

Defence Youth Safety

The journey so far

The Royal Commission into Institutional Responses to Child Sexual Abuse included a Defence Case Study, drawn from historical instances of child sexual abuse (Case Study 40). The Royal Commission identified 9 systemic issues within Defence which highlighted deficiencies in the way Defence manages Youth Safety.

Defence has proactively managed the Youth Safety risk, illustrated through the implementation of the Defence Youth Safety Framework (DYSF). The majority of the work was commenced in late 2016, which focussed on addressing these issues through governance, assurance, training and culture within the ADF Cadets.

At the completion of the body of work in September 2017, ADF Cadets was equipped with:

- an extensive suite of guidance documents and resources designed to support day-to-day Youth Safe practice across the ADF Cadets;
- a range of role specific e-learning packages; and
- an assurance mechanism that will enable both the VCDF and the wider public to have confidence in Defence Youth Safety practices.

The journey ahead

Building on the momentum gathered with the DYSF thus far, the Vice Chief of the Defence Force wants to position Defence at the vanguard of Youth Safe organisations. This vision demonstrates his commitment to Youth Safety as part of Defence and the ADF Cadets' core business.

To do this, the DYSF must now have a broader focus and build a Youth Safety culture across the organisation. The task ahead involves embedding Youth Safe behaviours across Defence and identifying and mitigating for enterprise-level risks.



The **Consolidation Phase** will bring together actions that continue to remediate the systemic issues identified by the Royal Commission and, most critically, provide strategic Youth Safety direction to Defence. Key to the success of this is engaging key Defence personnel who have an influence on the Youth Safety culture in Defence.

This diagram represents the activities that will support Defence in adopting a complete and integrated approach to Youth Safety by June 2018.

Sustaining Youth Safety in Defence

Risk Management Framework (RMF)

The Risk Management Framework (RMF) will provide a high-level structure for embedding Youth Safety risk management as a part of Defence culture. In consultation with Defence and ADF Cadet leadership, a shared understanding of risk and an agreed risk appetite will be developed, which will define the Defence risk management profile. Further, it will be aligned to the Commonwealth Risk Management Policy, the Defence Enterprise RMF and the Royal Commission's 10 Key Elements of a Child Safe Organisation. It is anticipated that the RMF could be presented as evidence of Defence's ongoing commitment to Youth Safety through input into the Commonwealth Child Safe Framework.

Communication Strategy

The Communication Strategy will provide a Youth Safety narrative which illustrates the reasons for change, what progress has been made thus far and where Defence needs to be in the very near future. Integrated with the Change Strategy, and continuously informed by the activities in the RMF Implementation Roadmap, the Communication Strategy will provide structure around managing internal communication activities, with consideration of the unique requirements of each stakeholder group, key messages for these stakeholders and suggested activities to drive behavioural change. Key to the success of the implementation of the Communication Strategy is that it is flexible enough to adapt to an evolving future state. By providing a proactive approach to addressing the inevitable resistance to any change project with clear, accurate and consistent information, RYD will have a high-level Communication Strategy with a focus on raising interest, investment and driving behavioural change.

Risk Management Framework Implementation Roadmap

Closely aligned to the Risk Management Framework (RMF) and the Current State Analysis, the RMF Implementation Roadmap will articulate the specific Youth Safety Risks across Defence and ADF Cadets. By conducting a detailed risk assessment against the drivers identified in the RMF and identifying what Youth Safety protectors Defence and ADF Cadets currently have in place, it will be possible to identify enterprise and ADF Cadet-level lead indicators of risk, and inform where effort is to be directed to minimise these risks. Aligned to the strategic direction, the RMF Implementation Strategy will provide a clear approach to embedding risk management into Youth Safety business, including ongoing governance and assurance activities; building a Youth Safe culture, leadership and management; and a detailed understanding of responsibility and accountability. These activities will be incorporated into the Sustainment Strategy.

Current State Analysis

The Current State Analysis will provide a benchmark of where Defence and ADF Cadets currently stands in relation to Youth Safety. The analysis will determine the present awareness of and application of the DYSF and evaluate the achievement of the Defence Youth Safety Framework against the 10 Key Elements of a Child Safe Organisation. This assessment will be critical in informing the strategic direction, RMF Implementation Framework Roadmap and Sustainment Strategy.

Sustainment Strategy

Informed by the work in each deliverable in the Consolidation Phase, the Sustainment Strategy will articulate how to sustain Youth Safety in Defence and the ADF Cadets. With a focus on organisational, cultural and behavioural factors, the Sustainment Strategy will outline strategies to position Defence – and RYD specifically – to build and sustain a culture which promotes a proactive approach to managing Youth Safety across the organisation. Based on consultation with key Defence and ADF Cadet stakeholders, governance and reporting measures will be simplified to facilitate better decision making, and responsibilities and accountabilities will be clearly articulated across the organisation. A high-level timeline of immediate, short-term and long-term activities will provide a suggested timeframe for these activities and defined measures of success will provide a framework for assessing the effectiveness of Youth Safety in Defence.