



RCDVS Defence Implementation Program Board Update

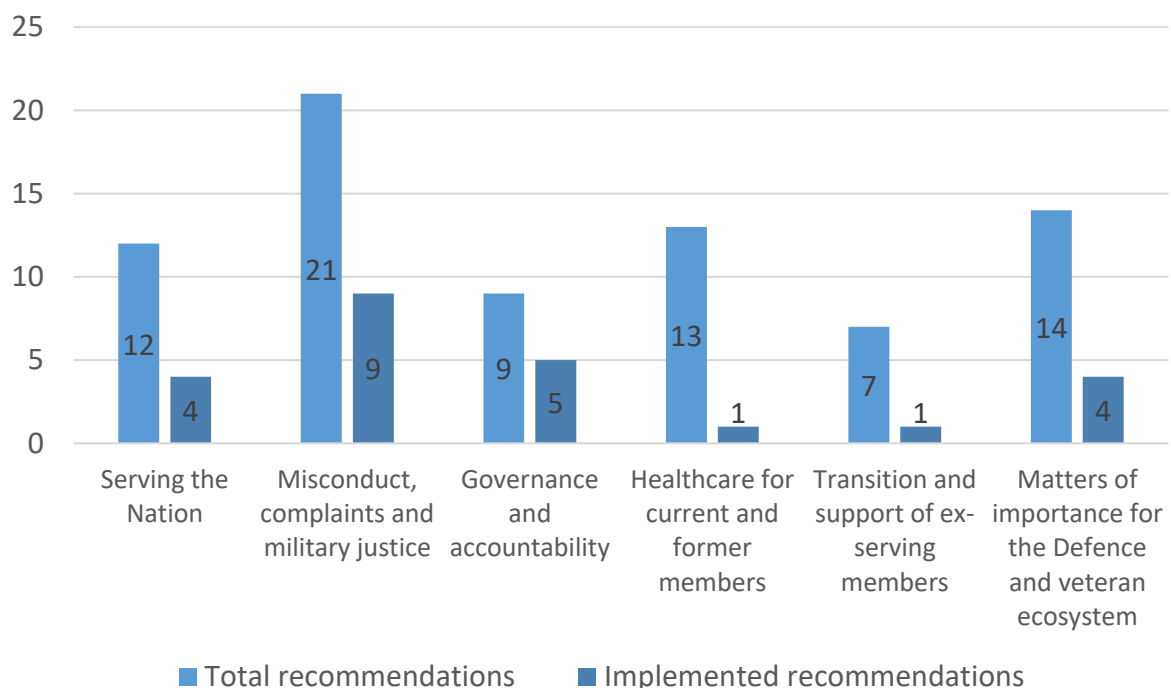
Date: 25 June 2026

The Royal Commission into Defence and Veteran Suicide (RCDVS) Defence Implementation Program Board (the Board) met on 25 June 2026 to discuss progress of the RCDVS Defence Implementation Program. The focus for the 2026 Program Boards remains on monitoring implementation progress and assessing the status of recommendations.

Progress on Defence Recommendations

Defence is responsible for 76 recommendations, either solely or jointly with other agencies. Across the 76 recommendations, 24 recommendations have been implemented, and will be subject to further assurance processes.

Progress on Defence Recommendations by Theme



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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 received a verbal update on the Defence and Veterans' Service Commission (DVSC) Notice of Inquiry into the Commonwealth's implementation of RCDVS recommendations.

The Board considered and approved updates to the Program Governance Framework – a foundational governance document for the Program setting the controls to ensure the Program achieves its objectives. Key updates to the Program Governance Framework included a revised progress reporting approach, communications activities, program delivery approach updates and operational changes to risk, issues, lessons and assurances processes.

Further to consideration of closure criteria at the May Board, the Board considered and approved a further 12 criteria. For each recommendation, the Board considered and approved tailored criteria, outlining the core elements required to evidence milestone achievement. These criteria support effective delivery and provide transparent basis for assurance activities as part of the program delivery approach.

The criteria was considered and approved for the following recommendations:

- [Recommendation 17](#): Prioritise the prevention of sexual misconduct in the Australian Defence Force
- [Recommendation 19](#): Protect victims of sexual misconduct from disadvantage over the course of their careers
- [Recommendation 26](#): Foster a strong culture of reporting unacceptable behaviour
- [Recommendation 36](#): Trial a model outside the chain of command for supporting members involved in military justice processes
- [Recommendation 37](#): Develop a charter of minimum standards for all members involved in military justice processes
- [Recommendation 40](#): Improved governance mechanisms from the unit level to the enterprise level
- [Recommendation 41](#): Build project management capability so that reform initiatives are successful
- [Recommendation 67](#): Align Defence's clinical governance framework with the national model framework
- [Recommendation 70](#): Revise protocols for responding to suicidal crisis to be in line with clinical best practice

- [Recommendation 82](#): Establish a consistent, locally responsive policy on ex-serving members' access to bases
- [Recommendation 109](#): Defence to report annually on its progress towards data maturity
- [Recommendation 112](#): Include data on suicide and suicidality in enterprise-wide Defence data catalogue

Implementation Progress

Recommendation	Status	Board consideration
Misconduct, Complaints & Military Justice		
Recommendation 26 : Foster a strong culture of reporting unacceptable behaviour	On track	As requested at the April 2026 Program Board, an update was provided on the implementation progress of Recommendation 26. The Board noted that Defence has established key foundations to support the proactive identification and management of unacceptable behaviour, including the launch of the Defence People Dashboard in September 2025. Targeted training for the Senior Leadership Group will commence in July 2026 to increase their understanding and use of the Dashboard. Processes are in place across the Services to identify, escalate and respond to at-risk locations, cohorts, ranks and roles. The Board noted that public reporting arrangements on hot spots of unacceptable behaviour and actions taken to address unacceptable behaviour are being finalised. Work is ongoing to strengthen enterprise-level monitoring and assurance, alongside the rollout of tools and communication initiatives to support commanders and senior leaders in fostering a psychologically safe environment that encourages reporting. Board Outcome: The Board noted the update.
Recommendation 28 : Coordinate governance, assurance and policy functions of the military justice system	On track	The Board noted that Defence has established key governance and assurance arrangements for the military justice system, including the stand-up of the Military Justice System Assurance Branch and the publication of the ADF Military Justice Policy and supporting assurance framework. The Board noted that work was completed in March 2026 to baseline and assess current data recording, monitoring and reporting practices, with strategies being developed to address identified data quality issues and improve analysis. Work is progressing to finalise the Military Justice Risk Management Framework and enhance data-driven reporting, metrics and monitoring mechanisms for military justice reforms across Defence. Board Outcome: The Board noted the update.

Recommendation	Status	Board consideration
Recommendation 35: Determine whether support mechanisms for members involved with military justice processes are effective	On track	The Board noted that the planning phase for the evaluation of support mechanisms for members involved in military justice processes has been completed, including the development of scope, methodology and receipt of ethics approval to enable stakeholder engagement. The Board noted that a literature review is underway and broader evaluation fieldwork incorporating data collection and stakeholder feedback would commence in July 2026. It also acknowledged updates to the Defence Health Manual to better account for personnel managing health issues, alongside revisions to the Military Personnel Manual (MILPERSMAN) aimed at strengthening and standardising welfare management practices across all Services. In addition, the Board noted that the Defence Force Discipline Amendment (RCDVS Implementation and Related Measures No. 1) Bill 2026 and the Defence Legislation Amendment (RCDVS Implementation and Related Measures No. 2) Bill 2026 have been introduced to Parliament for consideration. The passing of these Bills will improve military justice system timeframes to better support members engaging with system. Work is progressing to complete the evaluation and develop a final report and action plan. Board Outcome: The Board noted the update.
Governance and accountability		
Recommendation 38: Improve governance processes related to accountability and continuous improvement	On track	The Board noted that Defence has progressed the development and implementation of a mental health and wellbeing performance framework, including the integration of measures into corporate planning, senior leader performance agreements and Group and Service business plans. The Board noted the Monitoring and Evaluation Framework for the Defence and Veteran Mental Health and Wellbeing Strategy 2025-30 was endorsed in November 2025. Evaluation of the Strategy will occur at intervals throughout the Strategy's lifespan. Work is progressing to uplift performance measurement and monitoring capability and professionalisation of the evaluation job family. Defence's participation in the Australian Public Service Capability Review Program continues to strengthen continuous improvement. Board Outcome: The Board noted the update.

Recommendation	Status	Board consideration
Transition and support for ex-serving members		
Recommendation 83 : Increase opportunities for members to gain civilian qualifications from Defence training and education	On track	As requested at the April 2026 Program Board, an update was provided on the implementation progress of Recommendation 83. The Board noted that Defence has continued the issuance of civilian qualifications aligned to Defence training, including recognition of transferable skills gained during service and strengthened partnerships with education providers to support advanced standing. The Board noted that work continues to improve the mapping of Defence skills to civilian qualification frameworks, enhancing the traceability and alignment of training outcomes with recognised standards. The Board discussed the reference to arbitrary limits on the number of civilian qualifications that may be awarded, noting there are budgetary limitations. It was noted that work is underway to demonstrate the full spectrum of accreditation and credentialing available to ADF personnel. Board Outcome: The Board noted the update.
Matters of importance to the whole Defence and veteran ecosystem		
Recommendation 114 : Defence and the Department of Veterans' Affairs to prioritise research into veteran health and wellbeing, and publish their work plans	On track	The Board noted that Defence has completed initial scoping of existing health and wellbeing research activities, identifying key themes and areas of focus across the enterprise. The Board noted that the Defence Health and Wellbeing Research Work Plan has been provided at the Defence Human Research and Evaluation Governance Board for consultation. The Board noted the approach taken by Defence and the Department of Veterans' Affairs to align activities relating to the recommendation in support of joint implementation. Board Outcome: The Board noted the update.
Recommendation 115 : Defence and the Department of Veterans' Affairs to publish their research into veteran health and wellbeing	On track	The Board noted that Defence has established policy and governance arrangements to support the consistent publication of health and wellbeing research, including enhancements to research governance processes. The Board noted that work is underway to improve the accessibility and visibility of Defence and Department of Veterans' Affairs research through the development of a refreshed external-facing

Recommendation	Status	Board consideration
		webpage. The updated webpage will cross reference Defence and Department of Veterans' Affairs research undergoing consultation, with work underway to establish a single platform as the central source of information. Board Outcome: The Board noted the update.