Chapter 2. Governance

2.1 Introduction
As ATDP is a Publicly-funded DVA Program, all ATDP activities are subject to the legislative and regulatory requirements applicable to all departmental activities. The way in which these requirements are met constitutes ‘governance’.

2.2 Definitions
Governance comprises the collective deliberation, planning, decision-making and implementation activities that engage ATDP Members and VSC/ESO/YVO in the achievement of ATDP objectives and SGB directions.

Good Governance is the way in which deliberations, planning, decision-making and implementation are undertaken so that ‘accountability’ and ‘transparency’ are achieved.

- Good accountability means it is possible for those funding (the Government) and being affected by ATDP activities (VSC/ESO/YVOs, Advocates, the Defence Family) are able to measure what the CFMG-RIG and other DVA-funded entities are doing to ensure that funds are being expended effectively and efficiently in accordance with approvals.

- Good transparency means that it is possible for those funding (the Government) and being affected by ATDP activities (VSC/ESO/YVOs, Advocates, the Defence Family) to see what the CFMG-RIG and other DVA-funded entities are doing, so as to ensure that they are clear how the decisions that affect them are being made, and what evidence and justifications have been used to inform the planning, decision-making and implementation process.

2.3 Purpose and Scope of Governance at Operational Levels
By their participation in governance ATDP Members and VSC/ESO/YVO partners jointly shape the future in ways that meet their shared values, perceptions and needs.

2.4 Context
It is common parlance in a hierarchy to talk in terms of ‘divisions of responsibility’. ATDP is largely ‘manned’ by volunteers. Therefore, a hierarchy of responsibilities is not viable at the operational level. A ‘flat’ management and administrative structure has evolved that, as the discussion at para 2.5 makes clear, makes each CFMG and RIG member equally responsible for ensuring ‘good governance’ is achieved in all activities, at all times.
2.5 Responsibilities for Good Governance

**SGB.** The Blueprint s6.1.1 stipulates that the SGB is responsible for ensuring the efficient use of resources across the programme. The SGB’s salient function is governance at the strategic level.

**CFMG-RIG.**

- The Blueprint s6.2.1 stipulates that the CFMG is responsible for ensuring the efficient use of resources in undertaking its identified tasks. The CFMG is responsible for governance at the operational level.
- The Blueprint s6.3.1 stipulates that the regional bodies are responsible for the efficient use of resources in undertaking their promulgated tasks. As RIG members implement CFMG functions across the regions, they are non-attending members of the CFMG. Accordingly, they share responsibility for operational level governance equally with other CFMG members. This obliges the Regional Manager to accept full responsibility for ensuring RIG Members are aware of CFMG governance decisions that affect their duties.

2.6 Public Sector Guidelines

Guidance to decision-making that is promulgated for APS officers is at Annex A.

2.7 Standards and Reporting

The SGB Chair and the CFMG Chair sharer ultimate responsibility for:

- ensuring that the standards of government mandated in legislation, regulation and policy are maintained
- reporting on governance achievements and failures.

The SGB Chair, on behalf of the SGB, will ensure that:

- the CFMG Chair is fully cognizant of the standards of governance the Government requires ATDP to attain and maintain
- reporting to the Secretary and Minister

The CFMG Chair is responsible for:

- ensuring that mandated standards of governance are understood and implemented by all CFMG (including RIG) members
- reporting on governance at the operational level to the SGB

Where CoP or VSC/ESO/YVOs receive ATDP funds for activities, the CFMG Chair will be responsible for ensuring that mandated standards of governance are understood and implemented by the ATDP-funded body. To ensure the appropriate level of oversight, the CFMG Chair will formally delegate responsibility for governance implementation and reporting to the Regional Manager on behalf of the CFMG.

2.8 ATDP Members’ Code of Conduct

The Code of Conduct that ATDP Members are to abide by is at Annex B.
Annex A

APS Values and Code of Conduct: ‘Reflect’ Decision-making Model

1. **Recognise a Potential Issue or Problem**
   Ask yourself:
   - do I have a gut feeling that something is not right?
   - do I feel this is a risky situation?
   Recognise the situation as one that may involve tensions:
   - between two or more of the Values
   - between the Values/Code and personal values.

2. **Find Relevant Information**
   Find the relevant information and gather the facts:
   - what was the trigger and what are the circumstances?
   - identify the relevant legislation, policies and guidance (APS-wide and agency specific)
   - identify the rights and responsibilities of relevant stakeholders
   - identify any precedent decisions.

3. **Linger at the 'Fork in the Road'**
   Linger at the 'Fork in the Road', pause to consult:
   - supervisors and managers
   - respected colleagues, peers, or support services—remember privacy.
   - Talk it through, use intuition and analysis, listen and reflect.

4. **Evaluate the Options**
   Evaluate options, identify consequences, look at the processes:
   - identify the risks
   - discard unrealistic options
   - apply the accountability test—would the decision stand up to public scrutiny/independent review?
   - be prepared to explain the reasons for your decision.

5. **Come to a Decision**
   Come to a decision:
   - act on it and make a record if necessary.
6. **Take time to Reflect**

Take time to **REFLECT** and review

- how did it turn out for all concerned?
- learn from your decision
- if you had to do it all over again what would you do differently?
ATDP MEMBERS’ CODE OF CONDUCT

All CFMG-RIG Members and CoP Leaders (CoP Mentors) are to act faithfully within this ATDP-specific code of conduct (listed alphabetically, not in order of precedence):

- act with reasonable care and diligence
- act honestly in the best interests of ATDP and for its purposes
- as a minimum, you have a duty to ensure that allocated funds are managed responsibly
- confirm funds have been expended within the limits of the authorisation
- disclose any actual or perceived conflict of interest
- disclose to the governance body if you may have or may appear to others to have a conflict between your duty and a personal or VSC/ESO/YVO interest
- do not allow VSC/ESO/YVO or other interests to influence your decisions do not to misuse information obtained in the performance of your duties
- ensure funds expenditure adheres scrupulously to authorisation
- guide and monitor management of the governance body
- identify what is in the best interests of ATDP
- if in any doubt whatsoever, ask questions and persist until satisfied that the answer passes the test of probity
- if Member(s) of your governance body are conflicted, the conflict of interest should be disclosed to the next higher governance body
- inform yourself about each expenditure proposal and authorisation
- inform yourself and independently assess information or advice before seeking another member, adviser or expert’s knowledge or expertise
- make decisions on the basis of critical consideration of all the issues
- place priority on, and attend, meetings of the governance body
- should you come across information that may benefit your VSC/ESO/YVO, you must not disclose that information to it either directly or indirectly
- understand and keep informed about the governance body’s activities
- you have a primary duty to protect ATDP’s strict non-partisanship and the probity of its decision-making