Australian Government
Department of Veterans' Affairs

SIAinc.
SOCIAL IMPACT ADVISORY

National Peak Body for Veteran Serving Organisations

Initial Board of Directors Expression of Interest

Information Pack

November 2026

This expression of interest process is administered by the Department of Veterans' Affairs. The application process is being managed by Social Impact Advisory, an independent provider, with assessment and selection to be undertaken by an independent panel.

Terminology used in this document

For the purpose of this document, ex-service organisations (ESOs) are interpreted as being primarily membership-based organisations that support current and former members of the Australian Defence Force and their families.

The term veteran serving organisations (VSOs) is broader and is used to recognise organisations (including ESOs) that represent and/or deliver services and supports that directly benefit the veteran community, even if they are part of a broader service cohort.

This document adopts the term VSOs to reflect the diverse range of organisations that support veterans and families of veterans through advocacy, service delivery, wellbeing, community connection, research and other forms of assistance.

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1. About the National Peak Body

Overview

A new national Peak Body for veteran serving organisations (VSOs) is being established in response to Recommendation 89 of the Royal Commission into Defence and Veteran Suicide, following extensive consultation with the veteran community. It will be an independent, member-based, not-for-profit organisation. Its purpose is to provide a stronger, unified voice on issues affecting veterans and families of veterans while preserving the independence and identity of individual organisations.

The national Peak Body will provide a trusted organisation with which VSOs can collaborate on shared priorities, contribute evidence and expertise, and engage more effectively with government, stakeholders and the broader community.

It is proposed that the national Peak Body will operate as a public company limited by guarantee, governed by an independent Board of Directors and a member-led Council. This expression of interest seeks to recruit a small number of initial Directors to support the establishment of the national Peak Body, whose name will be confirmed once the Board is in place.

Governance and operating model

The national Peak Body will operate independently of government and individual organisations, while maintaining strong partnerships across the veteran support ecosystem. The proposed governance model aims to balance independence, accountability, diversity of perspectives and sector engagement.

The initial Board of Directors appointed through this expression of interest process (Chair and up to three Board members), will play a critical role in establishing the national Peak Body, and building the governance, systems, partnerships and organisational capability required for long-term success.

Following its establishment, it is proposed the organisation will ultimately operate through a membership base, who will in turn elect a governing Council of Members, and an independent Board of Directors that will be responsible for overseeing the operations of the national Peak Body. It is proposed that, following the initial Board's term, the future Board will comprise up to nine Directors, including the Chair.

Vision

A strong, connected and sustainable veteran-serving sector working together to improve outcomes for veterans and families of veterans.

Purpose and role

It is proposed that the national Peak Body will:

- provide an independent and respected voice on issues affecting veterans and families of veterans;
- act as a trusted partner to veterans, families of veterans, VSOs and government;
- strengthen organisational capability and promote continuous improvement across the sector;
- support collaboration including through communities of practice, information sharing and collective action;
- connect research, evidence and lived experience with policy and practice; and
- support clear, consistent communication and public engagement on issues affecting veterans and families of veterans with policy makers, media and the wider Australian public.

2. Role of the initial Board of Directors

The appointment of the initial Board of Directors is a significant milestone in the establishment of the national Peak Body. Serving as a Director is an opportunity to help establish a new national organisation and strengthen representation, collaboration, capability and influence across the VSO sector.

The success of the national Peak Body will depend on Directors who are committed to strong governance, active participation and improving outcomes for veterans and families.

The initial Board will provide the governance, leadership and stewardship required to transition the national Peak Body from establishment to operation.

It will govern the organisation and oversee its purpose, strategy, finances, risk management and organisational development, while ensuring it remains independent, credible and focused on improving outcomes for veterans and families of veterans.

The initial Board will be required to:

- provide strategic leadership during the establishment, initial operations and early growth of the national Peak Body;
- support the development of a trusted, independent and sustainable organisation that delivers value to members, veterans, families and stakeholders;

- establish strong governance, financial planning and oversight, risk management and organisational accountability;
- support collaboration, capability building and continuous improvement across the veteran-serving sector;
- bring diverse perspectives and insights from their own service, community, government or corporate backgrounds, and
- help establish the culture, values and governance foundations that will guide the national Peak Body into the future.

The initial Board will not be involved in the day-to-day operations of the national Peak Body. Rather, the Board will provide independent oversight, strategic direction and stewardship, working collectively to ensure the organisation fulfils its purpose and operates in accordance with its constitution and governance obligations.

3. Skills and experience sought

We are seeking an initial Board comprising a Chair and up to three Directors to lead the establishment and early operations of the national Peak Body.

We are committed to building a diverse, inclusive and skills-based Board that reflects a broad range of perspectives and experiences, including but not limited to, cultural and linguistic diversity; regional backgrounds; underrepresented groups such as First Nations peoples, people with disability and young people; gender balance; and socio-economic background.

Importantly, it is proposed that at least half of the Directors will be veterans or members of the veteran community. All Directors will be required to demonstrate a strong commitment to the veteran community, and an understanding of the issues that matter to veterans and families of veterans.

In considering Board composition, we are also seeking Directors with skills and experience across a range of other dimensions. Ideally, the Board, as a whole, should have:

- the skills, knowledge and experience required to govern an independent national non-profit organisation;
- diversity of thought and experience, including across professional backgrounds, gender, disability, lived experience, geographic representation, cultural background and other attributes that strengthen governance and decision-making;
- commercial acumen as the anticipated revenue model is expected to require successful targeting of a range of sources including grants, commercial activity and public and/or private fundraising;
- sector or academic insight and perspectives that strengthen the Board's understanding of veterans, families of veterans and the VSO sector.

We encourage applications from individuals who can demonstrate a meaningful contribution across one or more of these areas.

All Directors will also be expected to:

- act in the best interests of the national Peak Body and the VSO sector;
- exercise independent judgement and sound decision-making;
- appropriately identify and manage actual, perceived and potential conflicts of interest;
- actively participate in Board deliberations and decision-making; and
- comply with duties of Directors including under the *Corporations Act 2001 (Cth)*, the Australian Charities and Not-for-profits Commission (ACNC) governance standards, and the Constitution and other governance documents of the national Peak Body, once agreed.

4. Eligibility requirements

To be eligible for appointment, candidates must:

- be eligible to act as a Director under the *Corporations Act 2001 (Cth)* and not be disqualified from managing corporations;
- demonstrate the skills, knowledge, experience and personal qualities required to contribute to the governance of the national Peak Body;
- disclose interests and appropriately manage any actual, potential or perceived conflicts of interest;
- not hold a Board or executive role in a VSO, or be willing to resign from any such role upon appointment;
- be prepared to undertake reasonable probity, reference and background checks, and
- be able to commit the time the role requires.

Note: To ensure independence and avoid conflicts of interest, any persons appointed to the national Peak Body cannot concurrently hold the role of Director, Chief Executive Officer or other senior position in a VSO.

5. Term, time commitment and expenses

Key information about Board appointments is summarised below. Further details will be confirmed with successful candidates and set out in their letters of appointment to the Board.

Appointment aspect	Details
Terms of appointment	The initial Board of Directors will generally be appointed for a term ending at the 2028 Annual General Meeting.
Board meetings	The Board is expected to meet regularly to discharge its governance responsibilities. Meetings may be held in person, online, or through a combination of both formats. The annual meeting schedule will be determined by the Board.
Committees and advisory groups	The Board may establish committees or advisory groups to support its work. Directors may be invited to serve on, or chair, these bodies where their skills and experience are relevant.
Time commitment	The time commitment will vary depending on Board responsibilities, committee participation and organisational priorities. Directors should be prepared to dedicate sufficient time to meeting preparation, governance activities and stakeholder engagement as required.
Remuneration and expenses	Director positions are voluntary and non-remunerated. Directors are not entitled to payment for performing their duties as Directors. Reasonable, approved out-of-pocket expenses incurred in undertaking authorised Board business will be reimbursed in accordance with Board policies.
Insurance and support	Directors will be covered by appropriate Directors' and Officers' liability insurance and supported through induction, governance resources and access to relevant information required to fulfil their duties.

6. Application process

Shortlisting and final selection decisions will be made by an independent panel of informed experts brought together for this purpose.

The Department of Veterans' Affairs has engaged Social Impact Advisory to manage and facilitate the application process. Social Impact Advisory will act as the point of contact for the coordination and facilitation of the application process.

The application process will be conducted confidentially and will involve the following stages:

- Submission: Expressions of interest are received and acknowledged by Social Impact Advisory.
- Assessment: Submissions are assessed against the skills matrix by the independent selection panel.
- Interviews: Shortlisted candidates are invited to meet with the independent selection panel.
- Due diligence: Reasonable probity and reference checks are undertaken for preferred candidates.
- Appointment: Appointments are confirmed and formalised through a letter of appointment.

Indicative timelines

Date	Activity
2 November 2026	Expressions of interest open
22 November 2026	Closing date for expressions of interest
w/c 23 November 2026	Assessment and shortlisting of applications
w/c 7 December 2026	Interviews with shortlisted candidates
w/c 7&14 December 2026	Due diligence and reference checks are conducted
w/c 14 December 2026	Appointments are confirmed and the first meeting of the Board is held

Note: Final dates will depend on panel and candidate availability. Candidates should keep the week commencing 7 December available for potential interviews.

7. How to apply

To apply for appointment to the national Peak Body's Board of Directors, please submit the following:

- your current curriculum vitae;
- a brief, two-page maximum, covering letter outlining your interest in the role, and the capabilities and experience you bring with reference to the skills outlined above in *Section 3 – Skills and Experience Sought*; and
- the names of two professional referees who can attest to your skills as a Director. Please note, referees will not be contacted without your consent.

Submissions close 11.00pm AEST, 22 November 2026.

Expressions of interest should be addressed to Nick Booth, Social Impact Advisory by email to PeakBodyRecruitment@dva.gov.au.

If you have a query regarding the Expression of Interest process or the national Peak Body, please email PeakBodyRecruitment@dva.gov.au by no later than 15 Nov 2026.