



Australian Government
Department of Veterans' Affairs

transforming
DVA

Royal Commission Implementation Committee – *Terms of Reference*

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1. Introduction

These Terms of Reference set out the authority, objective, responsibilities, accountability, and operation of the Royal Commission Implementation Committee (RCIC). RCIC is a part of the Department of Veterans' Affairs (DVA) corporate governance framework.

Formed in April 2025, RCIC is responsible for the oversight and governance of activities undertaken by responsible business areas implementing DVA- led or joint-led recommendations from the Royal Commission into Defence and Veteran Suicide (Royal Commission).

2. Authority

The RCIC has the authority to drive the planning and implementation of DVA's Royal Commission recommendations, including monitoring progress, and to provide advice and assurance on implementation and project performance, including in relation to the closure of recommendations.

3. Objective

The RCIC is responsible for providing oversight, assurance and advice to Government and relevant external oversight bodies in relation to the implementation of DVA related recommendations.

4. Responsibilities

The RCIC serves as a forum for leadership consideration, discussion and decision-making related to the oversight of DVA implementation of the Royal Commission's recommendations, including whole-of-department coordination.

The responsibilities of the RCIC include:

- setting the strategic direction of the DVA's Royal Commission response program and ensuring it aligns with DVA's strategic objectives;
- oversight of DVA's Royal Commission response program risks and issues, including ensuring risks are appropriately managed withing acceptable levels;
- monitoring progress of DVA led and joint-led recommendations, and the delivery of outcomes and benefits, including approving the closure of completed recommendations;
- facilitating collaboration between business areas/departments to manage interdependencies between Royal Commission recommendations and leverage shared learnings;
- resolving strategic implementation issues between individual recommendations and themes where they cannot be resolved at the operational level; and
- keeping the veteran community informed on the implementation of recommendations by publishing RCIC meeting communiques on the DVA website.

5. Membership

The Secretary DVA will chair RCIC, with the membership comprising:

- Secretary (Chair)
- Deputy Secretary, Policy & Programs
- Deputy Secretary, Chief Operating Officer
- Chief Executive, Veteran and Family Wellbeing Agency
- Deputy Secretary, Veteran, Family & Stakeholder Experience
- First Assistant Secretary, Finance and Portfolio
- Deputy Secretary, Defence People, Department of Defence
- Chief of Personnel, Department of Defence

- External Member

Permanent Observer

- Director General, Defence Royal Commission Program Management Office

Executive Board (EB) determined and endorsed the initial RCIC membership. The RCIC Chair will agree to any subsequent membership changes as necessary.

The RCIC will seek advice from subject matter experts and other responsible SES as required. Other advisers or observers may be invited to attend at the discretion of the Chair, including observers from other Commonwealth agencies who are key stakeholders for the implementation of joint recommendations.

6. Decisions and Referral

As RCIC considers matters and issues as a whole, the Chair's role is to seek a broad range of views to reach robust decisions on matters presented to the Program Board.

Should RCIC be unable to reach a decision on any matter requiring decision, the Chair may direct action as they deem necessary to resolve the issue.

Where a referral is made to EB, or another governance body, the Secretariat will record in the meeting outcomes what action is required and whether it is to be further considered and/or monitored.

7. Accountability

The RCIC will report on the progress of implementation activities related to DVA-led or joint-led recommendations.

The RCIC may engage with external bodies and Interdepartmental Committees to enable the coordination of advice to Government.

8. Administration and Operation

The Chair will:

- Approve the draft agenda prepared by the Secretariat
- Conduct each meeting in accordance with the approved agenda
- Ensure there is a quorum of members to discuss agenda items and to make decisions
- Delegate action items to members, advisers or the Secretariat
- Approve draft meeting outcomes before acceptance by RCIC.
- Should a member be unavailable, a proxy (SESB2 or above) may be appointed to act in their role, with the permission of the Chair through the Secretariat. Any vote or decision made by the proxy during the meeting will be deemed as the vote of the member. Alternatively, members unable to attend a meeting may provide written submission on any matters on the agenda at least five days prior to the meeting, so decisions can be made by the Chair. Any submissions will be taken into account when deciding if a quorum for a matter exists or not.

- RCIC members will disclose and take reasonable steps to avoid any conflict of interest. The meeting outcomes will record each declaration and the decision made by RCIC about the appropriate handling of the conflict.
- The Secretariat is responsible for the preparation and circulation of agenda papers in accordance with timeframes set out in these Terms of Reference. The Secretariat is also responsible for booking meetings, and any other requirements required by the Chair.
- A quorum will consist of the Chair plus 4 other members. Proxies will count towards the quorum. The Secretariat will advise the Chair if there is insufficient attendance for a quorum.
- Where it is necessary to seek out-of-session review of matters, the request is to be submitted to the Secretariat for consideration by the Chair.
- The Terms of Reference will be reviewed by RCIC at least once per year, or as required.

Parameters	Recommendations
Frequency of meetings	Six weekly or as determined by the Chair
Duration of meetings	Up to two hours
Agenda	Prepared by the Secretariat for approval from the Chair and sent with RCIC meeting papers.
Papers	Approved papers to be circulated at least 5 working days ahead of a scheduled RCIC meeting, and no later than 3 working days ahead of the required date for any out-of-session decisions.
Out of session papers	Coordinated by the secretariat with approval from the chair
Meeting outcomes	Meeting minutes and a communique for external publishing will be prepared by the Secretariat and approved by the Chair.
Secretariat	Secretariat support will be provided by Royal Commission Implementation Division.

9. Glossary

Term or acronym	Meaning
DVA	Department of Veterans' Affairs.
EB	Executive Board
RCIC	Royal Commission Implementation Committee