

RCDVS Taskforce LO Forum

Location: s47E(d)

Date: Wednesday 4 April 2023

Time: 1400 - 1500

Teams Joining Options (on invitation)

Informal Agenda

Item	Title	Lead	Timing
1	Introductions – Including invited TF reps from s47E(d)	s47E(d)	1400 - 1405
2	LO Areas – Current Areas of Concern <ul style="list-style-type: none">• Raising issues upwards• Scoping Meetings – length and frequency• Timelines – compressed for notices & SME meetings• Lead times HB10 and HB11 – gaps of only six and four weeks respectively• Comcare – Work Demands Practical Guidance	s47E(d) /All	1405 - 1440
3	Other Items <ul style="list-style-type: none">• Hearing Block 9 witness preparation<ul style="list-style-type: none">○ Any concerns/feedback?• Hearing Commitments – last meeting we requested feedback on tasking (s47E(d) will speak to)• Reminder to keep the contact list linked in the invitation up to date• Thoughts on moving this meeting to every second month?	s47E(d) /All	1440 -1500

LO Forum 4 May 2023 - Proposed Agenda:

HB9 – Witness Preparation

1. Role of LOs in preparing/supporting witnesses
2. De-confliction of tasks in witness preparation
3. “Best practice” witness preparation timeline s22
4. s47E(d)

Contacting the LO Network

5. Distribution list update

LO Meeting Frequency

6. Monthly/bi-monthly

AOB

- Any other concerns/feedback?
- Reminder to keep the contact list linked in the invite up to date

Informal Agenda – LO Forum – 5 July 2023 1400-1500

s47E(c) recap purpose - platform to provide LOs with an opportunity for feedback to improve processes and procedures to better position the Taskforce for Royal commission requests and timeframes

1. **Back-brief from the last Directions Hearing** (s47E(d))
 - a. s47E(d)
 - c. Other issues raised

2. **Latest letter from the RC date 4 July 2023 – regarding HB10** (s47E(d))

3. **Update from the RC Secretary** (s47E(d)) to recap summary provided by HTF)

4. **Items suggested by** (s47E(d))

s47E(c)(d)

5. **Any other Items LOs wish to raise**

Actions Items Taken:

- Request to send RC notices to LOs as soon as possible before scoping via email
- Use the LO Distribution list for this
- Provide access to Dynamics for all LOs (s47E(d)) – ADFHQ requested)
- s47E(d)

6. **Action Items from Last LO Forum (next meeting Wednesday 2 August 2023)**

Action Item	Lead	Comments	Status
1 Is the Indicative Witness Journey timeline is still fit for purpose?	s47E(d)	DHTF made the point in the May meeting we have a Lessons team but the witness journey timeline had been developed with the experience of eight previous hearing blocks.	Open – s47E(d) ack post meeting. Now referred to Plans & Lessons to consider any necessary action.

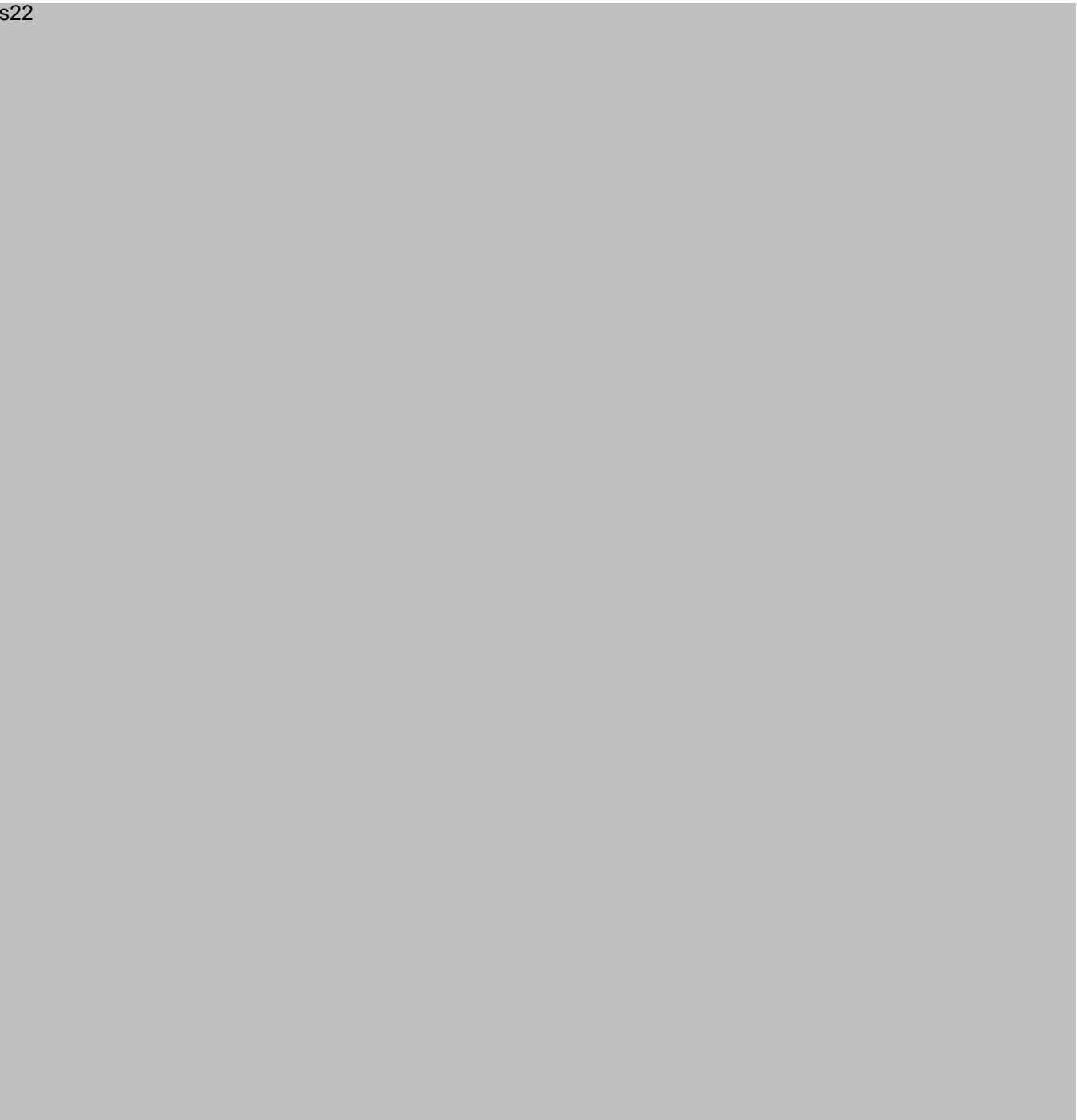
	Action Item	Lead	Comments	Status
s47E(c)(d)				
5	TF & LOs to update the LO distribution list.	s47E(d)	Updates have been requested - an ongoing task.	Ongoing
6	Monthly frequency of LO Forum	s47E(d)	To maintain monthly LO meetings pending hearing commitment tempo and need.	Ongoing

From: s47E(d)
To: [Cochbain, Melanie BRIG](#); s47E(d) ; s47E(d) ; s47E(d)
Cc: [Practice Management RCDVS-TF](#)
Subject: 240129:1613- Email - [s47E(d)]-[Cochbain, Melanie BRIG] LO Forum TPs
Date: Monday, 29 January 2024 4:13:40 PM

OFFICIAL

Hi Team,

s22



AGENDA

Item	Title	Presenter	Timing
	Liaison Officer Forum		

1	Welcome and previous minutes	s47E(d)	2 min.
2	DHTF introduction/Intent	s47E(d) /BRIG Melanie Cochbain	5 min.
3	Taskforce update	s47E(d)	10 min.
4	General Counsel update	General Counsel Taskforce	10 min.
5	IM update	s47E(d)	10 min.
6	Key LO updates	Open floor – go round to all G&S	10 min.
7	Other Business	Open floor – go round to all G&S	10 min.
8	Meeting Close	s47E(d)	3 min.

s47E(d)

Royal Commission into Defence and Veterans Suicide – Taskforce

s47E(d)

Phone: s47E(d)

Mobile: s22

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

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From: s47E(d)
To: s47E(d)
Subject: 240412:1046- Email - s47E(d) s47E(d)] agenda
Date: Friday, 12 April 2024 10:46:07 AM

OFFICIAL

s47E(d)
s47E(d)
Royal Commission into Defence and Veterans Suicide – Taskforce
Associate Secretary Group| Defence

s47E(d)
M: s22 | E: s47E(d) @defence.gov.au

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From: s47E(d) @defence.gov.au>
Sent: Thursday, 11 April 2024 12:26 PM
To: s47E(d) @defence.gov.au>
Subject: agenda [SEC=OFFICIAL]

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AGENDA

Item	Title	Presenter	Timing
Liaison Officer Forum – Wrap Up			
1	Welcome	s47E(d)	5 min.
2	Transition	s47E(d)	10 min.
3	Propositions	s47E(d)	15 min.
4	General Counsel update	s47E(d)	5 min.
5	IM update	s47E(d)	5 min.
6	Key LO updates	Liaison Officers	10 min.
7	Other Business	All	5 min.
8	Meeting Close	s47E(d)	5 min.

s47E(d)

s47E(d)

Royal Commission into Defence and Veterans Suicide – Taskforce

s47E(d)

Phone s47E(d)

Mobile: s22

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

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19 Sept 2022

Liaison Officer Meeting

Attendees:

s47E(d)	Plans & Lessons
	Plans & Lessons
	Practice Management
	Practice Management
	Practice Management
	Defence People Group
	Defence People Group
	Defence People Group
	Army
	RAAF
	Joint Capability Group

Notes:

Forum attendees discussed attendees and it was suggested to distribute the invite to the 'RCDVS-TF Liaison Officers (DISTRO)' and s47E(d) distribution list.

Following the meeting s47E(d) was also advised to add s47E(d) and s47E(d) s47E(d) to the invitation.

Draft Charter

s47E(d) provided an overview of the Liaison Officer Forum and presented the draft Charter.

There was discussion about getting traction regarding practical concerns the Taskforce (TF) is requirement from LO's and what LO's need from the TF to enable them to deliver.

There was a question about what occurs when something is raised? s47E(d) outlined that Plans and Lessons could raise the issue with the specific area, explore it further and report back to the Forum.

s47E(d) also advised that Practice Management is invited to attend as they may be a conduit to working through problem/issues to get more traction.

The next Forum will be schedule on 13 October.

Attendees discussed how the forum would work being every 2 months LO's share experiences/issues they may be working with at the time or in the previous or future 2 months and bounce ideas, seek input and share insights.

There was a question about if there is an expectation from s47E(d) s47E(d) advised that they are aware that it's happening and supportive as it was an initiative following the *Post Activity Report: Notices process review for continuous improvement strategies*. s47E(d) put a caveat around membership being LO's and other key stakeholders.

The meeting is every 2 months, however can be made more regularly if required.

Attendees Accepted the Liaison Officer Forum Charter.

Seeking feedback on the Survey Questions

s47E(d) provided an overview of the previous Taskforce internal Survey undertaken in Feb 2022. s47E(d) invited all to the Survey Results Debrief tomorrow. s47E(d) are to be included in the invite.

s47E(c)(d)

s47E(c)(d)

s47E(d) advised that the questions were used from the previous survey and aligned with the YourSay survey and have gone through the Defence People Research – Low Risk Ethics Panel.

s47E(d) asked if s47E(d) could be included in consultation with the Ethics Panel so they are aware of consultation within their Group.

Attendees agreed to review the Survey Questions and take some time to consult together to provide some feedback at the October Liaison Officer Forum meeting.

s47E(d) outlined that feedback is also collected through other avenues including the Chief of Staff Forum and this new Liaison Officer Forum. The question was raised: Do we need the survey if we have these forums? Does the survey give different distinct feedback that isn't received from the forums?

s47E(d) outlined that the Survey would give the TF data in a point in time. Having this baseline data allows the TF measure progress and see what has been learnt.

s47E(d)

s47E(d)

s47E(d) spoke about a meeting that will occur soon to gain a better understanding of where the gaps lie within the Liaison Officer Network.

s47E(d) will work to confirm who needs to receive the invitation and aim to meet prior to the next hearing.

In the meantime s47E(d) requested if people can consider where the gaps are across the G&S across the Liaison Officer Network. Issues and Risks and how we fix. E.g processes or is there a genuine need to add LO's where they don't currently exist.

Confirming who does need to receive invite. s47E(d). Keen to get a better understanding of where the gaps are.

From: s47E(d) on behalf of [Practice Management RCDVS-TF](#)
To: s47E(d)
Cc: [Practice Management RCDVS-TF](#)
Subject: 230221:1638 - [Practice Management RCDVS-s47E(d)] LO Forum – Friday, 17 February 2023
Date: Tuesday, 21 February 2023 4:38:19 PM
Attachments: [image001.jpg](#)

OFFICIAL

Good Afternoon s47E(d)


Please see below items, captured from the last Liaison Officer forum held. Happy to discuss if required

LO Forum – Friday, 17 February 2023

Contacting the LO Network

- Use the Distro list but have it updated, s47E to find out who has ownership and have it updated to reflect the LO/Alternative contact list.


s47E(d)



LO Channel (VERA)

- Requested the Vera link be added in the meeting invite. – s47E(d) to action.

s47E(d)



Hearing Commitments

- Groups and Services to have a think on how the commitment tasking was done and to provide any feedback or suggestions.

Kind Regards,

s47E(d)

s47E(d)

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

s47E(d)

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



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From: s47E(d)
To: [REDACTED]
Cc: [REDACTED]
Subject: 231101:1459- Email - s47E(d) notes from LO Forum Meeting
Date: Wednesday, 1 November 2023 2:59:00 PM

OFFICIAL

Good Afternoon Team,

Thanks for the time this afternoon. If you have any feedback please send it through to me. Below are some notes from the meeting for everyone.

New LO forum meeting

s47E(d)
[REDACTED]

s47E update- HB#12 dates still not confirmed. Working through notices as they come in.
7E

s47E update- **Data notices** – There has been an increase in the number of data notices received recently. From speaking to the Royal Commission it is becoming clear that they are s47E(d)
[REDACTED] This will likely occur in the first instance through technical working groups with SME's attendees from the Groups and Services. The intent from the s47E(d)
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED] s47E
[REDACTED] 7E
[REDACTED] (c)
[REDACTED] (d)

s47E(c)(d)
[REDACTED]

s47E(c)(d)
[REDACTED]

If anyone has anything else to add please let me know.

If not I'll see you all at the next meeting on the 6th of December. Use the link for teams for any info sharing in the meantime or send through an email to the PM Team.

Kind Regards

s47E(d)

Royal Commission into Defence and Veterans Suicide – Taskforce

s47E(d)

Phone: s47E(d)

Mobile: s22

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

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LO Forum Meeting

31 January 2024

Attendance on: s47E(d)

BRIG Melanie Cochbain, s47E(d)

Action Items	Lead	Due Date
Any changes to be provided to LO distro		
Confirmation of Service Chief Roundtable		
Travel to be organised for Roundtable on 27 Feb	Operations Team	
Any further information re schedule and Roundtable to be provided to LO group		
Counsel Conferences and Counsel Assisting Conferences to be scheduled		
Notice updates to be provided	s47E(d)	
Parameters and location of Roundtable TBC		
Ringtail and document names to be added for procedural fairness		
Co-ordination/process to be adjusted to account for CPERS overview of recommendations (procedural fairness)		
Workforce Planning (VCDF) (procedural fairness)		
s47E(d) to be copied into VCDF/CPERS (?)		
Statements to be reviewed for "themes" – note: not directly aligned		
Process on "grabbing files" – request to clear to go to S&Gs		
s47E(d) to be added to distro lists		
Any questions re health scoping response status on notices to go through both Joint Health Command inbox and DPG inbox		

Minutes	
s47E(d)	Provided an overview of usage of LO forum tools/strategies. Noted that the prior meeting was cancelled due to lack of interest.
s47	s47E(c)(d)

	No feedback from RC re dates available for witnesses – pushing every couple of days – trickling in now and will be passed onto teams
s47E(d)	s47E(c)(d)
s47	<p>Noticed as well – note that we reach out to s47E to see if s47E do</p> <p>Many saying no to s47 only s47E</p> <p>s47 work closely with s47E and will raise the same points so still good option for witnesses to get an idea of what to talk about</p> <p>Best prepared as possible, s47 not less important or informative</p>
s47E(d)	<p>GC update</p> <p>s47E(c)(d)</p> <p>Notices are still arriving consistently and working through them as they come</p>
s47E(d)	<p>s47E update</p> <p>45 active notices (NTG/NTP)</p> <p>18 NTGs</p> <p>27 NTPs</p> <p>Closed in 24hrs - 1</p> <p>4 due today (3 NTGs)</p> <p>In 7 days (9 due)</p> <p>Created in last 24 (4 - 2x SeMPRO and 2x Culture)</p> <p>Culture notices scoping likely to be sent for tomorrow.</p> <p>s47E structures notices now been released in final (renamed: 266 and 357)</p> <p>15 notices overdue - all in draft or some tranches have been released</p> <p>All are at a point where they are either in draft or pending consult or relating to AGS specifically</p>
s47	<p>Key LO updates</p> <p>Service Chiefs Roundtable with Commissioners</p> <ul style="list-style-type: none"> Confirmed Commonwealth Counsel availability for 27 or 28 Feb – 1-4pm Awaiting OSA to provide additional information regarding timing, location and specifics <ul style="list-style-type: none"> Will be going with Counsel and transcribed We have followed up a number of times for further information, most recently on 29 Jan RCDVS-TF have confirmed that the Chiefs will be accompanied with Counsel s47E(c)(d)

s47E(d)	Still going to be transcribed?
s47	s47E(c)(d)
s4	
s47	
s4	Yes, will get clarification on logistics of transcript
s47E(d)	Confirming only s47E(c)(d) involved in meeting?
s47	Yes
	<p>Counsel conferences (Commonwealth Counsel and Counsel Assisting)</p> <ul style="list-style-type: none"> • Availabilities have been provided to AGS/AGD • s47E(c)(d) • We understand that although availabilities were sought for early Feb for Counsel Assisting (CA) meetings, these may not occur until will take place later in February s47E(c)(d) and have not heard back but trying to book ASAP • s47E(c)(d) • NTPF Annexure C – GC working on list to distribute on the low side? – confirmed by s47E(d) – NTP74 done by s47E(d) coming out soon <ul style="list-style-type: none"> ○ s47E(c)(d)
s47E	Procedural fairness point? About the new process followed for propositions. s47 had sent around the way that is going to work, feedback?
s47	Comments. 1. Understand the band 2 clearance intent, fine, require from a service level and stakeholder level, these are coming out referencing ringtail documents but not providing us those references, intent for s47E to provide to all the stakeholders once we get those propositions?
s4	Yes
s4	Issues with staffing raised, better to come from a central source
s47E	Point taken, any ringtail references will be taken, document name attached to whatever goes out
s47	2. The document focuses on DPGs, from navy perspective how to manage interface, looking backwards, owned processes, area to look back at after hearing block 12 because of interface between past and who owns areas
s47E	Good idea, taken From data knew where it was getting directed, tweak the process as we go
s4	Raise similar point with service career stuff with CPERs CDF group has military workforce design aspect, not talking about how we manage our current workforce but how to use in the future, will that be routed through us?
s47E	It's going straight to seniors and LOs will be copied in

	As we get them will have a look at them Need to know the right senior people to send them to Quick turnaround and will ask for assistance
s4	Don't want to be left out of the loop s47E(c)(d)
s4	That clearance only, spoken with s47E(d)
s4	Yep taken into account
s4	Question raised by s4 – feedback from s4
s4 7E	s47E(c)(d)
s4	All good, that is what I was trying to say s47E(c)(d)
s4	s47E(c)(d)
s4 7	Few instances where files have had to be pulled Navy team gone in the same time as TF What is the process? Who will s47E(c)(d) Plan is for TF to pull through from IM and have to flick it to us for Navy to check and grab D&A files to incorporate
s4	s47E(d) confirm?
s4	That is the process, go to archives as soon as we get the process, as we receive archives we get copy, drop into objective for review to remove duplicates and add to it.
s47E(d)	Make sure I am on distro lists
s47 E(d)	Mindful that any questions about health s47E(c)(d)
s47E(d)	s47E(d)
s4 7	Yes Will set up a meeting 3 rd week of Feb

Liaison Officer Forum – 19 April 2024

Meeting Minutes

Attendees:

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

s47E(d)
[REDACTED]
[REDACTED]
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[REDACTED]
[REDACTED]

Item	Title	Presenter	Timing	Meeting Minutes
1	Welcome	s47E(d) [REDACTED]	5 min.	<ul style="list-style-type: none"> Welcome and housekeeping. Final meeting of LO forum due to a pivot towards a Reform Taskforce with a different purpose and objective.
2	Transition	s47E(d) [REDACTED]	10 min.	<ul style="list-style-type: none"> The transition involves: <ul style="list-style-type: none"> PMO construct Broader taskforce support LO's position will differ under the reformed taskforce. It is a matter for individual G&S to decide based on team requirements how LO role will be conceptualised under reformed taskforce. LOs retain access to Directors and other staff to raise issues. LOs can also raise issues through their chain of command. Question s47E(d): How can LO processes be maintained within the reformed taskforce? How can the taskforce ensure linkage between LO and G&S? Who is being engaged? How will it be delivered? Is this recorded explicitly? <ul style="list-style-type: none"> PMO implementation support will engage with different G&S to determine how they will engage with chosen method of LO mechanism within the reformed task force. Stakeholder engagement plan currently being rolled out as approval for structures/work is granted. Each G&S will have different requirements following taskforce reform and systems will be allocated/created accordingly. No explicit/formal process as must reflect specific requirements of each G&S. Question s47E(d): What is the timeframe for this, when will each G&S need to finalise chosen structure? <ul style="list-style-type: none"> Working back from 9 September timeline. G&S need to decide what team structure is required to answer their specific recommendations. s47E(c)(d) [REDACTED]

				<ul style="list-style-type: none"> • Question s47: How will staff members know what life will look like under reformed taskforce? <ul style="list-style-type: none"> ○ Escalate within levels of command to gain more information on this. ○ Information may not be able to be released yet. • Question s47: What is the envisaged timeline for transition? <ul style="list-style-type: none"> ○ Between now and Jan 2025, however will be based on certain directorate requirements. Employees will be moved based on available work. ○ Currently working through planning days to broadly understand work levels. ○ Propositions have increased workloads and will change timelines.
3	Propositions	s47E(d)	15 min.	<ul style="list-style-type: none"> • Currently working through ~15 propositions, expectation of another 4, potentially more. • Working on passing on propositions to AGS. • Daily meetings with DPG and JHC to discuss propositions. • Scoping meetings also occurring to divide workload of propositions between teams. • Regarding responsible officer, must ensure ideas are effectively collaborated. • Question s47: Is there a feedback loop to see if information has been changed during review? <ul style="list-style-type: none"> ○ s47E(c)(d) ○ All final submissions to the Royal Commission have been and will continue to be sent out within the organisation.
4	General Counsel update	s47E(d)	5 min.	<ul style="list-style-type: none"> • Notices are still trickling in, generally regarding small changes or requests for documents. • Also working through QoNs, including official Royal Commission correspondence regarding QoNs. • s47E(c)(d) • Question s47: regarding tender list documents, if there is an updated version of the document do we continue to provide claims on old/requested document rather than new/updated version? <ul style="list-style-type: none"> ○ Yes, may also notify Royal Commission of s47E(c)(d) ○ Action: GC representative to circle back to group with regarding any required next steps.

5	IM update	s47E(d)	5 min.	<ul style="list-style-type: none"> • Currently a large amount of work. • LO assistance has been vital and largely appreciated throughout the Royal Commission. • Currently working through a contingency plan to minimise impact and effect on system processes. • Regarding overdue requests, IM will continue to reach out with stakeholders • IM will remain agile with changing work requirements • Question (s4): Regarding enduring access to Ringtail licences, will licences remain following end of contract/taskforce? <ul style="list-style-type: none"> ○ This has been raised with the Director. ○ Essentially, if a contract expires, request for access will have to be actioned by IM. ○ Action: IM representative to review licencing arrangements for LOs following 30 Jun 2024 and revert to group with advice ○ s47E(d): TF Legal officers will continue to have ringtail access
6	Key LO updates	Liaison Officers	10 min.	<p>s47E(d)</p> <ul style="list-style-type: none"> • On track with propositions <p>s47E(d)</p> <ul style="list-style-type: none"> • On track with propositions <p>s47E(d)</p> <ul style="list-style-type: none"> • On track with propositions <p>s47E(d)</p> <ul style="list-style-type: none"> • Nil
7	Other Business	All	5 min.	<ul style="list-style-type: none"> • Question s47: Requested visibility of Lessons Working Group outcomes. <ul style="list-style-type: none"> ○ Action: s47E(d) to share outcomes.
8	Meeting Close	s47E(d)	5 min.	<ul style="list-style-type: none"> • Currently in a time of uncertainty and unknown. • Request for LOs to continue to engage with taskforce, through current mechanisms/process.

From: s47E(d)
To: [Practice Management RCDVS-TF](#)
Cc: s47E(d)
Subject: RE: Multiple Documents - "Liaison Officer Forum Membership" (s22), "Taskforce and LO Forum Charter" s22 [SEC=OFFICIAL]
Date: Thursday, 17 November 2022 9:28:16 AM
Attachments: [Taskforce and LO Forum Charter.ohr](#)

OFFICIAL

Good morning s47E(d)

All the answers to your questions are outlined in the Charter. I've attached it again for you.

The forum is an opportunity for Liaison Officers to talk openly about issues etc they are having. We took general notes for our information but there is no formal minutes taken as we wanted to create a safe place to encourage open discussion.

Please let me know if you want to chat further about how the forum was set up.

Cheers,

s47E(d)

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

s47E(d)

s47E(d)

Phone: s22

Email: 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.

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-----Original Message-----

From: s47E(d) @defence.gov.au> On Behalf Of Practice Management RCDVS-TF

Sent: Wednesday, 16 November 2022 9:47 AM

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

Cc: s47E(d) @defence.gov.au>; Practice Management RCDVS-TF

s47E(d) @defence.gov.au>

Subject: RE: Multiple Documents - "Liaison Officer Forum Membership" (s22), "Taskforce and LO Forum Charter" (s22) [SEC=OFFICIAL]

OFFICIAL

Hi,

Just following up on this email from last week. Grateful if I can get some guidance, as I need to get invitations into calendars.

Thank you

s47E(d)

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

s47E(d)

Email: s47E(d) @defence.gov.au

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-----Original Message-----

From: s47E(d) @defence.gov.au> On Behalf Of Practice Management RCDVS-TF

Sent: Thursday, 10 November 2022 2:06 PM

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

Cc: Practice Management RCDVS-TF s47E(d) @defence.gov.au>; s47E(d)

@defence.gov.au>

Subject: FW: Multiple Documents - "Liaison Officer Forum Membership" (s22), "Taskforce and LO Forum Charter" (s22) [SEC=OFFICIAL]

OFFICIAL

Hi s47E(d)

Hoping you could assist. I am looking at sending the new LO Forum calendar invites out but just wanted to confirm a few things first:

- Can you please advise how often they were previous scheduled for and how long each meeting was?
- Where attendees only those listed in the 'Liaison Officer Forum Membership' document
- Is there an outstanding list of action items from the previous meetings?

Thank you in advance for your assistance!

Kind Regards,

s47E(d)

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

s47E(d)

Email: s47E(d) @defence.gov.au

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-----Original Message-----

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

Sent: Thursday, 3 November 2022 2:01 PM

To: Practice Management RCDVS-TF s47E(d) @defence.gov.au>

Subject: FW: Multiple Documents - "Liaison Officer Forum Membership" (s22), "Taskforce and LO Forum Charter" (s22) [SEC=OFFICIAL]

OFFICIAL

Hey s47E(d),

Can you please action the below and also establish the regular LO meetings from the PM diary. Thanks.

Could you please also update our roles and responsibilities doc to note that we are now overseeing the LO network :)

s47E(d)

s47E(d) Royal Commission into Defence and Veterans
Suicide – Taskforce Department of Defence
s47E(d)
Phone: s22
Email: s47E(d) @defence.gov.au

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-----Original Message-----

From: s47E(d) @defence.gov.au>
Sent: Thursday, 3 November 2022 1:59 PM
To: s47E(d) @defence.gov.au>
Subject: Multiple Documents - "Liaison Officer Forum Membership" s22, "Taskforce and LO Forum Charter" s22 [SEC=OFFICIAL]

OFFICIAL
Hi s47E(d)

Find attached. Happy if you want to take the entire LO folder across to PM too if that helps.

With thanks.
s47E(d)

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

s47E(d)
Phone: s47E(d)
Mobile: s22
Email: s47E(d) @defence.gov.au

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From: s47E(d) on behalf of [Practice Management RCDVS-TF](#)
To: s47E(d) [Practice Management RCDVS-TF](#)
Cc: s47E(d); [General Counsel RCDVS-TF](#); s47E(d); [RCDVS.Impl-TF.Support](#);
[Plans & Lessons RCDVS-TF](#); s47E(d); s47E(d)
Subject: 230627:0943 - [Practice Management RCDVS-TF]-s47E(d) Action Items from the May LO Forum
Date: Tuesday, 27 June 2023 9:43:00 AM

OFFICIAL

Hi s47E(d)

Thank you for your response. I can see s47E(d) has already responded in similar terms s47E(d)

The LO Forum offers a monthly platform for LO feedback (run by PM with Liaison Officers and other Taskforce personnel as required) to help improve processes and procedures.

The question about whether the Witness Journey Placemat was still fit for purpose was proposed by the s47E(d), then in the context of HB9, which had s47E(c)(d)

Without wanting to pre-empt an independent review, the reality is that the RC has approached each hearing block and the treatment of Defence witnesses block differently. s47E(c)(d)

To close the loop on this, would it be beneficial for Lessons to ask the various stakeholders above, including LOs, if they consider the Indicative Witness Journey fit for purpose (or if any/improvements changes are needed) or are relevant Directors happy to review? As s47E(d) has indicated it is scalable. Happy to discuss.

Kind regards

s47E(d)

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

s47E(d)

Phone: s47E(d) Mobile: s22

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

s22

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email immediately.

From: s47E(d) @defence.gov.au>
Sent: Tuesday, 27 June 2023 8:38 AM
To: Practice Management RCDVS-TF s47E(d) @defence.gov.au>
Cc: s47E(d) @defence.gov.au>; General Counsel RCDVS-TF s47E(d) @defence.gov.au>; s47E(d) s47E(d) @defence.gov.au>; s47E(d) s47E(d) @defence.gov.au>; Support-RCDVSTF s47E(d) @defence.gov.au>; Plans & Lessons RCDVS-TF s47E(d) @defence.gov.au>; s47E(d) @defence.gov.au>; s47E(d) @defence.gov.au>
Subject: FW: Action Items from the May LO Forum [SEC=OFFICIAL]

OFFICIAL

Good Morning s47E(d)

My suggested advice is that if the Placemat is out of date ie. the timeframes and/or activities have changed, then it would be beneficial to update given the Royal Commission will continue to interview witnesses for some months. It would also be good to leave it as a legacy for future Taskforces, Enquiries, Reviews as reference material to guide them on their journey.

However, please note, I have not been involved in any activities involving witnesses nor have I attended an LO Forum since joining the Taskforce.

Thanks

s47E(d)

Royal Commission into Defence and Veterans Suicide – Taskforce

s47E(d)

Phone: s47E(d)

Email: s47E(d) @defence.gov.au

From: s47E(d) @defence.gov.au> **On Behalf Of** Practice Management RCDVS-TF
Sent: Tuesday, 20 June 2023 12:38 PM
To: s47E(d) @defence.gov.au>; General Counsel RCDVS-TF s47E(d) @defence.gov.au>; s47E(d) @defence.gov.au>; Support-RCDVSTF s47E(d) @defence.gov.au>; Plans & Lessons RCDVS-TF s47E(d) @defence.gov.au>; s47E(d) @defence.gov.au>; s47E(d) @defence.gov.au>

s47E(d) @defence.gov.au>

Cc: s47E(d) @defence.gov.au>; s47E(d)

@defence.gov.au>

Subject: Action Items from the May LO Forum [SEC=OFFICIAL]

OFFICIAL

Good Afternoon All

Please find below actions outstanding from the LO Forum that PM coordinates. The most recent meeting was held in May and our next meeting is scheduled for Wednesday 5 July 2023.

For action Item 1 – we would like to refer P&L to the attached documents and seek your views on whether P&L considers a review of the Indicative Witness Journey Timeline necessary? NB – s47E(c)(d)

particularly grateful if you have any comments at this stage.

d)

For Action Item 2 – s47E() grateful for your input with regard to the last Directions Hearing (or if you can point me to a transcript) and the potential to provide a further back-brief for LOs if the upcoming Direction's Hearing on 27 June 23 goes ahead.

Any initial feedback/comments you have would be much appreciated by Thursday 28 June 23, ahead of the next LO Forum in July.

Action Items from the May LO Forum

	Action Item	Lead/Contributor	Comments	Status
1	Is the Indicative Witness Journey timeline is still fit for purpose?	s47E(d)	DHTF made the point in the May meeting we have a Lessons team but the witness journey timeline had been developed with the experience of eight previous hearing blocks.	Open – s47E(d) ack post meeting. Now referred to Plans & Lessons to consider any necessary action.

s47E(c)(d)

s47E(c)(d)

5	TF & LOs to update the LO distribution list.	s47E	Updates have been requested - an ongoing task.	Ongoing
6	Monthly frequency of LO Forum	s47E	To maintain monthly LO meetings pending hearing commitment tempo and need.	Ongoing

Kind regards

s47E(d)

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

s47E(d)

Phone: s47E(d)

Mobile: s22

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

s22

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From: s47E(d)
To: s47E(d)
Cc: s47E(d); [RCDVS.Navy; Practice Management RCDVS-1F; General Counsel RCDVS-1F](#); s47E(d)
Subject: 240305:1421- Email -s47E(d) April LO Forum - Agenda Item - Intersection between LO forum Charter and LWG.pptx
Date: Tuesday, 5 March 2024 2:22:01 PM

Hi s47E(d)

For context, I have been in the Lessons team since August 2023 and the remainder of the team came later. The LWG ceased to meet from Nov 2022, we re-established the LWG in November 2023, and LOs were invited to attend

The Observations workbook is in Teams and the link is: [Observations Workbook.xlsx](#), s47E(d). It. The LWG has worked through the previous observations and closed off the majority of them as no new Observations were added to the workbook since, based on the dates noted, early July 2022.

If the LO Forum has Observations or Identified Lessons, please forward them to myself or add them to the Observations Workbook and we can work through them with you.

In regards to what issues have been raised, s47E(d)

[REDACTED]

Kind regards,

s47E(d)

[REDACTED]

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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email immediately.

From: s47E(d) @defence.gov.au>
Sent: Monday, 4 March 2024 12:43 PM
To: s47E(d) @defence.gov.au>; s47E(d) @defence.gov.au>
Cc: s47E(d) @defence.gov.au>; s47E(d) @defence.gov.au>; s47E(d) @defence.gov.au>; RCDVS.Navy s47E(d) @defence.gov.au>; Practice Management RCDVS-TF s47E(d) @defence.gov.au>; General Counsel RCDVS-TF s47E(d) @defence.gov.au>; s47E(d) @defence.gov.au>
Subject: RE: April LO Forum - Agenda Item - Intersection between LO forum Charter and LWG.pptx [SEC=OFFICIAL:Sensitive]

~~OFFICIAL: Sensitive~~

s47E(d)

As pointed out by s47E(d) the issues raised within the LO's forum, should, if they are of a certain level of importance or relevance, be elevated to the Lessons working group.

s47E(d)

Based upon the charter, it is the understanding of s47E(d) that these matters should have been elevated to the LWG. My question was related to understanding what issues had been raised and what was the response.

Kind Regards,

s47E(d)

RCDVS – Task Force

s47E(d)

T: s47E(d)
M. s22

RCDVS-TF Liaison Officer Email s47E(d) @defence.gov.au

RCDVS-TF Liaison Officer Distro: s47E(d) @defence.gov.au

RCDVS s47E(d) Coordination Email s47E(d) @defence.gov.au

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From: s47E(d) <[REDACTED]@defence.gov.au>
Sent: Monday, 4 March 2024 11:53 AM
To: s47E(d) <[REDACTED]@defence.gov.au>; s47E(d) <[REDACTED]@defence.gov.au>
Cc: s47E(d) <[REDACTED]@defence.gov.au>; s47E(d) <[REDACTED]@defence.gov.au>; s47E(d) <[REDACTED]@defence.gov.au>; s47E(d) <[REDACTED]@defence.gov.au>; RCDVS.Navy <s47E(d)@defence.gov.au>; Practice Management RCDVS-TF s47E(d) <[REDACTED]@defence.gov.au>; General Counsel RCDVS-TF s47E(d) <[REDACTED]@defence.gov.au>; s47E(d) <[REDACTED]@defence.gov.au>
Subject: RE: April LO Forum - Agenda Item - Intersection between LO forum Charter and LWG.pptx [SEC=OFFICIAL:Sensitive]

Hi s47E(d)

I cannot find any reference to the 'strategic Taskforce wide observations, improvements or sustainable practices' from the LO Forum for 2023.

Do you have these documented anywhere?

We will be touching base with the LOO network for their input into the Final Lessons Report post the hearing block, please let me know who the best person is to liaise with for this

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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From: s47E(d) @defence.gov.au>
Sent: Tuesday, 27 February 2024 8:38 AM
To: s47E(d) @defence.gov.au>
Cc: s47E(d) @defence.gov.au>; s47E(d) @defence.gov.au>; s47E(d) @defence.gov.au>; RCDVS.Navy s47E(d) @defence.gov.au>; s47E(d) @defence.gov.au>; s47E(d) @defence.gov.au>; Practice Management RCDVS-TF s47E(d) @defence.gov.au>; General Counsel RCDVS-TF s47E(d) @defence.gov.au>
Subject: RE: April LO Forum - Agenda Item - Intersection between LO forum Charter and LWG.pptx [SEC=OFFICIAL:Sensitive]

s47E(d)

Absolutely, that's a great idea, I have CC'd in our LWG team so they have oversight and will extend the invitation to them for the next LO Forum.

Kind Regards

s47E(d)

Royal Commission into Defence and Veterans Suicide – Taskforce

s47E(d)
Phone: s47E(d)
Mobile: s22
Email: s47E(d) @defence.gov.au

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From: s47E(d) s@defence.gov.au>
Sent: Monday, 26 February 2024 8:06 PM
To: s47E(d) @defence.gov.au>
Cc: de s47E(d) @defence.gov.au>, s47E(d) @defence.gov.au>; s47E(d) @defence.gov.au>; RCDVS.Navy s47E(d) @defence.gov.au>
Subject: April LO Forum - Agenda Item - Intersection between LO forum Charter and LWG.pptx
[SEC=OFFICIAL:Sensitive]

s47E(d)

In looking ahead at the next Liaison Officers Forum, nominally programmed for April, can we also please add an agenda item related to the attached charter, the running of the forum and its intersection with the Lessons Working Group (LWG).

It would be most useful to understand which of the “*strategic Taskforce wide observations, improvements or sustainable practices*” raised within previous Liaison Officer Forums have made their way into the LWG. As it sits currently, there is no feedback loop to the members of the Liaison Officers Forum.

Kind Regards,

s47E(d)

RCDVS – Task Force

s47E(d)

T: s47E(d)
M. s22

RCDVS-TF Liaison Officer Email: s47E(d) @defence.gov.au

RCDVS-TF Liaison Officer Distro: s47E(d) @defence.gov.au

RCDVS s47E(d) Coordination Email: s47E(d) @defence.gov.au

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Taskforce & Liaison Officer Continuous Improvement Forum

PURPOSE

A safe and respectful platform when members aim to improve processes and procedures to better position the Taskforce for Royal commission requests and timeframes

Membership

- Taskforce Plans and Lessons Directorate
- Taskforce personnel Subject Matter Experts
- Liaison Officers (Members)
- Other significant stakeholders

TIMINGS

- Duration: One Hour
- 3rd Thursday, bi-monthly
- s47E(d)

KEY TOPICS

- Open discussion on interactions with the Taskforce
- Collaborate on Taskforce Initiatives
- Brainstorm solutions
- Provide updates on implementations

SCOPE

IN

- Open flow of information between all members
- Share/raise ideas, issues or problems for continuous improvement
- Collection point for observations to improve Taskforce processes/procedures and sustain good practices

OUT

- Not a decision making forum
- No formal agenda
- No formal minute taking

WHERE DOES MY INFO GO?

- Implement changes to process/procedures at the BAU/tactical level rather than escalating
- Observations may be recorded anonymously
- The anonymous observations may be presented to the Lessons Working Group, following agreement from the Forum
- Lessons Working Group will be the avenue for strategic Taskforce wide observations, improvements or sustainable practices.

WHAT'S IN IT FOR ME?

- Opportunity to shape how the Taskforce performs and interacts
- An avenue to voice concerns in an inclusive and non-judgemental environment
- Identification of shared observations and collective viewpoints
- Networking opportunity
- Avoid siloing

ETIQUETTE

- Offer challenging ideas in a constructive and respectful manner
- Have considered and genuine engagement
- Contribute demonstrating Defence Values and Behaviours
- Allow others to speak
- Please be punctual

Taskforce & Liaison Officer Continuous Improvement Forum

PURPOSE

A safe and respectful platform when members aim to improve processes and procedures to better position the Taskforce for Royal commission requests and timeframes

Membership

- Taskforce Practice Management Directorate
- Liaison Officers and Other Significant Stakeholders
- Taskforce personnel Subject Matter Experts (as required)

TIMINGS

- Duration: One Hour
- Third Thursday of every month
- s47E(d) , Conference Room

KEY TOPICS

- Open discussion on interactions with the Taskforce
- Collaborate on Taskforce Initiatives
- Brainstorm solutions
- Provide updates on implementations

SCOPE

IN

- Open flow of information between all members
- Share/raise ideas, issues or problems for continuous improvement
- Collection point for observations to improve Taskforce processes/procedures and sustain good practices

OUT

- Not a decision making forum
- No formal agenda
- No formal minute taking

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ETIQUETTE

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- Have considered and genuine engagement
- Contribute demonstrating Defence Values and Behaviours
- Allow others to speak
- Please be punctual