

CHAPTER 1

ADF CADETS GOVERNANCE

INTRODUCTION

1.1.1 Australian Defence Force Cadets (ADF Cadets) is the collective title for the three individual community based cadet organisations - the Australian Navy Cadets (ANC), the Australian Army Cadets (AAC), and the Australian Air Force Cadets (AAFC).

1.1.2 The ADF Cadets provide youth development programs conducted by the Services in cooperation with schools and the community. ADF Cadets benefits the Nation by developing a person and their capacity to contribute to their communities and wider society, fostering an interest in Defence Force careers and developing ongoing support for Defence. ADF Cadets is an inclusive organisation that provides opportunities for young people from a wide range of social backgrounds and abilities.

1.1.3 Governance refers to the processes by which an organisation is directed, controlled and held to account in order to achieve its strategic and operational objectives. It encompasses authority, stewardship, leadership, direction and control. Sound corporate governance practice requires integration of risk management principles and processes into strategic planning, reporting, performance measurement and day to day operations.

1.1.4 Effective ADF Cadets governance is key to ensuring Defence can meet its obligations to provide a safe environment and a positive cadet experience for young people participating in the ADF Cadets.

DEFINITIONS

1.1.5 The definitions used in Part 2 are listed in the [Glossary](#).

POLICY INTENT

1.1.6 The policy provides the Director General Australian Navy Cadets and Reserves (DGANCR), Commander Australian Army Cadets (COMD AAC) and Director General Cadets - Air Force (DGCADETS-AF) with policy direction that supports effective management of the ADF Cadets.

1-1-2

POLICY

ONE CADET APPROACH

1.1.7 **One Cadet** was introduced as a transformation program to address issues identified by the 2015 Royal Commission into Institutional Responses to Child Sexual Abuse. Similar to One Defence, One Cadet is an approach to bring coherence and clearly delineate accountabilities across the complex environment of ADF Cadets; specifically the area of Youth Protection.

1.1.8 One Cadet is not a command and control structure but complements existing single-Service command chains. Wherever appropriate, the ADF Cadets are to adopt common procedures, assurance, and education and training programs within the policy parameters established by the Chief of Joint Capabilities (CJC). Its key features include:

- a. establishing clear accountabilities for the management of Youth Protection in Defence, including the management of an effective Youth Protection governance and assurance framework
- b. providing a strong strategic centre for Defence's Youth Policy development
- c. integrating key common enablers to optimise efficiencies in the administration and support of ADF Cadets
- d. standardising policy, training and culture across the ADF Cadets where appropriate
- e. embedding a strong culture of Youth Protection, Safety and continuous improvement based on best practice within each of the single-Service Cadet programs.

ACCOUNTABILITIES, ROLES AND RESPONSIBILITIES

1.1.9 Accountabilities, roles and responsibilities are to be clearly defined across all levels of ADF Cadets and include performance expectations of key Defence personnel, ADF Cadets Adults and Youth and governance boards.

ACCOUNTABILITIES

1.1.10 The legal instruments that give effect to the ADF Cadets accountabilities include:

- a. Defence Act, Part 5 – ADF Cadets

1-1-3

- b. Chief of Defence Force (CDF) (Administration of ADF Cadets) 2019
- c. CJC – Approval of Payments to ADF Cadets 2020
- d. Defence (Payment to ADF Cadets) Determination 2019.

1.1.11 Under section 62A(1) of *the Defence Act*, CDF is to direct and administer the ADF Cadets.

1.1.12 Under section 62A(3) of *the Defence Act*, CDF may direct the Vice Chief of the Defence Force or a Service Chief (or any other member of the Defence Force) to assist in the direction and administration of the ADF Cadets.

1.1.13 Under the CDF Directions and Authorisations (Administration of ADF Cadets) 2019, CDF has directed CJC to establish policy requirements that are to apply to the ADF Cadets.

1.1.14 Under the CDF Directions and Authorisations (Administration of ADF Cadets) 2019, the Service Chiefs are to administer their respective Cadet program within the policy parameters established by CJC.

1.1.15 Commander ADF Cadets (CADFC) is accountable to CJC for the development, implementation and application of centralised accountabilities for common policies, procedures, training and enabling functions of the ADF Cadets as well as the overarching youth safety system across the ADF Cadets.

1.1.16 Deputy Commander ADF Cadets (DCADFC) is accountable to CADFC for:

- a. the development of common ADF Cadets policies and procedures
- b. the ADF Cadets assurance regime
- c. analysis of incident reporting across the three ADF Cadets organisations
- d. the management of ADF Cadets communications elements comprising information and communication technologies (ICT), information/records management, liaison with the Chief Information Officer's (CIO) Group, digitisation of records and public relations.

1.1.17 DGANCR – Lead Enabling Manager-Support (LEM-S) – is accountable to CADFC for liaison with Estate and Infrastructure Group (E&IG), legal support, incident reporting, commercial/contractual liaison and logistics management for common elements.

1.1.18 COMD AAC – Lead Enabling Manager-Training (LEM-T) – is accountable to CADFC for development and delivery of common training curricula for Officers and

1-1-4

Instructors of Cadets, and for delivery of common elements of cadets' educational programs.

1.1.19 Each of the LEMs remain responsible to their Service Chiefs for Service-specific elements of the three individual programs that comprise the ADF Cadets as well as each of those operational aspects best managed along single-Service lines (eg Work Health and Safety (WHS), financial management, incident management and unique cadets' environmental development activities).

ROLES AND RESPONSIBILITIES

CHIEF OF DEFENCE FORCE

1.1.20 CDF is responsible for the administration of the ADF Cadets. In doing so the CDF must comply with any relevant directions of the Minister.

CHIEF OF JOINT CAPABILITIES

1.1.21 CJC, as the delegate of CDF, provides the common policy, governance and accountability for the ADF Cadets and is responsible for:

- a. providing common policy guidance to Service Chiefs for the administration of ADF Cadets
- b. promulgating ADF Cadets common policies
- c. overseeing the governance of the ADF Cadets for youth protection
- d. providing advice to CDF on ADF Cadets matters.

SERVICE CHIEFS

1.1.22 Service Chiefs are responsible for:

- a. ensuring that their respective cadet organisations comply with any relevant direction of the Minister, the CDF or the CJC
- b. administering their respective cadet program in accordance with the applicable policies established by the CJC
- c. ensuring that their cadet organisations' procedures align with the ADF Cadets policies contained in Parts 1 and 2

1-1-5

- d. resourcing the implementation of this policy, including the provision of ordinary recurrent funding, permanent and Reserve ADF staff, Australian Public Service staff and logistics support.

HEAD JOINT SUPPORT SERVICES DIVISION / COMMANDER ADF CADETS

1.1.23 Head Joint Support Services Division (HJSSD) / CADFC is responsible for:

- a. commanding all staff assigned to the ADF Cadets Headquarters in delivering common elements of the ADF Cadets program
- b. developing ADF Cadets policies in accordance with Defence's policy process and conducting regular reviews of those policies
- c. assure implementation of the Defence Youth Protection Management System
- d. monitoring and reporting on the relevant aspects of governance of the ADF Cadets, including compliance with the policies contained in Part 1
- e. allocating any special additional financial support that Government may wish to channel directly to the ADF Cadets
- f. advising CJC on ADF Cadets matters.

DIRECTOR GENERAL AUSTRALIAN NAVY CADETS AND RESERVES,
COMMANDER AUSTRALIAN ARMY CADETS AND DIRECTOR GENERAL
CADETS - AIR FORCE / LEAD ENABLING MANAGERS (LEM)

1.1.24 DGANCR, COMD AAC and DGCADETS-AF / LEM are responsible for:

- a. Implementing the Defence Youth Safety Framework (DYSF) in cadet organisations.
- b. undertaking their duties as LEM in accordance with the ADF Cadets Headquarters One Cadet model and their respective Joint Directives from CJC and their Service Chiefs
- c. complying with the policies contained in the YOUTHPOLMAN
- d. ensuring that all relevant ADF Cadets procedures are consistent with policies in Parts 1 and 2
- e. supporting preparation of the annual report on the administration of the ADF Cadets enterprise

- f. ensuring that all ADF Cadets single-Service Headquarters and Directorates are aware of the policies in Parts 1 and 2 and their obligations under them.
- g. ensuring that Defence personnel who are engaged with external service providers for the provision of goods or services to ADF Cadets ensure that contracts include clauses that explicitly require compliance with all relevant ADF Cadets policies in Parts 1 and 2.

1.1.25 For Youth Protection Roles, Responsibilities and Accountabilities refer [Part 1 Chapter 1](#).

DEFENCE YOUTH SAFETY FRAMEWORK

1.1.26 Youth safety, including risk mitigation is crucial to the safe and effective execution of all ADF Cadets programs. The DYSF provides definitive guidance with respect to achieving and maintaining youth safety across Defence.

1.1.27 The [Commonwealth Child Safety Framework](#) (CCSF) defines the minimum child safe requirements that all Commonwealth departments, including ADF Cadets, must comply with. Requirement 3 of the CCSF directs implementation of the [National Principles for Child Safe Organisations](#). Collectively, these requirements and principles closely align to the elements of a safety management system. Hence youth protection is managed within the Defence WHS Management System as a specialist Safety Domain owned by CJC.

1.1.28 The DYSF incorporates policy and procedural guidance, risk management strategies and a range of supporting tools and resources designed to ensure youth are safe, protected and respected, and to ensure ADF Cadets participants have the skills, confidence and knowledge to safeguard youth within the ADF Cadets programs. [YOUTHPOLMAN Part 1](#) is the primary ADF reference for all matters relating to youth safety in the ADF context.

REPORTING AND PERFORMANCE MANAGEMENT

1.1.29 In accordance with section 62 D of the *Defence Act 1903*, CDF must prepare an annual report on the administration of the ADF Cadets.

1.1.30 HJSSD/CADFC, on behalf of CJC, is responsible for monitoring and reporting on all aspects of the One Cadet governance model including overarching assurance functions and compliance with the policies contained in YOUTHPOLMAN and the DYSF.

1.1.31 DGANCR, COMD AAC and DGCADETS-AF are responsible for implementing, monitoring and reporting on all aspects of overarching assurance functions within their respective ADF Cadets organisations.

1-1-7

1.1.32 The ADF Cadets risk management and assurance systems include both internal and external controls that track and analyse incident data with a view to supporting a system of continuous improvement. Reporting and performance monitoring relating to One Cadet and Youth Protection accountabilities should be reported and reviewed within the ADF Cadets committee structure outlined below and in accordance with [Part 1 Section 4 Chapter 1](#).

1.1.33 **Joint Reserve and Cadet Policy Committee (JRCPC)**. The JRCPC is the senior forum responsible for administration of the ADF Reserves and Cadets policy and the ADF's senior governance body for the application of the DYSF. The JRCPC meets twice each calendar year. DGANCR, COMD AAC and DGCADETS-AF prepare reports for the standing agenda items relating to the Youth Protection Board and ADF Cadets governance.

1.1.34 **Joint Cadet Executive Board (JCEB)**. The JCEB meets a minimum of twice each calendar year and is the senior governance forum in the ADF Cadets Headquarters. It coordinates the development and implementation of a comprehensive governance regime for all common elements of the ADF Cadets.

1.1.35 **Joint Cadet Administration Board (JCAB)**. The JCAB meets a minimum of twice each calendar year and is the forum in the ADF Cadets Headquarters charged with the management of operational issues. It is responsible for overseeing the comprehensive assurance system of ADF Cadets and is the conduit for common issues to be elevated to the JCEB.

1.1.36 A diagrammatical representation of the ADF Cadets committee structure is at Annex A.

INFORMATION MANAGEMENT SYSTEMS

1.1.37 To meet the requirements for timely, effective and transparent administration and decision making, Defence and the ADF Cadets information management systems must combine all elements of best practice information management, including governance and security.

1.1.38 For further guidance refer to the ICT policy at Section 4 Chapter 4.

IMPLEMENTATION

1.1.39 Each Service must ensure that appropriate arrangements and adequate resourcing are in place to enable the policies contained in Parts 1 and 2 to be implemented.

1.1.40 The policies contained in Parts 1 and 2 provide leading practice evidence-based direction on the day-to-day management of the ADF Cadets.

1.1.41 The ADF Cadets policies contained within Part 2 supersede all relevant extant single-Service cadet policies on the matters to which they relate, and in the event of any inconsistency YOUTHPOLMAN policies prevail over single-Service cadet policies.

Annex

A. ADF Cadets Committee Structure Diagram

Accountable Officer: Chief of Joint Capabilities (CJC)

Policy Officer: Head Joint Support Services Division (HJSSD)

ADF Cadets Committee Structure

