



Australian Government
Defence

L&RWG Agenda
Royal Commission into Defence and
Veteran Suicide - Taskforce
s47E(d)
s47E(d) @defence.gov.au

Date: 11 October

Venue: s47E(d)

Item No.	Item	Lead	Supporting Material	Indicative Timings (minutes)
1.	Welcome	Chair	Verbal	5
2.	Acceptance of Meeting Minutes	All	220913 Minutes	5
3.	Open Actions Item Update & Confirmation of Status (open/ongoing/closed)	All	Action List	10
4.	Lessons & Evaluation Update	Chair	Verbal	5
5.	Risk Management Update	Risk Manager	Verbal	5
Concluding Items				
6.	Confirm action items	Secretariat	Verbal	5
7.	Round Table/Other Business / Close	Chair	Verbal	5

Next meeting 8 November 22

Please email your updates to the Lessons and Evaluation team at s47E(d) @defence.gov.au

Supporting papers will be released five working days prior to the Working Group.

Date: 08 November

Venue: s47E(d)

Item No.	Item	Lead	Supporting Material	Indicative Timings (minutes)
1.	Welcome	Chair	Verbal	5
2.	Acceptance of Meeting Minutes	All	221011 Minutes	5
3.	Open Actions Item Update & Confirmation of Status (open/ongoing/closed)	All	Action List	10
4.	Lessons & Evaluation Update	Chair	Verbal	5
Concluding Items				
5.	Confirm action items	Secretariat	Verbal	5
6.	Round Table/Other Business / Close	Chair	Verbal	5

Next meeting 13 December 22

Please email your updates to the Lessons and Evaluation team at s47E(d) [@defence.gov.au](mailto:s47E(d)@defence.gov.au)

Supporting papers will be released five working days prior to the Working Group.

Date: 13 December

Venue: s47E(d)

Item No.	Item	Lead	Supporting Material	Indicative Timings (minutes)
1.	Welcome	Chair	Verbal	5
2.	Acceptance of Meeting Minutes	All	221108 Minutes	5
3.	Open Actions Item Update & Confirmation of Status (open/ongoing/closed)	All	Action List	10
4.	Lessons & Evaluation Update	Chair	Verbal	5
Concluding Items				
5.	Confirm action items	Secretariat	Verbal	5
6.	Round Table/Other Business / Close	Chair	Verbal	5

Next meeting 14 February 23

Please email your updates to the Lessons and Evaluation team at s47E(d) [@defence.gov.au](mailto:s47E(d)@defence.gov.au)

Supporting papers will be released five working days prior to the Working Group.

Date: 14 February

Venue: s47E(d)

Item No.	Item	Lead	Supporting Material	Indicative Timings (minutes)
1.	Welcome	Chair	Verbal	5
2.	Acceptance of Meeting Minutes	All	221108 Minutes	5
3.	Open Actions Item Update & Confirmation of Status (open/ongoing/closed)	All	Action List	10
4.	Lessons & Evaluation Update	Chair	Verbal	5
Concluding Items				
5.	Confirm action items	Secretariat	Verbal	5
6.	Round Table/Other Business / Close	Chair	Verbal	5

Next meeting 14 March 23

Please email your updates to the Lessons and Evaluation team at s47E(d) [@defence.gov.au](mailto:s47E(d)@defence.gov.au)

Supporting papers will be released five working days prior to the Working Group.

Date: 14th November 2023

Venue: s47E(d)

Item No.	Item	Lead	Supporting Material	Indicative Timings (minutes)
1.	Welcome	Chair	Verbal	2
2.	Minutes and Outstanding Actions	Secretariat	Minutes and Action List	3
Items for consideration				
3.	Member updates	All	Verbal	2
4.	Lessons update	s47E(d)	Verbal	3
5.	Requesting endorsement of TOR		Draft LWG TOR as at 20231024.v2 for approval	2
6.	Key topic for this LWG: Internal Survey and APS Census – options for next steps and inclusion into Exec brief		Themes for improving Internal Survey results post June 2023 survey	20
7.	Additional Performance Metrics for consideration		Review of the PMF SHI metrics	5
8.	Lessons in review		Observations workbook	5
9.	Cross Pollination: syncing across the directorates	Chair	Verbal	10
Concluding Items				
10.	Other Business / Close	Chair	Verbal	3
10.	Confirm action items	Secretariat	Verbal	5

Legend: Documents in LWG meeting folder on Teams.

Next meeting 12th December 2023 from 1430 to 1530, s47E(d)

Please email your updates to the Lessons team at [Plans & Lessons RCDVS-TF](#)

Supporting papers will be released five working days prior to the Working Group.

Date: 12th December 2023

Venue: s47E(d)

Item No.	Item	Lead	Supporting Material	Indicative Timings (minutes)
1.	Welcome	Chair	Verbal	2
2.	Minutes and Outstanding Actions	Secretariat	Minutes and Action List	3
Items for consideration				
3.	Member updates	All	Verbal	2
4.	Lessons update	s47E(d)	Verbal	3
5.	Key topic for this LWG: Internal Survey and other options for gathering feedback		Verbal	10
6.	Performance Metrics progress		Verbal	1
7.	Lessons in review		Observations workbook	15
8.	Cross Pollination: syncing across the directorates – asking for volunteers for Jan LWG	Chair	Verbal	5
Concluding Items				
9.	Other Business / Close	Chair	Verbal	14
10.	Confirm action items	Secretariat	Verbal	5

Next meeting 23rd January 2024 from 1430 to 1530, s47E(d)

Please email your updates to the Lessons team at [Plans & Lessons RCDVS-TF](#)

Supporting papers will be noted and released five working days prior to the Working Group.

Date: 23rd January 2024

Venue: s47E(d)

Item No.	Item	Lead	Supporting Material	Indicative Timings (minutes)
1.	Welcome	Chair	Verbal	2
2.	Minutes and Outstanding Actions	Secretariat	Minutes and Action List	5
Items for consideration				
3.	Member updates	All	Verbal	2
4.	Lessons update	s47E(d)	Verbal	5
5.	Key topic for this LWG: Feedback box and other options		Verbal	10
6.	Performance Metrics progress		Verbal	1
7.	Lessons in review		Observations workbook	2
8.	Cross Pollination: syncing across the directorates – today we hear from Practise Management	Chair/PM	Verbal	10
Concluding Items				
9.	Other Business / Close	Chair	Verbal	2
10.	Confirm action items	Secretariat	Verbal	5

Next meeting 20th February 2024 from 1430 to 1530, s47E(d)

Please email your updates to the Lessons team at [Plans & Lessons RCDVS-TF](#)

Supporting papers will be noted and released five working days prior to the Working Group.

Date: 20th February 2024

Venue: s47E(d)

Item No.	Item	Lead	Supporting Material	Indicative Timings (minutes)
1.	Welcome	Chair	Verbal	2
2.	Minutes and Outstanding Actions	Secretariat	Minutes and Action List	5
Items for consideration				
3.	Member updates	All	Verbal	2
4.	Lessons update	s47E(d)	Verbal	5
5.	Taskforce Toolkit		Verbal	10
6.	Performance Metrics		Verbal	1
7.	Lessons Framework		Verbal	5
8.	Cross Pollination: syncing across the directorates – today we hear from Business Management and Assurance	Chair/BM/Assurance	Verbal	20
Concluding Items				
9.	Other Business / Close	Chair	Verbal	2
10.	Confirm action items	Secretariat	Verbal	5

Next meeting 26th March 2024 from 1430 to 1530, s47E(d)

Please email your updates to the Lessons team at [Plans & Lessons RCDVS-TF](#)

Supporting papers will be noted and released five working days prior to the Working Group.

s47E(d)

Date: 23rd April 2024

Venue: s47E(d)

Item No.	Item	Lead	Supporting Material	Indicative Timings (minutes)
1.	Welcome	Chair	Verbal	2
2.	Minutes and Outstanding Actions	Secretariat	Minutes and Action List	5
Items for consideration				
3.	Member updates	All	Verbal	3
4.	Lessons update	s47E(d)	Verbal	5
5.	Taskforce Toolkit		Verbal	15
6.	Lessons Framework		Verbal	5
7.	Cross Pollination: syncing across the directorates – today we hear from Business Management	Delayed until next LWG due to BM work commitments	Verbal	0
Concluding Items				
8.	Other Business / Close	Chair	Verbal	2
9.	Confirm action items	Secretariat	Verbal	3

Next meeting 28th May 2024 from 1430 to s47E(d)

Please email your updates to the Lessons team at [Plans & Lessons RCDVS-TF](#)

Supporting papers will be noted and released five working days prior to the Working Group.

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Australian Government
Department of Defence

Minutes

Royal Commission into Defence and
Veteran Suicide - Taskforce

s47E(d)

s47E(d) @defence.gov.au

BN53340260

Distribution: RCDVS-Taskforce – Lessons and Risk Working Group attendees

Meeting Minutes of the Risk and Lessons Working Group, 11 October 2022

Attendees:

s47E(d)		Chair
s47E(d)		Deputy Chair/Secretariat
s47E(d)		Member
s47E(d)		Member
s47E(d)		Member
s47E(d)		Member
s47E(d)		Member
s47E(d)		Member Representative
s47E(d)		Permanently Invited Guest
s47E(d)		Member Representative
s47E(d)		Permanently Invited Guest
s47E(d)		Member Representative
s47E(d)		Invited Guest

Apologies:

s47E(d)		Permanently Invited Guest
s47E(d)		Member
s47E(d)		Permanently Invited Guest
s47E(d)		Member
s47E(d)		Member
s47E(d)		Member
s47E(d)		Member
s47E(d)		Member
s47E(d)		Member

ITEM 1: WELCOME

1. Deputy Chair opened the meeting at 14:00.

ITEM 2: ACCEPTANCE OF MEETING MINUTES

2. The meeting minutes of 13 September 2022 were accepted.

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ITEM 4: LESSONS AND EVALUATION UPDATE

4. s47E(d) outlined the upcoming internal survey being released on 25 October.
5. s47 explained that a meeting had been held between Plans and Lessons and Liaison Officers to discuss the upcoming Liaison Officer Forum on the 13th October 2022. We look forward to getting feedback on what's working and what's not. Holding the meeting in person and via Teams was suggested and there were no objections from the floor.

ITEM 5: RISK MANAGEMENT UPDATE

6. s47E(provided an update on the s47E(d) .
7. If you want any updates or risks to be captured and analysed please let s47E(d) know.

ITEM 6: CONFIRM ACTION ITEMS

8. The following actions were closed:
 - a. LWG 220315/005
 - b. LWG 220315/006
 - c. LWG 220809/001
 - d. LWG 220809/002
 - e. LWG 220705/008
 - f. LWG 220913/005
 - g. LWG 220913/007

ITEM 10: OTHER BUSINESS

9. No additional items were discussed.
10. The meeting was closed at 1500.

s47E(d)

Chair

8 November 2022

s47E(d)

s47E(d)

Secretariat

8 November 2022

Post Activity Report

Royal Commission into Defence and Veteran Suicide - Taskforce

s47E(d) [REDACTED]
[REDACTED] @defence.gov.au

BN50542619

Distribution:

HTF (Through DHTF)

For information:

CoS

Directors x 9

POST ACTIVITY REPORT: NOTICES PROCESS REVIEW FOR CONTINUOUS IMPROVEMENT STRATEGIES

s47E(d)

Background

1. In the lead up to Hearing Block Five (HB5) in Townsville, the Taskforce experienced a significant increase in requests from the Royal Commission (RC) compared with previous HBs. This included over 20 Notices to Give (NTG) – Statement s47E(c)

and over 20 NTG – Information and Produce documents. s47E(d)

2. While s47E(c) [REDACTED] it was noted the request for 'Witness Statements' in addition to NTGs and Notices to Produce (NTP) was going to continue at a high volume for the remaining HBs.

3. Defence was able to meet the requirements and timeframes imposed by the RC; however, it was identified the increase s47E(d)

4. Head of Taskforce (HTF) requested opportunities be explored to improve the 'Notices' process. s47E(d)

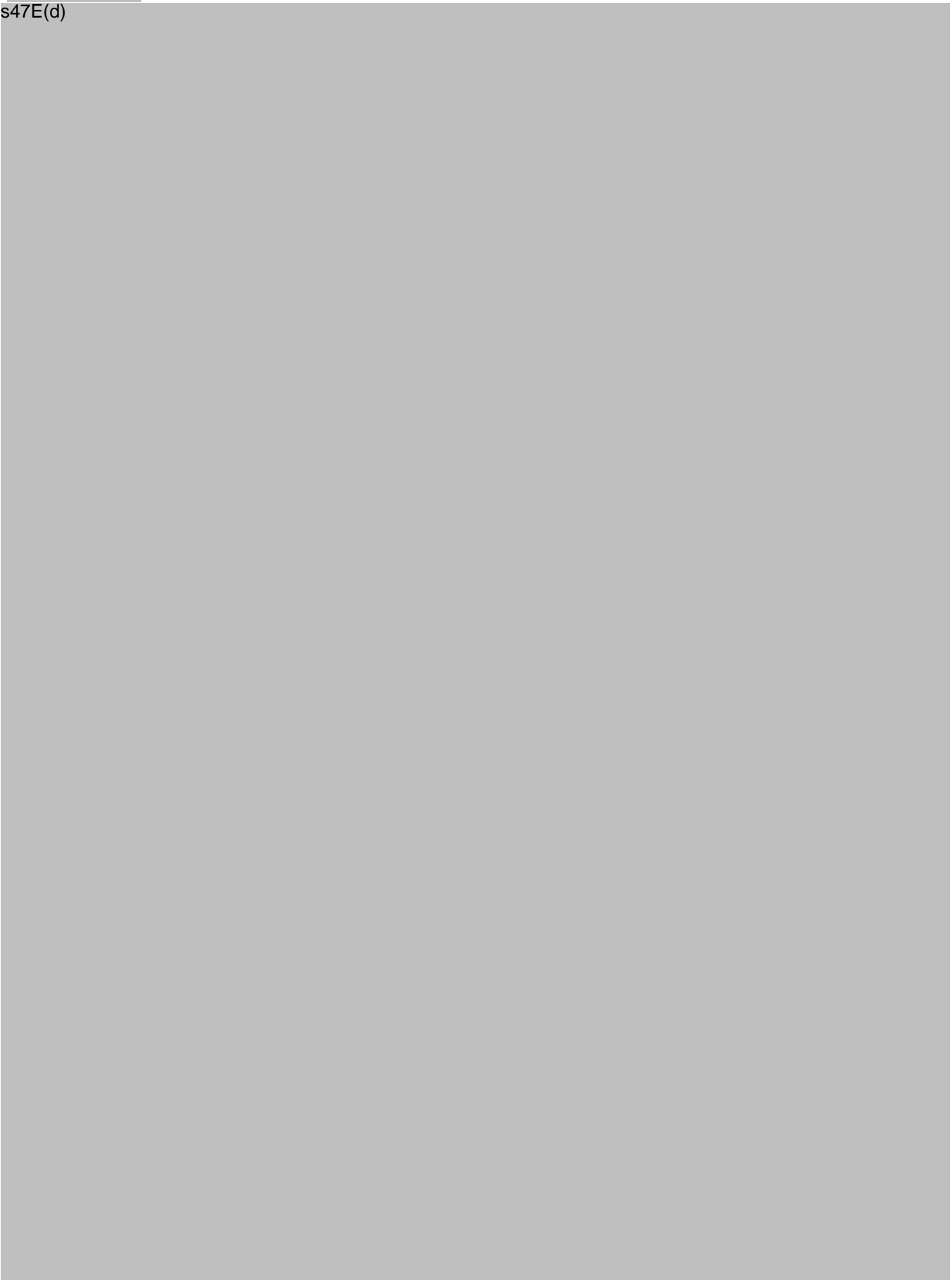
After Action Review

s47E(d)

~~OFFICIAL Sensitive~~


6. The Taskforce approached the review through targeted workshops and meetings with key personnel across the Taskforce and with Groups and Services Liaison Officers (LOs) s47E(d)

s47E(d)




Outcome of Consultation

s47E(c)(d)



10. Actions have been raised and assigned s47E(d) and will be monitored by the Lessons and Risks Working Group held monthly. Progress reports s47E(d)




Taskforce and Liaison Officer Forum

11. In addition to implementing actions to address the lessons identified above (para 8), the Taskforce is establishing a bi-monthly LO Forum designed to:

- a. improve communication
- b. share ideas for continuous improvement
- c. provide updates on initiatives being implemented in the Taskforce.

12. A charter for the LO Forum will developed in Aug 22 with the first LO Forum to be held in Sep 2022.

s47E(d)



~~OFFICIAL - Sensitive~~


s47E(d)



Conclusion

19. The ‘Notices’ approach developed over the first 12 months of the Taskforce being established, is effective and robust. Some amendments and additional checkpoints will improve the process, reporting capability, and better support personnel involved. Ongoing engagement with stakeholders and adopting a trial-and-error approach will enable the Taskforce to continue to refine and improve the process and engagement; ensuring we deliver the RC requests effectively and efficiently.

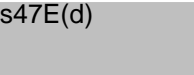
s47E(d)




s47E(d)



s47E(d)



s47E(d)



RCDVS – Taskforce

s47E(d)







1

OFFICIAL

Good morning All,

Please see attached the 'Post Activity Review Report: Notices process review for continuous improvement strategies' that has now been officially signed.

Can you please provide a status update on the Actions in Annex A by this Thursday 27 October 2022.

You feedback will be incorporated into the status update report provided to DHTF on 31 October 2022.

Your assistance is greatly appreciated.

Kind Regards,

s47E(d)

Royal Commission into Defence and Veterans Suicide – Taskforce
Associate Secretary Group | Defence
Plans and Lessons

s47E(d)

Phone: s47E(d)

Email: s47E(d) [defence.gov.au](mailto:s47E(d)@defence.gov.au)



We pay our respects to the traditional owners and custodians of country and their cultures, and Elders past, present and emerging. I would also like to pay respects the Aboriginal and Torres Strait Islander men and women who have contributed to the defence of Australia in times of peace and war.

IMPORTANT: This email remains the property of the Department of Defence. Unauthorised communication and dealing with the information in the email may be a serious criminal offence. If you have received this email in error, you are requested to contact the sender and delete the email immediately.

-----Original Appointment-----

From: s47E(d) @defence.gov.au>

Sent: Tuesday, 6 December 2022 4:00 PM

To: s47E(d)

Cc: s47E(d)

; Practice Management RCDVS-TF; s47E(d)

DPG.RC.Coord

Subject: Lessons Working Group meeting [SEC=OFFICIAL]

When: Tuesday, 13 December 2022 2:30 PM-3:30 PM (UTC+10:00) Canberra, Melbourne, Sydney.

Where: Microsoft Teams Meeting

OFFICIAL

Good afternoon,

Please see the 8 Nov 22 draft minutes. The meeting was very quick as there wasn't a lot to discuss.

This was the day of the fire drill and a lot of people didn't make it back for the meeting or were away. I don't think I have captured all of the attendees correctly. Can you please review and let me know if you attended?

Please see reference to the 13 Dec 22 Agenda, s22. Please ensure you have reviewed your actions and can provide the current status at the meeting.

Kind Regards,

s47E(d)

Royal Commission into Defence and Veterans Suicide – Taskforce
Associate Secretary Group | Defence
Plans and Lessons

s47E(d)

Phone: s47E(d)

Email: s47E(d) [defence.gov.au](mailto:s47E(d)@defence.gov.au)



We pay our respects to the traditional owners and custodians of country and their cultures, and Elders past, present and emerging. I would also like to pay respects to the Aboriginal and Torres Strait Islander men and women who have contributed to the defence of Australia in times of peace and war.

OFFICIAL

Good morning Working Group members and permanently invited guests,

You are invited to the monthly virtual Risk & Lessons Working Group meeting.

If you could please let me know if you are being posted out /or leaving the Taskforce and if there is a known replacement that would be greatly appreciated.

Meeting Agenda and current Actions list will be distributed 5 days prior to each meeting.

Kind Regards,

s47E(d)

Lessons Working Group Secretariat
Royal Commission into Defence and Veterans Suicide – Taskforce
Associate Secretary Group | Defence
Plans and Lessons

s47E(d)

Phone: s4 / E(d)

Email: s47E(d) [defence.gov.au](mailto:s47E(d)@defence.gov.au)



We pay our respects to the traditional owners and custodians of country and their cultures, and Elders past, present and emerging. I would also like to pay respects the Aboriginal and Torres Strait Islander men and women who have contributed to the defence of Australia in times of peace and war.

s22

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s22

From: s47E(d)
Sent: Tuesday, 24 October 2023 3:49 PM
To: s47E(d)
Subject: 231024:1549 - s47E(d) LWG documents for consideration post LWG meeting 24th Oct 2023
Follow Up Flag: Follow up
Flag Status: Completed

OFFICIAL

Hi all LWG members

For the attendees, thank you so much for participating!

In the LWG folder - [231024 - LWG](#), you will find the following:

- Today's agenda,
- The '231024 LWG Presentation' I went through,
- 'Draft LWG TOR as at 20231024' – as agreed in the meeting, please provide edits/suggestions by cob Fri 27th Oct. I will send out the updated link for endorsement at our next meeting if there are significant changes. We can agree to endorse the TOR at the next meeting
- The 'Current PMF Framework References_endorsed 2022' and 'Current RCDVS-TF Performance Metrics Framework_endorsed 2022' are the current version of the PMF

The Lessons Observations workbook can be found at [Lessons](#)

s47E(d)

Also, s47E(d) will be adding a document from IM regarding Naming Conventions to this folder, which will be useful for us all!

For those of you who were not able to join us, the meeting minutes will be sent out in the next few days.

Happy to chat if you have any questions

Kind regards,

s47E(d)

Royal Commission into Defence and Veteran Suicide – Taskforce
Department of Defence

s47E(d)

P: s47E(d)

E: s47E(d) defence.gov.au

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<INSERT OBJECTIVE ID>

Distribution: RCDVS-Taskforce –Lessons Working Group attendees

MEETING MINUTES OF THE LESSONS WORKING GROUP, DD MMMM YYYY

Attendees:

In Person:

s47E(d)

Rank or Title	A Name
---------------	--------

s47E(d) (Chair)

s47E(d)

Virtual:

Apologies:

ITEM 1: WELCOME

1. s47E(d) the chairperson, opened the meeting at HHMM and welcomed all attending.

ITEM 2: MINUTES AND OUTSTANDING ACTIONS

2. INSERT TEXT HERE.

ITEM 3: MEMBER UPDATES

3. Insert text here

ITEM 4: KEY LESSONS IN REVIEW

4. Insert text here

ITEM 5: REVIEW OF RISK RATINGS

5. Insert text here

ITEM 6: REVIEW OF EFFECTIVENESS OF CONTROLS

6. Insert text here

ITEM 7: IDENTIFICATION OF EMERGING RISKS AND ISSUES

7. Insert text here

ITEM 8: OTHER BUSINESS / CLOSE

8. Insert text here

ITEM 9: CONFIRM ACTION ITEMS

9. Insert text here

s47E(d)

Chairperson

DD MM YY

s47E(d)

Meeting Secretary

DD MM YY