

BRIEF FOR CAF (THROUGH DCAF):**MEMORANDUM OF UNDERSTANDING WITH s47G –
ARRANGEMENT OF TIME FOR SIGNATURE**

Branch: DGCHAP-AF

Reference: B1971473

Due Date: Discretionary

Recommendations:

That you:

- (a) **Note** your earlier agreement for commencement of a six-month trial of the RAAF Workplace Welfare Dog Program across Air Force under the sponsorship of the Air Force Chaplain Branch.
- (b) **Note** the preparedness of the executive management of the s47G to co-sign a Memorandum of Understanding with Air Force to establish the RAAF Workplace Welfare Dog Program.
- (c) **Note** the change in scope of locations for placement of dogs with Chaplain handlers at Air Force Bases.
- (d) **Agree** to the change in scope for locations for placement of dogs with approved Chaplain handlers.
- (e) **Agree** to a date and time for co-signing of the Memorandum of Understanding with an authorised representative of the s47G in your office.

Background

1. Enclosure 1 is the original brief proposing a six month trial of the RAAF Workplace Welfare Dog (WWD) Program that you approved in Dec 17, with dogs to be trained by the s47G and placed at three Air Force establishments, Edinburgh, Williamtown and the Canberra area.
2. Enclosure 2 is the Memorandum of Understanding (MOU), now ready for signing between Air Force and s47G to set the terms and conditions for conduct of the six-month trial of the RAAF WWD Program.

Key issues

3. Since approval, progress has been impeded by the requirement for a Memorandum of Understanding (MOU) between Air Force and s47G to legally constitute terms and conditions of the program. Development of the MOU was prepared in consultation with SOLS-AFHQ staff and referred to the executive management for consideration and agreement.

4. As a result of the ~~s47F~~, and the consequent 'changing of the guard', the MOU stalled. The MOU, with all its terms and conditions, was agreed to at a meeting of the ~~s47G~~ Directors on Wednesday, 27 Jun 18.

5. Under the original proposal, Chaplains at Edinburgh, Williamtown and the Canberra area volunteered to participate as handlers in the program. Due to the elapsed time since approval of enclosure 1, circumstances have changed for two of the three Chaplains who are unable to continue. As the Program is dependent upon voluntary participation of Chaplain handlers, the invitation for participation was widened and the Bases that will now be involved are Williamtown, East Sale and Pearce.

Consultation

6. SOLS-AFHQ has concurred with the context of the MOU and the executive management of ~~s47G~~ is now prepared to co-sign the MOU. COs and SADFOs at RAAF Bases Williamtown, East Sale and Pearce have been consulted and have indicated their favour with the conduct of the trial program over a six-month period.

Conclusion

7. Your agreement is now sought to set a date and time for ~~s47F~~, a Director of ~~s47G~~ authorised to represent the organisation, to attend your office for co-signing of the MOU. In addition, your agreement is sought for a change of scope to now include RAAF Bases East Sale and Pearce in lieu of Edinburgh and the Canberra area, along with RAAF Base Williamtown. DSIM-AF has also requested that a Ministerial Advice be prepared to inform MINDEF and MINDP of this initiative.

<p>MA Willis CHAP (AIRCDRE) DGCHAP-AF Tel: (02) 6265 7013 M: s22</p> <p>Jul 18</p>		<p>(a) Noted / Please Discuss (b) Noted / Please Discuss (c) Noted / Please Discuss (d) Agreed / Disagreed (e) Agreed / Disagreed</p> <p>GN DAVIES, AO, CSC AIRMSHL CAF</p> <p>Jul 18</p>	
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Enclosures:

1. Approved Brief to CAF for trial of RAAF Workplace Welfare Dog Program.
2. MOU – RAAF Workplace Welfare Dog Program.

BRIEF FOR CAF (THROUGH ACAUST AND DCAF): TRIAL OF A RAAF WORKPLACE WELFARE DOG PROGRAM	
Branch: DGCHAP-AF	Reference: R32057907
	Due Date: EOY 2017

RECOMMENDATIONS

That you:

- (a) **Note** the beneficial effects that Workplace Welfare Dogs (WWDs) can have on the general welfare and morale of individuals and Unit personnel.
- (b) **Agree** the attached Initial Business Case proposing a trial placement for the WWD Program at RAAF Bases Edinburgh and Williamtown and the Canberra area.

BACKGROUND

1. In May 2015, SQNLDR §47F ██████████ (PERSPOL1), then a member of §47G ██████████ presented a brief to the Air Force Chaplaincy Leadership Group on §47G ██████████. Throughout the presentation SQNLDR §47F ██████████ was accompanied by her own Welfare Dog, Tana, a former ADF explosives detection dog.

2. Air Force Chaplain Branch sponsorship of an initiative to place WWDs in RAAF workplaces to bolster general morale and welfare at RAAF Bases through a Base Welfare Dog Program was advocated, subject to your approval. If approved, a six month trial could commence at RAAF Bases Edinburgh and Williamtown and the Canberra area as soon as possible after obtaining your agreement.

3. This program trial will be used to determine viability and, if successful, will shape a formal Business Case for approval of wider implementation of the WWD Program.

KEY POINTS

4. Air Force has an opportunity to implement an innovative mental health and welfare programme. Army and Joint Health Command have also expressed strong interest in the program.

5. All dogs used for the workplace welfare dog program are certified assistance dogs IAW extant Commonwealth and State legislation.

6. The dogs used for the RAAF Edinburgh and Canberra area trials §47G ██████████. The dog used in the RAAF Williamtown trial §47G ██████████ or will be a young dog already owned by a Chaplain at Williamtown that, if assessed as suitable, will be trained to the appropriate standard by §47G ██████████ for use at that Base.

7. The attached Initial Business Case outlines details of research undertaken and procedures to be adopted if approval is granted.

8. §47D
 [Redacted]
 [Redacted]
 [Redacted] §47G
 [Redacted] §47D
 [Redacted]
 [Redacted]
 [Redacted]

CONSULTATION

9. Base Chaplains have been consulted to register interest for trial locations. SADFOs at Amberley, Williamtown and Edinburgh were initially approached and agreed to trialling of the program. DACAUST subsequently concurred, subject to CAF approval. SADFOs in those regions were generally agreeable provided that the dog accesses the domestic areas only and security staff are made aware of the dog’s presence in advance. At present, Chaplains at RAAF Bases Edinburgh and Williamtown and more recently the Canberra area have expressed interest in domicile of dogs, therefore, the trial will be limited to those regions for the time being.

10. As the Canberra area Chaplain has only recently indicated willingness to participate, SADFOs for establishments in Canberra where there is a RAAF population have also been consulted and have indicated their support. Mr Bruno Blasi, the APS Base Support Manager for the Russell, Campbell Park and APW precincts was also consulted due to the significant level of APS personnel in close proximity to Air Force personnel. He has also indicated support for the program.

11. §47G
 [Redacted]
 [Redacted]

12. Appropriate stakeholders have been approached for concurrence and their support is addressed in the Executive Summary.

TIMELINE

13. Approval by EOY 2017 would greatly assist to facilitate early consultation with stakeholders and lead to implementation of the program in early 2018.

<p>K RUSSELL CHAP (AIRCDRE) DGCHAP-AF Tel: (02) 6265 7013 M: §22</p> <p>Nov 17</p>		<p>(a) Noted Please Discuss (b) Agreed / Not Agreed</p> <p>GN DAVIES, AO, CSC AIRMSHL CAF</p> <p>Nov 17</p>	
Branch/Section Head	DGCHAP-AF	W: (02) 6265 7013	Mob: §22
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Attachments:

1. Initial Business Case.
2. s47G [REDACTED] Training Manual.
3. Australian Veterinary Association article – Pets prove to be a positive influence on social capital

INITIAL BUSINESS CASE



ROYAL AUSTRALIAN AIR FORCE WORKPLACE WELFARE DOG PROGRAM

Director General Chaplaincy – Air Force

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EXECUTIVE SUMMARY

1. This Initial Business Case seeks approval from CAF for a six month trial of a RAAF Workplace Welfare Dog (WWD) Program at RAAF Bases Edinburgh and Williamstown and in the Canberra area. Should the program prove successful at the conclusion of the six month trial, a formal Business Case will be submitted seeking approval for wider establishment of the program at viable establishments.
2. The program will be sponsored by DGCHAP-AF in concert with the s47G [REDACTED]. The dogs, usually rescued dogs, and their select Chaplain handlers, will undergo training to Level 4 certification with s47G [REDACTED] accredited trainers initially for two weeks at the s47B(a) [REDACTED] and thereafter in their local areas for supplementary training to befit them for the task.
3. The implementation of the RAAF WWD Program will be of great benefit under the sponsorship of RAAF Chaplaincy. This initiative is viewed as an appropriate and natural extension of RAAF Chaplaincy, as the aim of the program is to exponentially raise morale and general awareness of mental health as one of the keys to the overall health and wellbeing of the organisation. These dogs have the potential to extend the mission of RAAF Chaplaincy further and to reach out to many more members who may be suffering emotionally or psychologically in isolation.
4. The intent is for the dogs to be home-kennelled indoors in a family setting with a s47G [REDACTED] - approved Chaplain handler who will visit access-approved workplaces in company with the dog to foster pastoral relations, encourage conversation and enhance morale. At the conclusion of each working day the dog will return to the home of its Chaplain handler.
5. There will be no commingling of WWDs or Military Working Dogs (MWDs) at any of the regions and the dogs will sport a distinctive vest denoting that they are a WWD. The acting Brand Manager is amenable to the use of the RAAF emblem on a GPU-patterned vest with the words 'RAAF Welfare Workplace Dog' emblazoned. CO RAAFSFS is also supportive provided that there is a clear distinction between MWD and WWD vests.
6. The Bases originally selected for the trial were Amberley, Williamstown and Edinburgh and the SADFOs at these bases are supportive of the trials subject to the dogs not venturing into areas with elemental WHS requirements, nor causing disruption to working routine. SADFOs for Canberra-based Units and the Base Support Manager for the Russell, Campbell Park and APW precincts in the Estate & Infrastructure Group are also supportive. DCAUST has also endorsed the trial subject to ACAUST concurrence and CAF approval; however, only Chaplains at Williamstown, Edinburgh and Canberra have been identified for participation to ascertain feasibility, therefore, the trial would be restricted to these three regions.
7. The Chaplain handlers are mindful that acceptance of a dog will be a commitment for the life of the dog irrespective of the outcome of the trial and that the dog remains a dedicated functionary during the Chaplain's tenure at the Base, and possibly beyond, at successive locations.
s47G [REDACTED]
8. Performance measures will be applied to test the effectiveness of the WWD Program throughout the trial. The effectiveness of the Chaplains' visits in relation to social engagement and

interaction with members at the visit sites would be estimated, drawing on feedback from members to Chaplains and Unit management.

9. Other performance measures might include observation of the influence the WWDs have on visitors to the Chaplaincy Centres based on the visitor comfort levels in the presence of the dog. This feedback on effectiveness would be compiled by Chaplains in a monthly report to unit management at the relevant bases. At the conclusion of the trial period a consolidated report would be provided to CAF, optimally in a formal Business Case seeking affirmation of the Program.

10. DGPERS-AF, DAFH, CCJHC and SOL-AFHQ have been consulted and concur with the proposal. From a health perspective, DAFH and CCJHC are content to support the program provided that it focuses on strategic health and wellbeing rather than PTSD and that the dogs are referred to as 'Workplace Welfare Dogs' rather than 'Assistance Dogs' to distinguish them from dogs with higher levels of specific function. SOL-AFHQ advised that a MOU between s47G and Air Force would be appropriate and that assistance could be provided for its drafting and execution.

INTRODUCTION

1. **Business Needs.** The value of assistance dogs in promoting wellbeing for individuals and social interaction within groups has long been understood. This innovative capability tool affords Chaplaincy a unique opportunity to contribute to the mental health and wellbeing of Air Force personnel.

2. From a capability perspective, the application of WWDs by Chaplains would enhance their potential to reach out to struggling members who might not be inclined to seek support from a Chaplain. This lack of inclination can be due to differing personal religious beliefs, the stigma perceived to be associated with seeking personal support, or simply a reluctance to address internalised issues. A WWD would serve as an 'ice-breaker' to establish a point of connection and potentially, a bond between the Chaplain and members, although handlers would first need to establish comfort levels of individuals with the presence of a dog prior to its introduction to a workplace.

3. Chaplains are able to go where psychologists do not, by reaching out to personnel in the field and consequently, a WWD would work as an enabler to the mission of the Chaplain, thereby engendering a greater positive effect on members.

4. **Project Background.** During the May 2015 Chaplains' Leadership Group, SQNLDR §47F presented a brief to senior Air Force Chaplains on the §47G

Throughout her presentation, SQNLDR §47F was accompanied by her own welfare dog, Tana, a former ADF explosives detection dog.

5. SQNLDR §47F discussed the positive aspects of welfare dogs in RAAF workplaces as well as RAAF Chaplaincy extending mental health support at RAAF Bases through a 'Workplace Welfare Dog Program'. RAAF Chaplaincy expressed keen interest in the concept and DGCHAP-AF accepted Branch sponsorship of the initiative subject to approval from CAF.

§47G

8. §47G

four levels of certification to meet the Public Access Test (PAT) standard required under local, State and Federal laws before handover.

The four levels are defined as follows:

- a. **Level 1 assessment.** Conferment of the basic obedience certificate that demonstrates the handler has sound control of their canine.
 - b. **Level 2 assessment.** The dog has earned the §47G Learner's jacket and an accreditation ID. The team is then allowed access to public passage such as movie theatres, restaurants, shopping complexes and supermarkets.
 - c. **Level 3 assessment.** This is a nationally-recognised assessment test in preparation for the PAT.
 - d. **Level 4 assessment.** Recognises successful completion of the PAT and provides the dog with full accreditation for access to public passage including all forms of public transport.
9. The copy of the §47G at attachment 1 provides greater detail of dog training, handler obligations, assessment levels and local, State and Federal legislation governing access to public passage.
10. **Program scope.** The scope of the RAAF WWD Program is to trial specially trained dogs as Welfare dogs for RAAF Chaplaincy at two RAAF Bases, Williamtown and Edinburgh, and in Canberra for six months initially, with a view to seeking formal adoption of the program at RAAF Bases Australia-wide if the trial proves successful.
11. The scope does not include a trial of welfare dogs for individual members undergoing mental health treatment in the RAAF. The intent of this project is to prove the mateship value of the dogs working with Chaplains to build morale and enhance the emotional health and wellbeing of Air Force members and associated individuals.
12. **Program Plan.** The implementation of RAAF WWDs is likely to be carried out in three phases. Phase 1 would be the six month-long trials at RAAF Bases Edinburgh and Williamtown and across Canberra. Phase 2 would be the RAAF-wide invitation of other Chaplaincy centres and SADFOs to join in the program. Finally, Phase 3 would be the mature state of the program, involving continuous maintenance and improvement. The second and third iterations of the project would be refined and further scoped following a successful outcome of the Phase 1 trials.
13. **Key Program Stakeholders.** The major stakeholders in the program are:
- a. CAF.
 - b. HPC.
 - c. DGPERS-AF.
 - d. DGCHAP-AF.
 - e. JHC.
 - f. ACAUST.
 - g. Base SADFO/ABXOs.
 - h. Base Chaplains.
 - i. SOL-AFHQ.
 - j. §47G.

PROGRAM RESOURCE REQUIREMENTS

14. Despite the wide implications of the RAAF WWD Program, the program should not cause significant impost on existing RAAF resources. The dogs would be housed and taken care of by volunteer-handler RAAF Chaplains with s47G for the duration of the do's role as a WWD. During the dog's non-working hours, it would essentially be a pet of the handler and their family. The only resources required would be:

- a. Initial dog and handler training for two weeks proximate to the s47B(a) [REDACTED] s47G [REDACTED]
- b. s47D [REDACTED]
- c. s47G [REDACTED]

15. **Proposed Statement of Requirements.** The requirements that are viewed as integral for the success of the program include:

- a. Agreement for participation of Chaplains as WWD handlers in trial locations with Air Force populations.
- b. s47G [REDACTED]
- c. Inclusion of an additional task for SODGCHAP-AF to act as the RAAF WWD Program Manager within the Air Force Chaplain Branch.
- d. SOL-AFHQ legal support to draft the MOU between RAAF and s47G [REDACTED].
- e. Public Affairs Office support for official launch of the program.

16. **Identification of suitable handlers.** s47G [REDACTED] of Chaplains for participation in the program. Sponsorship of the program is vested in the Chaplain Branch because Chaplains will have already completed training in the following skill sets:

- a. Applied Suicide Intervention Skills Training.
- b. Two Day Mental Health First Aid Course.
- c. Senior First Aid Course with annual CPR refresher training.
- d. Difficult Conversations.
- e. Listening Skills.

17. These skill sets are vital and will assist the Chaplains to identify personnel who may benefit from further pastoral interaction.

RISK MANAGEMENT

18. In considering risk management for this program, a number of points were addressed when consulting with stakeholders. They concern external and internal risks as follows:

a. **External risks.** Potential risks considered were:

- (1) **Training program.** s47G [REDACTED]
[REDACTED] The dogs will be trained to Level 4 certification by s47B(a) [REDACTED]
[REDACTED]. Chaplain handlers will then be required to undertake a two week induction handover training course in Bathurst and ongoing annual supplementary training will be provided to the handlers in area.
- (2) s47G [REDACTED]
[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]
[REDACTED]
- (3) An MOU is to be drawn up in accordance with Air Force Chaplaincy's requirements and s47G [REDACTED] to mitigate external legal risk factors and combat any possible ambiguity and misunderstanding. The mutually agreed MOU will also include any associated fees and charges.
- (4) The dogs will all be trained to Level 4 certification with accreditation under State and Federal laws. s47G [REDACTED]
[REDACTED] The dogs will accompany their Chaplain handlers on postings and agreement to this Business Case will ensure continuity of the program in successive locations.
- (5) **Dog selection.** s47G [REDACTED]
[REDACTED] Ideally, suitable dog candidates would be medium-sized and optimally aged between six months to two years old for the most effective training.
- (6) s47G [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

b. **Internal risks.** Potential risks considered were:

- (1) **Awareness of the program.** A launch of the new WWD program through an appropriate Public Relations campaign is recommended to mitigate the risk that the aim of the program will be misunderstood. The campaign would clearly inform personnel of the roll-out of the program, and its objectives and benefits to ADF personnel.

- (2) The Defence Community Organisation (DCO) is very supportive of this unique program and will also be a valuable source of networking about the aims of the program within the wider Defence community.
- (3) **Lack of potential handlers.** The scope of the trial has been limited to three handlers to gauge the likely success of the program. It is anticipated that the program will expand once other Chaplains observe the benefits to be gained from pastoral visits with a companion dog.
- (4) **Funding issues.** s47D [REDACTED]
[REDACTED]
[REDACTED]
s47G [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED] s47D [REDACTED]
[REDACTED]
[REDACTED]
- (5) **Mistreatment of the dog.** s47G [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED] The Chaplain would remain the responsible person for the correct treatment of the dog while on duty.
- (6) **Dog aggressiveness and toilet training.** s47G [REDACTED]
[REDACTED] Breeds such as Labradors are well-known for their gentle nature and temperament. A Welfare dog will undergo puppy obedience training to correct any inappropriate behaviour such as biting during play and going to the toilet anywhere in the house. Dogs that have not been de-sexed can retain any natural aggressive tendencies which could result in biting. To prevent this, dogs must be de-sexed as well as being appropriately trained, including toilet training at an early age so as not to bite humans, irrespective of the dog's breed. This will greatly ensure that at the right age, the dog will be suitable for training as a Welfare dog.
- (7) **Health issues.** s47G [REDACTED]
[REDACTED] s47D [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED] Such coverage is recommended as the ultimate defence for a dog falling sick or getting injured. This insurance can cover unforeseen events such as major surgery and dental work. There is always the vulnerability for an active dog to fall ill; however, with proper regular veterinary care the likelihood of significant cost from aggravated illness or injury could be greatly minimised.

SAFETY CONSIDERATIONS

19. Chaplains who will be designated handlers will liaise with RAAFSAFE advisors to conduct risk assessments in their respective areas. An appropriate area of the Chaplaincy centre will be allocated for the dog during non-working business hours. Chaplains will be mindful of potentially allergic and fearful members in workplaces and Units will be consulted prior to a Chaplain and WWDs entering the facility during the trial phase.

COST

20. s47D
 [REDACTED]
 [REDACTED]
 [REDACTED]
 [REDACTED]
 s47G . s47D
 [REDACTED]
 [REDACTED]
 [REDACTED]
 [REDACTED]
 [REDACTED]

BENEFITS TO AIR FORCE

21. Leading Australian and international psychologists and mental health workers agree that animals can directly benefit the mental and physical health of people¹ as discussed in attachment 3. Benefits include improvement to cardiovascular health, reduction of overall stress and anxiety levels, decreased loneliness and depression, promotion of social cohesion, and can assist those affected by a number of mental illnesses. Through the medium of a companion dog as an 'ice-breaker' Chaplains will be best placed to identify those individuals that may be in need of intervention. The minimal costs to Air Force for supplementation and care of WWDs would be outweighed by the advantages to be derived from integration of the RAAF Workplace Welfare Dogs.

RECOMMENDATION

22. In the view of foregoing considerations and clear benefits to Air Force personnel, trial of the

¹ Australian Veterinary Association article – Pets prove to be a positive influence on social capital

program for a period of six months is strongly recommended.

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Nov 17

Pets prove to be a positive influence on social capital

Have you ever thought of pets as a uniting force encouraging cooperation, compromise and a general feeling of reciprocity? This sounds like a grandiose concept, but is a little more plausible when you see dog owners congregating at a dog park. Research shows that pets, and dogs in particular, can in fact bring people and communities together.

What I am referring to is 'social capital', a complex concept defined simply as social relationships/interactions that foster collective beneficial outcomes. Social capital has been shown to be beneficial in a range of social, economic and political spheres, from social integration, cohesion and general societal wellbeing, to the efficient running of modern economies and growth in gross domestic product (GDP), through to public health and community governance.¹

In a study spanning four cities in two continents, researchers from The University of Western Australia have found that pet ownership contributes significantly to social capital.² Individuals from comparable communities in Perth (Australia), and Portland, Nashville and San Diego (USA) were surveyed on a number of social capital determinants, including general helpfulness, friendliness, trust, reciprocity and civic engagement of people in their community. The results showed that people with pets had more social capital than those without. Those with dogs had even greater social capital and those who walked their dogs had even more still (Diagram 1).

The authors suggest that their results reflect the idea that people with pets are deemed more trustworthy. And trust is a key driver of social capital. Previous observational studies have also shown that people with pets perceive others as more trustworthy.²

Physiologically, these perceptions could be the result of oxytocin production, which is known to increase feelings of trust. Dog owners experience increased levels of oxytocin when interacting with their pooches and the authors conject that the same response occurs when interacting with any companion animal (Diagram 2).

The positive effect of companion animals in other facets of human life has also been explored, with studies showing pets can help individuals with mental illness³ and autism⁴, and can also help develop social skills, self-esteem and curb loneliness in children.⁵

Collectively, this bank of research builds a strong case for more pet-friendly cities and societies. Given the growing trend towards high-density apartment living in Australia, now is the time for town planners and governments to develop strategies and policies to ensure our pets remain an integral part of our lives.

Nidhi Sodhi
Science Writer

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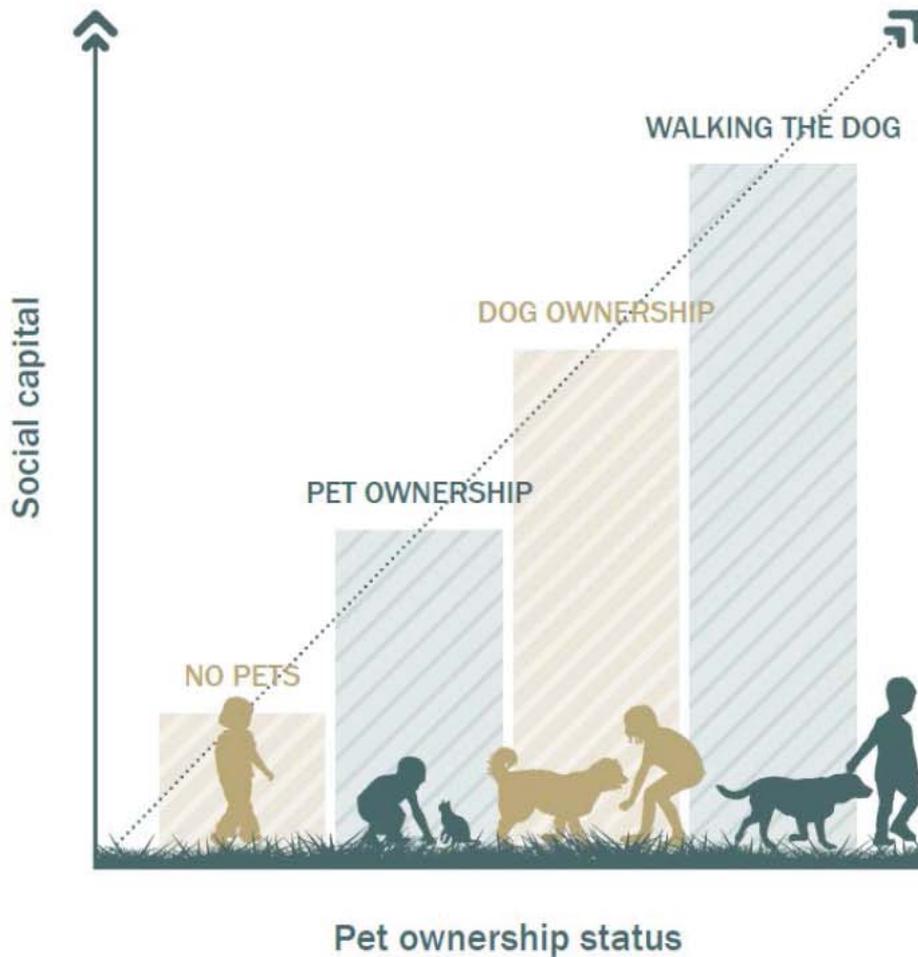


Diagram 1: Social capital increases significantly with pet ownership, with dog owners who walk their dogs having the highest capital

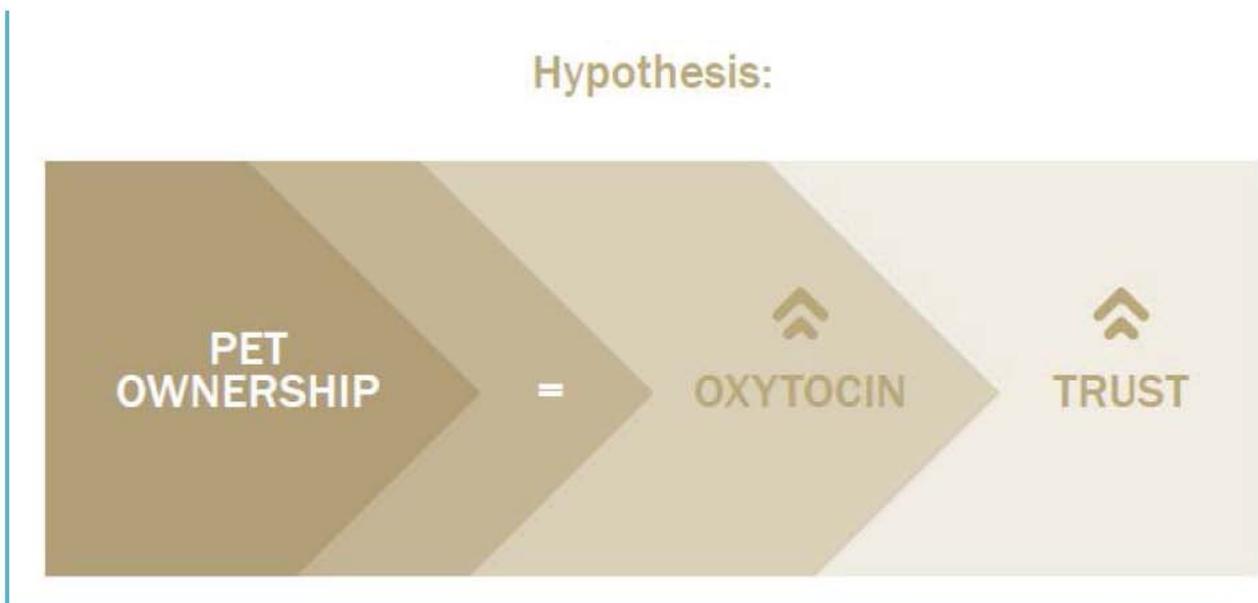


Diagram 2: Pet ownership may contribute to social capital by positively affecting feelings of trust

This article appeared in the September 2017 issue of the Australian Veterinary Journal



Royal Australian Air Force



Memorandum of Understanding

A commitment to a partnership between

Royal Australian Air Force

and

s47G

July 2018

Parties

1. This Memorandum of Understanding (hereinafter referred to as 'MOU') is made and entered into by and between the Royal Australian Air Force (hereinafter referred to as 'Air Force'), whose address is Russell Offices, Canberra, Australian Capital Territory and s47G [REDACTED]

s47G [REDACTED]

5. **Air Force Chaplains.** Chaplains provide support to members of the Air Force and their families. This means helping members and their families work through a range of life issues, especially as they apply to military service, including:

- Marriage & relationships.
- Financial problems.
- Relocation on posting.
- Requirement to proceed on postings unaccompanied.
- Deployments.
- Practise of faith.
- Periods of transition.

6. As authorized religious leaders of particular faith groups, every Chaplain has the privilege of serving the members and their families of their particular faith group, facilitating for others, and caring for all.

Purpose

7. The purpose of this MOU is to establish the terms and conditions under which the Air Force Workplace Welfare Dog (hereinafter referred to as 'WWD') Program six-month trial will function.

Term of the MOU

8. This MOU is effective upon the day and date that last signed and executed by the duly authorised representatives of the parties to this MOU and the governing bodies of the parties' respective agencies and shall remain in full force and effect for not longer than the duration of the trial program described at paragraph 18. This MOU may be terminated, without cause, by either party upon 14 days written notice, which notice shall be delivered by hand or by certified mail to the address listed above.

Background

9. This MOU stems from approval by the Chief of Air Force on 04 December 2017 for the introduction of a six-month trial of WWDs at select Air Force establishments to establish a collaborative project aimed at enhancing the wellbeing and resilience of Air Force personnel.

10. The parties to this MOU have come together in partnership to develop a sustainable program and to do so in a relationship characterised by mutuality, equality of status, clearly defined goals and anticipated outcomes, communication, and long-term commitment evident in the trust and respect among all parties.

Aims

11. This transformational partnership aims to establish mutually beneficial activities through the implementation of an innovative wellbeing and resilience program for Air Force personnel that will involve the use of welfare dogs specifically trained for the function, to Public Access Test Level IV certification

recognised under local, State and Federal regulations, by s47G. The aims of this MOU are to:

- Ensure clear, effective and regular communication among the parties.
- s47G
- Set guidelines and principles that will govern a collaborative and co-ordinated approach to produce a successful outcome for the trial, leading to formal adoption of a sustainable ongoing program.
- Establish agreement between the parties for:
 - Provision of program resource requirements.
 - Identification of metrics for risk management.
 - Setting of safety parameters.
 - Financial expenditure.

Expected outcomes

12. Introduction of the Air Force WWD Program affords Chaplaincy a unique opportunity to contribute to the wellbeing and resilience of Air Force personnel. The application of WWDs by Chaplains would enhance their potential to reach out to struggling members who might not be inclined to seek support from a Chaplain. This lack of inclination can be due to differing personal religious beliefs, the stigma perceived to be associated with seeking personal support or simply a reluctance to address internalised issues.

13. Chaplains are able to go where psychologists do not, by reaching out to personnel in the field and consequently, a WWD would work as an enabler to the mission of the Chaplain, thereby engendering a greater positive effect on the health of members.

Responsibilities of parties

14. **Responsibilities of Air Force.** Air Force shall be responsible for:

- Identification of Chaplains from within the Air Force Chaplaincy Branch that will be acceptable to s47G as suitable for handler

training and permanent upkeep of any WWD trained and allocated to them in accordance with standards set by s47G .

- Reasonable access to handlers and WWDs by s47G

This access shall also apply to home premises of the Chaplain handlers to ensure that WWDs are being homed, fed and generally cared for in accordance with standards set by s47G .

- Liaison with Senior Australian Defence Force Officers (hereinafter referred to as 'SADFOs') in locations where WWDs are placed to establish access arrangements for Chaplain handlers and WWDs to visit approved workplaces.
- Future transportation of WWDs after acceptance into service, and their kennels and associated handling equipment between locations upon transfer of the Chaplain.

15.

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16. Air Force shall not be responsible for the costs of wages, salaries, benefits or use of equipment for training belonging to any other organisation while acting pursuant to this MOU.

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Provisions

18. In this MOU, unless stated otherwise:

- **'Memorandum'** means this document, including all schedules and annexures.
- **'RAAF'** means Royal Australian Air Force.
- **'Trial program'** means a period of six months from the date of signature by both parties to this MOU during which the efficacy and sustainability of the WWDs at Air Force establishments can be evaluated and which, at the conclusion, can be either promoted for wider adoption or terminated if deemed unsuccessful.
- **'Welfare dog'** means a dog that has been trained to meet the Public Access Test at Certificate IV level to work with Air Force Chaplains who will seek to identify individuals that may not otherwise seek support from Chaplains to sustain their wellbeing and resilience.
- **'Term'** means the term set out in paragraphs 8 and 37 of this MOU.
- **'Disagreement'** means any matter of contention brought to the notice of all the agencies in writing.

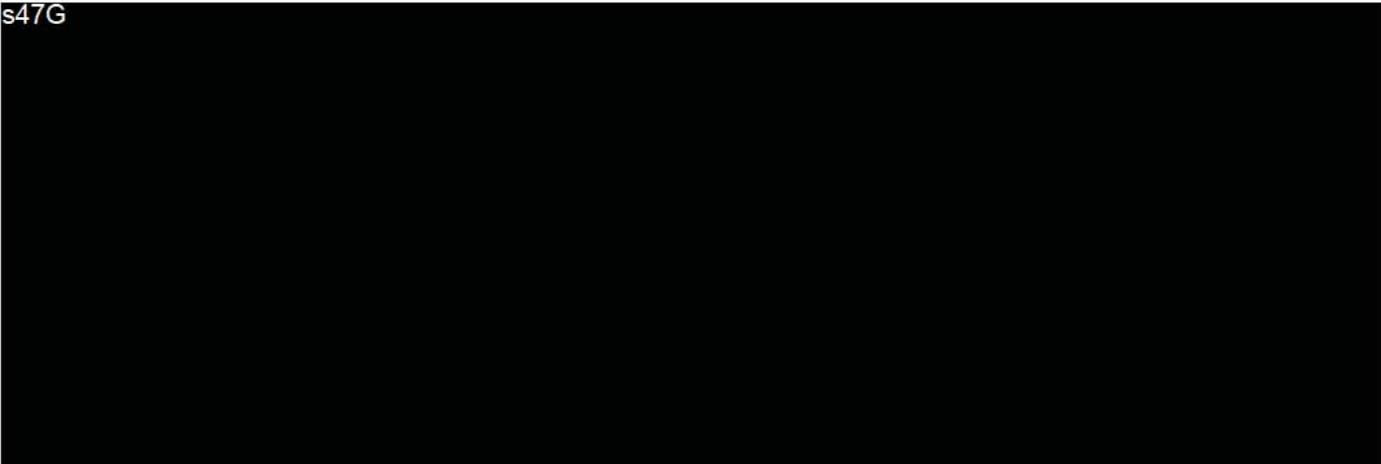
Nature of professional partnership

19. **Program engagement.** The parties are committed to collaboration in WWD activities for improving the wellbeing and resilience of Air Force personnel.
20. **Engagement.** Staff from the parties will engage in methods for evaluation and analysis of program efficacy.
21. **Publications.** Staff from the parties may contribute articles individually or jointly to publications in each organisation. The organisations may also enter into agreements to publish joint publications. The institutional ownership of articles will be decided prior to publication.

Intellectual Property

22. All parties will recognise the shared ownership of the intellectual property brought to activities and outcomes generated from the activities associated with this MOU.

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Proposed outcome

24. The proposed outcome is for agreement by all parties to a successful conclusion of the trial program. The outcome will be determined after consideration of all data gathered to evaluate its efficacy. The intent is for formal adoption of a sustainable program that will enhance the wellbeing and resilience of Air Force personnel.

Agreed statement of roles and responsibilities

25. All parties agree that the responsibilities defined at paragraphs 14 to 17 will delineate the responsibilities to be observed by each party.

Mutual benefits

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27. Air Force will benefit by actively promoting the wellbeing and resilience of Air Force personnel and the institution of the Air Force as an employer of choice in the Australian community.

Structure

28. The structure of the Air Force and s47G partnership will be comprised of representatives from both parties. Each organisation will nominate its representative(s) and will amend the composition of representatives as necessary, in writing, to the other party.

Management

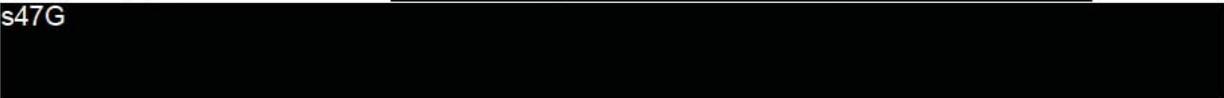
29. **Communications and operations review.** The parties agree that:

- They will communicate as necessary to discuss progress and review program implementation.
- Operational decisions will be made on a collaborative joint basis.
- The timing and nature of any public communication of significant planning decisions will be agreed upon by all parties prior to its release.

30. **Financial arrangements.** The parties agree to costs as defined in paragraphs 15 to 17. s47G



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31. **Risk management.** All parties will endeavour to provide a safe and secure environment.

32. **Disputes.** The following are the agreed procedures for preventing and/or settling disputes concerning this agreement:

- Without prejudice, all parties will ensure that appropriate resources, financial or in-kind, are provided to carry out the agreed responsibilities.
- Where disagreement arises, the nominated representatives of each organisation will make every effort to resolve the dispute.
- If a matter cannot be resolved, it will be referred to the directors of each agency, who will determine a suitable dispute resolution procedure in accordance with the relevant policies of each agency.

Reporting and issue management

33. Air Force Chaplain Branch shall devise an additional element of reporting within its monthly Chaplain Reporting Tool (hereinafter known as 'CRT') so that Chaplain handlers can provide progress reports. This reporting will enable evaluation and potential remediation of any issues or risks that might negatively impact a successful outcome of the program. A consolidated report will be provided in a brief to CAF at the conclusion of the trial program to assess its suitability for general adoption.

Confidentiality

34. Any and all information relating to the operation of the parties that is not in the public domain is held to be confidential, including (but not exclusively) client information. Such information is not to be used or disclosed by any party without the specific prior approval of the others. This condition is held to apply both during and after the term of the MOU.

Media relations

35. Media releases or media activities that result as part of the activities under this MOU will be released at key points during the implementation of the program. Such media activities will recognise the collaboration of all parties. Media protocols relating to such matters as permission for publication of photographs must be followed by all parties.

Execution

36. This MOU shall come into place on the first date appearing on this document. It will be reviewed three months after the commencement date and will remain in place unless the parties agree to vary or terminate it. Fourteen days' notice will be given by any party if this MOU is to be terminated before the end of the trial program. Variations to the MOU may occur from time to time with the written agreement of all parties.

37. Nothing in this MOU is intended to create:

- Legal relationships among the parties, or
- A corporate partnership.

SIGNATORIES

38. This MOU is signed by the parties:

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(Signature)

10 AUG 2018

(Date)

GN Davies
Air Marshal
Chief of Air Force

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