NATHQ CONFERENCE SATURDAY 22 AUGUST 2026 DD FAC PRESENTATION

AGENDA

- Facilities and Defence Estate Audit

DEFENCE ESTATE AUDIT

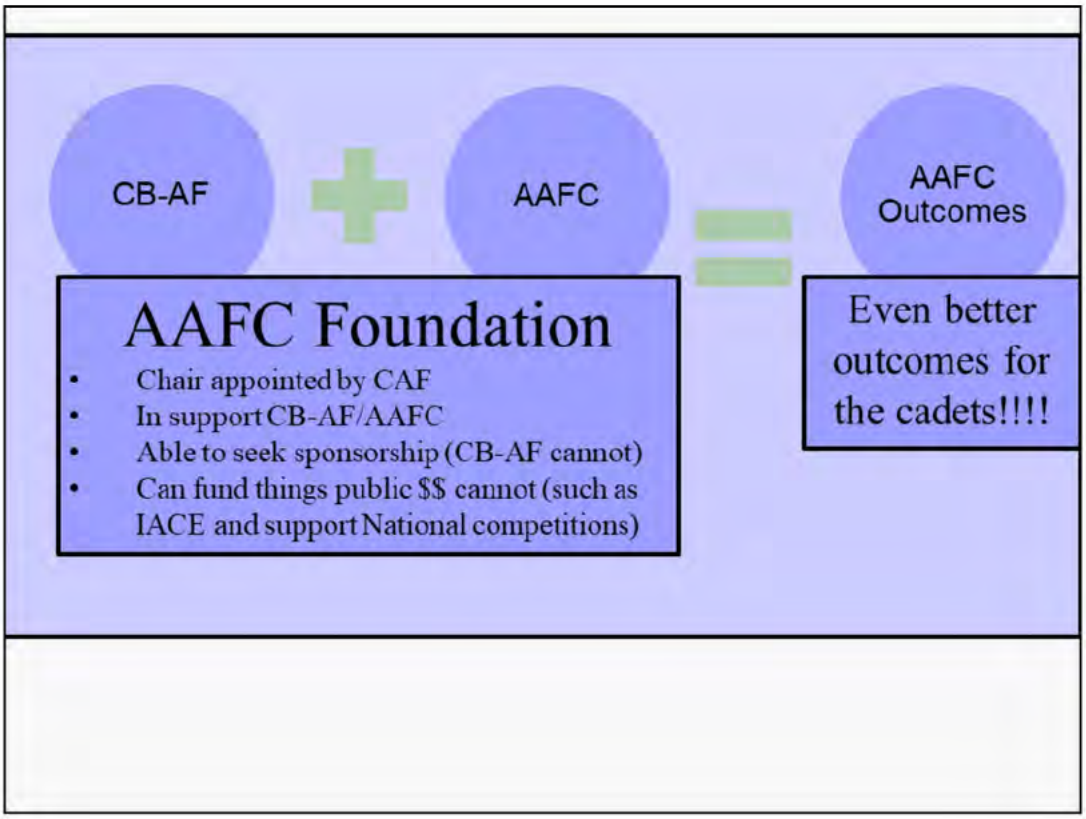
- Ministerial announcement February 2026
- Scale of impacted Air Force cadets across:
  - six states
  - 13 locations
  - 17 units
  - Approximately 1,390 cadets and staff (13 per cent of parading cadets)
- Geelong have relocated to Newland Barracks and commenced parading 7 July 2026.
- 602SQN Woodside are expected to move to Oakbank school during September/October South Australian school holidays
- Reserves and Cadet relocations are no longer aligned to tranches with broader Defence tranches – now termed as run order
- Current run order at 19 August 2026 is as per slide
- SEG are responsible for negotiating Cadet Leases based on endorsed User Requirements
- **Key message:**
- Cadets will not relocate until a suitable location has been found

PREPARING FOR THE JOURNEY	• Cadet Engagement artefacts have been developed by SEG and will be issued by AFLO's • The artefacts show detail what is required to prepare and transition to the new entry site
AFLO / Ground Ops role transition arrangements	• Communicate requirement to OC's & CO's • Conduct exit site visit with FAC Proj Officer • Oversee completion of inventory – including ICT equipment and ownership • Conduct entry site FAC condition inspection • Update DEA spreadsheet • Capture risks – if the Cadet program cannot be delivered at this location – document and escalate concerns to DD FAC
AAFC CO ROLE	• Distribute engagement artefacts to Cadets, Parents and Staff • Explain to Cadets, Parents and Staff current state and timeframes (if known) • Prepare inventory of assets • Escalate any concerns to AFLO • Rationalise equipment holdings & identify disposal candidates • Escalate concerns to AFLO office
QUESTIONS	

The AAFC Foundation: Update!



Air Vice-Marshal Kym Osley AM, CSC *Chair AAFC Foundation*


CB-AF
AAFC
AAFC Outcomes
AAFC Foundation
Chair appointed by CAF
In support CB-AF/AAFC
Able to seek sponsorship (CB-AF cannot)
Can fund things public $$ cannot (such as IACE and support National competitions)
Even better outcomes for the cadets!!!!

The Foundation's core purpose is to create Pathways to a future in aerospace in partnership with the AAFC

We want to provide unique experiences & activities which would otherwise be difficult to access...and to tell them about potential pathways to a commercial or Defence aerospace related career.

AAFC Foundation Members

Defence



AVM Kym Osley *(Chairman)*



BRIG Fern Thompson, CDR 16th BRIG

Alumni s47F

Cadet Branch - Air Force



AIRCDRE Tony Bull

AAFC s47F



GPCAPT (AAFC) Steve Johns s47F s47F

Other Industry s47F



Peter Colliver

Aerospace Industry s47F



Patron of the AAFC Foundation

Air Chief Marshal (retd) Mark Binskin AC

Ambassador of the AAFC Foundation

WGCDR Matt Hall (retd) Air Race Pilot



How does the Foundation work?

- The Foundation is an ACNC charitable organization that raises sponsorship that RAAF cannot
- The Foundation only does what CDR AAFC/DGCB-AF support.
  - However, the Foundation can act as a conduit for specific sponsorship – eg 4WG charity run
- The Foundation places priority on:
  - Activities/events that have at least Wing level approval
  - Activities that support the Australia-wide AAFC
  - Supporting as many cadets as possible
  - Cultivating industry and community support for the AAFC
    - eg Sponsors Reception
- What the Foundation is not:
  - A big organization – its cannot organise major activities or events itself
    - It is about a dozen part-time volunteers
    - It works best as 'the special sauce' providing support and advice to your planning teams
    - It can connect the dots, get industry support, get sponsorship $$

MARAND AAFCANS s47G s47G Air Force Association CAE s47G NG



The Foundation gets sponsorship for AAFC activities that public purse can't fund!

What has the Foundation assisted with! #1

- IACE x many – and looking to assist with any new exchange program too!
- AAFC National Awards
- Careers/Tech Expos:
  - 4WG – assisting with 3rd event in Oct 26
  - 3WG – assisted with 3rd event – today at Richmond!!
  - 6WG x 1
  - 7WG – Freedom of the City and Expo – 13 Sep 26!!
  - Purchased marquees for 3/4/7 Wing as better VFM than renting them!
- Avalon Airshow 2027 support – chalet access, speakers and visits to industry stalls
- Pathways program – engagement with industry (eg Kempsey AAFC at CAE)
- Support for Wing visits – eg 5 Wing in April 2026
- Simulation capability for selected AAFC Units
  - 9 units in 2025 and 8 units in 2026 (about $120K)
- Fieldcraft and other National Competitions
- Acting as a conduit for specific sponsorship – 4WG charity run



MARAND s47G AAFCANS Army & Air Force Canteen Service

s47G Air Force Association

CAE s47G NG

The Foundation gets sponsorship for AAFC activities that public purse can't fund!

What else can the Foundation assist with! #2

- Management of individual donations and bursaries (Foundation is ACNC approved: donations to Foundation are tax deductible and Foundation gets GST refunded)
- Connecting with industry to support the curriculum
- Potentially – more flying sponsorships (eg flat $2K each or similar for many cadets)
- Support more national events – 3/4WG Bands? Drill Comp? International and national Drone Racing?
- Support/attendance at Wing/Squadron parades, events, etc
- Mentoring and advice!
- If needed: Foundation has the potential to raise significantly more than it does to support the AAFC/CB-AF
  - Foundation already has recurring sponsorship of about $133K a year plus ad hoc sponsorship of about $40+K
  - Potentially cover some costs that CB-AF pickup so that funds can be redirected to elsewhere

AAFCANS
Army & Air Force Canteen Service

TAE AEROSPACE

s47G

BOEING

SAAB

s47G

s47F



The Foundation gets sponsorship for activities that public purse can't fund!

Creating Great Experiences & Building Pathways to an Aerospace Career!!




AIR FORCE CADETS
Facilities
s47E(c)
Deputy Director Facilities
INSPIRING TODAY, LEADING TOMORROW

Defence Estate Audit (DEA)

- Tranche 1 Update
  - 427SQN & 428SQN Geelong units relocated to Newland Barracks, commenced parading 7 July 2026
  - 602SQN Woodside – entry site Oakbank School, anticipated move Oct 26 school holidays
- Reserves and Cadets – not managed in tranches, now "Run Orders"

Defence Estate Audit (DEA) Run Order 19 Aug

SITE ID	SITE	STATE	RUN ORDER	Proposed Start Date	IMPACTED SERVICE/S	UNIT	ENTRY SITE
1	Geelong AAFC	VIC	1	Jun-26	AIR	427 SQN City of Greater Geelong & 428 SQN Geelong	Newland Barracks
2	Woodside Barracks	SA	s47E(d)		AIR / ARMY	602 SQN Woodside & 412 ACU Woodside	s47E(d)
3	Hampstead Barracks	SA			AIR / ARMY	604 SQN Hampstead, 44 ACU Hampstead & 400 ACU Drone	
4	Fort Queenscliff	VIC			AIR	429 SQN Fort Queenscliff	
5	Devonport Training Depot	TAS			AIR / ARMY	507 SQN Devonport & 61 ACU Devonport	
6	Derwent Barracks	TAS			AIR / ARMY	501 SQN Dowsing Point & 63 ACU Dowsing Point	
7	RAAF Base Glenbrook	NSW			AIR	323 SQN Glenbrook	
8	Timor Barracks	NSW			AIR / ARMY	322 SQN City of Ryde, HQ 22 ACU & 204 ACU Parramatta	
9-12	RAAF Williams - Point Cook	VIC			AIR	404 SQN Point Cook, 418 SQN Point Cook, 4WG HQ & EFTS Point Cook	
13	Sandringham Training Depot	VIC			AIR	417 SQN City of Bayside	
14	Warradale Barracks	SA			AIR / ARMY	609 SQN Warradale & 43 ACU Warradale	
15	Irwin Barracks	WA			AIR / ARMY	714 SQN Karrakatta, HQ WA AAC Brigade & HQ 52 AAC	
16	Leeuwin Barracks	WA			AIR / ARMY / NAVY	703 SQN City of Fremantle, 56 ACU Freemantle & TS Perth	
17	Milne Bay Training Depot	QLD			AIR / ARMY / NAVY	210 SQN Toowoomba, 13 ACU Toowoomba & TS Toowoomba	
*	*Newland Barracks*	*VIC*			*ARMY*	*32 ACU Geelong*	

* *Future Multi-User Depot to be built*

Preparing for the Journey

- Our relocation will happen in clear stages, with information provided along the way.



1. **Initial Information**
   The Cadet Information Pack explains why relocation is happening and how the process will work.
2. **Meeting With Our Unit**
   Relocation team will visit us to answer questions and seek our input.
3. **Finding and Assessing Options**
   Possible locations will be identified, short listed, visited and carefully assessed.
4. **Our New Location is Identified**
   The Cadet Transition Pack explains where we will move, why the location was chosen and what happens next.
5. **Our Move Date is Confirmed**
   The Cadet relocation Pack provides the move date, site map and practical information for our relocation.
6. **We Move and Begin at Our New Site**
   Our equipment and stores are relocated, and regular parade nights and activities begin at the new location.

- We will be kept informed throughout each stage.

AFLO / Ground Ops Journey

- Communicate requirement to OC's & CO's
- Conduct exit site visit with FAC Proj Officer
- Oversee completion of inventory
  - including identification of ICT equipment and ownership
- Update DEA spreadsheet
- Conduct entry site inspection
- Escalate concerns to DD FAC

AAFC CO Journey

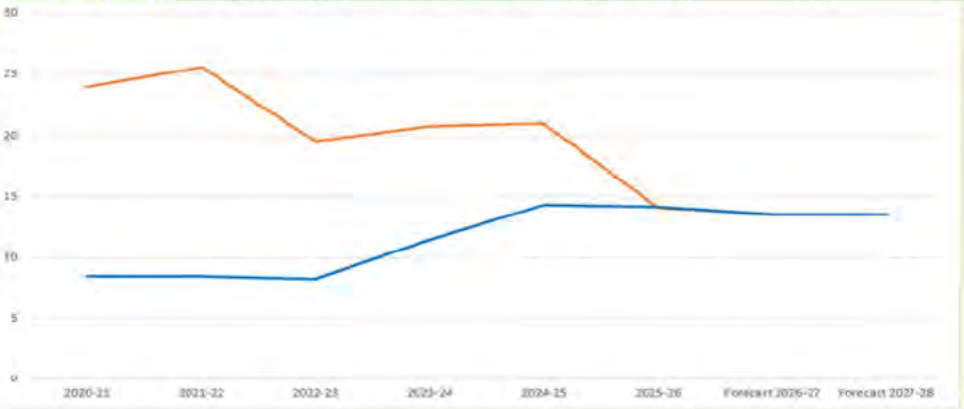
- Distribute engagement artefacts to Cadets, Parents and Staff
- Explain to Cadets, Parents and Staff current state and timeframes once confirmed
- Prepare inventory of assets including:
  - Rationalise equipment holdings
  - Identify disposal candidates
- Escalate any concerns to AFLO


AIR FORCE CADETS
Questions
INSPIRING TODAY, LEADING TOMORROW

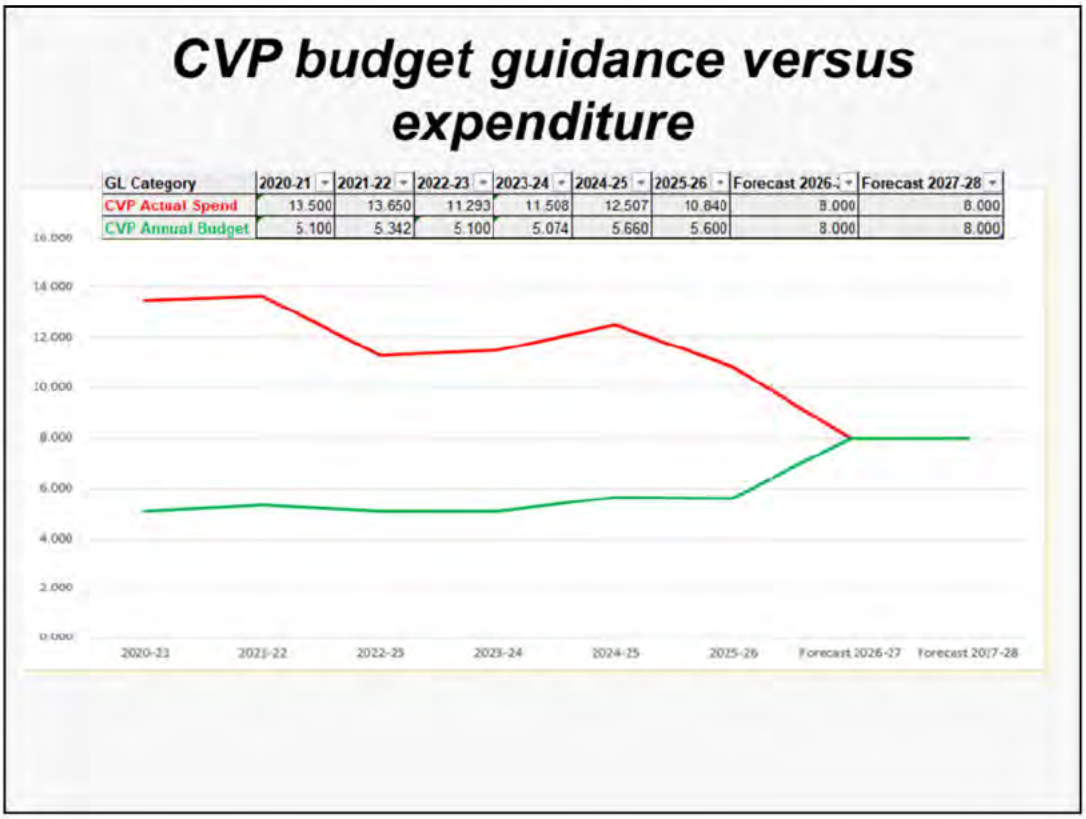

AIR FORCE CADETS
CB-AF Finance
s47E(c)
DD-FIN CB-AF
INSPIRING TODAY, LEADING TOMORROW

Operating budget guidance versus expenditure

GL Category	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	Forecast 2026-27	Forecast 2027-28
Operating Budget guidance	8.500	8.500	8.300	11.500	14.320	14.160	13.585	13.585
CB AF Total Operating Budget	24.000	25.623	20	21	21.000	14.087	13.585	13.585



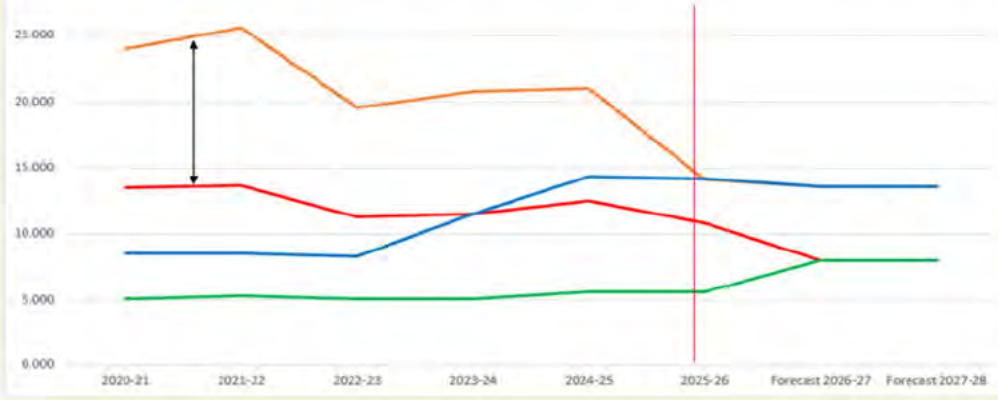
Blue line is the Operating Budget guidance provided by AFHQ. Orange is the actual expenditure. In 2022-23 and 2023-24, AFHQ increased the operating budget, but it wasn't until late 2025-26 that we started to bring Operating costs down to meet budget. Note that in March 2023 the AUKUS Pillar 1 was announced. In 2023-24 CVP was incorporated into the Operating Budget



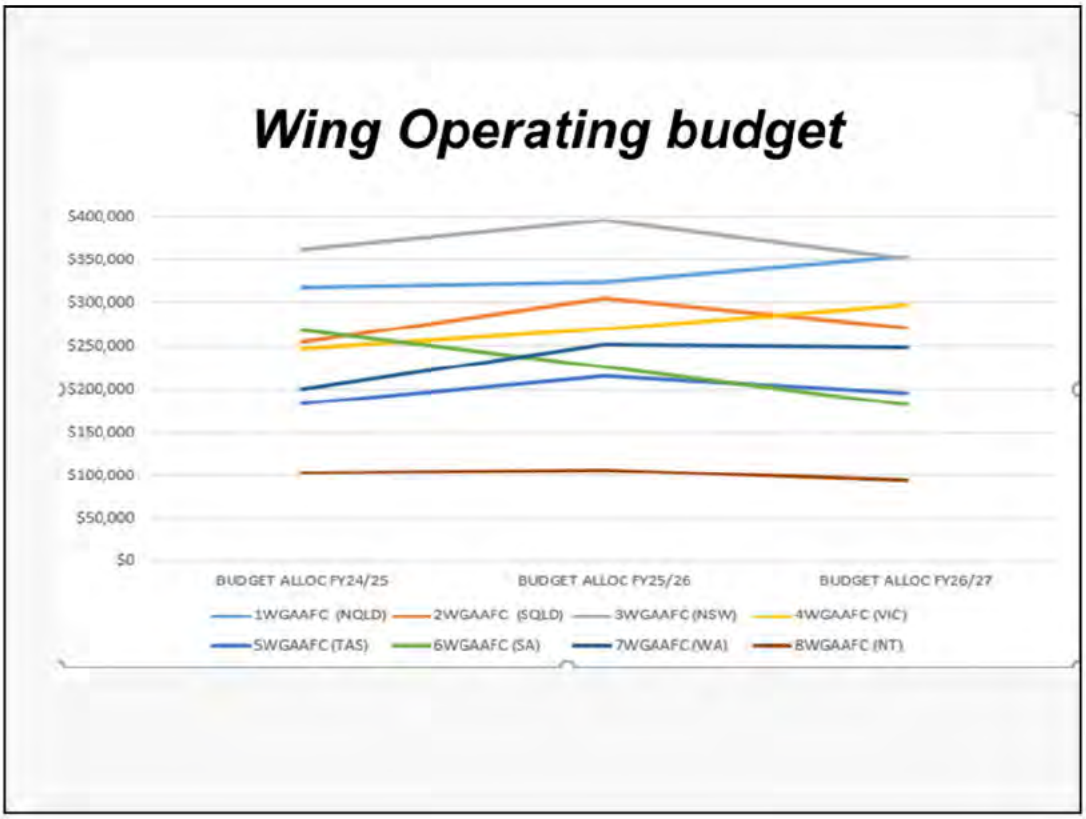
This slide breaks out the CVP budget, which is included within the Operating budget. The CVP budget is in green and actual spend on CVP is in red. The decrease is primarily due to the DG CADETS directive to reduce CVP expenditure in Jan 2026.

Operating budget/ CVP expenditure

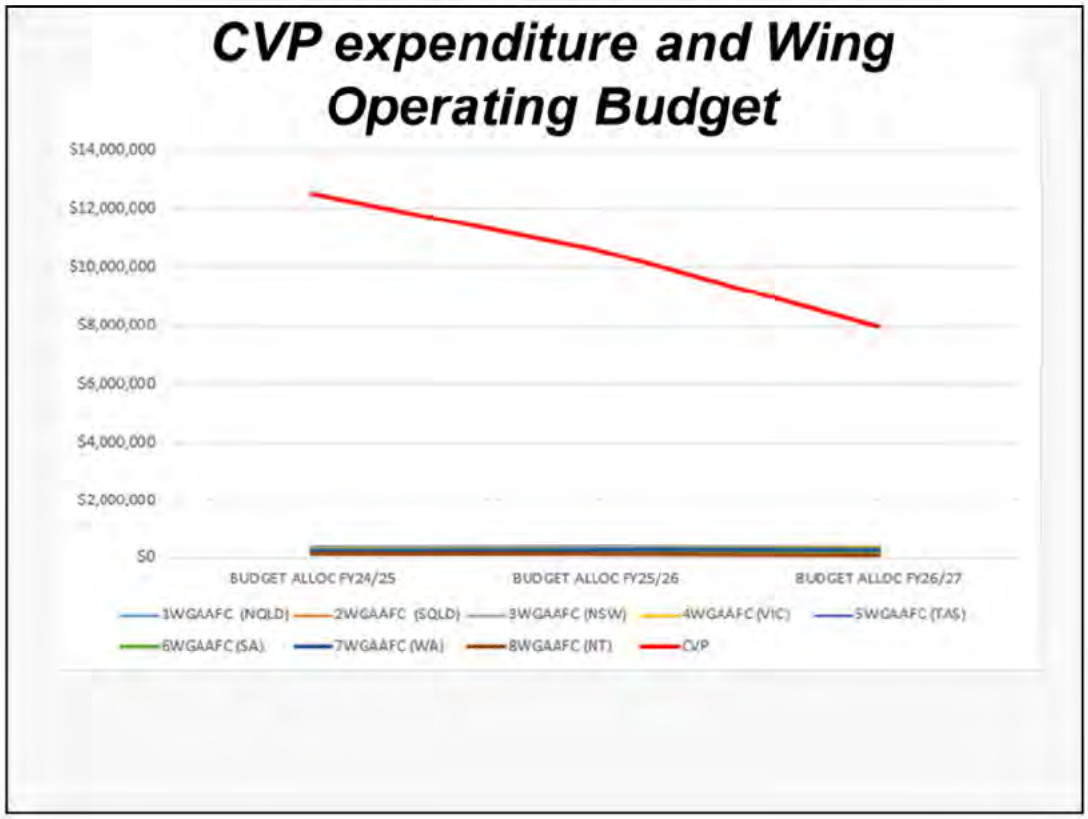
GL Category	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	Forecast 2026-27	Forecast 2027-28
CVP Actual Spend	13.500	13.650	11.293	11.508	12.507	10.840	8.000	8.000
CVP Annual Budget	5.100	5.342	5.100	5.074	5.660	5.600	8.000	8.000
Operating Budget guidance	8.500	8.500	8.300	11.500	14.320	14.160	13.585	13.585
CBAF Total Operating Budget Expenditure	24.000	25.623	20	21	21.000	14.087	13.585	13.585



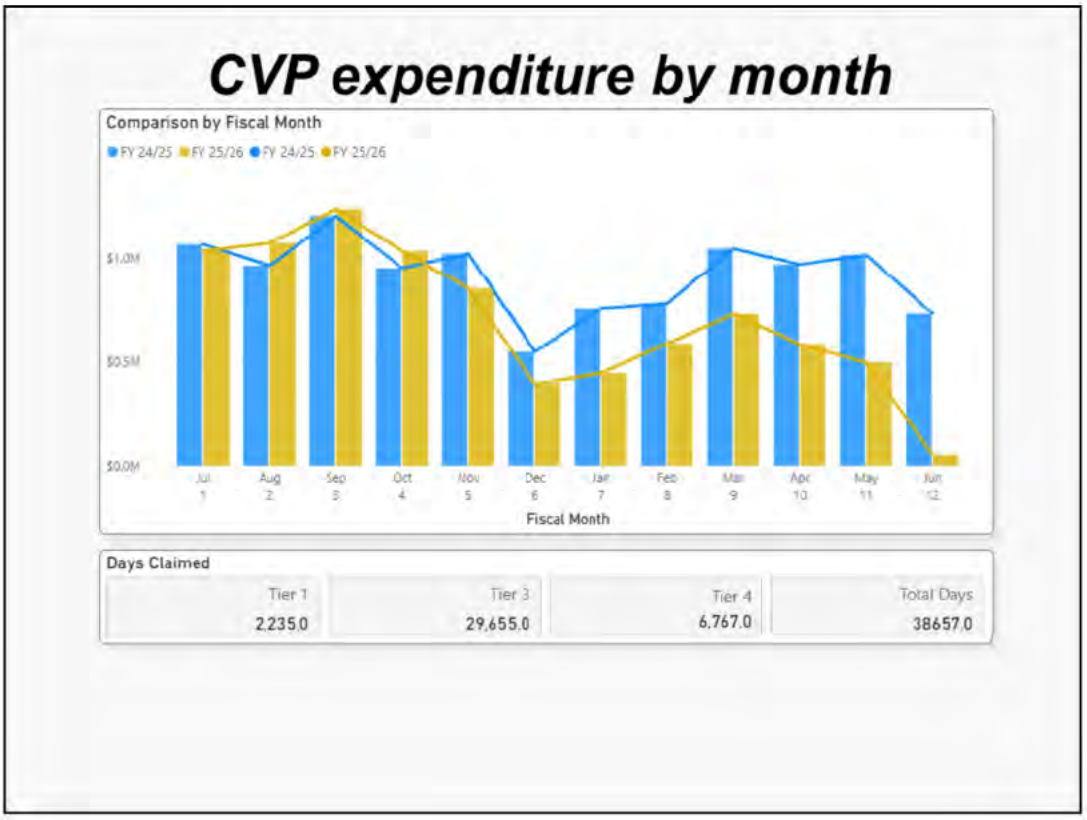
This slide puts both Operating Budget and CVP together to indicate the direct relationship between over-expenditure of CVP with over-expenditure of operating budget. To meet budget, the only lever available is CVP reductions.



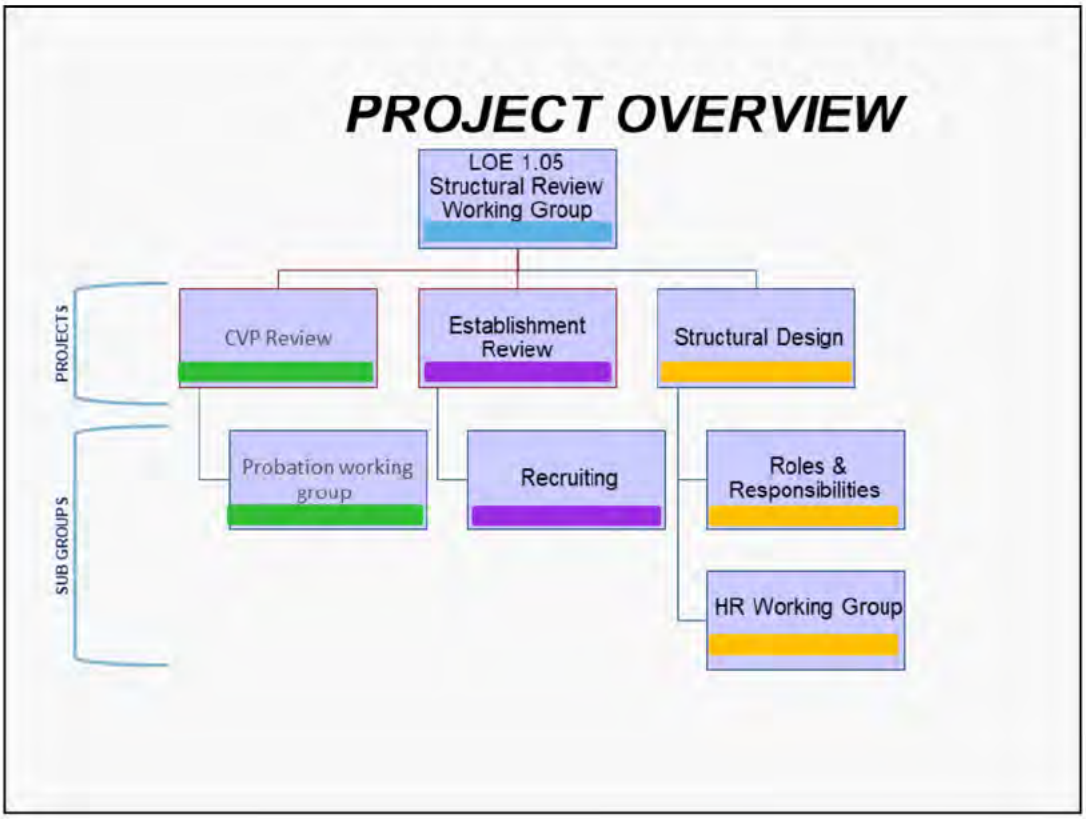
These are the Wing budgets over the last three FY



This shows the magnitude of CVP over and above the Wing Operating budgets



CVP reductions are already happening. Note the CVP reduction in FY25/26 after the January 2026 directive by DGCADETS to reduce CVP expenditure


PROJECT OVERVIEW
LOE 1.05
Structural Review
Working Group
PROJECTS
CVP Review
Establishment
Review
Structural Design
SUB GROUPS
Probation working
group
Recruiting
Roles &
Responsibilities
HR Working Group


AIR FORCE CADETS
Questions
INSPIRING TODAY, LEADING TOMORROW

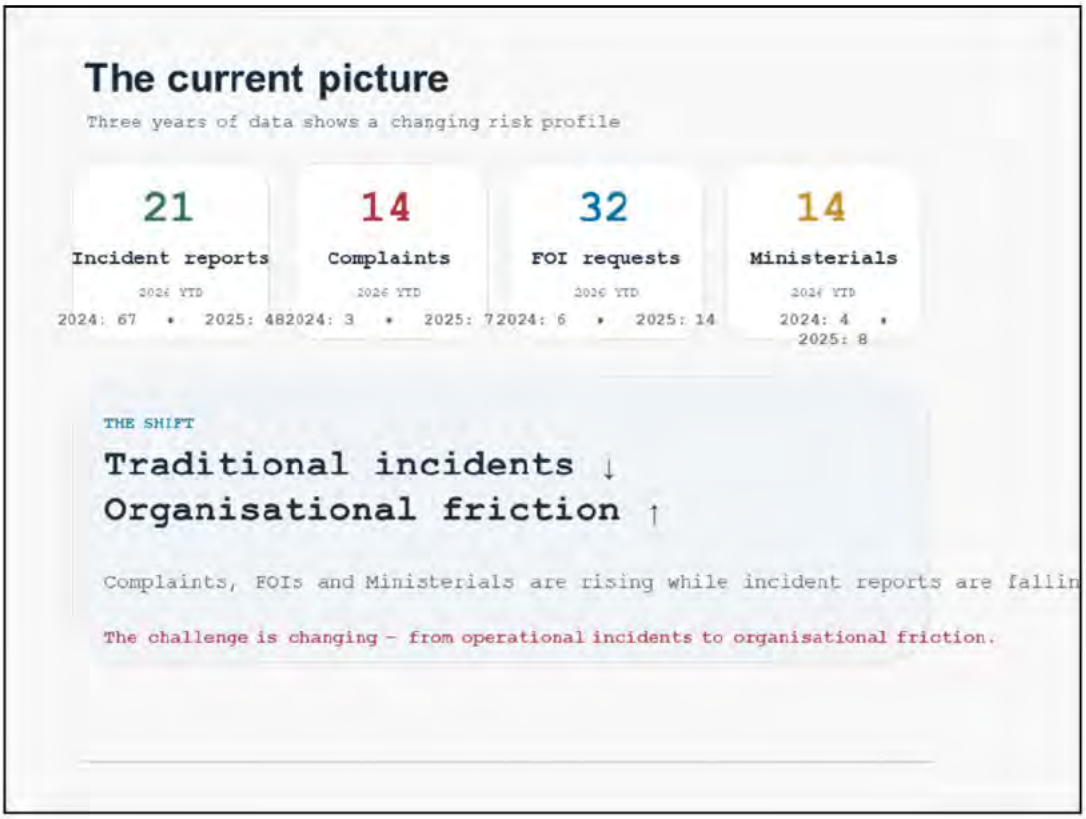


Sensitive strategic issues management is the systematic identification, assessment, coordination and management of complex or high-consequence issues that could materially affect defence objectives,

national security interests, government policy, operational effectiveness, institutional reputation, or relationships with key stakeholders.

In CB-AF – these should relate to youth protection matters or CB-AF or AAFC incidents of significance with high risk consequences.

Instead, many of the incidents relate to unacceptable behaviour of AAFC staff not cadets, the airing of petty grievances by AAFC staff and complaints unnecessarily escalated externally.



Data

Incident Reports: 67 (2024), 48 (2025), 21 (YTD 2026)

Complaints: 3, 7, 14

FOI Requests: 6, 14, 32

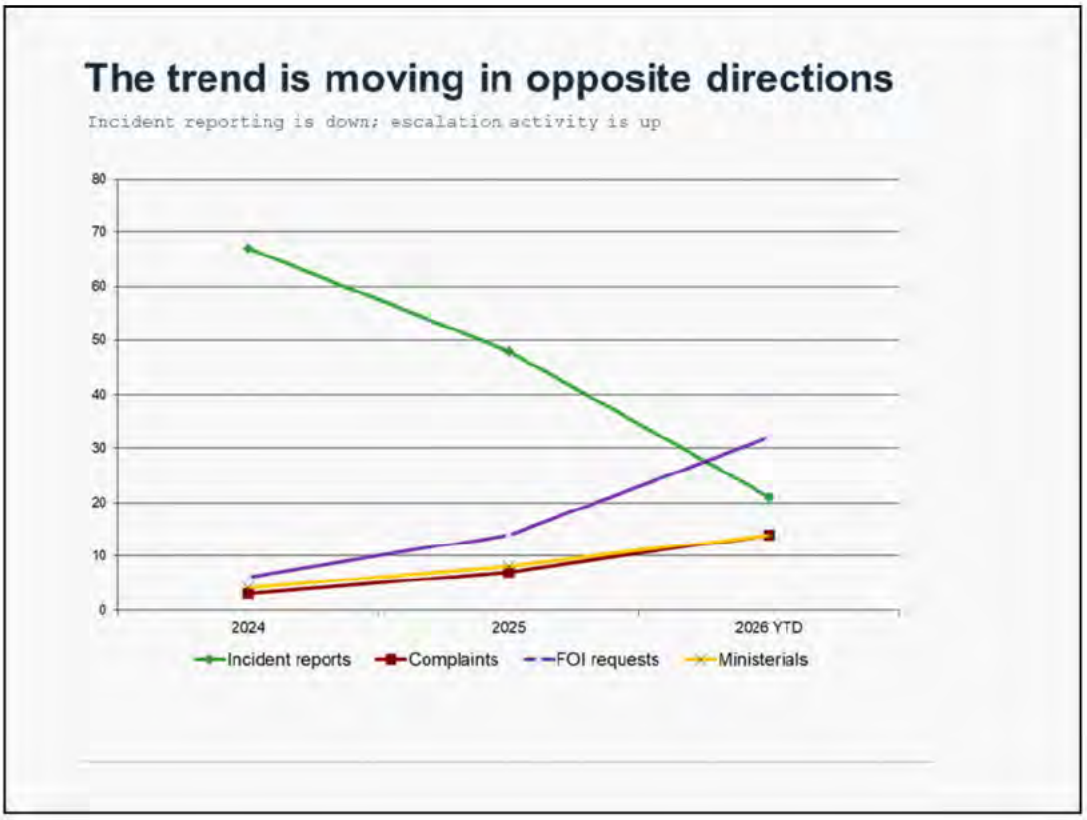
Ministerials: 4, 8, 14

In addition, during 2026 we have received 36 RFIs.

Traditional incidents are reducing, which indicates progress in risk management and operational oversight. That is positive – could indicate issues with incident portal access functionality since M365.

At the same time, complaints, FOIs and Ministerials are increasing rapidly. The strategic issue is increasingly organisational friction: dissatisfaction, grievance activity, trust issues, communication challenges and unacceptable behaviour by a minority of volunteers.

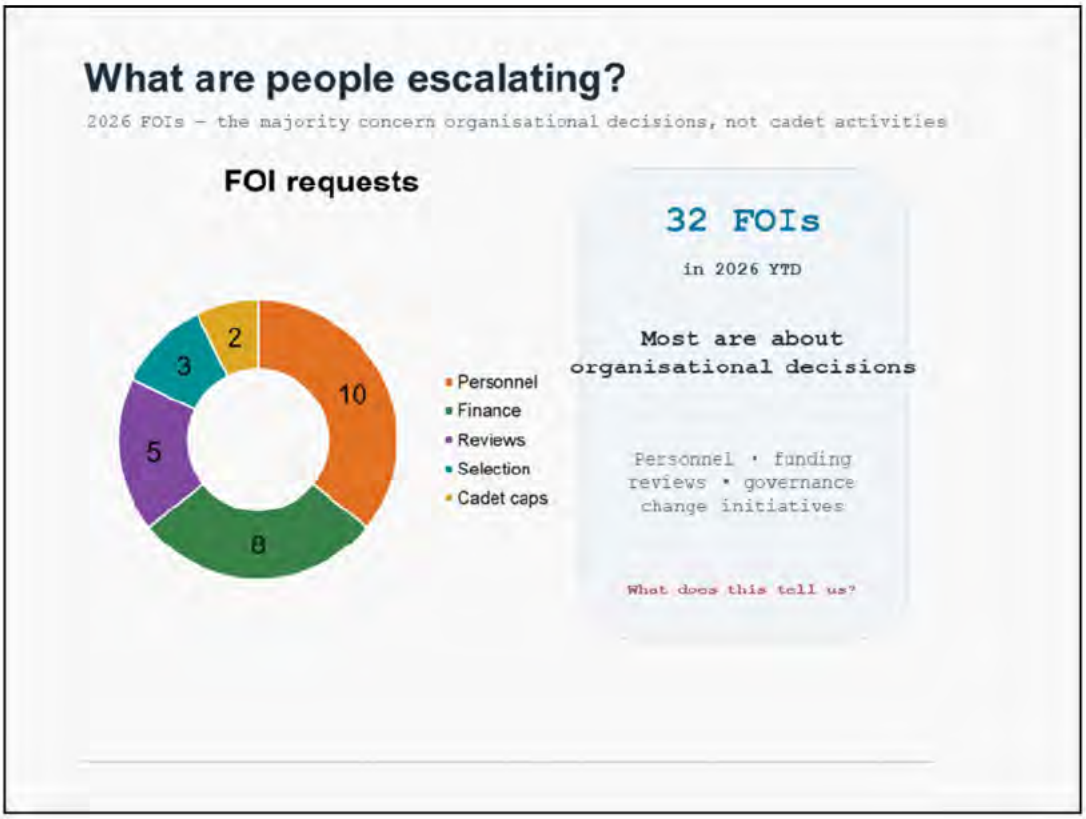
The pattern tells us something about how issues are being experienced and escalated within the organisation.



Incident reports have reduced from 67 in 2024 to 48 in 2025 and 21 YTD in 2026.

Complaints have increased from 3 to 7 to 14; FOIs from 6 to 14 to 32; and Ministerials from 4 to 8 to 14.

This suggests the nature of the challenge is changing. We need to ask what is driving the increase in organisational friction and what leaders can do before matters escalate.



This year alone we have received 32 FOI requests.

The themes are:

Personnel matters — 10

Finance matters — 8

Reviews — 5

Selection processes — 3

Cadet number caps — 2

The majority relate to organisational decisions, personnel matters (grievances / info about complaints (respondents), funding, governance, reviews and change initiatives.

Importantly, they are **mostly not about cadet activities.** They are largely about organisational decisions and perceived transparency / lack of trust.

This tells us: people are often seeking further understanding, reassurance or validation regarding decisions being made within the organisation. Additonally, there appears to be a level of mistrust or non acceptance of decisions.



A common theme within Ministerials has been budget constraints, funding decisions and the Cadet Volunteer Payment (CVP) as well as airing personal grievances.

There is nothing wrong with volunteers having questions about these areas or about decisions made on them. Questions, respectful challenge and legitimate review mechanisms remain appropriate.

However, an increasing pattern of external escalation after senior leaders have made and explained decisions can suggest that some members are not accepting those decisions or are viewing them without sufficient perspective on wider Defence priorities. As leaders, we need to keep reinforcing why the AAFC exists.

The AAFC is fundamentally a volunteer youth development organisation. The primary motivation should be volunteerism, developing young Australians, giving back to the community, mentoring future leaders and supporting cadets.

Our leadership responsibility is to reinforce those values consistently. Volunteers can ask questions and disagree, but the focus must return to volunteerism, purpose and cadet outcomes. If organisational changes, after explanation and

appropriate internal engagement, are fundamentally inconsistent with what an individual is prepared to support, they may need to consider whether another volunteer organisation is a better fit.



Every Ministerial, complaint or FOI requires substantial effort.

Responses can involve Ministerial staff, Headquarters AAFC, Defence support areas, legal advisors and subject matter experts. A single Ministerial can involve 10 to 15 people across Government and Defence.

REPUTATION - There is also a reputational impact. When matters that could reasonably have been resolved through internal engagement are escalated externally, it can reflect poorly on the AAFC volunteer body as a whole. It can create an impression that the organisation is unable or unwilling to resolve routine disagreement constructively.

PERSPECTIVE - There is an important question of perspective. Time spent by Government Ministers and senior Defence leaders responding to avoidable internal disputes is time diverted from Defence strategic priorities. The issue is therefore not simply the administrative effort involved; it is the opportunity cost and the external impression created by the escalation.

CVP - Complaints about CVP should also be viewed through the lens of volunteerism and cadet outcomes. Where complaints are principally about personal expectations or benefits rather than the interests of cadets or legitimate organisational concerns, they risk creating a perception of entitlement that is

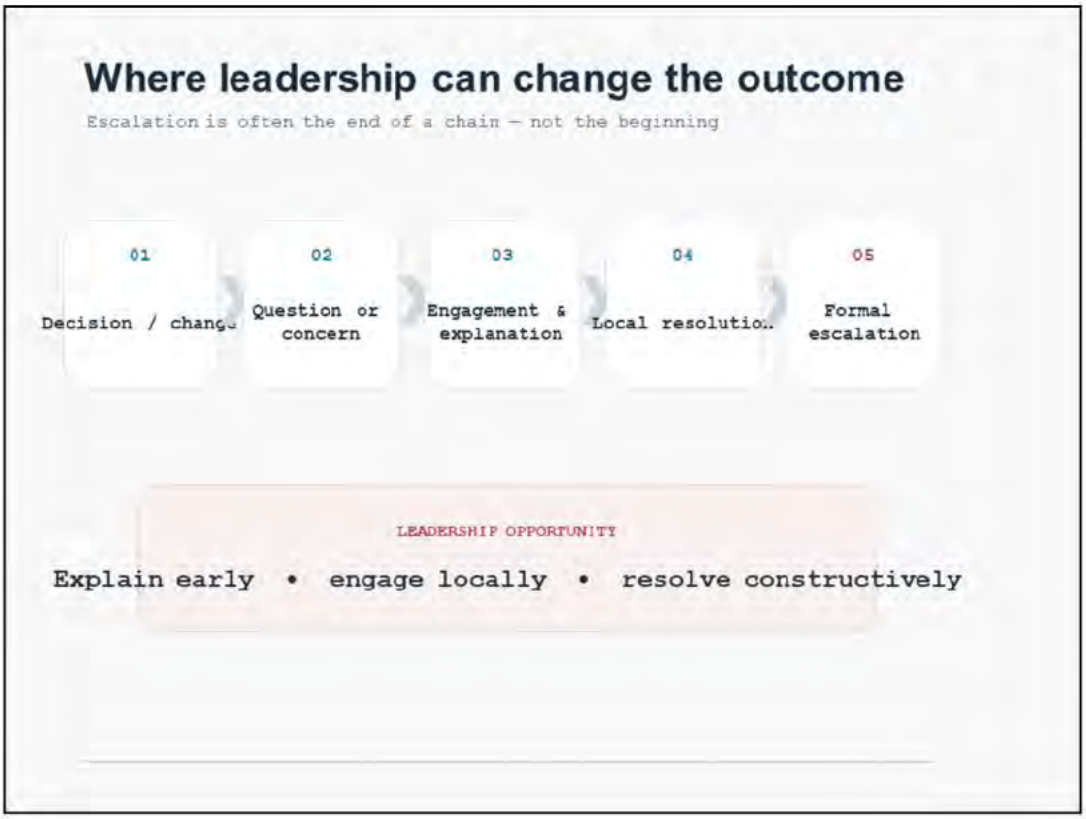
inconsistent with the service ethos of volunteering.

Complaining (anonymously or not) about budgets and CVP demonstrates a lack of perspective, particularly when operational units across Defence are facing budget cuts and veterans are still fighting for DVA claims approved within a cap. It risks undermining the broader contribution and commitment of AAFC volunteers.

Many volunteer organisations throughout Australia operate with little or no financial compensation; their motivation is service and purpose.

The AAFC is changing. Volunteers are entitled to question decisions, seek clarification and use legitimate review or complaint mechanisms. But once changes have been explained and appropriate internal avenues have been exhausted, members also need to decide whether the organisation remains aligned with what they are prepared to support. A volunteer organisation cannot operate effectively if every disagreement becomes an external campaign against change.

The message is not 'do not raise issues'. It is: use judgement, maintain perspective, use the right mechanism, and resolve what can reasonably be resolved at the lowest appropriate level while preserving statutory rights and legitimate escalation pathways.



FOIs, Ministerials and complaints do not appear out of nowhere.

They are often the end result of communication breakdowns, misunderstanding, lack of engagement, reduced trust or unresolved conflict.

This is where leadership matters. The earlier we communicate, explain and engage, the greater the opportunity to resolve an issue before it becomes formal escalation.

Leaders should encourage members to use the chain of command, seek clarification, use existing grievance mechanisms and raise concerns locally.

FOIs and Ministerials should not be the first avenue for obtaining information. They should generally be a last resort after internal engagement has occurred, while recognising that statutory rights and legitimate escalation mechanisms must remain available.



The AAFC is undergoing change. That is necessary and healthy.

Every organisation undergoing change experiences resistance. Some members embrace it, some question it, and some may ultimately determine that the organisation is no longer aligned with their expectations. That is not unusual.

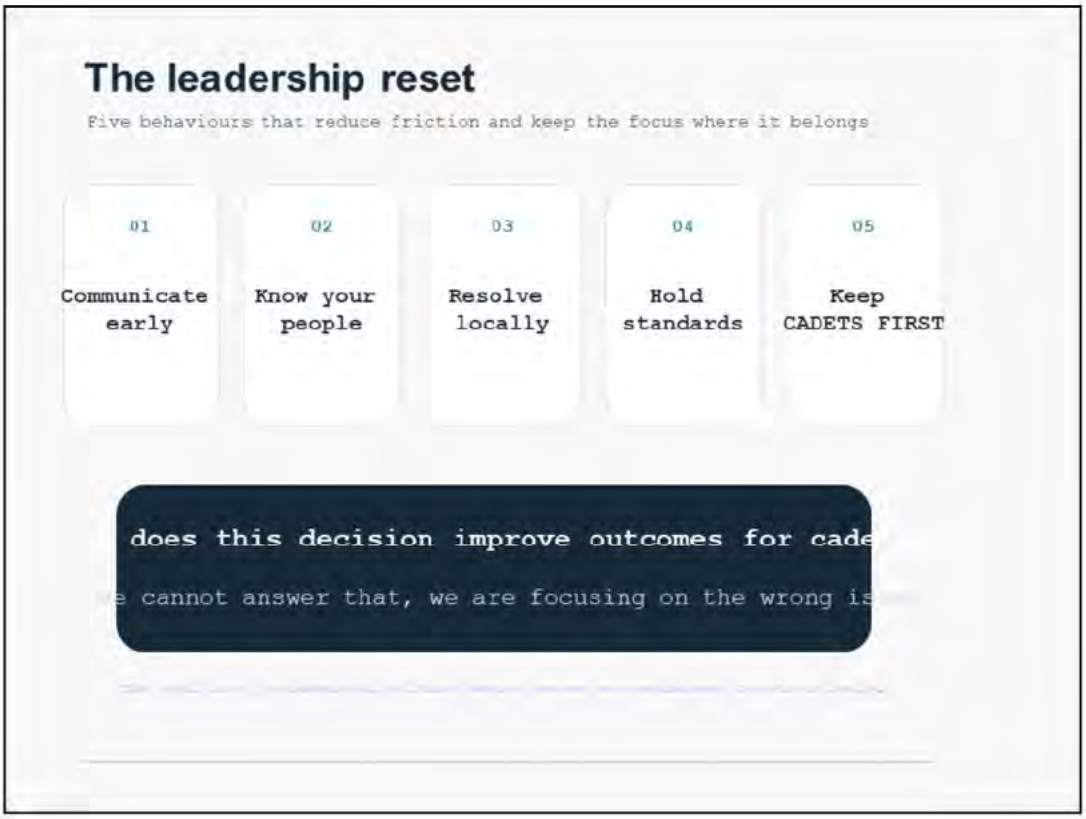
The challenge is ensuring disagreement remains professional and constructive.

What we cannot allow is dissatisfaction to evolve into behaviours that damage the organisation, its reputation or its people.

Many incidents involve unacceptable behaviour by adult volunteers. Our cadets should not see adults displaying behaviours that we would not accept from the cadets themselves.

Leaders must consistently address bullying, harassment, disrespectful behaviour, vexatious conduct and unprofessional behaviour.

What leaders tolerate becomes culture.



What can senior leaders do?

1. Communicate early. Explain what decision was made, why it was made and how it was made. Leaders must explain not just decisions, but the reasoning behind them.

2. Be proactive. Know your people, who is frustrated, who is disengaged and where the tensions are. Leadership engagement before escalation is far more effective than responding after a complaint or FOI has been lodged.

3. Promote internal resolution. Encourage use of the chain of command, clarification, existing grievance mechanisms and local resolution.

4. Hold standards. Address bullying, harassment, disrespectful behaviour, vexatious conduct and unprofessional behaviour consistently.

5. Keep the focus on cadets. A useful leadership test is: 'How does this decision improve outcomes for cadets?' If we cannot answer that question, we may be focusing on the wrong issue.

Closing:

The statistics show that incident reporting is decreasing. That is positive. However, complaints, FOIs and Ministerials are increasing significantly.

The solution is not more policy. The solution is stronger leadership: leadership that communicates clearly, engages early, builds trust, reinforces standards and keeps the focus on cadets.

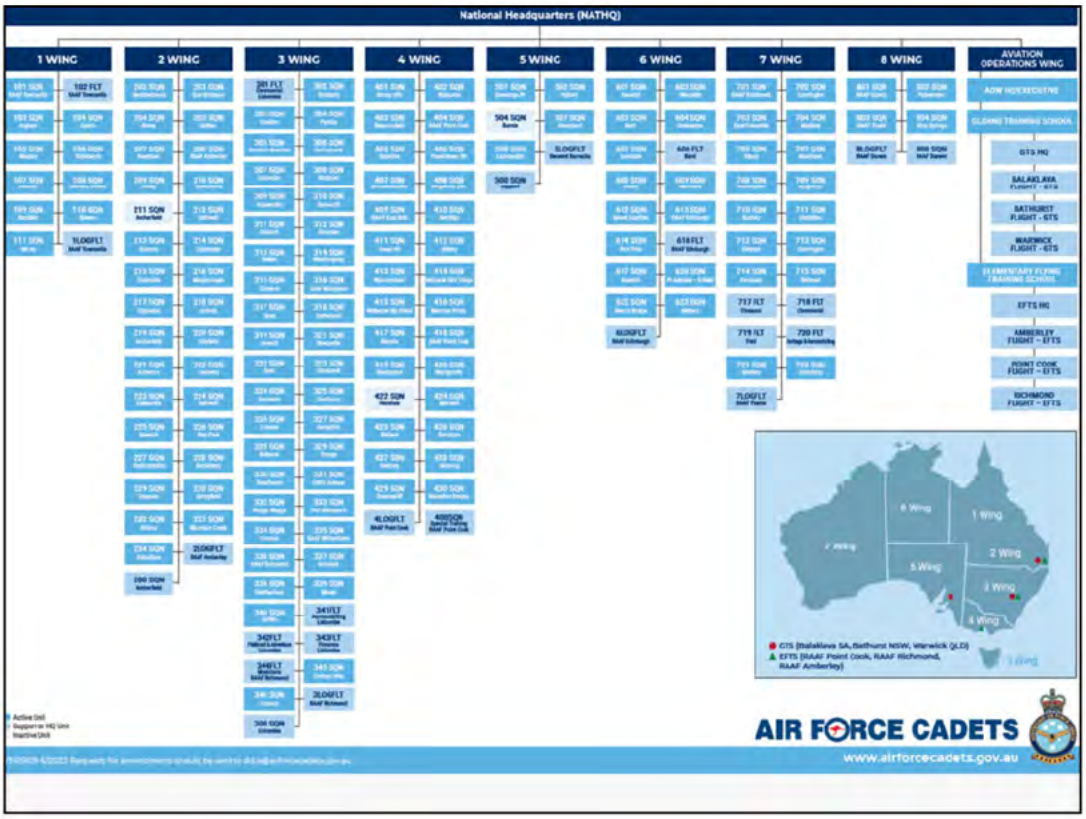
Ultimately, our goal is not to reduce complaints or FOIs for the sake of a metric. Our goal is to build a professional culture where issues are addressed constructively, volunteers are motivated by service, and cadets remain at the centre of everything we do.

Final message:

The statistics tell us what is happening. Leadership determines what happens next.

And most importantly: if the cadets are not at the centre of the conversation, we are having the wrong conversation.


AIR FORCE CADETS
Ground Operations
s47E(c)
Director Ground Operation, CB-AF
INSPIRING TODAY, LEADING TOMORROW


National Headquarters (NATHQ)
1 WING
2 WING
3 WING
4 WING
5 WING
6 WING
7 WING
8 WING
AVIATION OPERATIONS WING
AOW HQ/EXECUTIVE
GLIDING TRAINING SCHOOL
GTS HQ
SALAKLAVA
BATHURST FLIGHT - GTS
WARWICK FLIGHT - GTS
ELEMENTARY FLYING TRAINING SCHOOL
EFTS HQ
AMBERLEY FLIGHT - EFTS
POINT COOK FLIGHT - EFTS
RICHMOND FLIGHT - EFTS
6 Wing
1 Wing
2 Wing
5 Wing
3 Wing
4 Wing
GTS (Salaklava SA, Bathurst NSW, Warwick QLD)
EFTS (RAAF Point Cook, RAAF Richmond, RAAF Amberley)
AIR FORCE CADETS
www.airforcecadets.gov.au

Commander's Mission / Intent

AAFC: provide opportunities that:

- **Inspire and Motivate**
- **Build Resilience & Leadership skills**
- **Provide Air Force-like experiences across:**
  - **Air, Space & Cyber domains**
  - **ADF Bases**
- **are safety conscious and minimised risk SFARP**

GNDOPS: provides and manages AF resources to enable the achievement of Gnd Cadet / Adult Programs and other activities.

Strategic Plan 2030 - GNDOPS			
Organisational Management and Leadership	**Budget Discipline**	Control and communicate budget constraints to ensure financial accountability and alignment with strategic priorities. Match cadet numbers, adult personnel, size and locations of the AAFC to budget, resources and facilities.	DGNDOPS DDS&G DDFAC OC WG OC AOW
	AAFC Planning Guide	Develop and implement a Unit and WG Management Guide to provide FLT, SQN and WG executive command with a simple, practical, and easily referenced framework for leading and managing their units, covering governance, administration, program delivery, and leadership responsibilities across all areas of AAFC operations.	DDS&T DGNDOPS DAVNOPS
	AAFC Support	CB-AF enables, supports, and assures AAFC business and cadet programs (prioritised, balanced, funded, and resourced) to deliver a sustainable and effective activity program.	DAVNOPS DGNDOPS COS, DLC
Personnel and Administration	RAAF Reserve Review	Review Reserve positions, functions and chain of command IAW ADF Reserve review	DDPERS DAVNOPS DGNDOPS
Governance	Activity Delivery	Deliver cadet and adult activities in an environment, compliant with WHS, Aviation Safety, Airworthiness, and Youth Protection (YOUTHMAN) requirements.	DAVNOPS DGNDOPS NSM, OC WG OC AOW
	Activity Assurance Framework	Implement an Assurance Framework to assure activities are conducted in accordance with the approved activity guidelines including safety, vehicle usage, supervision, firearms regulations etc.	DAVNOPS DGNDOPS
Activity Planning	Enable National Activity Program	Enable a prioritised, cost-effective national activity program that balances aviation and ground experiences, aligned to the AAFC Planning Guide.	DAVNOPS DGNDOPS AFLOs
	Ground Activity Reporting System	Develop a standardised reporting system for ground activities to ensure accountability, planning integrity, and adequate supervision.	DGNDOPS
	AAFC Planning Guide	Standardise AFLO authorisation and funding processes through the integration of AFLO procedures into the new AAFC Planning Guide.	DGNDOPS DDS&T
	Scope Tri-Service Competitions	Scope and coordinate AAFC participation in National and Tri-Service competitions.	DGNDOPS DCDR DDCAD

Ground Operations Key Points

- International Activities
- Other Activities and Next Year's
- Cadet Firearms Ammunition
- Duke of Edinburgh
- Avalon International Airshow
- Staff Changes


AIR FORCE CADETS
Questions
INSPIRING TODAY, LEADING TOMORROW


AIR FORCE CADETS
Lunch break
INSPIRING TODAY, LEADING TOMORROW

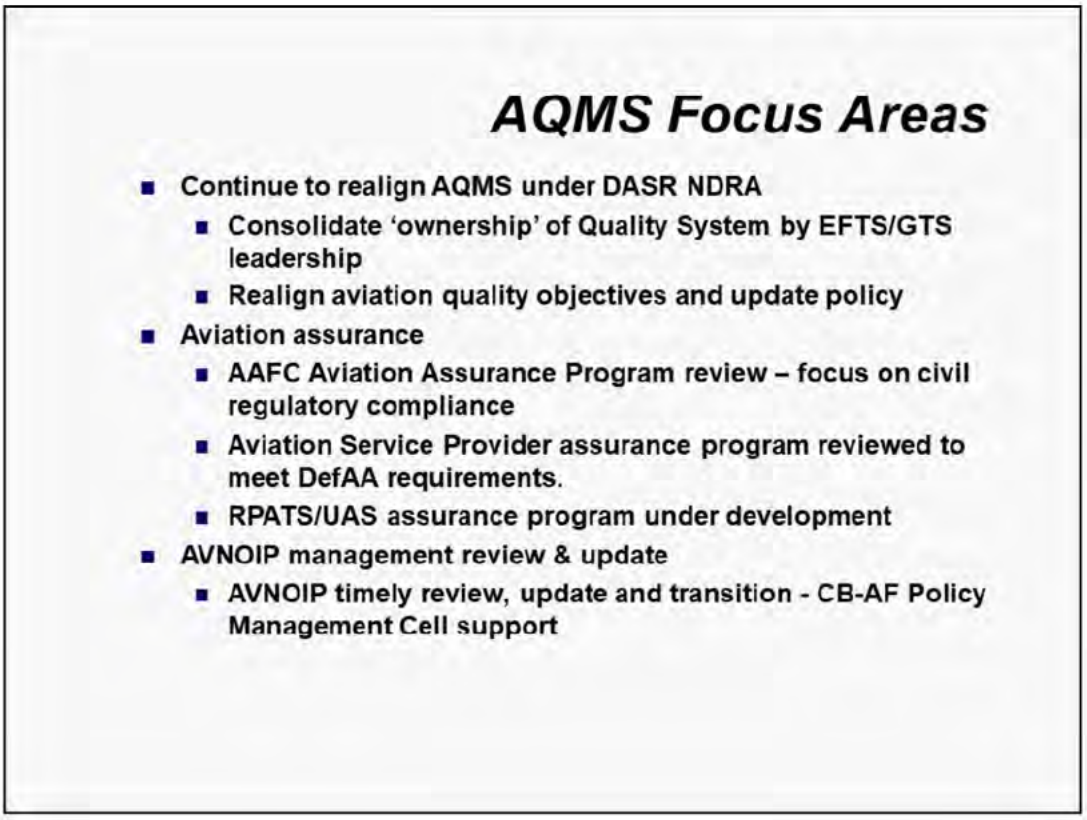

AIR FORCE CADETS
Engineering and Logistics
s47E(c)
Director Logistics Capability
INSPIRING TODAY, LEADING TOMORROW

DLC Team Leads

- Aviation Engineering and Maintenance
  - DDENG (Vacant) - s47E(c) posted in Jan
  - Manages EFTS and GTS facilities and aircraft/maintenance
- Aviation Quality Management System
  - AQM s47E(c)
  - Key task in continuing transition from a MAO to a civilian operator and rationalising assurance.
- Logistics
  - DDLOG s47E(c)
  - National Cadet Distribution Centre Richmond – s47E(c) s47E(c)
  - s47E(c) – substantial ERP and governance overhead.
- Other requirements: Powered Aircraft Contract, DLC oversight of CAF39 requirements for Aviation Service Providers, Gliding, STEM.

Engineering and Maintenance

- Focus for 2026 has been:
  - maintaining current level of aviation service, replanning to account for resource reductions (Reserves, funding, vacancies)
  - Supporting AVNOPS in reviewing the Aviation Offer and providing scope for alternate options such as a Gliding Aviation Service Provider.
  - Development of future courses of action and requirements for the next Powered Aircraft Contract (PAC - from 2029)
- Upcoming:
  - PAC RFT and ongoing Defence Material Financial Plan engagements.
  - Review of airworthiness management framework and system of maintenance (new DD ENG)
  - EFTS PCK relocation management (TBC)



Realign AQMS – post MAOC focus on civil aviation regulatory compliance.

- Update AQMSMAN, quality objectives and quality policy.

Aviation Assurance

- Requirements under DASR NDR to focus on Civil Reg compliance (EFTS CASR Part 141 flight training & gliding GAus MOSP)
- ASP assurance expanded/improved to meet DefAA requirements
- RPATS assurance program being developed

AVNOIP management

- Focus on timely review & update
- Policy Management Cell will continue AVNOIP transition (to NATHQ system of OIP), support OIP review/update & publishing process



Logistics Hot Topics

- A comprehensive review of the AAFC Scale of Entitlements has been completed.
- Establishment of Nationally Consistent Logistics Framework.
- Cold Weather Update.

AAFC Scale of Entitlements Review

Driver	Key Finding	Impact
Financial Environment	Current budget pressures	Reduced issue quantities
Inventory Management	Storage and distribution limitations	More efficient stock holdings
Review Findings	Inefficiencies identified in current practices	Better aligned entitlements
Cadet Attrition	25% leave within first year	Reduced initial issue scales

Nationally Consistent Logistics Framework

Develop a nationally consistent, SI-compliant logistics support framework that enables all Wings to consistently deliver Branch logistics outcomes through defined accountabilities, standardised processes, and effective governance arrangements.

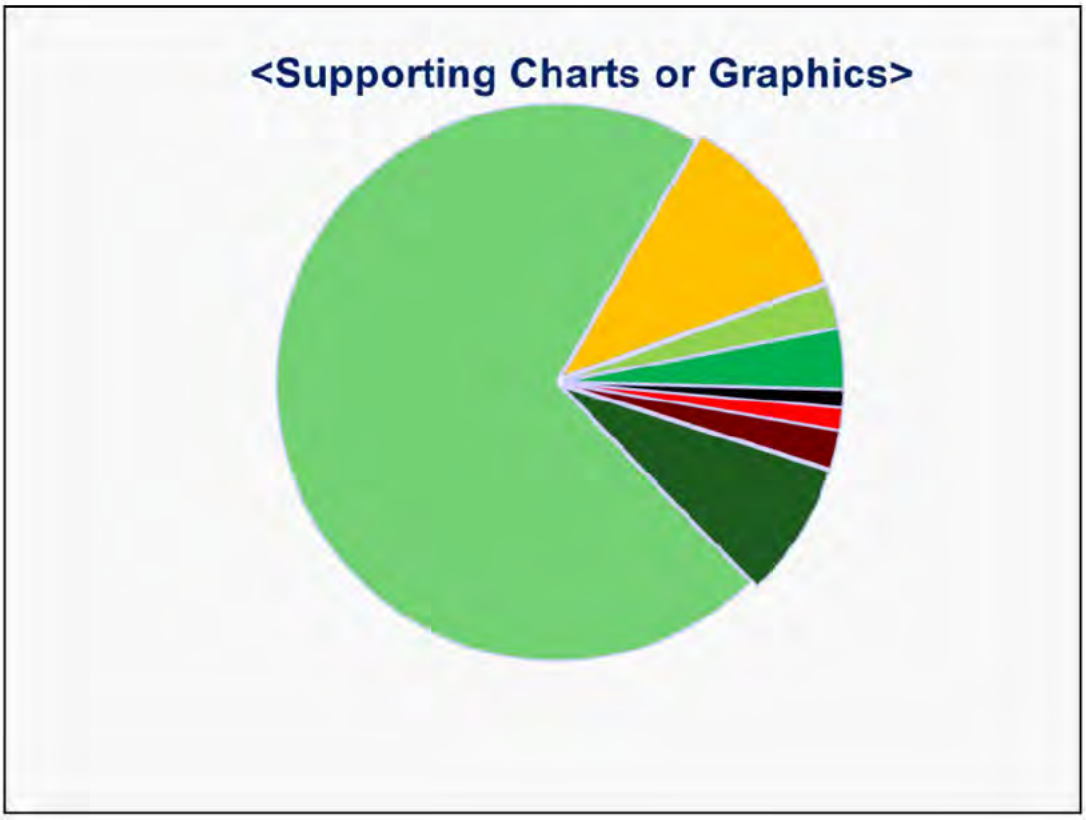


Cold Weather Update

The cold weather rollout has slowed due to organisational pressures around staffing and the need to triage competing priorities.

The NCDC team are attacking this whenever the opportunities arise.



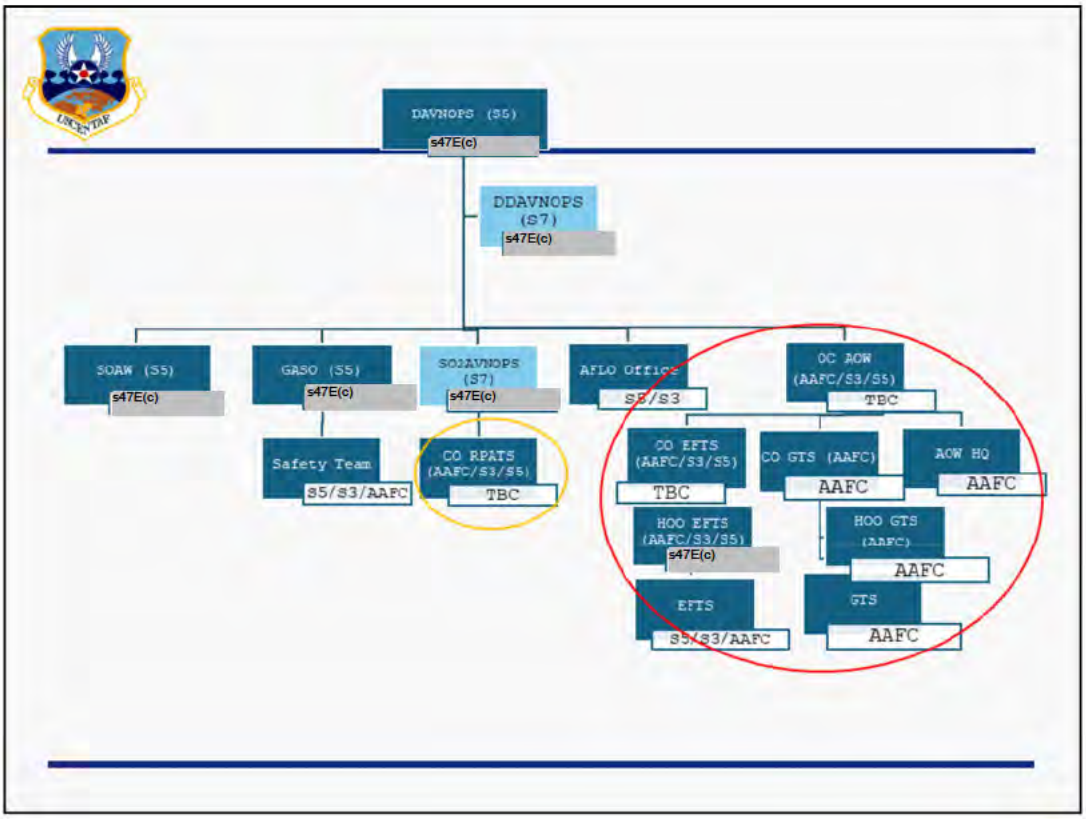

<Supporting Charts or Graphics>


AIR FORCE CADETS
Questions
INSPIRING TODAY, LEADING TOMORROW


AIR FORCE CADETS
Aviation Operations Update
s47E(c)
DAVNOPS CB-AF
INSPIRING TODAY, LEADING TOMORROW

Restructure

- Incorporate AOW into AVNOPS
- Note RPATS separate to AOW
  - Note RPATS already in AVNOPS


DAVNOPS (S5)
s47E(c)
DDAVNOPS (S7)
s47E(c)
SOAW (S5)
s47E(c)
GASO (S5)
s47E(c)
SO2AVNOPS (S7)
s47E(c)
AFLO Office
S5/S3
OC AOW (AAFC/S3/S5)
TBC
Safety Team
S5/S3/AAFC
CO RPATS (AAFC/S3/S5)
TBC
CO EFTS (AAFC/S3/S5)
TBC
CO GTS (AAFC)
AAFC
AOW HQ
AAFC
HOO EFTS (AAFC/S3/S5)
s47E(c)
HOO GTS (AAFC)
AAFC
EFTS
S5/S3/AAFC
GTS
AAFC

Powered Aviation Activity Achievement Rate

- Aviation Service Providers
- Commercial operators 'in support' of EFTS FLTs

Aviation Service Provider home locations



CY25	Q1		Q2		Q3		Q4		Total		
WG	Planned	Completed	Planned	Completed	Planned	Completed	Planned	Completed	Planned	Completed	% 'success'
1	7	7	12	10	13	10	3	2	35	29	82.86%
2	7	5	11	7	9	2	9	7	36	21	58.33%
3	9	7	7	2	20	8	9	7	45	24	53.33%
4	9	5	9	9	6	6	5	5	29	25	86.21%
5	5	5	1	1	3	3	2	0	11	9	81.82%
6	0	0	1	1	0	0	2	2	3	3	100.00%
7	8	7	13	13	12	12	13	8	46	40	86.96%
8	1	1	1	1	2	2	1	0	5	4	80.00%
Totals	46	37	55	44	65	43	44	31	210	155	73.81%

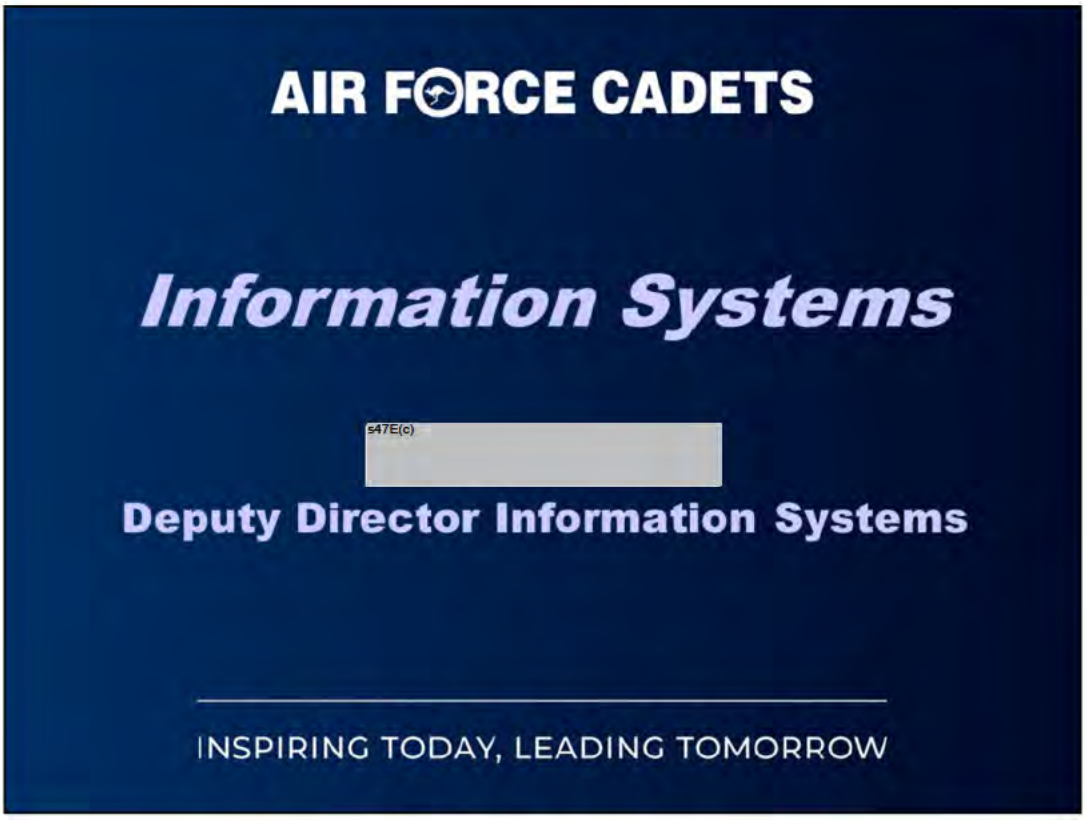
CY26	Q1		Q2		Q3		Q4		Total		
WG	Planned	Completed	Planned	Completed	Planned	Completed	Planned	Completed	Planned	Completed	% 'success'
1	5	3	10	9					15	12	80.00%
2	7	5	9	7					16	12	75.00%
3	12	6	10	7					22	13	59.09%
4	4	4	7	7					11	11	100.00%
5	0	0	2	1?					2	TBC	
6	3	3	4	4					7	7	100.00%
7	7	7	5	5					12	12	100.00%
8	1	1	2	2					3	3	100.00%
Totals	39	29	49	41					88	70	79.55%


AIR FORCE CADETS
Questions
INSPIRING TODAY, LEADING TOMORROW

CY22	Q1		Q2		Q3		Q4		Total		
WG	Planned	Completed	Planned	Completed	Planned	Completed	Planned	Completed	Planned	Completed	% 'success'
1	3	3	5	4	11	7	5	4	24	18	75.00%
2	7	3	9	8	8	8	4	2	28	21	75.00%
3	11	4	18	15	15	10	9	5	53	34	64.20%
4	5	5	9	8	6	6	5	3	25	22	88.00%
5	1	1	3	1	0	0	5	1	9	3	33.30%
6	5	4	4	4	4	1	7	3	20	12	60.00%
7	0	0	4	4	2	1	15	8	21	13	61.90%
8	2	2	0	0	1	0	0	0	3	2	66.70%
Totals	34	22	52	44	47	33	50	26	**183**	**125**	**68.30%**

CY23	Q1		Q2		Q3		Q4		Total		
WG	Planned	Completed	Planned	Completed	Planned	Completed	Planned	Completed	Planned	Completed	% 'success'
1	0	0	12	5	9	7	0	0	21	12	57.10%
2	6	5	10	8	11	8	10	6	37	27	73.00%
3	10	6	27	7	25	9	23	6	85	28	32.90%
4	5	2	10	3	13	4	10	5	38	14	36.80%
5	0	0	3	0	0	0	0	0	**3**	**0**	0.00%
6	4	0	7	5	21	15	83	32	115	52	45.20%
7	4	2	8	4	15	14	14	13	41	33	80.50%
8	0	0	0	0	1	1	1	0	**2**	**1**	50.00%
Totals	29	15	77	32	95	58	141	62	**342**	**167**	**48.80%**

CY24	Q1		Q2		Q3		Q4		Total		
WG	Planned	Completed	Planned	Completed	Planned	Completed	Planned	Completed	Planned	Completed	% 'success'
1	3	3	16	12	10	9	3	2	32	26	81.25%
2	7	5	14	9	12	9	9	7	42	30	71.43%
3	11	2	18	6	9	7	6	4	44	19	43.18%
4	9	7	15	12	7	7	7	5	38	31	81.58%
5	0	0	2	2	10	1	16	9	28	12	42.86%
6	68	15	13	7	10	6	14	7	105	35	33.33%
7	0	0	12	8	11	11	21	8	44	27	61.36%
8	2	2	0	0	10	2	3	1	15	5	33.33%
Totals	100	34	90	56	79	52	79	43	348	185	53.16%


AIR FORCE CADETS
Information Systems
s47E(c)
Deputy Director Information Systems
INSPIRING TODAY, LEADING TOMORROW

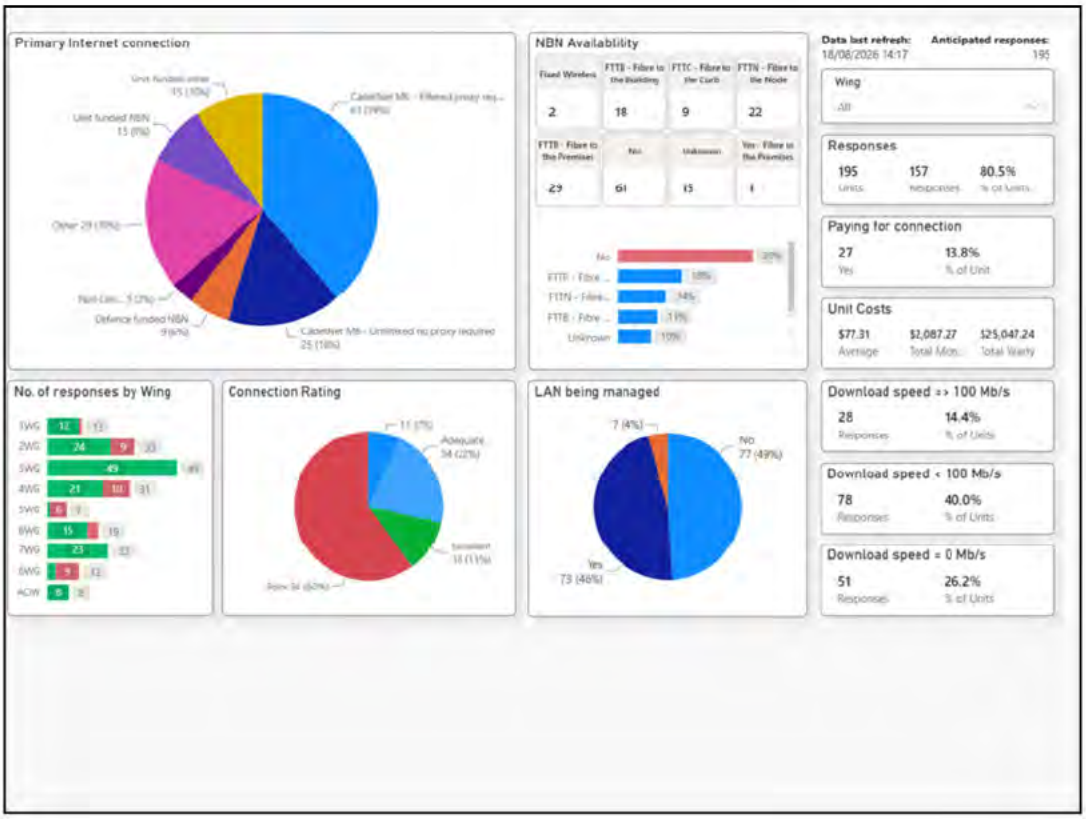
Reliable Connectivity

3.03 Reliable Connectivity NEW

s47E(c)

- 2026 Survey Conducted
- Results published
- Report sent to DG
- Building NBN LOC Data
- No progress from RCSD




Primary Internet connection
Unit funded NBN
15 (8%)
Other 29 (15%)
Defence funded NBN
95 (49%)
Cabinet Mt - Unlimited no proxy required
25 (18%)
NBN Availability
Fixed Wireless
FTTB - Fibre to the Building
FTTC - Fibre to the Curb
FTTN - Fibre to the Node
2
18
9
22
FTTP - Fibre to the Premises
No
Unknown
Yes - Fibre to the Premises
29
61
13
4
No
FTTP - Fibre ...
FTTN - Fibre...
FTTB - Fibre ...
Unknown
Data last refresh:
18/08/2026 14:17
Anticipated responses:
195
Wing
All
Responses
195
Units
157
Responses
80.5%
% of Units
Paying for connection
27
Yes
13.8%
% of Unit
Unit Costs
$77.31
Average
$2,087.27
Total Mon...
$25,047.24
Total Yearly
No. of responses by Wing
1WG
2WG
24
9
3WG
49
4WG
21
10
31
5WG
6
9
6WG
15
15
7WG
23
23
8WG
9
11
AOW
6
2
Connection Rating
Adequate
54 (22%)
11 (7%)
Below 1st (62%)
LAN being managed
7 (4%)
No
77 (49%)
Yes
73 (46%)
Download speed => 100 Mb/s
28
Responses
14.4%
% of Units
Download speed < 100 Mb/s
78
Responses
40.0%
% of Units
Download speed = 0 Mb/s
51
Responses
26.2%
% of Units

ICT System

NEW

ELT Rob West

- M365 Migration completed (to minimal viable capability standard)
- Workshop conducted by RCSD to commence planning for next phase.
- Directorates and Wings starting to embrace the use of M365
  - Lists and Libraries
  - Communications
    - News/IC Pages ☺



MFA Registrations




Page Analytics
Last 90 days
42K
Last 90 days
Average time spent per user
Copy as image
Last 90 days
Page traffic by time
Copy as image
Last 90 days


Page traffic by time
Average number of unique viewers to this page per hour.
Copy as image
Last 90 days
Sun
Mon
Tue
Wed
Thu
Fri
Sat
12 AM
4 AM
8 AM
12 PM
4 PM
8 PM
Average unique viewers
0 - 4
5 - 9
10 - 14
15 - 19
20 - 24
25 - 30
Select all

Reporting Capability

3.04 NEW s47E(c)

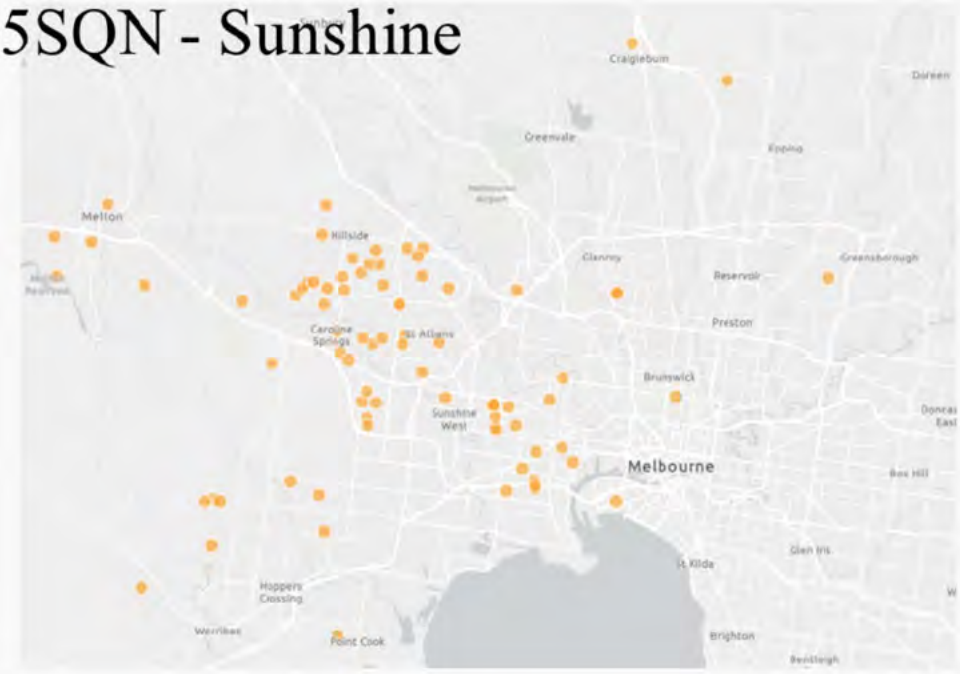
- PERS
  - Member Details - National Dashboard (M)
  - Member Change Requests (A)
  - Member Compliance (W)
  - Applications (M)
  - CVP Analysis [Dollars] (M)
- OPS
  - Activities (W)
  - AVNOPS - SMART Data (W)
- Learning
  - Cadet Program (Includes DoE) (M)
- Information Systems
  - MFA Registrations (W)






AUSTRALIA
Perth
Adelaide
Brisbane
Sydney
Melbourne

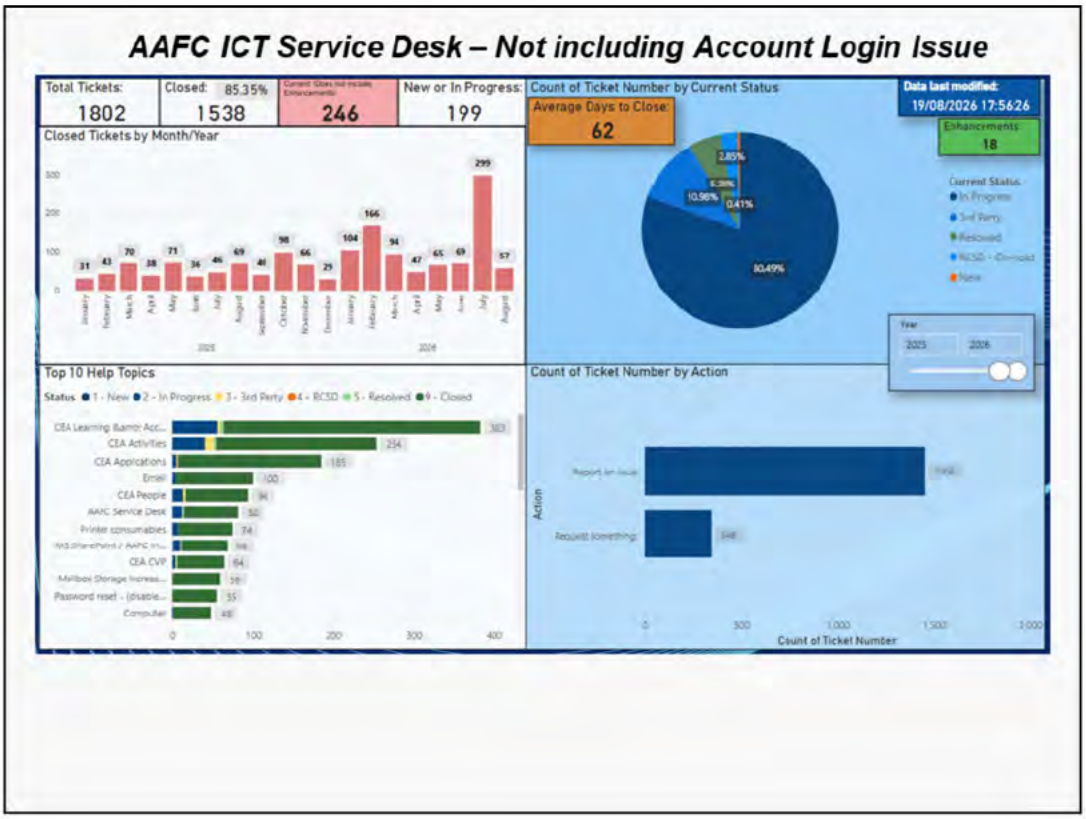
Cadet Addresses
405SQN - Sunshine

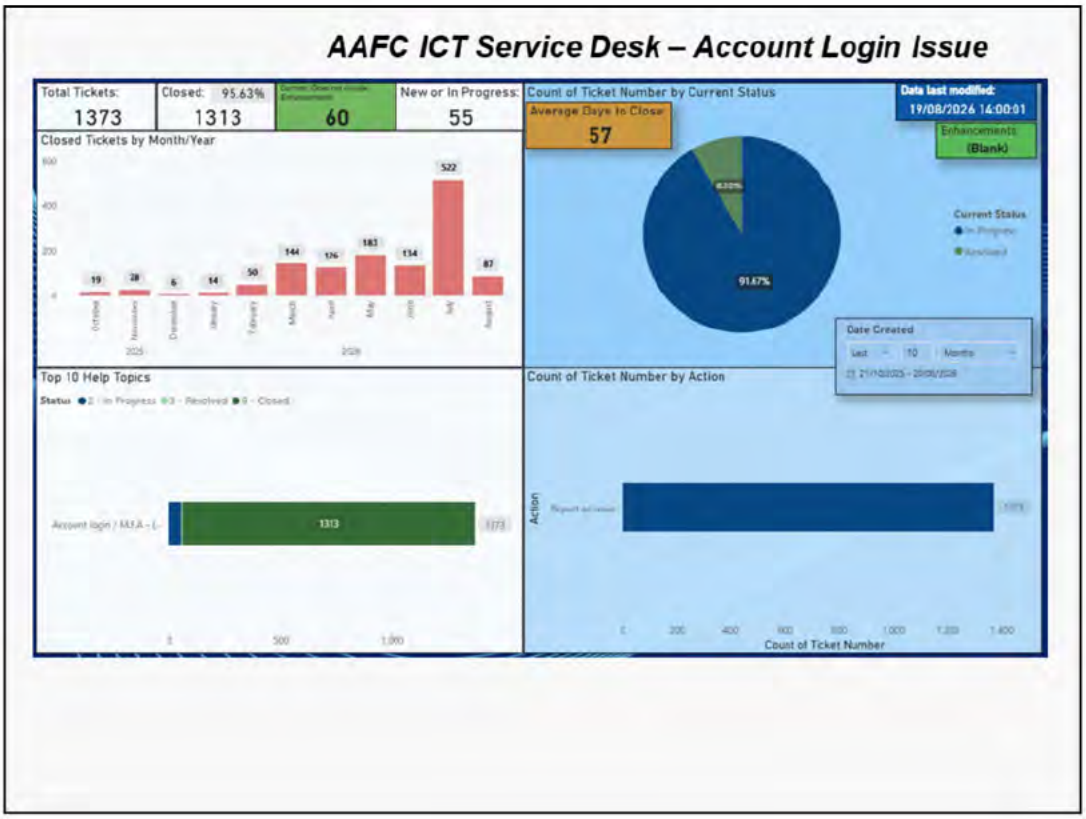


BAU & Supporting Services

- Public Web Site (airforcecadets.gov.au)
- Learning Hub
  - Being Migrated to AAFC Intranet (SharePoint) for release start of 2027 Training Year
- AAFC ICT Service Desk
- Support to STEM



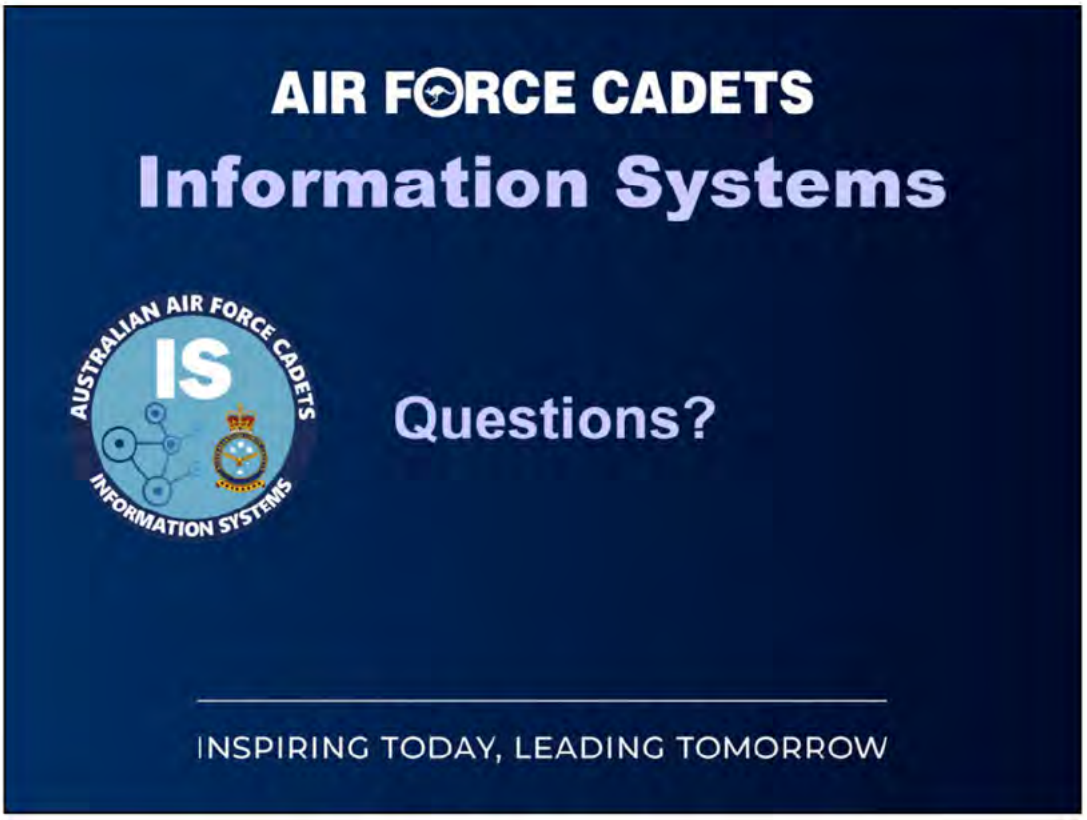

AAFC ICT Service Desk – Not including Account Login Issue
Total Tickets:
1802
Closed:
85.35%
1538
246
New or In Progress:
199
Closed Tickets by Month/Year
Count of Ticket Number by Current Status
Average Days to Close:
62
Data last modified:
19/08/2026 17:56:26
Enhancements
18
Current Status
In Progress
3rd Party
Resolved
RCSD - Declined
New
Year
2025
2026
2.85%
10.98%
0.41%
80.49%
Top 10 Help Topics
Status 1 - New 2 - In Progress 3 - 3rd Party 4 - RCSD 5 - Resolved 9 - Closed
CEA Learning & Mentor Acc...
CEA Activities
CEA Applications
Email
CEA People
AAFC Service Desk
Printer consumables
CEA CVP
Password reset - (disable...
Computer
Count of Ticket Number by Action
Action
Report an issue
Request something
Count of Ticket Number

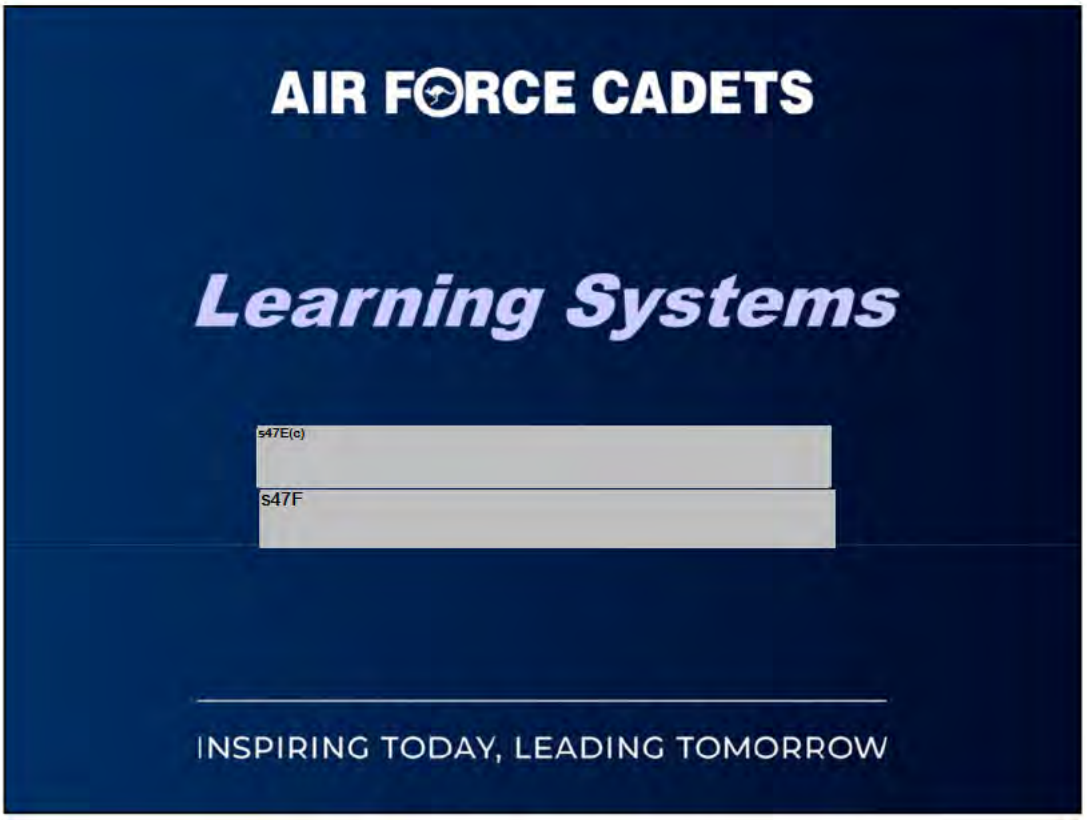

AAFC ICT Service Desk – Account Login Issue
Total Tickets:
1373
Closed:
95.63%
1313
60
New or In Progress:
55
Closed Tickets by Month/Year
19
28
6
14
50
144
176
183
134
522
87
2025
2026
Count of Ticket Number by Current Status
Average Days to Close
57
Data last modified:
19/08/2026 14:00:01
Enhancements
(Blank)
91.67%
Current Status
Date Created
Top 10 Help Topics
Status
1313
Account login / M.F.A. - L...
0
500
1,000
Count of Ticket Number by Action
Action
Count of Ticket Number

Support to STEM

- Cyber System
  - Admin Support (LS)
- Remote Pilot Simulation System
  - Admin Support (LS)
  - V2 Release
    - Includes Virtual Racing Competitions
    - DA-40 and DG1000 virtual famil walk arounds
    - Ability to create our own Circuits




AIR FORCE CADETS
Information Systems
AUSTRALIAN AIR FORCE CADETS
IS
INFORMATION SYSTEMS
Questions?
INSPIRING TODAY, LEADING TOMORROW


AIR FORCE CADETS
Learning Systems
s47E(c)
s47F
INSPIRING TODAY, LEADING TOMORROW

Adult Program

3 Streams: OU, Leadership and Role - OU currently under review

OU Online Learning

- Dec 2025: DG ruled out procurement of a new LMS as an option.
- Jan-Feb 2026: LS transferred the OU e-modules to CEA.
- Mar 2026: Participants were identified for a technical trial.
- May 2026: The technical trial was conducted.
- Jul 2026: User feedback identified several technical improvements to enhance the user experience.

OU Workshop

- Sep 25: CAD identified inconsistencies in course delivery nationally, with excessive content leading to local modification of course materials.
- Mar 26: LS participated in the course
- Mar – Jul: AAFC opportunity to provide feedback to inform future redesign.
- Jul: A draft workshop structure was developed.
- Current: AAFC have submitted further change requests and is reviewing the proposed workshop redesign.

**Please focus on completing the OU and Facilitation Workshops*

Cadet Program – Year 4 of 6

STEM – In review – Developed clear scope and sequences

Cyber

- Bronze Working with Fifth Domain after developing a clear scope and sequence.
- Silver Differentiation has been added to the program, and gaps are being addressed to increase engagement. An AI support bot will also be embedded by October.

  Staff from the WGs will be completing the program to become support, providing weekly updates to create a FAQ opportunity to answer.
- Gold Of the four cadets who completed the program last year, two have left. The remaining two are keen to engage in the Gold program, which will effectively serve as a trial for broader engagement next year.

Space

- We are looking to trial three different Mars rovers that are more aligned with the program and the skill level of teenagers.

RPAS

- An RPAS Guide has been developed as a quick reference to assist staff in determining when to use specific drones and simulator systems.
- We are exploring ways to better support cadets who complete Gold and wish to continue towards obtaining a Remote Pilot License.
- We are making better use of the Remote Pilot Simulator System to ensure it is more deeply embedded within the program.


RPAS GUIDE
Quick reference to identify the experientials that require a drone or RPSS licence.
DRONE REFERENCE GUIDE
Identify the correct drone for each activity throughout the RPAS program.
START HERE
INITIAL
First flight
Foundational handling
Drones for surveillance
Drones in hostile areas
Obstacle course
CoDrone
JUNIOR
Assemble and Ascend
Up, Up, and Droneaway
Joey Drone
CoDrone
RPAS BRONZE
LEARN
Drone Manoeuvres
Complex Circuits
Drone Racing
CoDrone
RPAS SILVER
APPLY
Flight to Opal City
Land Analysis of Opal City
Urban Planning Opal City
A Storm at Opal City
Archaeological Survey of Opal City
Program a Drone for Surveillance
CoDrone
RPAS GOLD
LEAD
Imagining a Drone-derful Future
Where Industry Takes Flight!
The Sky's New Party Crashers!
Drones That Do More Than Buzz
Presenting Your Drone Ideas!
Bro-ject-ing with Altitude!
Create Your Drone Adventure!
Join Us at the Drone Expo!
CoDrone
In the Bronze RPAS, RPSS licences are an integrated part of the program.
In the Silver and Gold RPAS, RPSS will be used as an enrichment tool.
Pygmy Drone can be used in Initial until phased out.
VERSION GUIDE
Version: 1.0

OTHER

Cadet SITREP Review

- 2025: CAD, CMDR and DG identified the Cadet SITREP as administratively intensive and technologically cumbersome, resulting in a poor user experience.
- Nov 2025: CMDR tasked LS to develop a revised SITREP model.
- Mar 26: Draft redesign completed. DCMDR established a nationally representative working group through an EOI process.
- May 26: Feedback received
- Current: Final draft for CDT-LCDT and CCPL-CSGT rank groupings is being prepared as a pilot model for endorsement prior to broader implementation.

AAFC Website

- We have SO2 Learning Systems Hossein, proficient in Drupal – Updating the website

SharePoint

- Working with s47F Has done a great job to build the CP SharePoint page
- s47F s developing the AP pages that will hopefully then link to CEA to complete he learning
- Design to Development is page being crated as a centralised point for resources from planning to delivery

AAFC Learning Manual Online

- Completed – Being reviewed and linked to policy

Continuous Improvement Cycle



Real Data

- s47F has developed a Power BI dashboard that provides a detailed breakdown of the data.
- The dashboard could be used to identify trends, emerging issues, and opportunities for improvement.
- Accomplishments not being entered doesn't allow for this.
- Learning Accomplishments bulk – Enabled




AIR FORCE CADETS
Questions
INSPIRING TODAY, LEADING TOMORROW


AIR FORCE CADETS
AAFC Priorities.
Decision and alignment discussion
Latest update 14 Aug 2026
INSPIRING TODAY, LEADING TOMORROW

SESSION OBJECTIVE

By the end of the session, we want alignment on:

Ownership – Do all AAFC activities have a clear organisational owner? Are there activities that sit outside our existing ownership categories?

Priority – How do we treat activities that sit outside the AAFC Planning Guide and therefore have no defined P1, P2 or P3 priority?

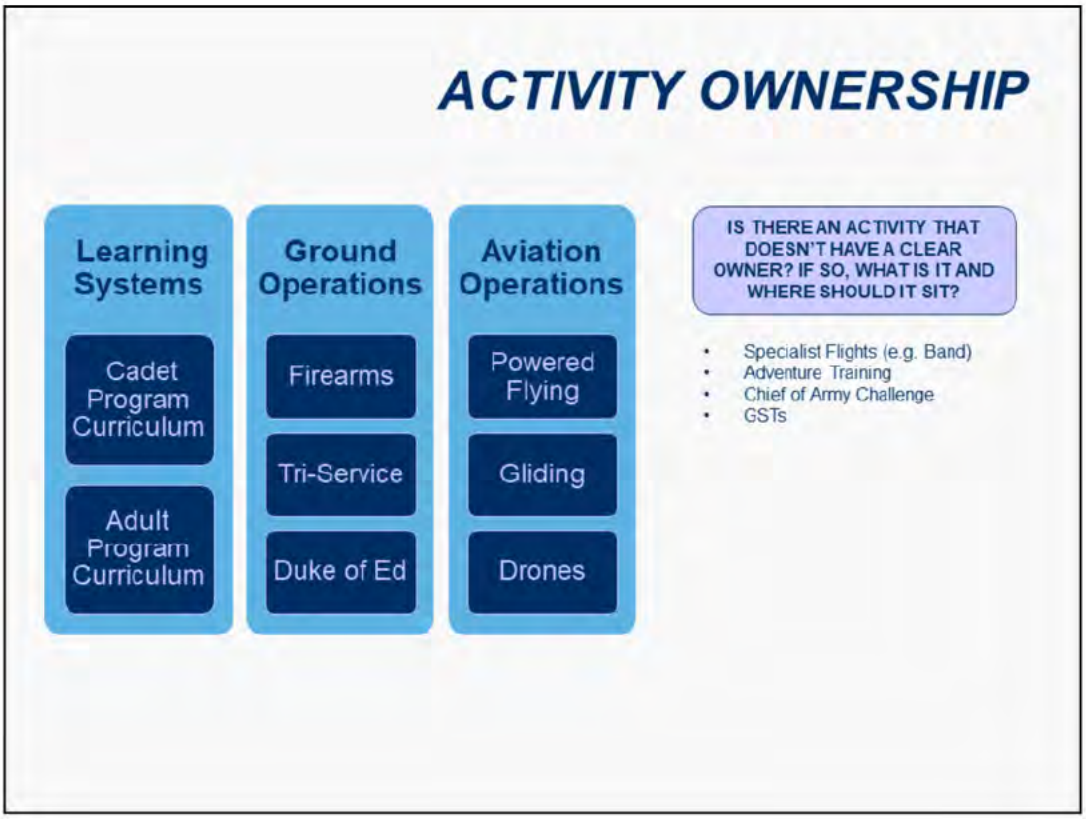
Investment – If an activity is not a priority, what level of AAFC **time, funding, resources and administrative effort** should support it?

Communication – What guidance or instrument do we need to give the organisation so people can consistently understand **what we will prioritise, what we may support, and what we will not invest in?**

SESSION OBJECTIVE

"not a priority" doesn't necessarily mean "prohibited".

The discussion is really about whether something that sits outside organisational priorities should continue to consume organisational resources, including the less obvious things such as administration, governance, recognition, badges, policy changes and staff effort.


ACTIVITY OWNERSHIP
Learning Systems
Cadet Program Curriculum
Adult Program Curriculum
Ground Operations
Firearms
Tri-Service
Duke of Ed
Aviation Operations
Powered Flying
Gliding
Drones
IS THERE AN ACTIVITY THAT DOESN'T HAVE A CLEAR OWNER? IF SO, WHAT IS IT AND WHERE SHOULD IT SIT?
Specialist Flights (e.g. Band)
Adventure Training
Chief of Army Challenge
GSTs

DECISION MAKING PRIORITIES

If an activity sits outside our agreed priorities, how do we decide whether the AAFC should invest in it?


AIR FORCE CADETS
QUESTIONS?
INSPIRING TODAY, LEADING TOMORROW


AIR FORCE CADETS
Afternoon Tea
INSPIRING TODAY, LEADING TOMORROW

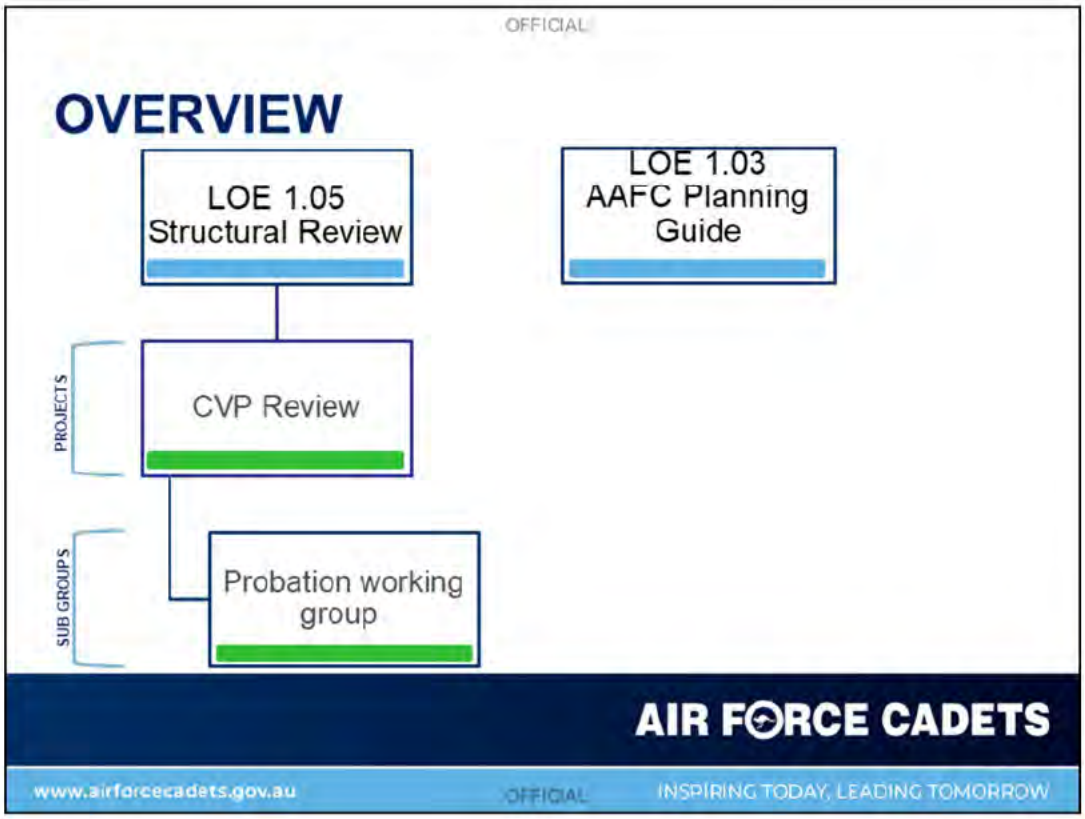
AIR FORCE CADETS

DELIVERING A BALANCED & COSTED CADET PROGRAM

CVP & THE PLANNING GUIDE

Latest update 14 Aug 2026

INSPIRING TODAY, LEADING TOMORROW


OFFICIAL
OVERVIEW
LOE 1.05
Structural Review
LOE 1.03
AAFC Planning
Guide
PROJECTS
CVP Review
SUB GROUPS
Probation working
group
AIR FORCE CADETS
www.airforcecadets.gov.au
OFFICIAL
INSPIRING TODAY, LEADING TOMORROW

"Noting the significant cost savings associated with this CVP change, when will the AAFC Planning Guide be withdrawn? If it is not intended to be withdrawn, why not?"

- Wing Staff Officer Personnel
(via SharePoint Feedback)

The Planning Guide and the CVP change serve different functions.
CVP controls what we pay, the Guide controls what we run.
It's the two working together that delivers a balanced, costed program.

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HOW THE BUDGET ENVELOPE CHANGED

Until FY 2024/25

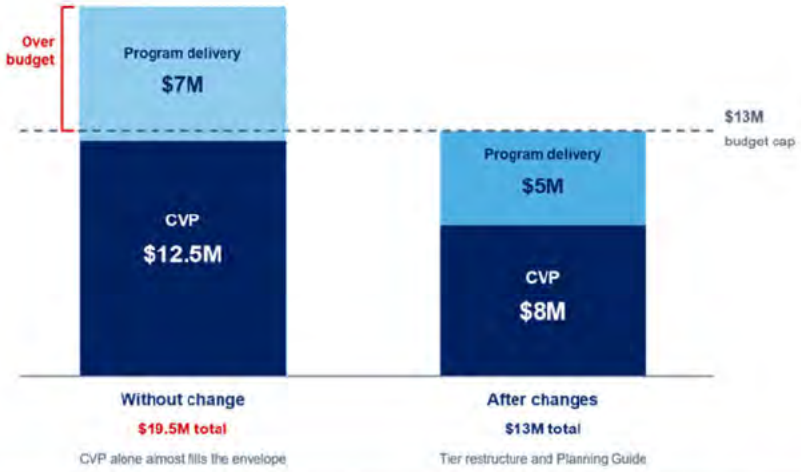


FY 2025/26



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BRINGING SPEND INSIDE THE CAP



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COSTING THE PROGRAM

PLANNING GUIDE

AIR FORCE FUNDING	AIR FORCE RESOURCING	CVP FUNDING	CVP RESOURCING
Operational Budget	CB-AF (AFLO) Time	Payment Tier	Payment Eligibility

CVP REVIEW

AIR FORCE FUNDING	AIR FORCE RESOURCING	CVP FUNDING	CVP RESOURCING
Operational Budget	CB-AF (AFLO) Time	Payment Tier	Payment Eligibility

COSTING THE PROGRAM

CVP DAYS = ACTIVITY OCCURENCES X DURATION X (CADETS ÷ SUPERVISION RATIO)

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COSTING THE PROGRAM

EXAMPLE

CVP CALCULATION METHODOLOGY

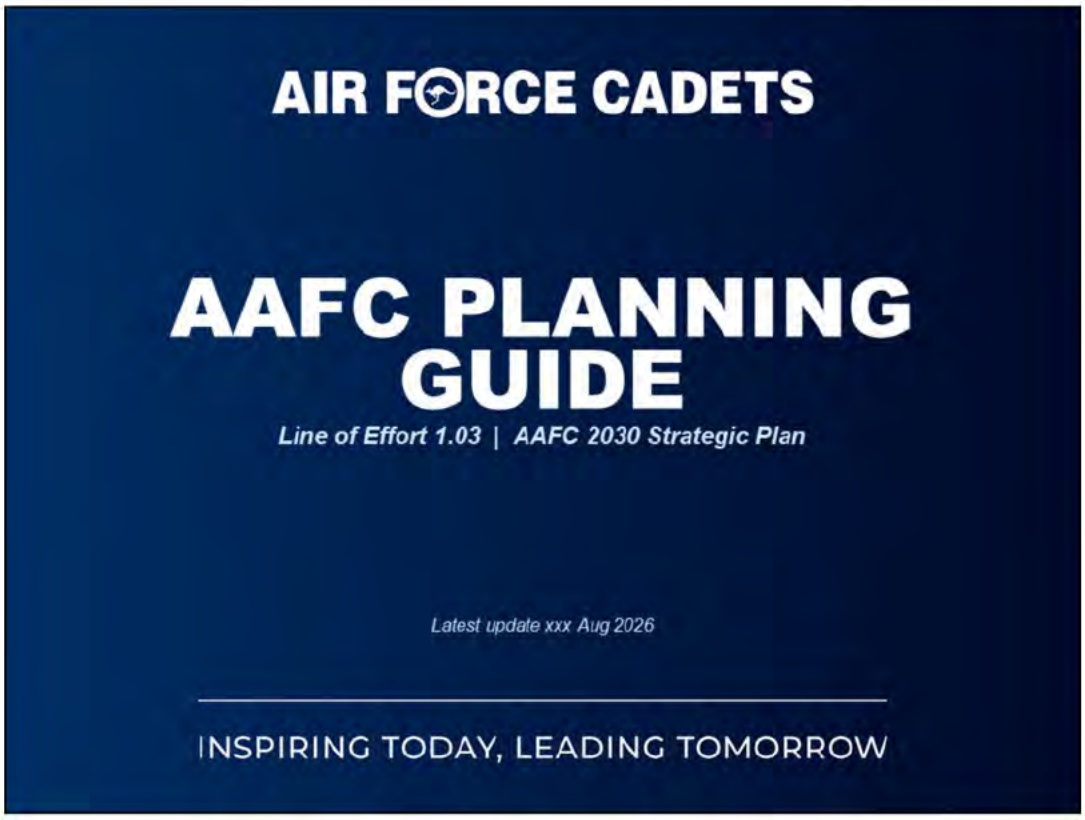
Formula: CVP Days = Occurrences × Duration × max(2, CEILING(Cadets ÷ Supervision Ratio))

P1 Activities

Activity	Max Occurrences	Duration (days)	Supervision Ratio	CVP Calc Note
Routine Squadron Parade Nights	40	0.5	15	max(2, CEIL(cadets÷ 15)) × 40 × 0.5
Working Bee / Planning Day	2	1	15	max(2, CEIL(cadets÷ 15)) × 2 × 1.0
ANZAC Day	2	0.5	15	max(2, CEIL(cadets÷ 15)) × 2 × 0.5
Cadet Air Experience (CAE)	2	1	15	max(2, CEIL(cadets÷ 15)) × 2 × 1.0
Cadet Orientation Weekend	1	2	15	max(2, CEIL(cadets÷ 15)) × 1 × 2.0
Community Engagement Days	1	1	15	max(2, CEIL(cadets÷ 15)) × 1 × 1.0
Ceremonial Parade	1	0.5	15	max(2, CEIL(cadets÷ 15)) × 1 × 0.5
Firearms Activities	4	1	10	max(2, CEIL(cadets÷ 10)) × 4 × 1.0

#	Squadron	Wing / Parent Unit	Total Staff	Total Cadets	Total P1 CVP Days	Total P2 CVP Days	Total CVP Days
▸	5 Wing - Headquarters						
109	501 Squadron - Dowsings Point	5 Wing - Headquarters	2	24	110	7	117
110	502 Squadron - Hobart	5 Wing - Headquarters	7	54	220	14	234
111	507 (City of Devonport) Squadron	5 Wing - Headquarters	7	22	110	7	117
112	508 (City of Launceston) Squadron	5 Wing - Headquarters	9	55	220	14	234
	SUBTOTAL — 5 Wing - Headquarters		25	155	660	42	702

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AAFC PLANNING GUIDE
Line of Effort 1.03 | AAFC 2030 Strategic Plan
Latest update xxx Aug 2026
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Feedback Topics

- Should additional planning principles be adopted?
- Should p3 activities attract any funding
- How should P3 activities be managed?
- Specific to the planning guide, is CVP a finite resource, separate from and not included in defence support?
- When an activity is delivered at a higher level, does that consume the delivering level's allocation rather than the originating unit's, and can allocations be pooled within a wing?
- Should routine wing parade nights, general service training and ANZAC day be reclassified in the activity matrix?

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AAFC STRUCTURAL REVIEW
Line of Effort 1.05 | AAFC 2030 Strategic Plan
Progress Pack
Latest update 13 Aug 2026
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TERMS OF REFERENCE

PROJECT OVERVIEW

AAFC Structural Review

Line of Effort 1.05 within the AAFC 2030 Strategic Plan. The project reviews AAFC's Wing and Squadron structure to improve volunteer sustainability, reduce workload, and deliver a consistent cadet experience.

KEY STAKEHOLDERS

Accountable Officer: DG-CADETS AF / CDR AAFC

Responsible: DDFIN / DDSG / OC3WG / DDST

Consultation Group: AAFC SLT / CBAF DD / NSM / ALFO

Project Administration: SOGC / PO(Strat)

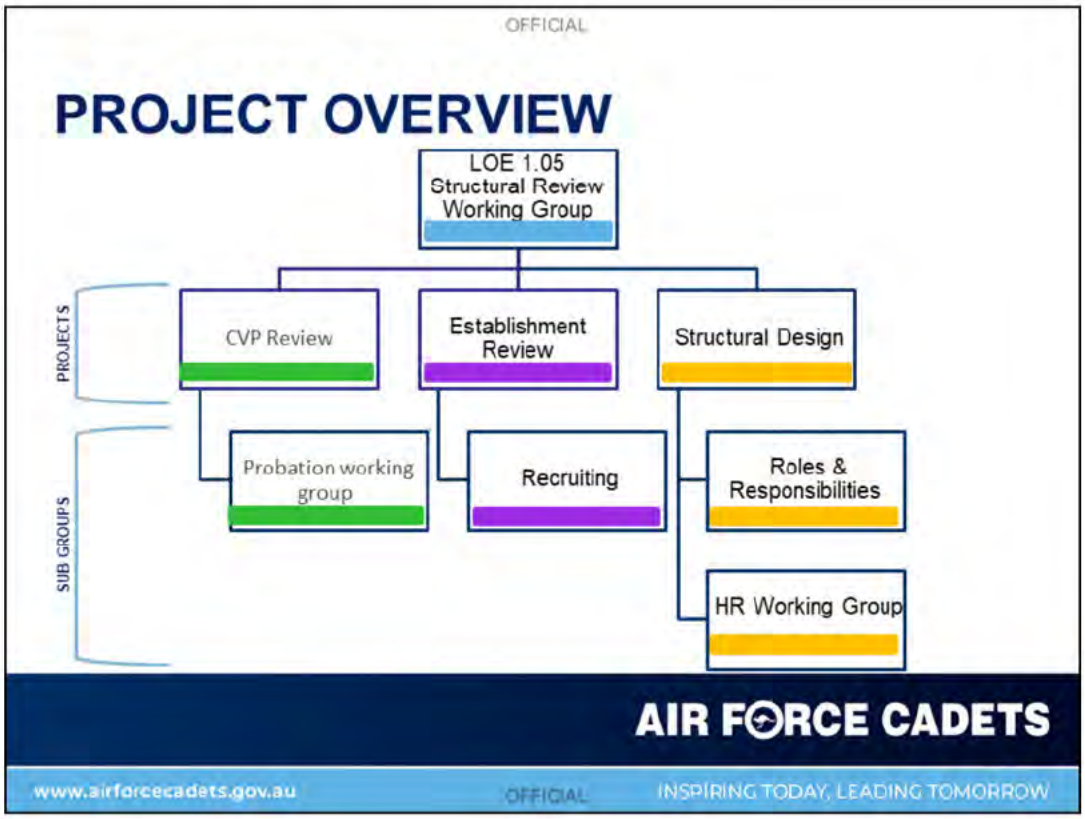
OBJECTIVES

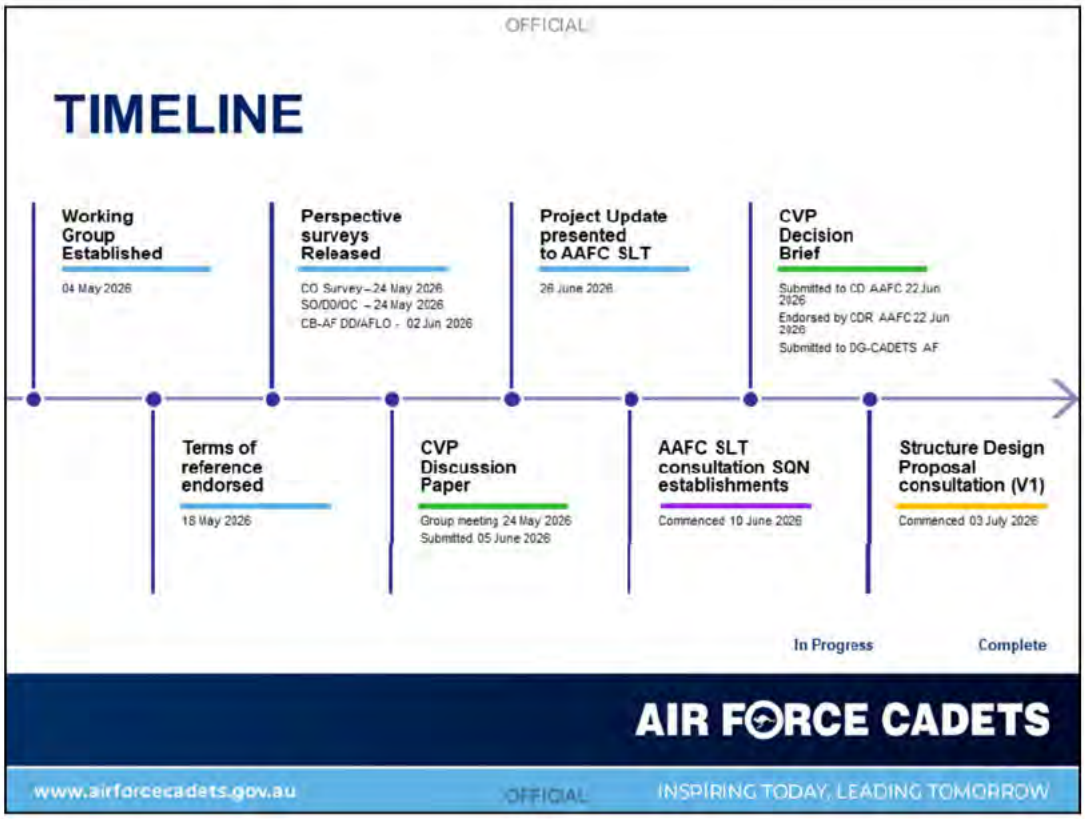
1. Assess current workforce, structural design, and distribution of resources across Wings and Squadrons.
2. Develop evidence-based recommendations for optimised structures, staffing ratios, and regional boundaries.
3. Identify functions that must be delivered at Wing, Squadron, or central level.
4. Recommend distribution of cadet numbers and CVP allocations based on sustainable capacity.
5. Provide an implementation roadmap supporting orderly transition and stakeholder engagement.
6. Assess the impact of current structures on volunteer workload, sustainability, and retention.
7. Ensure the organisational model supports a consistent, high-quality cadet experience across all units.

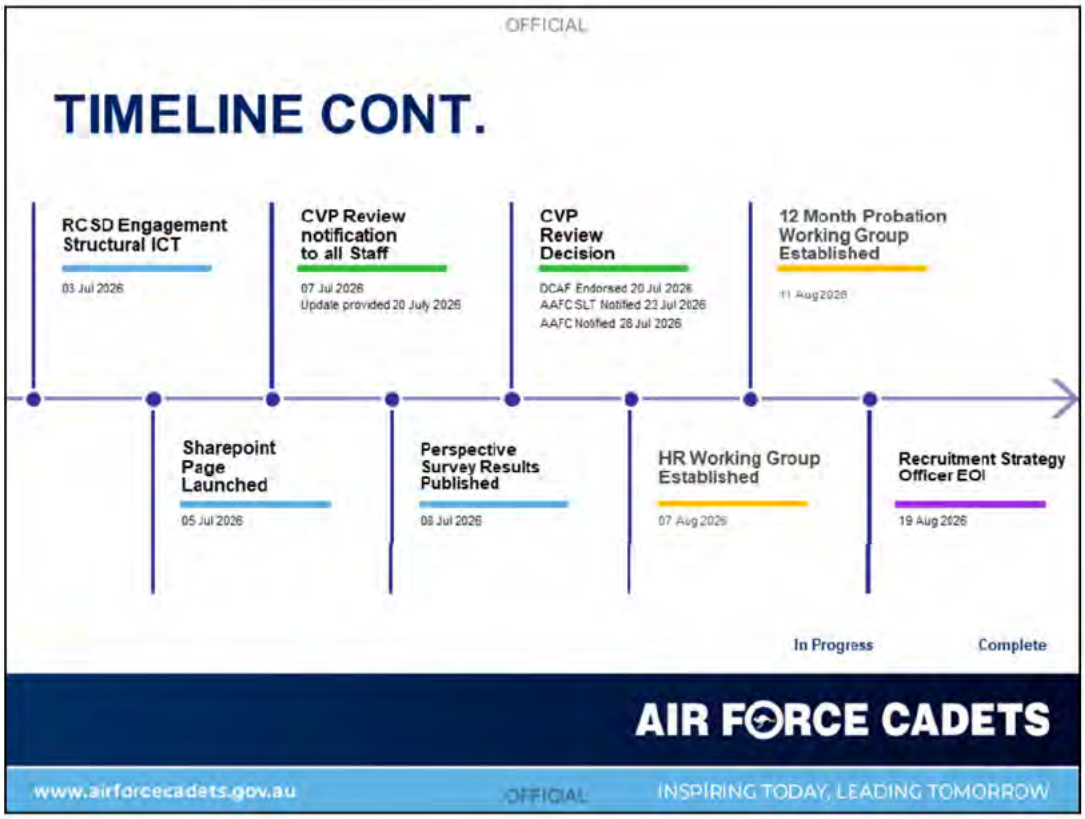
KEY PRINCIPLES

- Funded to a ceiling of 10,000 cadets - resource allocation must be cadet-centred.
- CVP allocations based on actual cadet numbers (adjusted ~10%); non-cadet-facing roles must be justified.
- Structural design must equitably support metropolitan and regional units.
- Deliverable within sustainable volunteer effort, recognising finite time and capacity.

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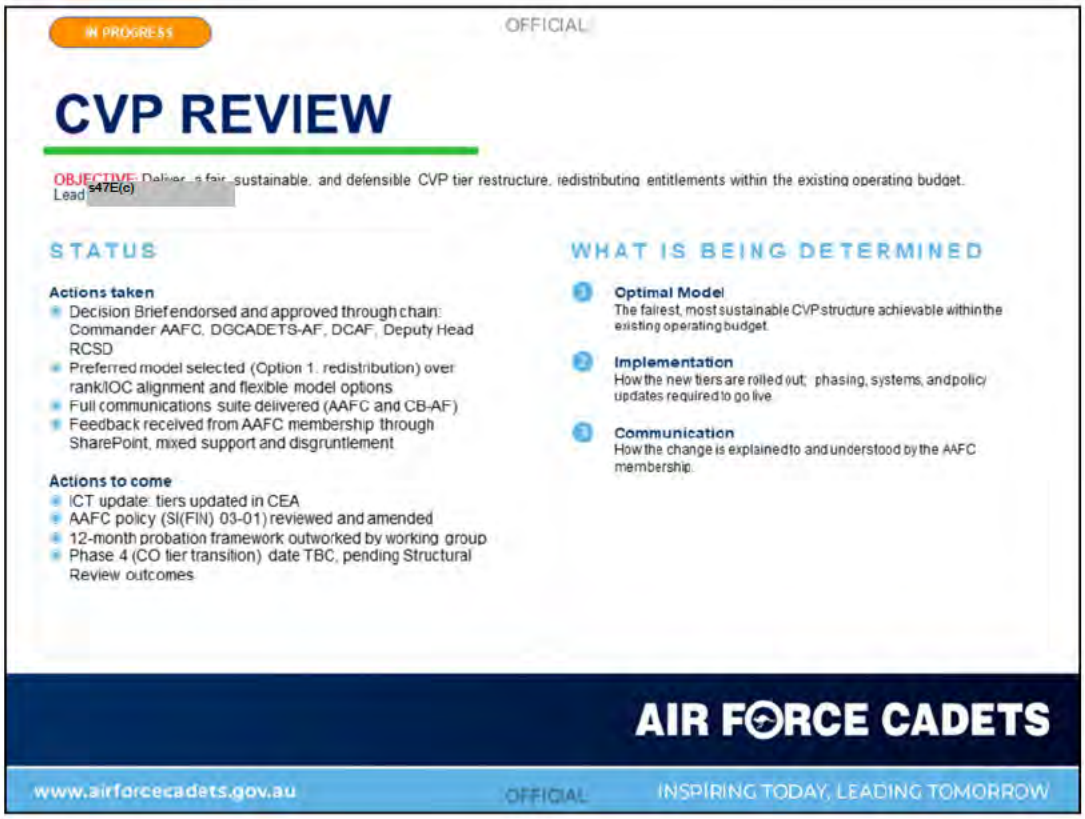

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PROJECT OVERVIEW
LOE 1.05
Structural Review
Working Group
PROJECTS
CVP Review
Establishment
Review
Structural Design
SUB GROUPS
Probation working
group
Recruiting
Roles &
Responsibilities
HR Working Group
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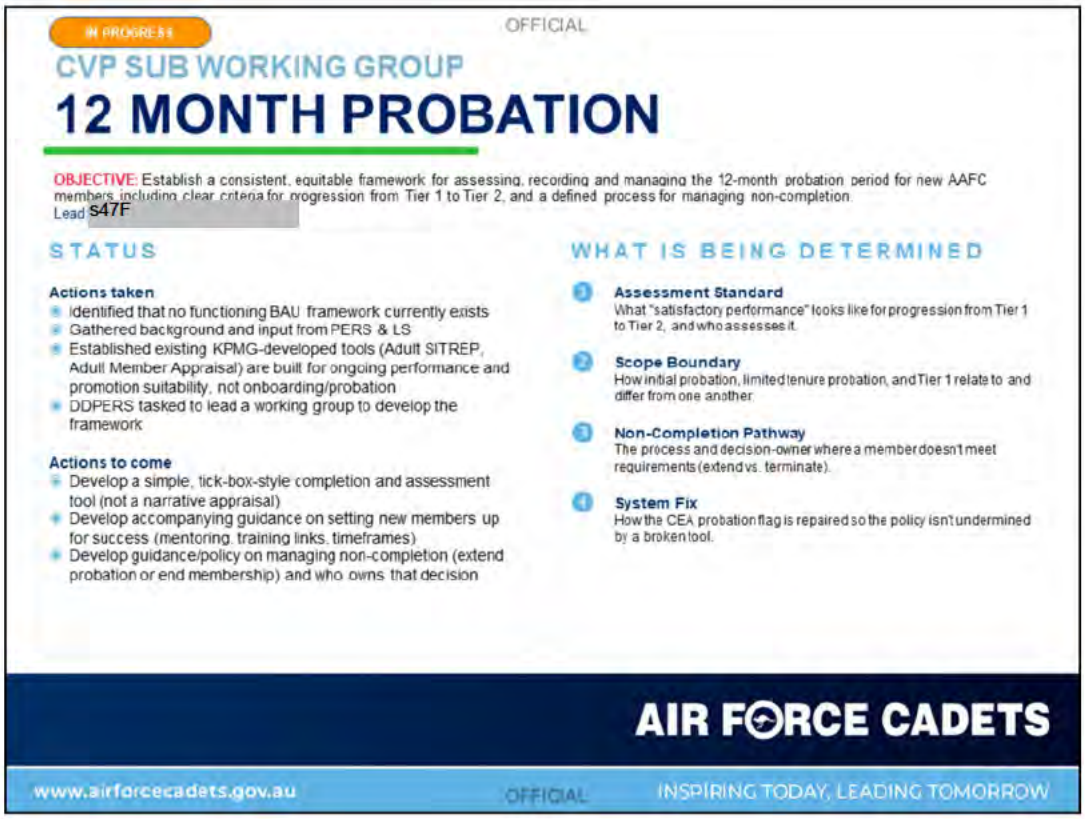

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TIMELINE
Working Group Established
04 May 2026
Perspective surveys Released
CO Survey – 24 May 2026
SO/DO/OC – 24 May 2026
CB-AF DD/AFLO - 02 Jun 2026
Project Update presented to AAFC SLT
26 June 2026
CVP Decision Brief
Submitted to CD AAFC 22 Jun 2026
Endorsed by CDR AAFC 22 Jun 2026
Submitted to DG-CADETS AF
Terms of reference endorsed
18 May 2026
CVP Discussion Paper
Group meeting 24 May 2026
Submitted 05 June 2026
AAFC SLT consultation SQN establishments
Commenced 10 June 2026
Structure Design Proposal consultation (V1)
Commenced 03 July 2026
In Progress
Complete
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TIMELINE CONT.
RCSD Engagement Structural ICT
03 Jul 2026
CVP Review notification to all Staff
07 Jul 2026
Update provided 20 July 2026
CVP Review Decision
DCAF Endorsed 20 Jul 2026
AAFC SLT Notified 23 Jul 2026
AAFC Notified 28 Jul 2026
12 Month Probation Working Group Established
11 Aug 2026
Sharepoint Page Launched
05 Jul 2026
Perspective Survey Results Published
08 Jul 2026
HR Working Group Established
07 Aug 2026
Recruitment Strategy Officer EOI
19 Aug 2026
In Progress
Complete
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COMPLETE
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SURVEY FINDINGS
91
CO Responses
42
SO/OC/DD Responses
9
CB-AF Response
142
Total Respondents
The Bottom Line
142 respondents from three cohorts, across every level of the organisation, are telling the same story: the AAFC's operating model is not sustainable on a volunteer basis in its current form. A structural change is necessary, but alone is not sufficient. The structure creates capacity; the administrative, ICT, role authority, and staff management reforms are what fill that capacity. The projecs task is not only to choose a structural option, but to commit to the accompanying changes that will make it work.
RESULTS
Structural Review CO Survey Analysis.pdf
Structural Review CB-AF DD AFLO Survey Analysis.pdf
Structural Review SO OC DD Survey Analysis.pdf
Executive Summary
All Data
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National Headquarters
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AAFC Structural Review
Project Summary
As part of the 2030 Strategic plan, the AAFC is conducting a Structural Review. The purpose of this review is to conduct a functional and organisational analysis of the Australian Air Force Cadets (AAFC) to determine the optimal structure of the Integrated HQ, Wings and Squadrons required to support effective, efficient cadet delivery. The review will assess the current establishment structure, identify structural and functional gaps, and recommend a redesigned organisational model that maximises operational effectiveness, streamlines workflows, and aligns resource allocation to cadet outcomes, while enabling a sustainable, high-quality volunteer-led delivery model.
TOR
Project Team
Timeline & Progress
FAQ
Feedback
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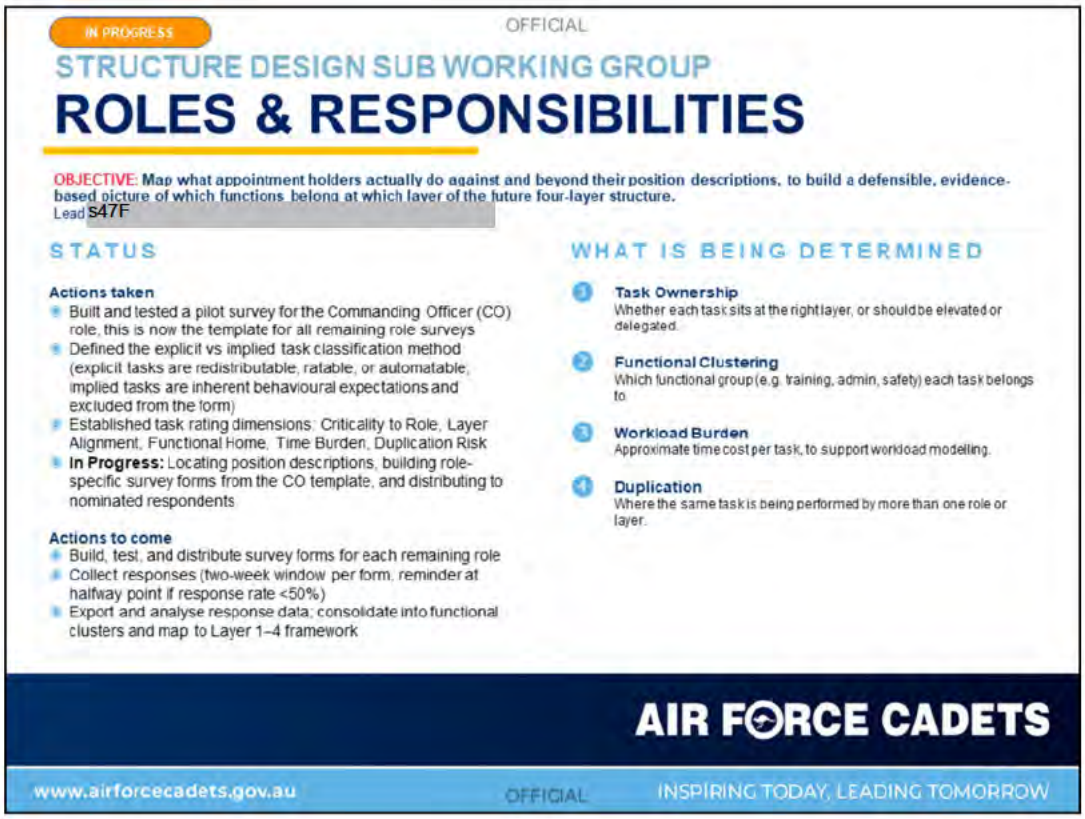

IN PROGRESS
OFFICIAL
CVP REVIEW
OBJECTIVE: Deliver a fair, sustainable, and defensible CVP tier restructure, redistributing entitlements within the existing operating budget.
Lead s47E(c)
STATUS
Actions taken
Decision Brief endorsed and approved through chain: Commander AAFC, DGCADETS-AF, DCAF, Deputy Head RCSD
Preferred model selected (Option 1: redistribution) over rank/IOC alignment and flexible model options
Full communications suite delivered (AAFC and CB-AF)
Feedback received from AAFC membership through SharePoint, mixed support and disgruntlement
Actions to come
ICT update: tiers updated in CEA
AAFC policy (SI(FIN) 03-01) reviewed and amended
12-month probation framework outworked by working group
Phase 4 (CO tier transition) date TBC, pending Structural Review outcomes
WHAT IS BEING DETERMINED
1 Optimal Model
The fairest, most sustainable CVP structure achievable within the existing operating budget.
2 Implementation
How the new tiers are rolled out; phasing, systems, and policy updates required to go live.
3 Communication
How the change is explained to and understood by the AAFC membership.
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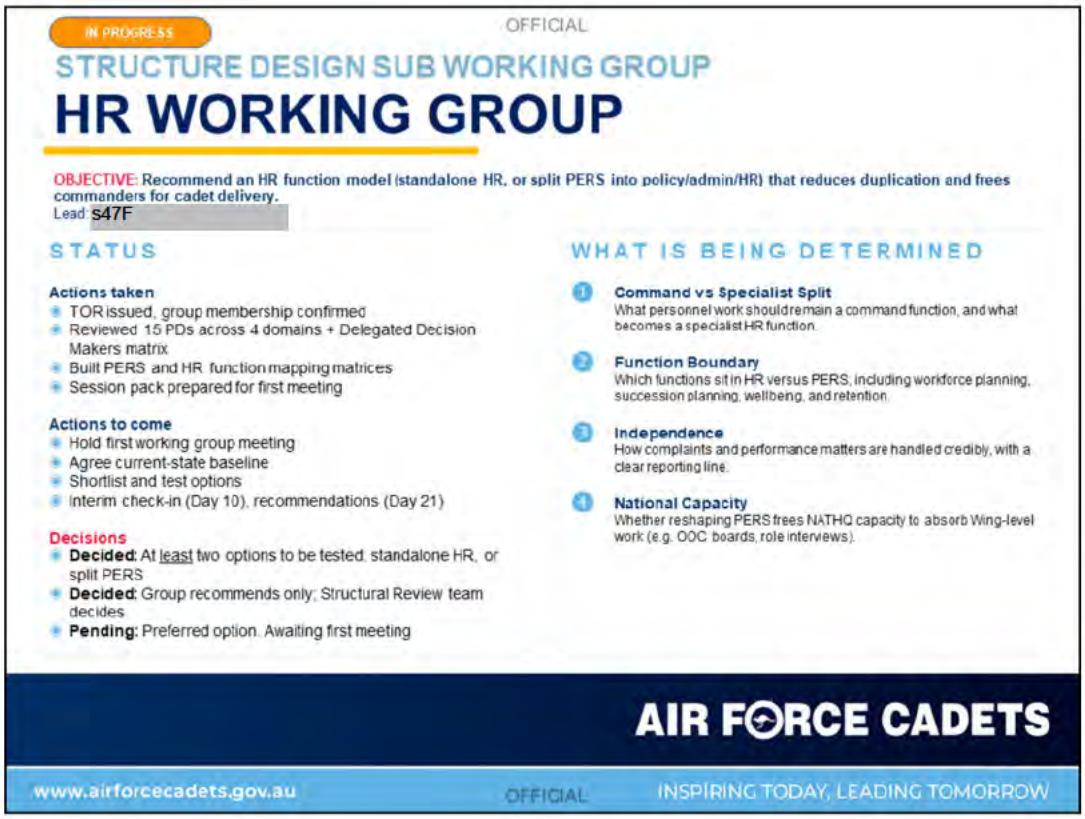

IN PROGRESS
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CVP SUB WORKING GROUP
12 MONTH PROBATION
OBJECTIVE: Establish a consistent, equitable framework for assessing, recording and managing the 12-month probation period for new AAFC members including clear criteria for progression from Tier 1 to Tier 2, and a defined process for managing non-completion
Lead S47F
STATUS
Actions taken
Identified that no functioning BAU framework currently exists
Gathered background and input from PERS & LS
Established existing KPMG-developed tools (Adult SITREP, Adult Member Appraisal) are built for ongoing performance and promotion suitability, not onboarding/probation
DDPERS tasked to lead a working group to develop the framework
Actions to come
Develop a simple, tick-box-style completion and assessment tool (not a narrative appraisal)
Develop accompanying guidance on setting new members up for success (mentoring, training links, timeframes)
Develop guidance/policy on managing non-completion (extend probation or end membership) and who owns that decision
WHAT IS BEING DETERMINED
1 Assessment Standard
What "satisfactory performance" looks like for progression from Tier 1 to Tier 2, and who assesses it.
2 Scope Boundary
How initial probation, limited tenure probation, and Tier 1 relate to and differ from one another.
3 Non-Completion Pathway
The process and decision-owner where a member doesn't meet requirements (extend vs. terminate).
4 System Fix
How the CEA probation flag is repaired so the policy isn't undermined by a broken tool.
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IN PROGRESS
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ESTABLISHMENT REVIEW
OBJECTIVE: REDUCE CADET NUMBERS TO ~10,000, ALIGNED TO BUDGET ENVELOPE.
Lead: S47F
STATUS
Actions taken
Min/Max Establishment Table drafted
Consultation with Wing OCs on current establishment data
Actions to come
Validate findings with Squadron Safety Managers
Establish a recruitment strategy
Outcome
Pending
WHAT IS BEING DETERMINED
1 Minimum and Maximum Viable Squadron Numbers
The lowest and highest establishment at which a unit can safely, efficiently and commercially deliver the Cadet Curriculum and P1 activity program
2 Maximum Establishment
The upper threshold beyond which a CO's volunteer workload becomes unmanageable, triggers split or restructure.
3 Support for Sub-Threshold Units
What support (structural, financial, mentoring) must be in place for units that cannot yet meet minimum viability.
4 Recruitment Pipeline Protection
Guidelines for over-establishment units to grow sustainably (new units, lower initial establishments) without disrupting existing cadet recruitment and pipeline of cadets through the program.
SUB WORKING GROUP(s): Recruiting
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NOT STARTED
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ESTABLISHMENT REVIEW SUB WORKING GROUP
RECRUITING
OBJECTIVE: Design and stand up a recruiting strategy that moderates intake for over-established squadrons and supports under-strength squadrons aligned to the AAFC's 10,000-cadet ceiling.
STATUS
Actions taken
Terms of Reference drafted for a temporary Recruiting Strategy Officer position, reporting to DDS&T
Identified no mechanism currently exists to cap or constrain squadron recruiting intake against Structural Review establishment benchmarks
Actions to come
Appoint Recruiting Strategy Officer
Design recruiting support strategy for under-strength squadrons
Design moderation approach for over-established squadrons
Prepare and issue national guidance to Wings and squadrons ahead of 1 October cycle opening
Recommend how establishment caps should be introduced for the 1 October recruiting intakes, for SLT consideration and endorsement
WHAT IS BEING DETERMINED
1 Recruiting Constraints
Whether and how intake should be capped for over-established squadrons ahead of 1 October.
2 Under-Strength Support
What practical measures NATHQ and Wings can deploy to lift recruiting for squadrons below minimum viable threshold.
3 Cycle Guidance
What direction is issued to Wings and squadrons before the recruiting cycle opens.
4 Future Pathway
A recommended, senior-leadership-endorsed approach for applying establishment caps in future recruiting cycles.
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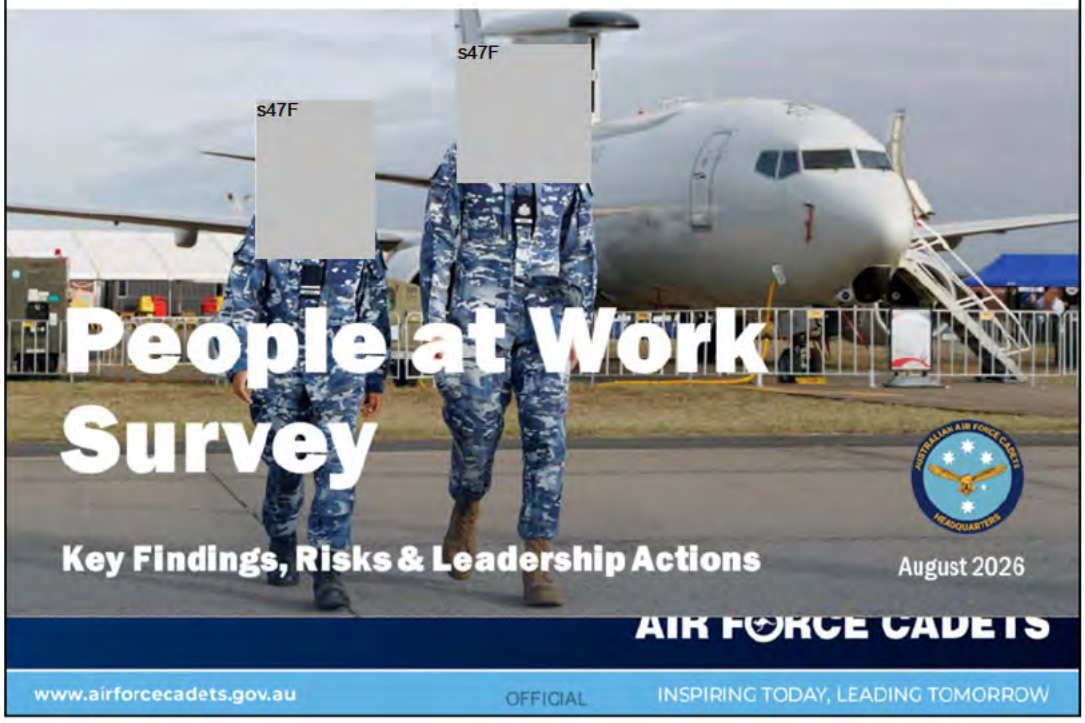

IN PROGRESS
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STRUCTURE DESIGN
OBJECTIVE: Redesign the AAFC's structural model to close the gap between the current volunteer-led delivery model and a sustainable one within the 10,000-cadet ceiling, addressing span of control, decision-making bottlenecks, task duplication and workload pressure.
Lead: S47F
STATUS
Actions taken
Released consultation pack (proposal and options) to the consultative group on 3 July
Received substantial feedback, including both concerns and support for the proposed model
Currently analysing consultation feedback to identify key themes and objections
Actions to come
Report feedback themes back to the consultative group
Advise the consultative group that a revised (V2) proposal is forthcoming
Develop V2 proposal incorporating consultation feedback
Run second round of consultation on V2
Outcome
Pending: V1 proposal not adopted as-is, being reworked in response to consultation feedback
WHAT IS BEING DETERMINED
1 Span of Control
Wings currently range from 4 to 41 squadrons; determining the sustainable oversight limit per Officer Commanding.
2 Decision-Making Bottlenecks
Too few (or too many) points in the chain to triage, support, or resolve issues at the volume required.
3 Role Consistency
The same functions sit at different levels across Wings; determining a standard allocation of responsibilities.
4 Workload Sustainability
CO and SO/OC workload is at or beyond sustainable limits; determining what structural change relieves this.
5 Leadership Pipeline
Succession planning is fragile; determining how the structure itself affects willingness to take on CO roles.
SUB WORKING GROUP(s): Roles & Responsibilities
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IN PROGRESS
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STRUCTURE DESIGN SUB WORKING GROUP
ROLES & RESPONSIBILITIES
OBJECTIVE: Map what appointment holders actually do against and beyond their position descriptions, to build a defensible, evidence-based picture of which functions belong at which layer of the future four-layer structure.
Lead s47F
STATUS
Actions taken
Built and tested a pilot survey for the Commanding Officer (CO) role, this is now the template for all remaining role surveys
Defined the explicit vs implied task classification method (explicit tasks are redistributable, ratable, or automatable, implied tasks are inherent behavioural expectations and excluded from the form)
Established task rating dimensions: Criticality to Role, Layer Alignment, Functional Home, Time Burden, Duplication Risk
In Progress: Locating position descriptions, building role-specific survey forms from the CO template, and distributing to nominated respondents
Actions to come
Build, test, and distribute survey forms for each remaining role
Collect responses (two-week window per form, reminder at halfway point if response rate <50%)
Export and analyse response data; consolidate into functional clusters and map to Layer 1–4 framework
WHAT IS BEING DETERMINED
1 Task Ownership
Whether each task sits at the right layer, or should be elevated or delegated.
2 Functional Clustering
Which functional group (e.g. training, admin, safety) each task belongs to.
3 Workload Burden
Approximate time cost per task, to support workload modelling.
4 Duplication
Where the same task is being performed by more than one role or layer.
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IN PROGRESS
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STRUCTURE DESIGN SUB WORKING GROUP
HR WORKING GROUP
OBJECTIVE: Recommend an HR function model (standalone HR, or split PERS into policy/admin/HR) that reduces duplication and frees commanders for cadet delivery.
Lead: S47F
STATUS
Actions taken
TOR issued, group membership confirmed
Reviewed 15 PDs across 4 domains + Delegated Decision Makers matrix
Built PERS and HR function mapping matrices
Session pack prepared for first meeting
Actions to come
Hold first working group meeting
Agree current-state baseline
Shortlist and test options
Interim check-in (Day 10), recommendations (Day 21)
Decisions
Decided: At least two options to be tested: standalone HR, or split PERS
Decided: Group recommends only; Structural Review team decides
Pending: Preferred option. Awaiting first meeting
WHAT IS BEING DETERMINED
1 Command vs Specialist Split
What personnel work should remain a command function, and what becomes a specialist HR function.
2 Function Boundary
Which functions sit in HR versus PERS, including workforce planning, succession planning, wellbeing, and retention.
3 Independence
How complaints and performance matters are handled credibly, with a clear reporting line.
4 National Capacity
Whether reshaping PERS frees NATHQ capacity to absorb Wing-level work (e.g. OOC boards, role interviews).
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QUESTIONS?
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Morning Tea
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People at Work
Survey
Key Findings, Risks & Leadership Actions
August 2026
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Context & Participation

12.85% response rate

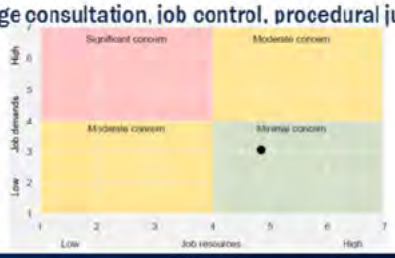
1. Anecdotal evidence suggests staff believe nothing will come of "yet another" survey.
2. Despite limitations, the data highlights consistent themes across wings, roles, and age groups.
3. Survey aligns with national WHS obligations to manage psychosocial risks.

Overall Risk Profile

- The AAFC sits in "minimal concern" overall, but several moderate risks require targeted action.

"Moderate pressure points... highlight emerging risks."

- **Job demands:** Role overload, emotional demands, role conflict all in the moderate range.
- **Job resources:** Change consultation, job control, procedural justice also moderate.



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Cultural & Behavioural Risks

- **Bullying:** 27.84% experienced; 43.19% witnessed. Most common source: co-workers.
  "This signifies a cultural risk... cultural and behavioural breakdowns."
- **Work-related violence:** 7.11% experienced; again, most commonly from co-workers.
- These issues correlate strongly with workload pressure and unclear roles.

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Psychological Distress

- **23.08% of respondents in high or very high distress bands.**

  "This indicates a significant at-risk cohort (~1 in 4 personnel)."

- Distress linked to absenteeism, reduced performance, and retention challenges.



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Change Management & Trust

- **Lowest-rated job resource:** Change consultation.

  "Staff are reporting limited consultation, lack of clarity... restricted ability to influence decisions."

- Weak consultation is a systemic issue affecting trust, engagement, and acceptance of change.
- **Job Demands** must be equal to or less than the **Job Resources**.
- The survey identifies that our organisation is change fatigued and does not have a change management system.
- We have a 26 year history of constant change and incomplete transitioning.

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Leadership Strain

- Supervisors/managers report higher job demands than non-supervisors.

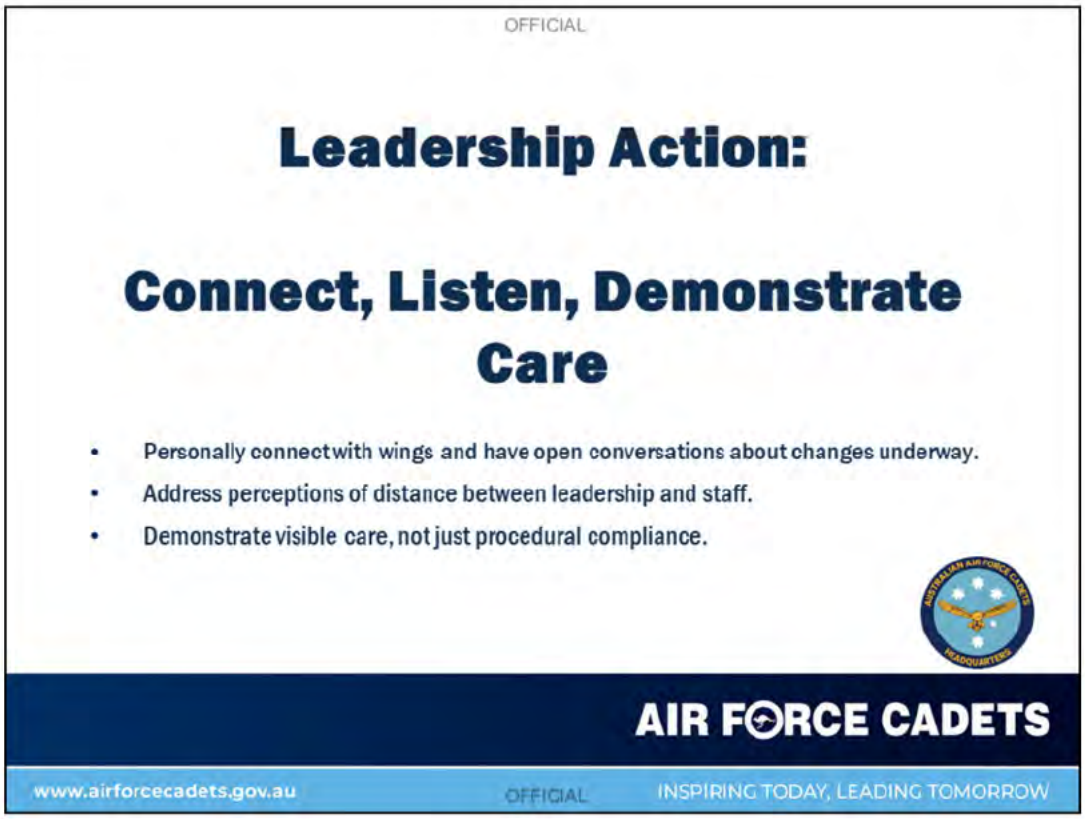
  "Leadership capacity may be strained... risk of top-down pressure."

- This increases the likelihood of cultural issues cascading downward.



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Key Message:
Lessons Must Translate Into Action
• Staff remain uncertain that identified issues lead to meaningful change.
• Central communications alone are not shifting perceptions.
• Direct, personal engagement from wing and local leaders is essential.
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Leadership Action:
Connect, Listen, Demonstrate Care
• Personally connect with wings and have open conversations about changes underway.
• Address perceptions of distance between leadership and staff.
• Demonstrate visible care, not just procedural compliance.
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Why this matters:



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"The growth and development of people is the highest calling of leadership." — Harvey S. Firestone
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Role of the Safety Team

- The National Safety Team will continue promoting EAP, wellbeing resources, and psychosocial guidance.
- But the strongest influence on culture and wellbeing is **leader behaviour**, not central messaging.

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Recommended Actions

1. **Focus groups to validate findings** (critical due to low response rate).
2. **Reinforce zero-tolerance** for unacceptable behaviour; strengthen reporting pathways.
3. **Review workload allocation** and clarify tasking lines.
4. **Improve change management** transparency and consultation. Implement a change management system. Minimise change until we have a system. Reduce activities and tempo until resources improve and can be managed accordingly.
5. **Standardise decision-making processes** to strengthen procedural fairness.



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Final Message

- The organisation is broadly stable, but early-stage systemic risks are emerging.

"If unaddressed, [they] could escalate into workforce, culture, and performance problems."

- The most powerful corrective action is **authentic leadership** engagement at every level.



s47F



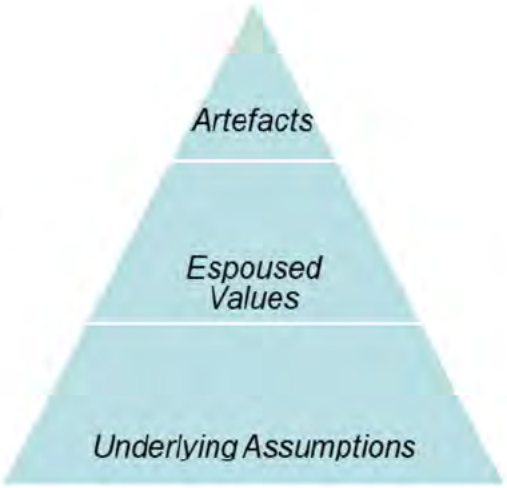
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QUESTIONS?
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AUSTRALIAN AIR FORCE CADETS
AAFC Culture
From stated values to everyday behaviours


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What is culture?
Unwritten rules that shape how people behave, decide and work together
What people believe and value.
What leaders reward, tolerate and model.
What behaviours become normal over time.
The gap between 'what we say' and 'what we do'.
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Schein's levels of organisational culture



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What is the AAFC's culture?

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Why is culture hard to change?
Culture is reinforced by systems, habits and social signals
People copy what leaders do.
Existing incentives can undermine new values.
Old habits feel safer and more efficient.
Change can create uncertainty, resistance or change fatigue.
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What do we want the AAFC culture to be?

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How can we change culture?
What is the goal?
What is the current state?
Model it
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Behaviour Change Loop

Make the desired behaviour easy, visible and worthwhile

Clarity – people know what 'good' looks like

Capability – people have the skills, tools and confidence

Opportunity – systems and processes allow the behaviour

Reinforcement – leaders recognize and reward it.

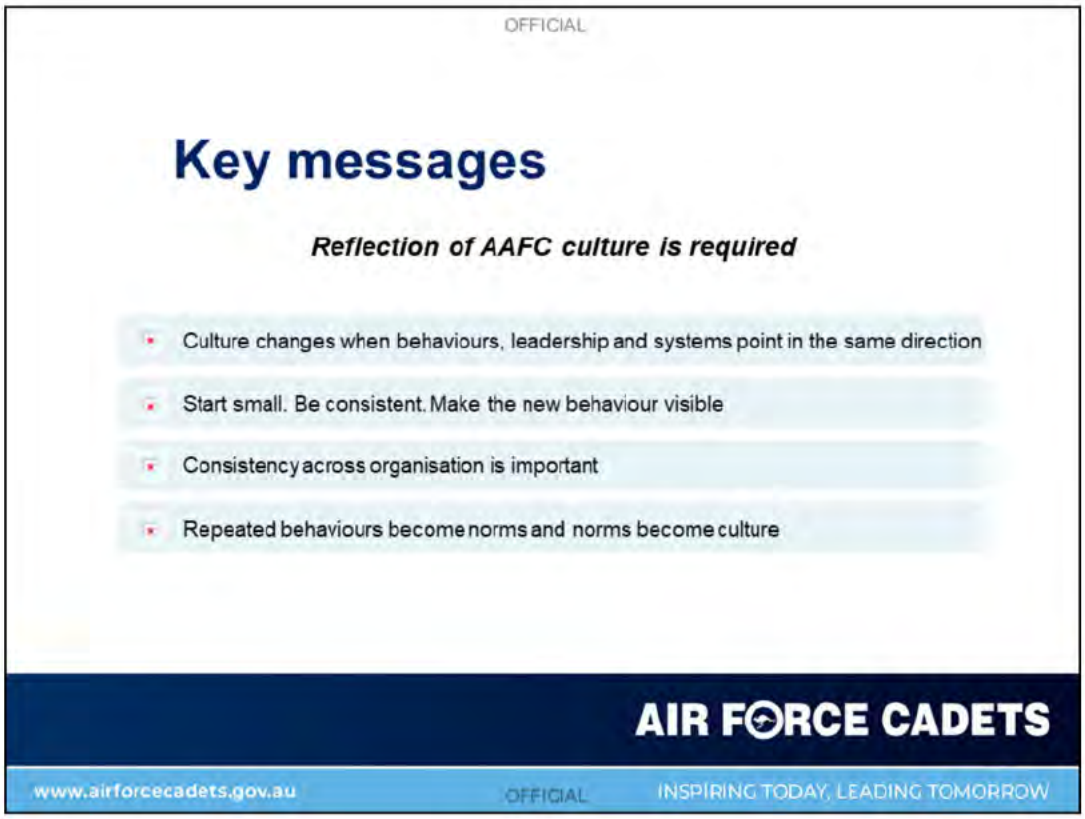
Repetition – the behaviour becomes habit and in-turn how 'we do things'

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What can we, as leaders, do now?

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Key messages
Reflection of AAFC culture is required
Culture changes when behaviours, leadership and systems point in the same direction
Start small. Be consistent. Make the new behaviour visible
Consistency across organisation is important
Repeated behaviours become norms and norms become culture
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Lunch break
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AAFC
NATIONAL HEADQUARTERS CONFERENCE
Acting Deputy Chief of Air Force
AIRCDRE Jarrod Pendlebury
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STRATEGIC ENVIRONMENT
Footer
2

STRATEGY

National Defence Strategy 2026

Strategic Priorities

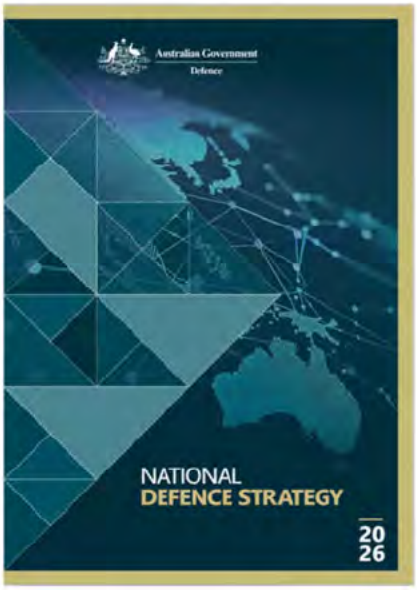
Deter

Shape

Respond

National Civil Preparedness

'Whole-of-nation support is key to Defence preparedness in a crisis of conflict. Civil preparedness efforts would support continuity of government, the availability of essential goods and services to Australians, **social cohesion** and surge support to Defence operations.' (23)



CDF's Intent

- Resources
- Strategic Effect
- People
- Preparedness
- Relationships
- Security

CHIEF OF THE DEFENCE FORCE

COMMAND INTENT 2026/27

OPTIMISE the use of every cent, every second & every person

MAXIMISE deterrence & warfighting potential to

while

ENHANCING wellbeing & resilience of our people and their families

as we

TRAIN, LEAD, COMMAND & communicate as we [illegible] to fight

alongside

OUR ALLIES & PARTNERS

for the

Security & Prosperity of all Australians

s22

M.D. HARPER
ADM, AC
CDF

DEFENCE VALUES

Service | Courage | Integrity | Respect | Excellence

4

CAF's Intent

- People
- Purpose
- Preparedness



CAF's Intent

- **People**
  - Cadets: future of the nation
  - Instructors and volunteers: critical enablers
  - RAAF members: supporting framework
- **Purpose**
  - Confidence
  - Self discipline
  - Career motivation
- **Preparedness**
  - Social cohesion
  - Life skills
  - Peer leadership

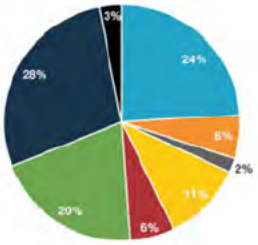



RESOURCES
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AIR DOMAIN

Chart 1 – Proportional Capability Investment for the Decade 2020-2030



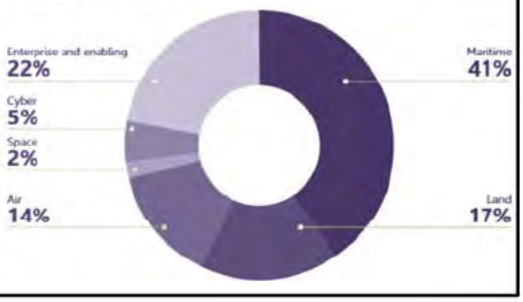
From balanced to focused

- Air Domain
- Other Enterprise and Enabler Programs

Chart 2
Proportional investment for the decade 2024-2034 by domain



Chart 2: Proportional investment for the decade 2026-2036 by domain



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Funding Pressures

UNIQUE TO AIR FORCE

- Fuel
- Sustainment
- Capability development – spiral upgrades
- Reserve Service Days

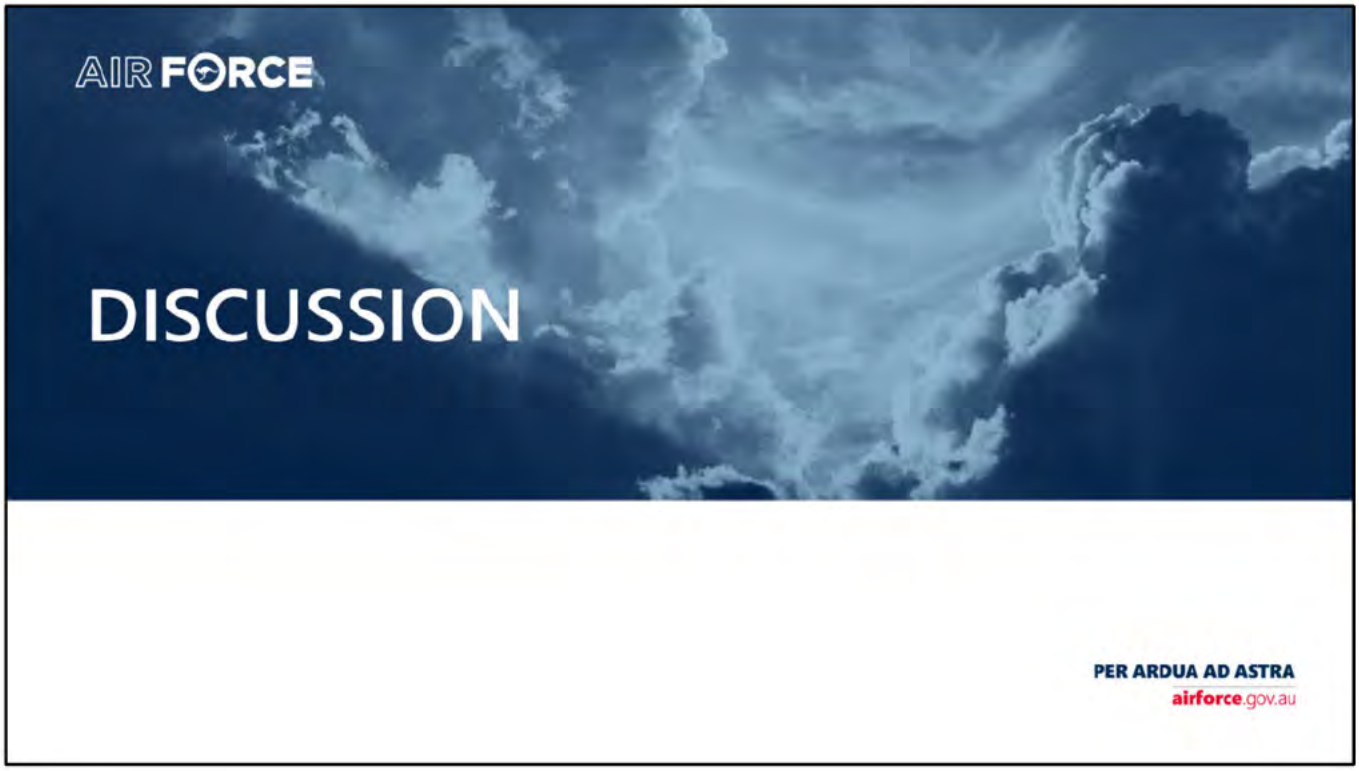


Reserve Service Days

- Two ways of managing reserve service:
  - Number of days
  - Budget
- BUT -These don't match:
  - 'Average' daily rate inaccurate for Air Force
- Historically, softness in other areas enabled cross-levelling (fuel, etc)
  - Centre-directed cap on days
  - Close management
- ADF-wide challenge




We need Australians who are curious.
We need Australians who can think critically.
We need Australians who can adapt.
We need Australians who can work with others.
And we need Australians who are prepared to lead
Chief of Air Force, AIRMSHL S. Chappell, DSC, CSC, OAM – 21 Aug 26
11


AIR FORCE
DISCUSSION
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