

## CHAPTER 1

## YOUTH PROTECTION PERFORMANCE MANAGEMENT

## INTRODUCTION

4.1.1 Defence is committed to ensuring the health, protection and wellbeing of all youth who engage with Defence. Effective management of youth protection performance is required to assure that Defence provides a youth safe environment.

## POLICY INTENT

4.1.2 The intent of this policy is to ensure that youth protection performance is monitored, measured, analysed, reported and reviewed within the governance framework defined by Defence and subordinate Group/Service Work Health and Safety Management System (WHSMS).

4.1.3 Defence youth protection management policy is consistent with:

- a. Requirement 2.0 of the [Commonwealth Child Safe Framework \(CCSF\)](#): *Establish and maintain a system of training and compliance, to make staff aware of, and compliant with, the framework and relevant legislation, including Working with Children Checks and mandatory reporting requirements*
- b. Principle 1 of the [National Principles for Child Safe Organisations \(NPCSO\)](#): *Child safety and wellbeing is embedded in organisational leadership, governance and culture*
  - (1) Key Action Area 1.3: Governance arrangements facilitate implementation of the child safety and wellbeing policy at all levels
- c. Principle 9 of the NPCSO: *Implementation of the national child safe principles is regularly reviewed and improved*
  - (1) Key Action Area 9.1: *The organisation regularly reviews, evaluates and improves child safe practices*
  - (2) Key Action Area 9.2: *Complaints, concerns and safety incidents are analysed to identify causes and systemic failures so as to inform continuous improvement*
  - (3) Key Action Area 9.3: *The organisation reports on the findings of relevant reviews to staff and volunteers, community and families and children and young people*

4.1.4 Other Defence publications which may be relevant to this policy include, but are not limited to the [Defence WHS Assurance Policy](#)

## DEFINITIONS

**4.1.5 Youth Protection performance management.** Youth protection performance management incorporates monitoring, measurement, analysis, reporting and review within the governance framework defined at annex A. Youth protection performance management includes processes aimed at assuring:

- a. **Compliance.** Confirmation that policy, processes and risk controls are present and suitable against youth protection requirements
- b. **Conformance.** Confirmation that policy, processes and risk controls are operating, facilitated through a strong and effective youth safe culture
- c. **Performance.** Confirmation that policy, processes and risk controls are effective in eliminating or otherwise minimising youth protection hazards and risks so far as reasonably practicable to provide a youth safe environment.

## POLICY

### YOUTH PROTECTION PERFORMANCE MONITORING

**4.1.6** Chief of Joint Capabilities (CJC), Group Heads and Service Chiefs must ensure that youth protection performance is effectively monitored via a combination of youth protection audits, workplace inspections, surveys, and closed-loop hazard and risk tracking as appropriate.

### YOUTH PROTECTION AUDITS

**4.1.7 Enterprise-level Youth Protection audit.** Head Joint Support Services Division (HJSSD) must ensure that enterprise-level youth protection audits are conducted in accordance with [Defence WHSMS Audit Policy](#), applying the following direction:

- a. **JSSD audits.** As a minimum, desk-top audits must be conducted to confirm that the Defence Youth Protection Management System (DYPMS) complies with the CCSF and Group/Service documentation complies with the Defence DYPMS. Ongoing verification of compliance must be maintained through DYPMS review (refer Section 1 Chapter 2) and risk-based desk-top audits
- b. **Other internal audits.** Audits by other Defence agencies<sup>1</sup> should be coordinated and conducted as appropriate, or as directed by the Enterprise Business Committee (EBC).

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<sup>1</sup> For example, Defence People Group Audit and Fraud Control Division and Defence WHS Branch.

**4.1.8 Group/Service Youth Protection audits.** Group Heads and Service Chiefs must ensure that youth protection audits of applicable subordinate organisations/ units are conducted to assure compliance and conformance with the Group/Service documentation. Youth protection audits should be risk-based, integrated into Group/Service WHS or other audit programs where practicable, and managed in accordance with relevant Group/Service audit policy. A copy or extract of any Group/Service audit report related to youth protection should be provided to JSSD via the [Defence Youth Protection](#) mailbox.

#### WORKPLACE INSPECTIONS

**4.1.9** Commanders, managers and supervisors must ensure that workplace inspections conducted in accordance with Group/Service WHSMS policy consider and address youth protection hazards and risks (refer Section 3 Chapter 1) as appropriate.

#### YOUTH PROTECTION SURVEYS

**4.1.10 JSSD Coordinated Youth Protection surveys.** HJSSD must ensure that youth protection surveys are periodically conducted to obtain feedback and analysed to gauge youth protection knowledge, culture and management system effectiveness, as follows:

- a. **Enterprise-level surveys.** Youth protection should be integrated into enterprise-level safety and/or cultural surveys coordinated by other Defence agencies where practicable
- b. **Targeted surveys.** Targeted youth protection surveys of Defence youth programs and other contexts where Defence heavily engage with youth must be conducted where practicable. Youth protection surveys should be conducted at least once every three years. The opportunity to participate in a youth protection survey should be provided to the family of youth and the community
- c. **Communication of results.** The results of all surveys must be communicated to all participants including youth and the community (refer Section 5 Chapter 2).

**4.1.11 Other Youth Protection surveys.** Commanders, managers and supervisors should ensure that youth protection is integrated into any safety and/or cultural surveys as appropriate.

**4.1.12 Ethics Committee approval.** All youth protection related surveys must be approved by the [Departments of Defence and Veterans' Affairs Human Research Ethics Committee](#) or [Defence People Group Low Risk Ethics Panel](#) as applicable.

## YOUTH PROTECTION HAZARD AND RISK CLOSED-LOOP TRACKING

4.1.13 Commanders, managers and supervisors must ensure that youth protection hazards, risks and associated risk management records<sup>2</sup> are monitored, tracked, reviewed and/or closed as appropriate in accordance with Group/Service WHSMS policy, as follows:

- a. **Hazard and risk monitoring and review.** Youth protection hazards and risks must continue to be monitored until elimination of the hazard and risks/so far as reasonably practicable. Review of youth protection risk controls should be both periodic and event based<sup>3</sup> (refer Section 1 Chapter 2 and Section 3 Chapter 1 and Chapter 4)
- b. **Hazard and event/incident report closure.** Youth protection hazard and event/incident reports must be reviewed for quality and completeness. Actions and recommendations must be tracked to completion before closure of the report.

## YOUTH PROTECTION PERFORMANCE MEASUREMENT

4.1.14 Commanders, managers and supervisors at all levels must ensure that youth protection performance for their scope of responsibility is periodically measured against the Key Performance Indicators (KPIs) defined in Table 1.

KPI Title	KPI
Youth Protection ConCERNs	The number of Youth Protection ConCERNs submitted
Class A & Class B Youth Protection Events/Incidents	The number of Class A and Class B youth protection events/incidents that occur in the Defence environment
Youth Protection Training	% of personnel who have completed relevant Defence youth safe training package(s)
Suitability Screening and Working with Children Checks	Youth protection related question(s) are included in selection processes for youth-related work positions. % of personnel who have required Working with Children Checks clearance

**Table 1: Youth Protection KPIs**

<sup>2</sup> Includes youth protection hazards reports and event/incident reports.

<sup>3</sup> For example, as part of a youth protection event/incident WHS investigation.

## YOUTH PROTECTION PERFORMANCE ANALYSIS AND REPORTING

4.1.15 Commanders, managers and supervisors at all levels must ensure that youth protection performance for their scope of responsibility is analysed at least twice per annum to align with the Enterprise Business Committee process, aggregated<sup>4</sup> and reported as appropriate, and in accordance with Defence and Group/Service WHSMS policy, as follows:

- a. **Youth Protection performance analysis.** The outcomes/records of youth protection performance monitoring and measurement must be periodically analysed by safety-related working groups, committees, councils and/or boards as appropriate to:
  - (1) identify and address adverse trends, new hazards, deficient risk controls and/or systemic issues
  - (2) identify and implement initiatives to improve youth protection performance
- b. **Youth Protection performance reporting.** The outcome of youth protection performance analysis must be reported to higher organisational levels in accordance with annex A. A copy or extract of any Group/Service level report or minutes related to youth protection performance should be provided to JSSD via the [Defence Youth Protection](#) mailbox
- c. **Scheduling.** Youth protection performance analysis and review should be integrated into broader Defence and Group/Service WHS or other governance arrangements where practicable and scheduled to support youth protection performance review (refer below to paragraphs 4.1.16 to 4.1.18).

## YOUTH PROTECTION PERFORMANCE REVIEW

4.1.16 **Group/Service Councils/Boards.** Group Heads and Service Chiefs must ensure youth protection performance is biannually reviewed in accordance with Service/Group WHS governance policy.

4.1.17 **Defence Youth Protection Board.** HJSSD must provide secretariat support to the Defence Youth Protection Board (DYPB)<sup>5</sup>, which must be conducted biannually<sup>6</sup> in accordance with the terms of reference defined in annex B.

4.1.18 **Enterprise Business Committee (EBC).** CJC shall report Defence youth protection performance to the EBC in June and December of each year.

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<sup>4</sup> Each organisational level should aggregate youth protection performance of subordinate organisations/units.

<sup>5</sup> The DYPB is conducted coincident with the Joint Reserve and Cadet Policy Committee.

<sup>6</sup> The DYPB is conducted biannually in May and November.

## PRIVACY

4.1.19 All information collected in relation to youth protection performance management policy must be managed in accordance with Section 1 Chapter 2.

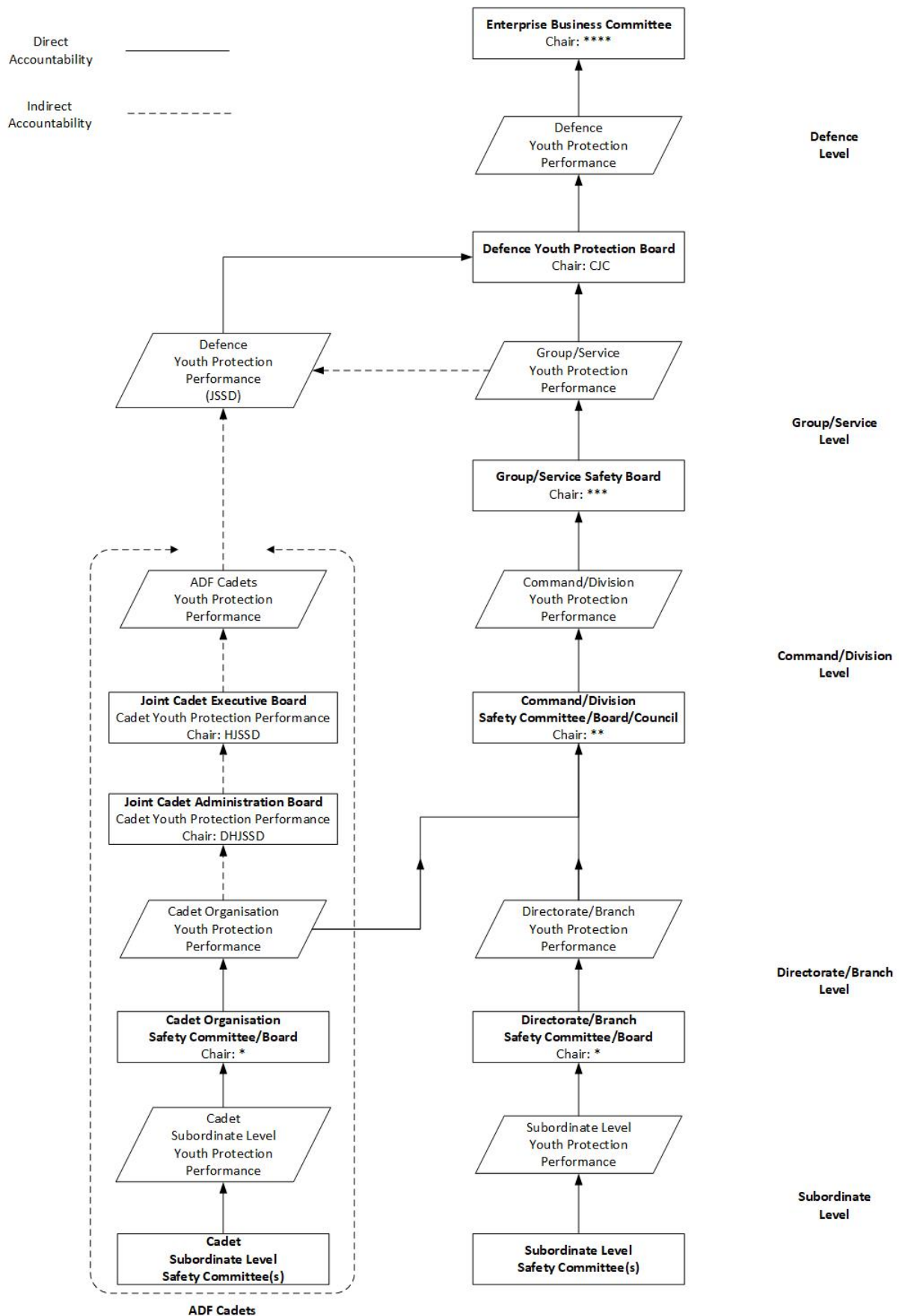
### **Annexes**

- A. Defence Youth Protection Governance Framework
- B. Defence Youth Protection Board/Joint Reserve Cadet Policy Committee - Governance Principles

**Accountable Officer:** Chief of Joint Capabilities (CJC)

**Policy Owner:** Head Joint Support Services Division (HJSSD)

## Defence Youth Protection Governance Structure



**JOINT RESERVE AND CADET POLICY COMMITTEE  
GOVERNANCE PRINCIPLES****CHARTER**

1. The Joint Reserve and Cadet Policy Committee (JRCPC) is the senior forum responsible for administration of Australian Defence Force (ADF) Reserves policy, and support for ADF Reservists. It also constitutes the ADF's senior governance body for the application of the Defence Youth Safety Framework (DYSF) and administration of common elements of the ADF Cadets program.
2. The JRCPC is chaired by the Chief of Joint Capabilities (CJC). In the absence of the Chair, the Alternative Chair will be Head Joint Support Services Division (HJSSD)/Commander Australian Defence Force Cadets (CADFC).
3. The foci of the JRCPC include:
  - a. Implementation and governance of the DYSF across Defence and the ADF Cadets, through the Defence Youth Protection Board (DYPB).
  - b. Issues pertaining to the ADF Cadets enterprise, including:
    - (1) rollout of 'One Cadet' reform activities;
    - (2) the performance of the ADF Cadets Headquarters in executing its command functions;
    - (3) the performance of the ADF Cadets enterprise in implementing common program elements; and
    - (4) Service-specific Cadets issues requiring the Chair's attention.
  - c. Issues pertaining to ADF Reserves, including:
    - (1) Service-specific and Joint Reserves issues requiring the Chair's attention; and
    - (2) relevant Reserve Employer Support Engagement matters.
4. The JRCPC should not consider Service-specific matters which respective Services have the ability to resolve.



## **MEMBER RESPONSIBILITIES**

### **Ensure transparency through full disclosure**

1. Members are accountable for the information they provide to the JRCPC.
2. Members are to provide personal assurances that information around independencies and implications of policy implementation, including resourcing, have been properly considered through consultation.
3. The Committee is not to be used as a decision-making safety net.
4. Any proposals requiring adjustment to existing resource allocations are to be consulted through the Chief Finance Officer and/or Deputy Secretary of Defence People, as appropriate.
5. Members should provide transparency of judgements, processes and risks of the proposal being considered.

### **Embody professionalism through demonstrating leadership behaviours**

6. Members are to:
  - a. focus on achieving the best outcomes for Defence,
  - b. seek the diverse perspectives of others in exploring opportunities and solving problems,
  - c. learn and reflect on their performance and that of the Committee, and
  - d. actively adapt and seek to innovate.

### **Contestability**

7. Individual and shared accountabilities of JRCPC members are to be recognised and respected. Consequently, members are to seek assurances on issues where there are interdependencies prior to the Committee's consideration.

### **Appropriate consideration**

8. A proposal should not be lodged for JRCPC consideration unless supported by a member.
9. Members are to ensure that the JRCPC is required to make only those decisions that are outside the remit of an individual member's accountabilities.

### **Annual review**

10. The JRCPC will discuss and formally review its performance annually, including the work of the Secretariat.

## **JOINT RESERVE AND CADET POLICY COMMITTEE BUSINESS RULES**

### **Secretariat**

1. The Joint Support Services Division (JSSD) provides the JRCPC Secretariat.

### **Meeting schedule**

2. The JRCPC will meet twice each calendar year.
3. The JRCPC Chair may convene other meetings, or require out-of-session deliberation, to consider urgent matters.

### **Attendance**

4. The JRCPC will consist of the Chair, Permanent Members, Permanent Invited Attendees and any other personnel invited by the Chair.
5. Should an unforeseen operational requirement arise, leave may be sought through the JRCPC Secretary in consultation with the Chair. Principals may only be represented by the person officially acting in their position during their absence.
6. Permanent Members of the JRCPC are:
  - a. Chief of Joint Capabilities (Chair);
  - b. Deputy Chief of Navy;
  - c. Deputy Chief of Army;
  - d. Deputy Chief of Air Force;
  - e. Head Joint Support Services Division/Commander Australian Defence Force Cadets;
  - f. Head People Capability (HPC); and
  - g. two external DYPB Members (for the DYPB element only).
7. The following officers are required to report to the JRCPC on elements of the ADF Cadets Headquarters command functions:
  - a. Deputy Head Joint Support Services Division/Deputy Commander Australian Defence Force Cadets;
  - b. Director General Australian Navy Cadets and Reserves/Lead Enabling Manager – Support;

- c. Commander Australian Army Cadets/Lead Enabling Manager – Training; and
  - d. Director General Cadets – Air Force/Lead Enabling Manager – Communications.
8. Pre-approval by the Chair must be sought, through the Secretary, for any other officer to participate in a meeting.

### Agenda

9. The agenda of JRCPC meetings is:
- a. introductory remarks;
  - b. confirmation of Minutes of the previous meeting;
  - c. review of outstanding actions list (at the outset of each meeting component);
  - d. standing agenda items;
  - e. new items; and
  - f. other business.
10. Standing agenda items provide the opportunity for members to provide relevant updates and discuss issues relating to their Service, Group or the ADF Cadets Headquarters. The standing agenda items are covered in the following three components:
- a. **Youth Protection Board.** The focus of the DYPB is to receive reports, including a review of KPIs, from:
    - (1) Deputy Service Chiefs on management of the DYSF within their Service, and
    - (2) CADFC on implementation and management of the DYSF within the ADF Cadets enterprise.
  - b. **ADF Cadets.** The JRCPC is to receive reports on ADF Cadets governance issues, specifically:
    - (1) Deputy Service Chiefs report on broad issues regarding their Service cadet organisations; and
    - (2) CADFC, DCADFC and Lead Enabling Managers from the ADF Cadets Headquarters report on their respective elements of the Headquarters' functions.
  - c. **Defence Reserves.** Deputy Service Chiefs report on Service-specific Reserve issues that require the Chair's attention.
11. The Chair will agree the finalised agenda fifteen (15) working days before each JRCPC meeting. The Secretary will distribute the agenda to JRCPC members

and invited attendees no later than eight (8) working days before a meeting.

### **Agendum papers**

12. The Chair is the governing authority for items considered by the JRCPC. Information is to be lodged to the JRCPC Secretary no less than ten (10) working days before a meeting. Subject to timely receipt and Chair approval, the Secretary will distribute the agenda with relevant information to JRCPC members and invited attendees no less than eight (8) working days before a meeting.

13. All documentation is to be drafted in accordance with the requirements of Annex A.

### **Outcomes**

14. The JRCPC Secretary will draft outcomes, incorporating actions that clearly identify the officers accountable for implementation of the decision and timeframe for action. Once approved by the Chair, the Secretary will distribute the outcomes and updated action items to all Permanent Members of the JRCPC and action officers.

15. The Secretary will maintain a register of outstanding actions and keep the Committee informed.

16. Action officers are responsible for advising the Secretary when an action is complete to enable updating of the register of decisions and actions.

### **Record keeping**

17. JRCPC records will be maintained by the Secretary in accordance with the Department's Records Management Policy and its obligations under the *Archives Act 1983* and Section 37 of the *Public Governance, Performance and Accountability Act 2013*.

18. The Secretary will maintain a record of all JRCPC documentation on Objective, specifically:

- a. agendum papers with accompanying presentation packages,
- b. outcomes, and
- c. register of outstanding actions.

19. The Secretary will make JRCPC documentation available to members on the Joint Support Services Division DRN Intranet page.

### **Annex:**

- A. Guidance for proposals to be considered by the Joint Reserve and Cadet Policy Committee

**GUIDANCE FOR PROPOSALS TO BE CONSIDERED BY THE JOINT  
RESERVE AND CADET POLICY COMMITTEE**

1. The sponsoring officer is responsible for ensuring appropriate consultation within the originating Service or Group, and with any other Defence organisation element likely to have interest in the submission, before forwarding to the Secretary. Consultation with the Chief Finance Officer and Defence People Group (as applicable) is to occur regarding proposals that have resource implications.
2. Submissions/noting papers should:
  - a. use plain English and avoid technical terms unfamiliar to JRCPC members;
  - b. clearly articulate the decisions sought from any proposals;
  - c. identify responsible officers for the implementation of each recommendation;
  - d. demonstrate consideration of arguments for and against proposals, and the associated risks of each argument;
  - e. demonstrate consideration for any resource implications associated with proposals; and
  - f. be limited to four pages in length.