

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. agenda 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

**ANNEX A
TO JRCPC BUSINESS
RULES**

**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.