presents explanatory tables and budgeted financial statements, which provide a comprehensive snapshot of DVSC's finances for the 2026-27 Budget year, including the impact of Budget Measures and resourcing on financial statements.

3.1 Explanatory Tables

There are no third party payments for DVSC. The DVSC was established in September 2025.

3.2 Budgeted Financial Statements

3.2.1 Budgeted Financial Statements

Table 5: Budgeted Departmental Comprehensive Income Statement (Showing Net Cost of Services) (for the period ended 30 June)

	2025-26 Estimated Actual \$'000	2026-27 Budget Estimate \$'000	2027-28 Forward Estimate \$'000	2028-29 Forward Estimate \$'000	2029-30 Forward Estimate \$'000
EXPENSES					
Employee benefits	4,398	5,921	7,312	7,398	7,398
Suppliers	3,055	10,710	14,420	4,469	3,893
Grants	-	-	-	-	-
Depreciation and amortisation ^[b]	17	241	508	625	733
Total expenses	7,470	16,872	22,240	12,492	12,024
LESS:					
OWN-SOURCE INCOME					
Total own-source income	-	-	-	-	-
Net (cost of)/contribution by services	-7,470	-16,872	-22,240	-12,492	-12,024
Revenue from Government	7,453	16,631	21,732	11,867	11,291
Surplus/(deficit) attributable to the Australian Government	-17	-241	-508	-625	-733
OTHER COMPREHENSIVE INCOME					
Changes in asset revaluation surplus	-	-	-	-	-
Total other comprehensive income	-	-	-	-	-
Total comprehensive income/(loss)	-17	-241	-508	-625	-733
Total comprehensive income/(loss) attributable to the Australian Government	-17	-241	-508	-625	-733

Note: Impact of net cash appropriation arrangements

	2025-26 Estimated Actual \$'000	2026-27 Budget Estimate \$'000	2027-28 Forward Estimate \$'000	2028-29 Forward Estimate \$'000	2029-30 Forward Estimate \$'000
Total comprehensive income/(loss) - as per statement of Comprehensive Income	-17	-241	-508	-625	-733
plus: depreciation/amortisation of assets funded through appropriations (departmental capital budget funding and/or equity injections) ^[a]	17	241	508	625	733
plus: depreciation/amortisation expenses for ROU assets	-	-	-	-	-
less: lease principal repayments	-	-	-	-	-
Net Cash Operating Surplus/(Deficit)	-	-	-	-	-

Notes

- Prepared on Australian Accounting Standards basis.
- From 2010-11, the Government introduced net cash appropriation arrangements that provided non-corporate Commonwealth entities with a separate Departmental Capital Budget (DCB) under Appropriation Bill (No. 1). This replaced revenue appropriations provided under Appropriation Bill (No. 1) used for the depreciation/amortisation expenses. For information regarding DCBs, please refer to Table 10 Departmental Capital Budget Statement.

Table 6: Budgeted Departmental Balance Sheet (as at 30 June) ^[a]

	2025-26 Estimated Actual \$'000	2026-27 Budget Estimate \$'000	2027-28 Forward Estimate \$'000	2028-29 Forward Estimate \$'000	2029-30 Forward Estimate \$'000
ASSETS					
Non-financial assets					
Land and buildings					
Property, plant and equipment	283	623	819	898	869
Investment property					
Intangibles	-	950	750	550	350
Total non-financial assets	283	1,573	1,569	1,448	1,219
Total assets	283	1,573	1,569	1,448	1,219
LIABILITIES					
Payables					
Total payables	-	-	-	-	-
Interest bearing liabilities					
Total interest bearing liabilities	-	-	-	-	-
Provisions					
Total provisions	-	-	-	-	-
Total liabilities	-	-	-	-	-
Net assets	283	1,573	1,569	1,448	1,219
EQUITY ^[b]					
Contributed equity	300	1,831	2,335	2,839	3,343
Reserves					
Retained surplus (accumulated deficit)	-17	-258	-766	-1,391	-2,124
Total parent entity interest	283	1,573	1,569	1,448	1,219
Attributed to non-controlling interest	-	-	-	-	-
Total non-controlling interest	-	-	-	-	-
Total equity	283	1,573	1,569	1,448	1,219

Notes

- a. Prepared on Australian Accounting Standards basis.
b. Equity is the residual interest in assets after the deduction of liabilities.

**Table 7: Budgeted Departmental Statement of Cash Flows - Summary of Movement
(for the period ended 30 June)**

	2025-26 Estimated Actual \$'000	2026-27 Budget Estimate \$'000	2027-28 Forward Estimate \$'000	2028-29 Forward Estimate \$'000	2029-30 Forward Estimate \$'000
OPERATING ACTIVITIES					
Cash received					
Appropriations	7,453	16,631	21,732	11,867	11,291
Total cash received	7,453	16,631	21,732	11,867	11,291
Cash used					
Employees	4,398	5,921	7,312	7,398	7,398
Suppliers	3,055	10,710	14,420	4,469	3,893
Total cash used	7,453	16,631	21,732	11,867	11,291
Net cash from/(used by) operating activities	-	-	-	-	-
INVESTING ACTIVITIES					
Cash received					
Total cash received	-	-	-	-	-
Cash used					
Purchase of property, plant and equipment and intangibles	300	1,531	504	504	504
Total cash used	300	1,531	504	504	504
Net cash from/(used by) investing activities	-300	-1,531	-504	-504	-504
FINANCING ACTIVITIES					
Cash received					
Contributed equity	300	1,531	504	504	504
Total cash received	300	1,531	504	504	504
Cash used					
Total cash used	-	-	-	-	-
Net cash from/(used by) financing activities	300	1,531	504	504	504
Net increase/(decrease) in cash held	-	-	-	-	-
Cash and cash equivalents at the end of the reporting period	-	-	-	-	-

**Table 8: Departmental Statement of Changes in Equity - Summary of Movement
(Budget Year 2026-27)**

	Retained Earnings	Asset Revaluation Reserve	Other Reserves	Contributed Equity/ Capital	Total Equity
	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance as at 1 July 2026					
of which:					
Balance carried forward from previous period	-17	-	-	300	283
Adjustment for changes in accounting policies	-	-	-	-	-
Adjusted opening balance	-17	-	-	300	283
Comprehensive income					
Other comprehensive income	-	-	-	-	-
Surplus/(deficit) for the period	-241	-	-	-	-241
Total comprehensive income	-241	-	-	-	-241
Attributable to the Australian Government	-	-	-	-	-
Attributable to non-controlling interest	-	-	-	-	-
Transactions with owners					
Contributions by owners					
Equity injection	-	-	-	-	-
Equity injection - Appropriation	-	-	-	1,172	1,172
Departmental Capital Budget (DCB)	-	-	-	359	359
Sub-total transactions with owners	-	-	-	1,531	1,531
Transfers between equity components	-	-	-	-	-
Estimated closing balance as at 30 June 2027	-258	-	-	1,831	1,573
Closing balance attributable to the Australian Government	-258	-	-	1,831	1,573

Table 9: Statement of Departmental Asset Movements (Budget Year 2026-27) ^[a] ^[b]

	Other Property, Plant and Equipment \$'000	Computer Software and Intangibles \$'000	Total \$'000
As at 1 July 2026			
Gross book value	300	-	300
Gross book value - ROU assets	-	-	-
Accumulated depreciation/ amortisation and impairment	-17	-	-17
Accumulated depreciation/amortisation and impairment - ROU assets	-	-	-
Opening net book balance	283	-	283
Capital asset additions			
Estimated expenditure on new or replacement assets			
By purchase - appropriation equity ^[c]	531	1,000	1,531
By purchase - appropriation equity - ROU assets	-	-	-
By purchase - appropriation ordinary annual services	-	-	-
By purchase - appropriation ordinary annual services - ROU assets	-	-	-
By purchase - donated funds	-	-	-
By purchase - other	-	-	-
By purchase - other - ROU assets	-	-	-
Assets received as gifts/donations	-	-	-
From acquisition of entities or operations (including restructuring)	-	-	-
Total additions	531	1,000	1,531
Other movements			
Depreciation/amortisation expense	-191	-50	-241
Total other movements	-191	-50	-241
As at 30 June 2027			
Gross book value	831	1,000	1,831
Gross book value - ROU assets	-	-	-
Accumulated depreciation/ amortisation and impairment	-208	-50	-258
Accumulated depreciation/amortisation and impairment - ROU assets	-	-	-
Closing net book balance	623	950	1,573

Notes

- a. Prepared on Australian Accounting Standards basis.
- b. Annual appropriation amounts reported are inclusive of Supply Bill arrangements.
- c. 'Appropriation equity' refers to equity injection appropriations provided through Appropriation Bill (No. 2) 2026-2027 and includes Collection Development Acquisition Budgets (CDABs).

Table 10: Departmental Capital Budget Statement (for the period ended 30 June) ^[a] ^[b]

	2025-26 Estimated Actual \$'000	2026-27 Budget Estimate \$'000	2027-28 Forward Estimate \$'000	2028-29 Forward Estimate \$'000	2029-30 Forward Estimate \$'000
NEW CAPITAL APPROPRIATIONS					
Capital budget - Bill 1 (DCB)	300	1,531	504	504	504
Total new capital appropriations	300	1,531	504	504	504
Provided for:					
Purchase of non-financial assets	300	1,531	504	504	504
Total items	300	1,531	504	504	504
PURCHASE OF NON-FINANCIAL ASSETS					
Funded by capital appropriations	-	-	-	-	-
Funded by capital appropriation - DCB ^[c]	300	1,531	504	504	504
TOTAL	300	1,531	504	504	504
RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE					
Total purchases	300	1,531	504	504	504
less: additions by creditors/borrowings	-	-	-	-	-
plus: borrowing/finance costs	-	-	-	-	-
less: ROU Additions	-	-	-	-	-
less: gifted assets	-	-	-	-	-
less: s75/restructuring	-	-	-	-	-
Total cash used to acquire assets	300	1,531	504	504	504

Notes

- a. Prepared on Australian Accounting Standards basis.
- b. Annual appropriation amounts reported are inclusive of Supply Bill arrangements.
- c. Includes purchases from current and previous years' Departmental Capital Budgets (DCBs).

3.2.2 Notes to the Budgeted Financial Statements

The budgeted financial statements have been prepared in accordance with the Australian Accounting Standards and the Public Governance, Performance and Accountability (Financial Reporting) Rule 2015 (FRR).