ANP4914
Defence FOI 357/26/27
Document 1

ANP4914

AUSTRALIAN NAVY CADETS SAFETY ANCHOR

Version Number V1.0

Uncontro

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[redacted]

Supervision ratios

4.22 The ANC must maintain set supervisor to cadet ratios based on the type of activity and associated risks. These ratios are regularly reviewed and adjusted based on feedback from cadets and ANC staff to ensure adequate oversight and support. The minimum adult supervisor to cadet ratio, which should be maintained at all times during ANC activities is detailed in Table 4.5.

Table 4.5: Adult supervisor to cadet ratios

SRL	Activity	Adult supervisor to cadet ratio	Comments
1	At Unit Activity	1:15	Routine Parade in the work location / work group
2	National / Flotilla Event	1:15	Routine Annual Continuous Training
3	Non-Routine Activity	1:15	Parades in the Public, Public Ceremonial Events not conducted a the work location / work group
4	Adventure Training	1:10	Including camping, bivouac, field exercises, bush walking abseiling, rock climbing, high ropes, etc.
5	Sea Experience	1:10	Passages in HMA Ships and Tall Ships etc.
6	International Travel	1:10	Outbound and Inbound Exc nges
7	Domestic Travel	1:10	See paragraph 4.24 for additi na tails
8	Maritime Activities	1:7	Includes ANC swim ing (for swim t without a third party lifeguard), sailing powerboat kayaking oeing, rowing, snorkeling etc e Chapter 5, tion 11
9	Live Fire Activities	1:10	O firing p t for all CZ452 Live Fires
10	Live Fire Activities	1:4	Safety Supervi s at the firing point for Routine CZ452 Live Fire
11	Live Fire Activities	1:1	ty Superv rs at the firing point for CZ452 Qualification Shoot

4.23 There must always be an appropriate supervisor gender balance for all activities. When female cadets are present, there must be at least one female adult present. When male cadets are present, there must be at least one adult male present.

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Defence FOI 357/26/27
Document 2

ANC Organisational Structure
Version 1.9
29 Oct 2025

LEGEND
Tier 4
Tier 3
Tier 2

National Commander ANC
CAPT ANC

SO Legal 1
LEUT ANC

SO Legal 2
LEUT ANC

Director Professional Standards
CMDR ANC

- Deputy Director Wellbeing, Diversity & Inclusion
  LCDR ANC
  - SO Wellbeing, Diversity & Inclusion
    LEUT ANC
  - SO Wellbeing, Diversity & Inclusion
    LEUT ANC
- Deputy Director Professional Services
  LCDR ANC
  - Investigator 1
    LEUT ANC
  - Investigator 2
    LEUT ANC
  - Investigator 3
    LEUT ANC
  - Investigator 4
    LEUT ANC
  - Investigator 5
    LEUT ANC
  - Investigator 7
    LEUT ANC
  - Investigator 6
    LEUT ANC
- Registrar ANC
  LCDR ANC
  - SO – Professional Standards
    LEUT ANC

Director Business
CMDR ANC

- Deputy Director IT
  LCDR ANC
  - ITSO
    LEUT ANC
  - ITSO
    LEUT ANC
- Deputy Director Human Resources
  LCDR ANC
  - SO People
    LEUT ANC
  - SO Recruiting Cadets
    LEUT ANC
  - SO Recruiting Adults
    LEUT ANC
  - SO Adult Progression
    LEUT ANC
  - SO Financial Compliance
    LEUT ANC
- Deputy Director Logistics
  LCDR ANC
  - SO Logistics – Operations East
    LEUT ANC
  - SO Logistics – Operations West
    LEUT ANC
  - SO Logistics - Plans
    LEUT ANC
  - SO Publications
    LEUT ANC
  - SO Adult Accomp
    LEUT ANC

Director Flotillas (DFLOT)
CMDR ANC

- DD Flotilla Operations
  LCDR ANC
  - SO Flotillas - Capability
    LEUT ANC
  - SO Flotillas - Operations
    LEUT ANC
  - SO Flotillas - Activity Engagement
    LEUT ANC
- DD Safety & Environment
  LCDR ANC
  - SO Safety & Environment
    LEUT ANC
  - SO Safety & Environment
    LEUT ANC

Director Learning & Development
CMDR ANC

- Deputy Director L&D Maritime & Firearms
  LCDR ANC
  - SO Maritime & Firearms Admin
    LCDR ANC
- Deputy Director L&D Youth
  LCDR ANC
  - SO L&D – Youth 1
    LEUT ANC
  - SO L&D – Youth 2
    LEUT ANC
  - SO L&D – Youth 3
    LEUT ANC
- Deputy Director L&D Adult
  LCDR ANC
  - SO L&D – Adult 1
    LEUT ANC
  - SO L&D – Adult 2
    LEUT ANC
  - SO L&D – Adult 3
    LEUT ANC
  - SO L&D – Adult 4
    LEUT ANC
- SO Comms & Media
  LEUT ANC

FLOTCOM Gallipoli
LCDR ANC

- Flotilla Ops Support
  LEUT ANC
- Flotilla Ops Support
  LEUT ANC
- Maritime Trng Instr
  LEUT ANC
- Flotilla Trng Support
  LEUT ANC

FLOTCOM Westralia
LCDR ANC

- Flotilla Ops Support
  LEUT ANC
- Flotilla Ops Support
  LEUT ANC
- Flotilla Ops Support
  LEUT ANC
- Maritime Trng Instr
  LEUT ANC
- Flotilla Trng Support
  LEUT ANC

FLOTCOM Torrens
LCDR ANC

- Flotilla Ops Support
  LEUT ANC
- Flotilla Ops Support
  LEUT ANC
- Maritime Trng Instr
  LEUT ANC
- Flotilla Trng Support
  LEUT ANC

FLOTCOM Kellatie
LCDR ANC

- Flotilla Ops Support
  LEUT ANC
- Flotilla Ops Support
  LEUT ANC
- Maritime Trng Instr
  LEUT ANC
- Flotilla Trng Support
  LEUT ANC

FLOTCOM Lonsdale
LCDR ANC

- Flotilla Ops Support
  LEUT ANC
- Flotilla Ops Support
  LEUT ANC
- Flotilla Ops Support
  LEUT ANC
- Maritime Trng Instr
  LEUT ANC
- Flotilla Trng Support
  LEUT ANC

FLOTCOM Waratah
LCDR ANC

- Flotilla Ops Support
  LEUT ANC
- Flotilla Ops Support
  LEUT ANC
- Flotilla Ops Support
  LEUT ANC
- Maritime Trng Instr
  LEUT ANC
- Flotilla Trng Support
  LEUT ANC

FLOTCOM Taipan
LCDR ANC

- Flotilla Ops Support
  LEUT ANC
- Flotilla Ops Support
  LEUT ANC
- Maritime Trng Instr
  LEUT ANC
- Flotilla Trng Support
  LEUT ANC

FLOTCOM Moreton
LCDR ANC

- Flotilla Ops Support
  LEUT ANC
- Flotilla Ops Support
  LEUT ANC
- Maritime Trng Instr
  LEUT ANC
- Flotilla Trng Support
  LEUT ANC

FLOTCOM Daring
LCDR ANC

- Flotilla Ops Support
  LEUT ANC
- Flotilla Ops Support
  LEUT ANC
- Maritime Trng Instr
  LEUT ANC
- Flotilla Trng Support
  LEUT ANC

FLOTCOM Attack
LCDR ANC

- Flotilla Ops Support
  LEUT ANC
- Flotilla Ops Support
  LEUT ANC
- Maritime Trng Instr
  LEUT ANC
- Flotilla Trng Support
  LEUT ANC

TS Commanding Officers – LEUT ANC
TS Executive Officers – SBLT ANC
TS Unit Support Staff – SBLT. MIDN, DAH ANC
Cadets – CDTRCT to CDTWO

Australian Navy Cadets Senior Leadership Group

SLG 02-25 Date 25 August 2025

Agendum Paper: NCANC SLG Brief

Sponsor: ALDERSON - NCANC

SECTION 2 – NEW BUSINESS, OR SLG DECISION SOUGHT

Title: ANC Org Chart Proposed Amendments.

Summary: It is proposed to amend the ANC Organisational Chart (Org Chart) to reflect the incorporation of the ANC Safety Directorate into the Flotillas Directorate (Safety and Environment) and Professional Standards Directorate (Wellbeing and Culture) and the creation a third (3rd) Flotilla Operations Support Officer for s33(a)(ii) Flotillas to drive the Duke of Edinburgh (DoE) program.

Recommendation:

That the SLG,

A. **Note** the briefing paper

B. **Approve** the following ANC Org Chart amendments:

a. removal of the ANC Safety Directorate
b. move of Deputy Director Safety and Environment (DDSE) to the Flotilla's Directorate (reporting lines to DFLOT)
c. move of 2 x Staff Officer – Safety and Environment (SOSE) to the Flotilla's Directorate (reporting lines to DDSE)
d. move Deputy Director Wellbeing and Culture (DDCW) to the Professional Standards Directorate (reporting lines to DPS)
e. move 1 x Staff Officer – Culture and Wellbeing to the Professional Standards Directorate (reporting lines to DDCW)
f. additional 1 x Staff Officer – Wellbeing and Culture to the Professional Standards Directorate (reporting lines to DDWC)
g. additional 1 x Deputy Director Flotilla Operations (DDFO) to the Flotillas Directorate (reporting lines to DFLOT)
h. move 3 x Staff Officers – Flotillas to reporting lines under DDFO
i. additional 5 x Flotilla Operations Support Officers (FOPSO)

C. **Endorse** the following:

a. name change of DDWC to Deputy Director Wellbeing, Diversity and Inclusion (DDWDI)
b. name change of Staff Officer – Wellbeing and Culture to Staff Officer – Wellbeing, Diversity and Inclusion (SO-WDI)

D. **Endorse** the duty statements for:

a. Deputy Director Flotilla Operations (DDFO)
b. Deputy Director Safety and Environment (DDSE)
c. Deputy Director Wellbeing, Diversity and Inclusion (DDWDI)
d. Staff Officer – Safety and Environment (SOSE)
e. Staff Officer – Wellbeing, Diversity and Inclusion (SOWDI)
f. Flotilla Operations Support Officer (FOPSO)

Background and Supporting information:

ANC Safety Directorate

1. On 12 March 2025 a fact-finding was finalised in relation to the conduct of (then) Director SEW&C s47E(d) ANC. The outcome of the fact-finding eventually resulted in s47E(d) resigning from the ANC.

2. Since 8 May 2025, s47E(d) had been acting as DSEW&C.

3. There has been concerns regarding the ANC Safety Directorate (ANC Safety) capacity and impact to make a strategic difference to safety outcomes within the ANC. ANC Safety was formed with an intention of providing a more strategic difference an impact related to safety across the ANC. However, there has been little discernible impact from ANC Safety on ANC operations and activities since the commencement of ANC Safety.

4. The specific roles and responsibilities within ANC Safety were being trialled and reviewed within the CSEB. Given Defence/Navy already have robust safety strategies and policy in place, the agreed roles and responsibilities within the ANC are more tactical to the ANC safety operations. The ANC therefore requires tactical safety positions closer to the operational levels where these positions are able to actively follow up safety matters, provide direct guidance and support to the ANC Flotilla's and Units which will ensure staff understand and follow safety policy and procedures.

5. Part of the tactical safety aspect is to ensure effective communication and consultation between the strategic and operational levels that will inform policy changes, and assurance to effective implementation. Tactical positions essentially aim to form a bridge that will drive safety awareness, education and continuous improvement creating a positive safety culture.

6. On 3 June 2025, consultation with ANC Safety took place regarding the future state of the Directorate. Several factors were raised related to the current and future effectiveness of ANC Safety; and where best respective members could be situated to make the greatest contribution to the ANC.

7. Significantly, from that consultation it was noted that the members did not believe that the 2 arms within ANC Safety – being *safety/environment* and *wellbeing/culture* – sat well together within the directorate. Further, it was raised that it was more probable that a greater impact could be made operationally if *safety/environment* had a direct line into Flotillas and Units, whilst *wellbeing/culture* could be best aligned within the Professional Standards Directorate.

8. Feedback from the Wellbeing/Culture arm of ANC Safety found a common misunderstanding within the ANC where reference to the term 'culture' referred to First Nations support rather than reference to the organisational culture. In reflection, it is agreed 'organisational culture' or 'safety culture' education and drive is essential to an overall positive and safe culture and is a responsibility for all ANC Directorate and HQ staff to implement, rather than one position/team. Given the wellbeing team have been predominantly supporting wellbeing, diversity and inclusion, it is suggested they continue this role and their title change to *Wellbeing, Diversity and Inclusion,* which will accurately reflect their responsibilities.

9. It is recognised the organisational culture encompasses more than wellbeing, diversity and inclusion. The EMB have actively been supporting a youth safe culture through implementation of the Cadet Advisory Committee (CAC) and education to the National Principles for Child Safe Organisations (NPCSO) with the NCANC responsible. Given a generative youth safe culture extends to various areas of operation, it is suggested the responsibility for education and assurance to a youth safe culture remains with the EMB and the responsibility of the NCANC

10. ANC Safety currently has vacancies for the Director (CMDR) position and 3 x Staff Officer (SO) LEUT roles. The only active members of ANC Safety are the 2 x Deputy Directors across each arm.

11. Consultation with the Director PS s47E(d) (DPS) confirmed that moving the *wellbeing/culture (to be branded Wellbeing, Diversity and inclusion]* arm under the professional standards administration will provide a better engagement profile with respect to wellbeing matters and trends noted through incident report analysis. There is scope for a greater impact for the benefit of the ANC should this occur.

12. Consultation with the Director Flotillas s47E(d) (DFLOT) confirmed a greater capacity to directly influence operational safety through a tactical approach across the ANC, is to move the *safety/environment* arm into the Flotilla Directorate.

13. The removal of ANC Safety would result in the EMB being reduced to 4 members and 1 chair. This outcome would result in the loss of a 5th voice to provide input, advice and guidance. Safety, wellbeing and youth protection are shared responsibilities that sit with the EMB and can be managed appropriately through the remaining directorates.

14. The DGANC has offered concerns related to over-loading other Directorates with further work with any endorsed realignment of ANC Safety and equally shared that the loss of a 5th voice on the EMB could have an adverse impact.

15. On 2 July 2025, the EMB endorsed the removal of ANC Safety from the ANC Org Chart and the associated realignment of the ANC adult volunteers from within that Directorate.

ANC Safety - Proposed Org Chart Realignment and Changes

16. It is proposed to realign the entire ANC Safety Directorate, with a net zero impact to the ANC Org Chart by:

Remove Director / CMDR (DSEW&C)	(Tier 4)
Move DDSE to report to DFLOT	(Tier 3)
Move DDCW to report to DPS	(Tier 3)
Move 2 x SO-SE to Flotillas	(Tier 2)
Move 1 x SO-C&W to Professional Standards	(Tier 2)
Create 1 x SO-C&W to Professional Standards	(Tier 2)

17. To reflect a clearer understanding of the role and responsibility of adult volunteers within the ANC wellbeing space it is proposed to rename those positions as Wellbeing, Diversity and Inclusion (WDI).

18. The proposed changes provide for a stronger opportunity for both *safety/environment* and *wellbeing/diversity/inclusion* to have a greater tactical and operational impact to ensure effective implementation of the overarching safety policy and procedures across the ANC. Specifically with *safety/environment* moved to the Flotillas Directorate there is increased capacity for direct engagement with all flotillas and staff through the ongoing management strategies with DFLOT and FLOTCOMs. DDSE (and SO-SE) will be in a stronger supported position for direct engagement with FLOTCOM's and Flotilla Staff to drive safety and environment enhancements and outcomes across the ANC. This is includes a stronger focus on safety data analysis and how this can best influence or target safety across the ANC.

19. The same positives noted above are equally relevant for DDWDI (and both SO-WDI) where immediate engagement with DPS/DDPS on reported matters related to *wellbeing/diversity/inclusion* can occur. There is better opportunity for strategic engagement as to where notable / multiple / reoccurring issues may be identified and proactive activities undertaken.

Flotillas Directorate – New Position Deputy Director Flotilla Operations

20. The Flotillas Directorate current exists with 3 x staff officers (SO-FLOT) reporting to DFLOT and a further span of control line with 10 x FLOTCOMs reporting to DFLOT. There are significant challenges and workloads related to the Flotillas Directorate, the lions share sits with DFLOT.

21. The proposed move of *safety/environment* staffing to the Flotillas Directorate is a positive outcome and will alleviate some workload pressures on DFLOT. There remains the increased operational pressures through FLOTCOMs, compliance, activities and performance management. These will continue to increase with the drive for ANC growth in both members, units and ultimately Flotillas.

22. To assist the efficient, effective and timely operational management of the Flotillas Directorate, it is proposed that a *Deputy Director – Flotilla Operations* (DDFO) be created. This would be a LCDR ANC rank Tier 3 CVP position. The proposed duties and responsibilities are detailed in the attached duty statement, which include the management of 3 x SO-FLOT positions.

23. On 1 August 2024 the EMB, out of sessions, endorsed the additions of the DDFO in support of DFLOT and the Flotillas Directorate.

24. The creation of the DDFO position will provide DFLOT a greater capacity to provide more strategic level planning and operations for the benefit of the ANC. This would be a *'plus 1'* increase to the ANC Org Chart:

Deputy Director Flotilla Operations (DDFO) (Tier 3)

Increase Flotilla Operations Support Officers (FOPSO) – 400+ members

25. The drive of continued growth in the ANC, although positive, has had the unintended consequence of increased support loads within the Flotilla HQ. This support pressure will increase further with the welcomed rollout of the DoE across the entire ANC and has increased with the drive to have Flotillas conduct any necessary Fact-Finding and performance management requirements.

26. FLOTCOMs are now better utilising their FOPSO across their Flotillas in driving compliance outcomes, acting as unit CO's to fill immediate vacancies, and being tasked as OIC of Flotilla activities. The operational effectiveness of a Flotilla HQ is not only as a result of the leadership and management capability of the FLOTCOM but also directly related to the footprint or ratio that FOPSO's can have across their Flotilla.

27. Using s33(a)(ii) as an example, their current FOPSO to adult volunteer ratio is 1:13, whilst in comparison to the smaller Flotilla's of the ANC where that same ratio is 1:3. This is a measure of the ability of the FOPSO to have a direct and effective engagement with their Flotilla adult volunteers.

28. This same level of support also relates to cadets where the higher the number of cadets in any Flotilla also increases the support loads on FOPSO. It is acknowledged that both cadet and adult volunteer management is directly attributed to a CO, however the higher level support functions enabled by FOPSO are directly impacted by the physical of ANC members within a Flotilla.

29. Currently, all Flotilla have a HQ staff consisting of:

- 1 x FLOTCOM
- 2 x FOPSO
- 1 x MTI
- 1 x FLTSO

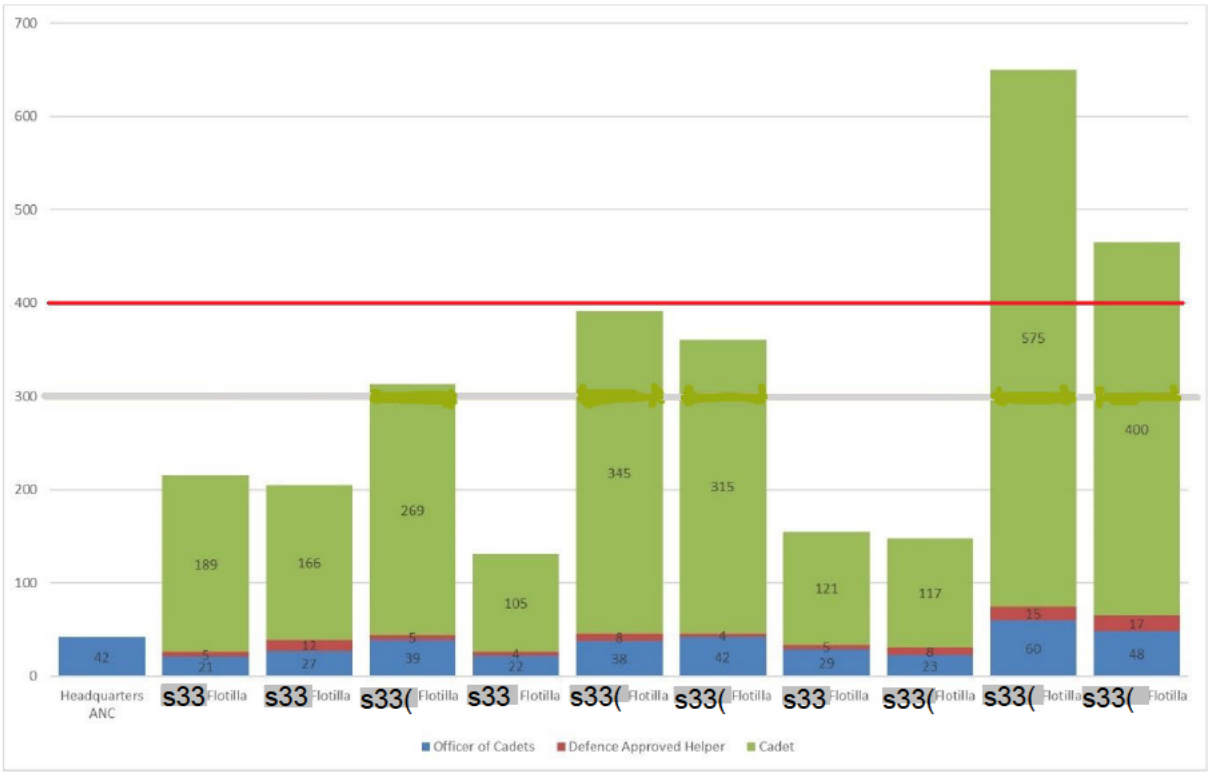
30. A review conducted by the Flotillas Directorate has identified a correlation between Flotilla inefficiencies around the 400-member mark where a third FOPSO could make a significant difference in the Flotilla support functions for the benefit of the Flotilla operations.

31. Using s33(a)(ii) Flotilla as the example, the Flotilla HQ span of duties with a third FOPSO could look like the following:

FOPSO 1	FOPSO 2	FOPSO 3	FLTSO	MIT
Acting CO s33(a)(iii) Adult on boarding incl. Reviewing all new applicants and determining which units they go to. Mentoring new COs and XOs Safety (TSST reviews, FSC, maintenance log for entire Flotilla CDTWO Support Unit visits HMP reviews Monthly report follow ups Fact finds Annual Inspection support Running Flotilla activities	Mentoring new COs and XOs Commissioning TS Supply Supporting s33(a)(ii) transition V5 Activity oversight and support with planning (esp logistics) CDTWO Support Unit visits HMP reviews Monthly report follow ups Fact finds Annual Inspection support Running Flotilla activities	DoE Regional Manager Reinvigorate live fire in the Flotilla CDF-W distribution Compliance tracking (cadet and staff) Run sessions for non-compliant members Flotilla WTSS activity to select national shoot CDTWO Support Unit visits HMP reviews Monthly report follow ups Fact finds Annual Inspection support Running Flotilla	Adult training ANC Courses and CYDC upskilling CYDC monitoring and governance Cadet promotion courses activity planning and delivery Cadet progression oversight Elective implementation Training Officer monthly meetings and support CDTWO Support Unit visits Monthly report follow ups Annual Inspection support Running Flotilla activities	Baselining a fleet of over 20 boats SOP for the new trailers Attending all units to review maritime capability Uplift maritime quals for staff and cadets Plan and run staff training week Plan and run junior staff core ANC skills course Annual Inspection support Running Flotilla activities

32. The current make up of numbers across the ANC, on this proposal, indicate that s33(a)(ii) and s33(a)(ii) would greatly benefit from the additions of a third FOPSO

position within their Flotilla HQ. s33(a)(ii) and s33(a)(ii) Flotillas would soon meet that threshold.



33. On 1 August 2025 the EMB, out of sessions, endorsed the addition of a third FOPSO for any Flotilla with 400 members or more.

34. This proposal does provide the support to Flotillas, and more specifically the FLOTCOMs as they grow in cadets and adult volunteers, they will be able to have an increase in the Flotilla HQ staff to provide the effective and efficient operational support.

35. The reverse also stands, where a Flotilla begins to fall below the 400 member mark then that identified support need may no longer exist, and therefore that requirement for a third FOPSO would also decrease.

36. DDANC provides a metrics measure to best determine if / when a Flotilla would benefit from an increase in HQ staff (FOPSO). This would create a score based on number of Units, number of Cadets and Geographical Spread of a Flotilla using the following formulas:

- Unit Score = Nbr Units at a Flotilla / 5
- Cadet Score = Nbr Cadets at Flotilla /100
- Geography Score = Geographical spread of a Flotilla. Large spread=1, Medium Spread =0.5, Small spread=0

37. The rational being that the number of Cadets at a Flotilla was weighted higher than number of Units and Geographical spread as larger Cadet numbers increases work load required in relation to DoE, CYDC, additional Adult Staff and management of issues.

38. Using this formula indicates a score above 3 points equates to a FOPSO. This formula can be used for any future desired increased where each Flotilla has 2 FOPSO's initially allocated, then with each 3 point measure would equate to an additional FOPSO.

39. That would mean that Flotillas currently with 6 points or more s33(a)(ii) and s33(a)(ii) (on SLG approval) should be allocated an additional FOPSO position each. It also means, that as an example, should s33(a)(ii) continue to grow, they would be eligible for another FOPSO at 9pts.

Flotilla	Units	Cadet Nbr	Geography Score	Unit Score	Cadet Score	Total Score	Nbr FOPSO
s33(a)(ii)	5	189	1	1	1.9	3.9	2
	7	166	1	1.4	1.7	4.1	2
	8	269	0	1.6	2.7	4.3	2
	7	105	0	1.4	1.1	2.5	2
	10	345	0.5	2	3.5	6.0	3
	8	315	0	1.6	3.2	4.8	2
	8	121	0.5	1.6	1.2	3.3	2
	7	117	0.5	1.4	1.2	3.1	2
	11	575	0.5	2.2	5.8	8.5	3
	11	400	1	2.2	4.0	7.2	3

40. This current measure would be a *'plus 3'* immediate increase to the ANC Org Chart:

Flotilla Operations Support Officer (FOPOS) (Tier 2)

41. This total proposed changes to the ANC Org Chart would be an increase by 6 adult volunteers (1 x Tier 3; 5 x Tier 2).

s22

Consultation

A. EMB
B. ANC Safety
C. Flotillas Directorate
D. FLOTCOMs.
E. ANCD DDANC
F. YSAM

Annexes (or Enclosures):

A. ANC Org Chart Proposed Changes
B. Deputy Director Flotilla Operations (DDFO)
C. Deputy Director Safety and Environment (DDSE)
D. Deputy Director Wellbeing, Diversity and Inclusion (DDWDI)
E. Staff Officer – Safety and Environment (SOSE)
F. Staff Officer – Wellbeing, Diversity and Inclusion (SOWDI)
G. Flotilla Operations Support Officer (FOPSO)

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Australian Navy Cadets
Senior Leadership Group Meeting

02- 25

27 August 25

MINUTES

In Attendance:

CDRE David Greaves, RAN	Director General ANC (DGANC) – Chair
s47E(d)	Director ANC (DANC)
s47E(d)	Deputy Director ANC (DDANC)
s47E(d)	Fleet Liaison Officer (FLO)
s47E(d)	National Commander ANC (NCANC)
s47E(d)	Director Flotillas (DFLOT)
s47E(d)	Youth Safety Assurance Manager (YSAM)
s47E(d)	Secretariat

Apologies, Observers and Guest Speakers:

s47E(d)	National Support Commander (NSC)
s47E(d)	SO PROJ Officer
s47E(d)	Director Professional Standards (DPS)

Agenda Item 1 - DGANC Opening Address

1. DGANC opened the meeting at 0830h.

2. **Opening Remarks.** DGANC welcomed all members present and thanked those who had provided papers for the SLG. He outlined ANC is in a good place strategically with the role-out and implementation of the CYDC, with adoption across the units gradually increasing.

3. DGANC discussed the Adult Leadership and Development Course (ALDC), which will be the first of the redesigned course held in s33(a)(ii) Flotilla in Oct 25; including online modules with a shortened residential component better suited to the availability of Adult Volunteers. DGANC advised as the course will be held locally, the challenge is to ensure the quality of the content is consistent and this needs to be monitored.

4. **Previous Meeting Minutes.** The previous minutes were taken as read and accepted.

Agenda Item 2 – Defence Youth Safety Framework

5. **Action Item 01 of 02/24 – Policy and Governance Procedures (DANC).** DANC advised ANP4911 has been approved by N-Library, however the links to the YOUTHPOLMAN need to be replaced by the Defence Youth Manual. N-Library have agreed to an out of cycle update to the links which DANC is working on. Once N-Library approve the out of cycle release with the updated links the intent is to place a PDF version of ANP4911 on CadetNet with a DGANC

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Directive advising the key changes. The DGANC Directive will also advise that OOCs may take time from their current CVP (not additional) to review the policy changes.

6. DANC informed the SLG the rewrite of ANP4914 Safety Anchor has progressed and is being reviewed by N-Library for formatting, NCANC and DGANC. Final submission is to N-Library is due in 20 Oct 25, with official release anticipated in Dec 25.

7. DANC briefed the SLG that ANP5902 is a work in progress by ANCD Safety Team. The aim is to have this completed by 20 Oct 25 for Dec 25 release.

8. DGANC advised AI to remain OPEN pending release of final approved policies.

9. **Action Item 01 of 03/24 – National Principles for Child Safe Organisation (NPCSO) (NCANC).** NCANC briefed the SLG that the ANC NPCSO Working Group has advanced a best practice rollout of NPCSO across the ANC, including how the NPCSO will be measured with an audit framework to provide assurance to DGANC that the ANC is compliant with the NPCSO.

10. The first audit will be conducted post SLG 02/25 for reporting to SLG 03/25. The audit will include data from FSO, Flotilla and WHS inspections completed. This gives a cross section with a number of touch points in NPSCO.

11. Incident Report (IR) data will be reviewed along with the current CYDC and ALDC programs for NPCSO compliance. CMATT and MATT are primary indicators of compliance with measurable elements of the NPCSO contained within each.

12. NPCSO awareness across the ANC is a major consideration that was addressed through a wider communication strategy, both inward and outward facing and the mandatory compliance requirements for adult volunteers and Cadet Warrant Officers to undertake e-Learnings within this space.

13. Examination of Post Activity Report (PAR) data will also be considered along with all current policy, procedures, directives, instructions and Code of Conduct as to any relevance to the NPCSO.

14. NCANC noted it is not anticipated that the ANC will be 100% NPCSO compliant, the measures implemented to date have gone a long way towards achieving a compliance outcome and LEUT Jacquie Fredrickson ANC, who is a professional auditor outside of ANC, will lead the initial audit.

15. NCANC stated that s47E(d) ANC, has advised the ANC is already doing work that provides the SLG with assurance that processes are in place to ensure compliance, however a proposed plan as an audit review:

- Annual Inspection
- FSO Inspection
- WHS Inspection/CSEB minutes
- TSST/FSC minutes
- National CAC and Flotilla CAC minutes

- Incident Reports
- OPAR Reviews
- CYDC (and proposed ALDC) Review
- Adult Cadet Transition Program
- MAAT/CMAAT Compliance
- WWC Compliance
- Code of Conduct
- NPCSO eLearning Compliance
- Values and Committee Report (positive reinforcement)
- Unit/USC/Parent/Carer Engagement

16. Recommendation is for the ANC proceed with the proposed actions suggested by LEUT Fredrickson to audit the ANC for compliance against the NPCSO. AI remains OPEN. Recommendation AGREED, report back to SLG 03/25.

Agenda Item 3 – Developing Cadets

17. **Action Item 03 of 02/23 – Development of Cyber and Space Elective (DANC).** DANC advised the SLG the AAC Pecan + Cyber Training held between 23-24 Aug 25, had cadets from TS s33(a)(ii) TS s33(a)(ii) and TS s33(a)(ii) attend with DDL&D and s33(a)(ii) Flotilla FLOTSO in attendance to support cadets. Feedback from DL&D has been positive, although when compared to s33(a)(ii) more preparation was required to ensure full capability of cadets. DANC proposed a new elective might need to be developed to ensure cadets have foundation knowledge going into the course, however focus remains on embedding the CYDC.

18. DANC discussed the focus remains on the implementation of the CYDC across the Flotillas, with the s33(a)(ii) Flotilla ACT occurring in the Sep/Oct school holidays. The aim is to upskill FLOTSOs and Training Officers from other units with six members approved by DANC to attend.

19. DANC outlined the CDTWO SDP has been updated to include them as the *'champions'* for the CYDC program. Emphasis will be placed on CDTWOs to ensure CYDC Flotilla and Training Ship consistency and that cadets are getting or have opportunity for the full experience of the program.

20. DANC briefed the SLG that there are no further developments in the Space Elective.

21. DGANC noted the recommendation that ANC will be trialling Cyber programs with AAFC and AAC over the next two months. AI to remain OPEN with feedback on the trials provided at SLG 03/25.

22. DGANC noted the Space Elective is on hold.

23. DGANC noted verbal update on CDTWOs taking carriage for the implementation of the CYDC.

24. **Action Item 04 of 03/23 – Duke of Edinburgh (DoE) International Award Program in the ANC (DBUS).** NCANC briefed the SLG that a pilot rollout of the DoE is now occurring across s33(a)(ii) and s33(a)(ii) Flotillas and TS s33(a)(ii) s47E(d) , ANC was appointed as the temporary DoE National Manager. DoE registrations are open and adult learning is active with the DoE. A DGANC Directive has been distributed to the ANC.

25. Current DoE data as at 01 Sep 25:

Flotilla	In Progress	Enrolled	Completed	Total
s33(a) Flotilla		2	2	4
s33(a) Flotilla		2	1	3
s33(a) Flotilla		1	1	2
s33(a) Flotilla		1		1
s33(a)(ii) Flotilla	2	1		3
s33(a)(ii) Flotilla	1	1	2	4
National HQ			1	1
s33(a) Flotilla	2		2	4
s33(a) Flotilla	3	2	10	15
s33(a)(ii) Flotilla	1	2	1	4
Total	9	12	20	41

26. DGANC advised AI is to remain OPEN, reporting on pilot rollout and the next steps for wider ANC rollout at SLG 03/25.

27. **NEW Action Item 03 of 02/25 – DCN Decision Brief – ANC National Cadet Youth Development Continuum. DDANC to draft DGANC Directive on the wearing of the Excellent Award Patch and Duke of Edinburgh Pin.** DDANC presented the brief citing DCN has approved a DB regarding the introduction of the ANC Excellence Award Patch, the wearing if the DoE Pin and the Cadet Warrant Officer National SRI design.

28. ANC Excellence Award Patch – recognises elite performance in National competitions and is awarded to winning teams in the sailing and Shooting Competitions. There is scope to expand to other CYDC electives when National level competitions are introduced (Drones, Robotics and Bridge Sim). On DPNU, the patch will be worn on the Elective Arm Brassard on the cuff of the Cadet Ceremonial Uniform. This will be worn in the senior position on the brassard and the cuff.

29. Duke of Edinburgh Award (DoE) – The ANC commenced delivering the DoE to s33(a)(ii) and s33(a)(ii) Flotillas and TS s33(a)(ii) from Term 3, with the remainder of the ANC expected to take up the program in 2026.

30. DCN has approved ANC Cadets who complete a DoE (Bronze, Silver and Gold) to wear the official DoE Award Pin on their uniform. The pin will be worn in accordance with Navy Commendations Badge protocol on their Ceremonial Uniform and on the right breast pocket of DPNU.

31. Cadet Warrant Officer – National (CDTWO-N) – DGANC has approved CDTWO-N who will serve as the most senior Navy Cadet appointed by the NCANC. The CDTWO-N will represent views at a National level, contribute to policy development and support leadership across the

organisation. This is a highly aspirational goal for cadets and strengthens youth representation in strategic discussions.

32. The CDTWO-N will serve a 12-month term commencing in January and will be selected following the Annual CDTWO Course in December. Candidates will be selected from among eligible CDTWO based on demonstrated leadership potential, experience and contribution to the program.

33. DCN has approved the unique rank insignia, which distinguishes the CDTWO-N from other CDTWO appointments.

34. DGANC discussed his intent to mirror the Navy Commendation Scheme within the ANC with DDANC as lead. This is a work in progress with update to be provided at SLG 03/25.

35. DGANC noted ANCD is arranging the procurement of the ANC Excellence Award Patch as soon as received ANC cadets and adults entitled to wear the patch will be awarded retrospectively.

36. DGANC agreed ANC are to select the inaugural CDTWO-N following the CDTWO course in December 2025.

37. DGANC agreed a Directive would be drafted to disseminate initiatives to the ANC.

Agenda Item 4 – Supporting Adult Volunteers

38. **NEW Action Item 01 of 02/25 – Training Management Board (TMB) Reinvigoration (DANC).** DANC advised the SLG a TMB was held on the 15 Aug 25 with DANC as chair and s47E(d), ANC and s47E(d), RAN in attendance. The meeting discussed initiatives and opportunities for Cadets and staff training over the next 1-3 years.

39. Public Affairs Course – Discussion centred on what the ANC aims to achieve from PA Cadets at a Unit/Flotilla level. s47E(d), ANC recommended the ANC focus on developing a smaller cohort as a niche capability with advanced training for Cadets who are talented in photography and writing at a National level. He explained the delivery of the national PA Course by a SME during FEC or National Camp has worked well previously. This delivery allows Cadets to apply advanced photography and PR skills with access to higher calibre equipment. DANC agreed to the recommendation, with delivery to be conducted to coincide with the FEC in Apr 26, provided NSC would accommodate this. s47E(d), ANC will advise the ANC on steps forward to ensure Level 1 and Level 2 PA Electives are delivered at the National level.

40. Adventure Training – Discussion focused on what this initiative could be in the best interest of the Cadets and the program. While a range of initiative and concepts were discussed, the TMB recommended that the broader ANC community be approached seeking input and views. s47E(d), ANC is taking for action with the NCAC.

41. ICT Challenges in the Training Domain – The TMB discussed online learning challenges and whether consideration could be given to the ANC to have their own learning management system. DANC advised this must comply with Defence Policy and recommended to see what improvements would come from ICT Modernisation project and make an assessment from there.

42. Adult Training – The development of online training and updating courses is progressing as forecast. The greatest challenge of Flotilla based face-to-face training is cultivating a relationship with the FLOTSOs who will be delivering the courses. DANC raised the issue of quality assurance when the training is rolled-out at the Flotilla level, given recent commentary by NCANC that Flotillas are often not meeting a consistent standard for Cadet training. Training inconsistency poses a greater risk and the recommendation is for FLOTCOMs or designated representative (e.g. FLOPSO) attend face-to-face training. FLOTCOMs should make an assessment that training provided by the FLOTSO meets the required standard and delivered the intended outcomes, with members ready to conduct OOC functions and roles. s47E(d) , ANC will take the recommendation to DFLOT.

43. DGANC noted the paper and advised AI CLOSED for BAU activity.

44. **Action Item 02 of 02/23 – Delivery of Youth Mental Health First Aid (YMHFA) to ANC Volunteers (YSAM).** YSAM briefed the SLG that incident reports for disclosures of mental health (caused by non- Defence undertakings) continue to demonstrate Cadets trust the organisation as a safe space where they can reach out for help. Adult staff continue to voice their uncertainty, lack of confidence or knowledge in these circumstances and request specific training.

45. YSAM noted that while ANC is not a clinical youth program, the ANC has an opportunity to better support Australian youth as a youth program within the community. This can be achieved by upskilling and training adult volunteers to confidently redirect youth to appropriate support services.

46. YSAM updated the SLG that a course booked on 01 Aug 25 and agreed with Flotilla staff had minimal attendance due to short notice.

47. The 05-07 Sep 25 course details were shared with ANC members in advance, however Flotilla staff have requested this be revised due to competing ANC demands. Staff would like to complete the course however, time constrains apply. Further course dates are being revised against scheduled activities and training.

48. An application for funding to upskill trainers and deliver online options has been submitted to ADF Cadets. They are considering surveying those who have completed to ascertain the prevalence of the course to cadet engagement. AAC provided a survey they intend on using however, this is a clinical survey on mental health intervention and unsuitable to ANC.

49. AAFC plan to continue delivering the YMHFA course in addition to the basic e-learning module. DL&D and YSAM will review once access is granted on CadetNet. This is not a replacement of YMHFA, as it does not allow for a practical learning approach, it is an interim solution to provide some basic insight and encourage people to attend YMHFA.

50. The SLG discussed alternate options for Flotilla staff to complete the course at TAFE for example and then seek reimbursement. This may pose a more convenient, cost effective option for those seeking certification. The SLG agrees the current facilitation of the YMHFA course is difficult to coordinate and alternate means of delivery needs to be sourced.

51. NCANC outlined this has been an ongoing conversation with ANC EMB with no solution provided. He explained the challenge lies with staff having the availability to attend this course given personal commitments and ongoing ANC commitments. NCANC believes this course should

not be mandated and should not be a compliance requirement for the National Principles. DANC advised there is a Tri-Service TMB, which s47E(d) is attending and he will report the outcome back to DANC.

52. AI to remain OPEN with the Tri-Service TMB Meeting occurring 02 Sep 25.

53. DGANC does NOT ACCEPT the YMHFA be mandated.

Agenda Item 6 – The ANC – Strong Organisation

54. **AI 03 of 01/24 – DPS Access to DPN (SOPROJ).** DANC briefed the SLG on behalf of SOPROJ advising the project continues to experience delays due to s47E(d), ANC and SOPROJ conflicting timetables. SOPROJ will engage assistance from s47E(d), ANC once his transition from RAN is complete.

55. DANC advised SOPROJ would update the agreement with National Pass Office and reach out to DPS for an updated persons list in due course.

56. Once remote access is gained by s47E(d) ANC or s47E(d), ANC, work will commence to develop the necessary controls and policies for access and actioning items.

57. DGANC noted the paper and DPS access to DPN remains a work in progress.

58. **AI 01 of 03/23 – ANC Long Term Strategic Plan (SOPROJ).** DANC updated the SLG on behalf of SOPROJ advising progress has been achieved however, stakeholder information and input needs to be obtained, with a specific request to consider the use of a survey.

59. Strategic paper outline developed which includes all expected strategic headings and now the project is moving into information gathering and analysis beyond the SOPROJ research environment. Part of the process requires stakeholder input from RAN, ANC and Parent and community entities. Strategies that can be explored are:

a. Targeted approach to specific parties

b. Survey (minimum Adult and Youth, could also include RAN)

c. Broad email request

d. Workshops via online method such as MIRO board

60. While all engagement options are valuable, the brief seeks to highlight the option to use a survey, seeking SLG support to develop a survey for use.

61. DGANC outlined financial constraints need considering, with DANC citing the need to grow without substantial investment. DANC discussed the option of school based programs as done overseas and within the AAC and whether this is an avenue ANC can explore strategically to omit further financial commitment.

62. DGANC noted the paper. AI remains OPEN with DGANC to converse with DCN to seek guidance on ANC strategic pathway.

63. **AI 03 of 03/24 – Proposal for Safety Culture Product Use with ANC (DDANC).** Brief was presented verbally by DDANC, advising little progress in has been made. s47E(d) has begun work on the FSO Audit as a starting point, until Microsoft 365 is rolled-out in the ANC. The current FSO Audit is too large, with work commencing to consolidate the list system.

64. DDANC outlined s47E(d) is looking into the current Navy auditing system and adding ANC into the development, to determine whether ANC could use this as an auditing tool. However, this would still be located on the DPN thus limiting access to the ANC. DANC queried whether it could be made available on CadetNet, but further investigation and approval is required.

65. DGANC advised AI to remain OPEN for further update at SLG 03/25.

66. **NEW AI 02 of 02/25 – ANC Organisational Chart Changes (NCANC).** NCANC cited proposed amendments to the ANC Organisational Chart (Org Chart) to reflect the incorporation of the ANC Safety Directorate into the Flotillas Directorate (Safety and Environment) and Professional Standards Directorate (Wellbeing and Culture). Also, the creation of a third Flotilla Operations Support Officer for s33(a)(ii) and s33(a)(ii) Flotillas to drive the Duke of Edinburgh (DoE) program.

67. ANC Safety – Proposed Org Chart Realignment and Changes – NCANC outlined the proposed realignment of the entire ANC Safety Directorate, with zero impact to the ANC Org Chart by:

- Remove Director/CMDR (DSEW&C) Tier 4
- Move DDSE to report to DFLOT Tier 3
- Move DDCW to report to DPS Tier 3
- Move 2 x SO-SE to Flotillas Tier 2
- Move 1 x SO-C&W to Professional Standards Tier 2
- Create 1 x SO-C&W to Professional Standards Tier 2

68. To reflect a clearer understanding of the role and responsibility of adult volunteers within the ANC wellbeing space, NCANC proposed to rename the positions as Wellbeing, Diversity and Inclusion (WDI).

69. With safety/environment moved to the Flotillas Directorate there is an increased capacity for direct engagement with all flotillas and staff through the management of ongoing strategies with DFLOT and FLOTCOMs. DDSE (and SO-SE) will be in a stronger supported position for direct engagement with FLOTCOMs and Flotilla staff to drive safety and environmental outcomes across the ANC.

70. The positives noted above are relevant for the DDWDI (and SO-WDI) where immediate engagement with DPS/DDPS on reported matters related to wellbeing/diversity/inclusion can occur.

71. Flotillas Directorate – New Position Deputy Director Flotilla Operations – The Flotillas Directorate currently exists with 3 x staff officers (SO-FLOT) and 10 x FLOTCOMs reporting to DFLOT. With the proposed move of safety/environment staffing to the Flotillas Directorate alleviating some workload pressures off DFLOT.

72. A new position of Deputy Director – Flotilla Operations (DDFO) is proposed to assist in the effective and timely operational management of the Flotillas Directorate. The rank of this position would be LCDR ANC, Tier 3 CVP position. On 01 Aug 25, the EMB endorsed the additions of the DDFO in support of DFLOT and the Flotillas Directorate.

73. Increase Flotilla Operations Support Officers (FOPSO) 400+ members – With the continued growth in the ANC, support loads within the Flotilla HQ have increased. This support pressure will continue to increase with the rollout of the DoE across the entire ANC, with Flotillas required to conduct fact finding and performance management requirements. A review conducted by the Flotillas Directorate has identified a correlation between Flotilla inefficiencies around the 400+ member mark, where it is proposed a third FOPSO would make a significant difference in Flotilla support functions and operations.

74. In consultation with DDANC, a metrics based measure was developed to determine when a Flotilla would benefit from an additional FOPSO. A score above 3 equates an additional FOPSO, with each 3-point measure equating to an additional FOPSO. Formula below:

- Unit Score = Number of Units at Flotillas/5
- Cadet Score = Number of Cadets at Flotillas/100
- Geography Score = Geographical spread of a Flotilla;

- Large Spread = 1
- Medium Spread = 0.5
- Small Spread = 0

75. NCANC proposed Flotillas currently with 6 points or more (s33(a)(ii)), would be allocated an additional FOPSO position each. Formula indicated in table below:

Flotilla	Units	Cadet Number	Geo Score	Unit Score	Cadet Score	Total Score	Number FOPSO
s33(a)	5	189	1	1	1.9	3.9	2
s33(a)	7	166	1	1.4	1.7	4.1	2
s33(a)	8	269	0	1.6	2.7	4.3	2
s33(a)	7	105	0	1.4	1.1	2.5	2
s33(a)(ii)	10	345	0.5	2	3.5	6.0	3
s33(a)(ii)	8	315	0	1.6	3.2	4.8	2
s33(a)	8	121	0.5	1.6	1.2	3.3	2
s33(a)	7	117	0.5	1.4	1.2	3.1	2
s33(a)	11	575	0.5	2.2	5.8	8.5	3
s33(a)(ii)	11	400	1	2.2	4.0	7.2	3

76. s22

s22 [redacted]

77. DGANC discussed with the continued increase in cadet numbers within respective Flotillas, this could potentially result in the division of larger Flotillas. This in turn affects the proposed Org Chart Changes, which can be revised if/when the division occurs.

78. DGANC noted the paper and APPROVED the following ANC Org Chart Changes:

a. Removal of the ANC Safety Directorate

b. Move Deputy Director Safety and Environment (DDSE) to the Flotillas Directorate (reporting line DFLOT)

c. Move 2 x Staff Officer – Safety and Environment (SOSE) to the Flotillas Directorate (reporting line DDSE)

d. Move Deputy Director Wellbeing and Culture (DDCW) to the Professional Standards Directorate (reporting line DPS)

e. Move 1 x Staff Officer – Culture and Wellbeing to the Professional Standards Directorate (reporting line DDCW)

f. Additional 1 x Staff Officer – Wellbeing and Culture to the Professional Standards Directorate (reporting line DDWC)

g. Additional 1 x Deputy Director Flotilla Operations (DDFO) to the Flotillas Directorate (reporting line DFLOT)

h. Move 3 x Staff Officers – Flotillas to reporting line DDFO

i. Additional 5 x Flotilla Operations Support Officers (FOPSO)

79. DGANC ENDORSED the following:

a. Name change of DDWC to Deputy Director Wellbeing, Diversity and Inclusion (DDWDI)

b. Name change of Staff Officer – Wellbeing and Culture to Staff Officer – Wellbeing, Diversity and Inclusion (SO-WDI)

80. DGANC ENDORSED the Duty Statements following clarification regarding the language used in the training requirements. DGANC suggested the removal of the word ‘mandatory’ and replace with ‘requirements’ as to not discriminate against potential candidates.

a. Deputy Director Flotilla Operations (DDFO)

b. Deputy Director Safety and Environment (DDSE)

c. Deputy Director Wellbeing, Diversity and Inclusion (DDWDI)

d. Staff Officer – Safety and Environment (SOSE)

e. Staff Officer – Wellbeing, Diversity and Inclusion (SODWI)

f. Flotilla Operations Support Officer (FOPSO)

81. **Standing Update – Managing Units of Concern (NCANC).** A verbal brief presented by DFLOT outlined TS s33(a)(ii) remains a UoC, with the unit not currently parading, explaining the issue lies with the current CO having being uncompliant with Anaphylaxis Training and other personal circumstances. As it stands, there is no suitable or willing candidate to take over the position of CO for the unit.

82. DGANC noted six of the fifteen Cadets age out Dec 25. DFLOT advised when they visited the region, there was interest from around 40 children from the Boarding School who would like to sign up, suggesting cadet numbers may not be an issue and community engagement (via radio etc) would be necessary.

83. DGANC suggested a fly-in fly-out arrangement, as conducted successfully by AAC might need to be explored; whereby members from other units would fly over to TS s33(a)(ii) one weekend a month, to parade over two days for example.

84. DANC advised he had spoken to s47E(d) , asking him to reach out to a Navy Indigenous Adviser with the intention to seek Navy Reserve members and determine whether they have an interest in assisting the unit.

85. DGANC tasked DANC, NCANC and DFLOT to work together to consolidate the issues for TS s33(a)(ii) and develop a way forward in order to keep the unit from decommissioning. DGANC suggested reaching out to all Government services (Police, Ambulance, Fire Service) on Thursday Island to seek volunteers.

86. DFLOT informed the SLG that staff and cadets from TS s33(a)(ii) will be attending the local show to promote the ANC. The main aim is to recruit adult volunteers to the unit. DGANC suggested the use of local newspaper and radio advertising.

87. DFLOT advised s47E(d) and s47E(d) have volunteered to assist in reinvigorating TS s33(a)(ii) They are developing a structured plan and will present this to DFLOT within the coming weeks.

88. DFLOT informed the SLG that TS s33(a)(ii) remains a UoC, with attempts to engage adult volunteers unsuccessful. DFLOT suggested the location for this unit is not suited to the targeted demographic and with the Mount Gambia region being the second largest town, this may be more appropriate.

89. DFLOT explained location is an issue with TS s33(a) and will remain in recess until a more suitable location can be determined.

90. DGANC noted the verbal brief.

Youth Policy and Programs Directorate
25 August 2026 | Version 1.1

GUIDE 12: PLANNING FOR YOUTH ENGAGEMENT ACTIVITIES

This guide provides information to assist in planning for successful youth engagement activities. Effective planning helps to create a safe, engaging and positive experience for participants.

Defence recognises its legal duty of care to participants in our youth engagement activities. Under the *Work Health and Safety Act 2011* (WHS Act), workers must take reasonable care of their own health and safety and ensure that their actions or omissions do not adversely affect the health and safety of others. To fulfil this legal obligation, all personnel engaging with youth must be aware of and consider the specific needs of youth when planning and delivering a youth engagement activity.

This guide aims to help personnel:

a. plan and conduct inductions and safety briefs
b. maintain adequate supervision ratios
c. provide access to appropriate facilities
d. consider the requirements of overnight activities.

This guide should be read in conjunction with the Defence Youth Manual.

Activity induction

Defence must ensure parental/guardian consent has been gained prior to a program or activity. An induction should be delivered to confirm that participants have a clear understanding of the activities being offered.

A Defence site-specific induction and safety briefing must also be delivered at the start of the activity and on other occasions as required during the activity. The induction should include:

a. safety precautions and practices
b. an overview of hazards
c. emergency procedures, and
d. how to report an incident, accident or near miss.

When delivering inductions, and throughout the youth engagement activity, personnel should adapt their language so that it is understood by the target audience. Avoid using acronyms and jargon. Use clear, simple and uplifting language.

Supervision

Youth must be adequately supervised at all times.

Supervisors must regularly note a youth's presence. At a minimum, this must occur at the commencement and conclusion of the activity; and at the commencement and conclusion of any subsequent day/s.

Whenever an adult engages with youth during a youth engagement activity, as far as is reasonably practicable, another youth or adult should be present. If one-on-one interaction is unavoidable, it must take place in a well-lit area, visible to other adults.

When transporting only one youth in a vehicle, two adults should be present whenever possible.

Youth must be closely supervised during adventure activities. In cases where restrictions are applicable, special permission may be required from schools and should be considered in planning the activity. Where appropriate, additional supervision requirements must be included in the activity specific risk assessment.

Scenario
Defence youth program participants are taking part in a physical training activity at the fitness centre on base. The training session is being run by Physical Training Instructors (PTIs). The PTIs do not have access to the student's emergency contact details. During the fitness session, supervising staff members from the Defence youth program should remain present. In instances where the supervisor is not present, they must provide a brief to the staff conducting the activity that covers youth safety and youth protection, including the actions to be taken in the event of an emergency or incident.

Supervision Recommendations. A minimum of two supervisors[1] should accompany youth at all times, except for activities involving five or less youth participants. Activities involving five or less youth may occur with one supervisor. For best practice, activities should be conducted in view of other adults and a minimum of two supervisors should be present at all times. Consideration should be given to the context based on the age and size of the cohort. Guest speakers should not be included in minimum supervision ratios.

For example:

a. if a day activity includes 6 to 20 youth, it is recommended there be a minimum of two personnel accompanying the group
b. if a day activity includes 21 to 40 youth, it is recommended there be a minimum of three personnel accompanying the group. This meets both the 1:20 personnel to youth ratio and the requirement that a minimum of two personnel accompany the group.

The table below outlines minimum recommended supervision ratios by activity type[2].

Type of Activity	Minimum personnel[1]	Additional Personnel to Youth Ratio
Day activities between 0600hrs and 1700hrs	2	1:20 This ratio takes effect if more than 20 youths are in attendance.
Overnight activities between 1700hrs and 0600hrs the following day	2	1:10 This ratio takes effect if more than 10 youths are in attendance.
Activities involving five or less youth	1	

Scenario
Five youth registered to attend a resilience program. The program organiser selected and tasked two suitable personnel to supervise and run the program. On the day of the program, one of the youth started to feel sick and needed to go home. One personnel continued to run the program, while the other attended to the sick youth and arranged for her guardian to collect her. Both personnel were mindful of staying in view of each other, or other adults, while attending to the youth. Planning for contingencies allowed the program to proceed while maintaining adequate supervision.

A visual snapshot of minimum supervision ratios is available at this link.

Supervision ratios may be increased to suit the specific needs of individual programs. Adjustments may be necessary based on factors such as the nature of activities, participants' abilities and environmental risks. Tailored ratios assist in providing, a safe

[1] Must include at least one Defence Personnel (for ADF Cadet activities refer to ADF Cadets Support Chapters).
[2] Based on good practice, supervision ratios specified by Australian Curriculum, Assessment and Reporting Authority Student-Teacher Ratio; and Victorian Department of Education and Training Staffing and Supervision Guidelines;

and supportive environment for youth.

Scenario
Jamie is a 15-year-old who has applied to participate in a Defence youth program. Jamie has a medical condition. She has disclosed this information in the youth program enrolment form. The program manager contacts Jamie's parents to understand Jamie's needs and to determine if an individual management plan is required.

The program manager learns that while Jamie is usually confident to manage the medical condition by herself, she may occasionally need support. To ensure Jamie's safety, the program manager decides to roster an additional staff member on the days that Jamie will be attending the program. The increased staff to youth ratio will help to create a safe and inclusive environment for Jamie and the other participants.

Special considerations for overnight activities

For mixed gender groups undertaking overnight placements, there should be at least one supervisor of each gender in attendance in accordance with the prescribed ratio. Where possible, youths sleeping arrangements should be separated by gender (for example, youth who identify as a woman should only share a room with other women, and youth who identify as a man should only share a room with other men).

Defence must be sensitive to the needs of youth identifying as a non-binary gender identity when planning sleeping arrangements, including appropriate supervisory ratios.

Supervisors' overnight accommodation must be in a separate room from youth, but located in the same building to enable effective supervision.

Supervisors should set standard lights out and wake up times for the activity that are age-appropriate and considerate of the activity schedule.

If organising leisure activities, such as a movie screening or board games, supervisors should consider the youth cohort to make age and culturally appropriate choices.

Creating an inclusive environment for all gender identities

Defence is committed to a diverse, inclusive, fair and safe work environment for current and prospective personnel. All youth who participate in Defence youth programs should feel supported and valued. Providing respect, understanding and appropriate resources for transgender and gender diverse youth helps to create a safe and inclusive environment. For further information on how to support transgender and gender diverse youth, please contact your Service Diversity and Inclusion team, or reach out to the Defence Diversity and Inclusion team at diversitypolicyandprograms@defence.gov.au.

Defence has developed inclusion guidance that helps commanders, managers and supervisors to support and be inclusive of gender diverse people. This document focuses on a workforce context; however, some of the resources may be helpful for a youth engagement setting. The guidance outlines the principles to be applied for the leadership and support structures for all Defence personnel, to foster an environment of inclusion. It can be read as complimentary to related Defence policy and/or Government legislation.

Bathroom, toilet and shower facilities

Bathroom, shower and toilet facility use must be separated by gender (for example, youth who identify as a woman will only share facilities with other women, and youth who identify as a man will only share facilities with other men). If a youth identifies as non-binary or another gender identity outside of the man/woman binary, their preferences should be considered when planning/prior to the activity to confirm whether their needs can be accommodated, while taking into consideration the needs of all other youths. Unisex facilities may be offered for personal choice.

Non-binary and gender non-conforming youth cannot be excluded or discriminated against based on their gender identity, as per the *Sex Discrimination Act 1984*.

To support the safety, privacy and wellbeing of all participants, adults should use different facilities to youths. Where separate facilities are not available, adults must wait until all youth have vacated the facility before entering. If the program includes both under 18s and over 18-year-old youth and separate facilities are not available, consider using scheduling to ensure age-appropriate separation. Be tactful and respectful to avoid making older youth feel singled out or excluded.

Adults must not be in change rooms, bathrooms or toilets at the same time as youth, whether the youth are under 18 or over 18. For best practice, ensure that expectations are clearly communicated from the start of the activity and display signs so that everyone knows which bathroom to use. Be mindful and clear in your communication so that youth understand that the measures are in place to create a space that's safe and respectful for everyone.

Further assistance

For further information and assistance contact defence.youth@defence.gov.au

AAC STANDING INSTRUCTION - PERSONNEL

AAC AUTHORISED ESTABLISHMENT

INTRODUCTION

1. The functional structure including the type, level and number of adult and Cadet personnel is managed through an Authorised Establishment (AE). The AE provides the baseline for the procurement of stores, equipment and uniforms; and the calculation of budgets for salaries, Cadet Volunteer Payment (CVP) for ACS, travel, Army funded activities and other resource allocations.

2. The key principles that apply to the AE for AAC are:

a. **Principle 1.** The structure provides a holistic and supportive framework, within strategic resourcing constraints, which provides for effective management, authority and delegation.

b. **Principle 2.** The AE will be implemented as flexibly as possible to enable maximum use of positions, while meeting the strategic intent of operating AAC program within allocated resources.

c. **Principle 3.** The AE of any component of AAC may be varied with the approval of Commander (COMD) AAC to meet changing organisational requirements.

SPECIAL CONDITIONS FOR ACS POSITIONS IN THE AE

3. Special conditions relating to the ACS AE are as follows:

a. The minimum number of staff required to efficiently and safely run an ACU of minimum acceptable size is three.

b. Where possible and appropriate, at least one ACS of each gender should be in each ACU and in each sub-unit.

c. Sub-units of ACU are defined as those elements of Cadets and ACS that are in an Army approved location that is geographically separated from the parent unit location.

4. The AAC AE detailing positions for both ACS and Cadets at all levels within the organisation is at annex A.

CVP

5. CVP honorarium tiers are based on the position held by the ACS in accordance with their Instrument of Acceptance (IoA). A list on CVP tiers against AAC ACS positions is at annex B.

ESTABLISHING A NEW UNIT

6. As AAC program continues to develop, a Regional COMD may identify an opportunity to establish a new ACU within their Region. The establishment of a new ACU

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requires considerable analysis and planning to ensure longevity. Greater detail in the planning considerations for the establishment of a new ACU is contained in annex C.

AE CHANGES

7. Changes to an ACU's AE Category, or to the positions allocated to a HQ element, may be approved by COMD AAC (or his authorised delegate), in the circumstances described below, upon application through the chain of command, as per the procedure in annex D.

REVIEWS OF CADET NUMBERS

8. Some ACU will experience short term special circumstances where a once off and temporary increase to the unit's AE limit for cadets is required. For example, an ACU may wish to take in a large number of recruits now knowing that a large number of older cadets are about to discharge. Such temporary changes in ACU Cadet strength of a planned duration of less than three months will not require a formal change in the ACU's AE Category. Rather, these short term adjustments are to be managed at the sub-regional and regional levels without changing the ACU's AE category. However, it is essential that Regional COMD use this authorisation sparingly so that Army's resource liability is not increased beyond known or likely allocations.

9. Alternatively, it may be deemed desirable to "permanently" amend the AE Category of an ACU because of on-going changes to the unit's recruiting circumstances (for example, as a result of changing demographics in the local area resulting in a higher population of 9 - 12 year old children, or when there has been a significant decline in Cadet numbers over a number of strength return periods). Such changes to the AE Category should be for an expected duration of at least 12 months and require a formal request to, and approval by, COMD AAC (or delegate).

REVIEWS OF ACS NUMBERS

10. Changes to an ACU's AE category will require an amendment to the number of ACS positions allocated to that ACU as per annex A. It may also be desirable to seek amendments to the ACS positions in a HQ element of AAC. Any requests for amendment to the ACS AE will be considered with significant scrutiny, as each additional ACS particularly impacts on Army's ongoing financial liability to support AAC.

UNIT NUMBERS AND NAMES

11. Each unit and headquarters of AAC has been allocated a number for the purpose of administration and in most but not all cases, identification. The current list of AAC Units is an Annex E.

Community-Based Units (CBU) Unit Numbers and Name Allocation

12. All CBU will numbered determined by the Region and respective Regional HQ within Australia which is aligned with the previous Australian Army's Military Districts.

School Based Units (SBU) Unit Numbers and Name Allocation

13. The use of these numbers publicly, or within the school, as part of the unit title is neither mandated nor expected by AAC. However, units / schools may choose to use the number as part of the unit's title (for example, '999 ACU St Andrew's School').

Number Allocation Authority

14. The number unit and/or name will be determined by HQ AAC via through the addition or amendment of a unit via the AAC Authorised Establishment. Whilst the attached annex will be updated annually, the most accurate list of AAC units is contained in CadetNet under Organisation-Units.

Document sponsor

SO1 Pers HQ AAC is the document sponsor.

Release date

The release of this document is WEF 19 Feb 2026

Annexes:

A. AAC Authorised Establishment
B. AAC CVP Tier Allocation
C. Establishing a New ACU (U071)
D. Changing an AAC AE (U072)
E. Army Cadet Headquarters and ACU Numbers

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Commander AAC Directive 02/22

ARMY CADET STAFF (ACS) - ASSIGNMENT OF AAC RANK AND OC/CO APPOINTMENTS

References:

A. YOUTHPOLMAN Part 2 Section 2 Chapter 2 – Management of ADF Cadets Adults
B. YOUTHPOLMAN Part 2 Section 4 Chapter 6 – ADF Cadet Volunteer Payment
C. AAC Standing Orders Volume 1 Chapter 1 AES – AAC Authorised Establishment, dated May 15
D. AAC Standing Orders Volume 2 Chapter 2 AM – Adult Management – Defence Approved Helpers and Army Cadets Staff (ACS), dated Nov 19
E. AAC Standing Orders Volume 2 Chapter 2 RAN – Ranks of the Australian Army Cadets, dated May 15
F. AAC Standing Orders Volume 2 Chapter 2 TRG – Army Cadets Staff Training Requirements, dated May 15
G. Decision Brief for COMD AAC - Appointment of LTCOL (AAC) as OC of a Cadet Unit for Units Exceeding 400 Cadets, dated Feb 22 (BQ7602739)
H. AAC Command Systems – Learning Board – ACS GSOOC Rank Re-Alignment – Implementation Options, dated Jan 22 (BQ33720309)
I. AAC Standing Orders Volume 2, Chapter 2 FAC – Army Cadets Staff First Aid Certificate Requirements
J. AAC Standing Orders Volume 2, Chapter 'WWC' – Working With Children Requirements, dated Oct 16
K. AckNote 42/2018 - Defence Youth Safety Level 3 Leaders Package
L. AckNote 12/2017 - Defence Youth Safety Practitioner Training (Level 2)
M. AckNote 03/2017 - Completion of Defence Youth Safety Awareness Level 1 Course

Background

1. Refs A and B provide the policy framework for appointment of ADF Cadets Adults and implementation of ADF Cadet Volunteer Payment (CVP) to attract, train and sustain a motivated and capable cadre of adult volunteers, to meet the needs of the Program, the cadets and their parents/guardians. Ref B implemented the CVP as a tiered payment system reflective of the primary role of OOC/IOCs and not linked to rank.

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2. Refs C to F implement YOUTHPOLMAN for application within AAC. In Ref G COMD 2nd NSW AAC Bde sought amendment to the approved rank, in Refs C and F, of Army Cadet Unit Officer Commanding (ACU OC) of ACUs with 400 or more Cadets. Ref H, which was in response to a previous version considered at the Learning Development Board held on 27 Nov 2021, was considered at the Commander's conference held 13 Feb 2022 and a decision deferred.

Scope

3. This Directive provides additional AAC direction regarding:

a. the mandatory ALDC Training requirements that must be satisfied by all TOOC and GSOOC in order to:

(1) advance in, or be appointed to, another AAC rank level; or

(2) be selected for, or appointed to, key positions, including as Officer Commanding/Commanding Officer (OC/CO) of Army Cadet Units/Battalions;

b. the AAC organisational and structural considerations that are to be applied in determining appropriate ACS GSOOC rank levels and appointments, and the criteria to be applied when adjusting ACS GSOOC's rank levels or appointments from time to time in response to changing organisational requirements and to achieve best-for-Program outcomes; and

c. the authority for selecting, appointing, advancing or adjusting the rank of TOOC and GSOOC.

4. For clarity, this Directive does not:

a. apply to Professional Specialist Officer of Cadets (PSOOC) or Full-Time Officers of Cadets (FTOOC); or

b. in any way modify or affect the CVP Tier that has been assigned to any TOOC or GSOOC position as at the date of this Directive.

Commander's Intent

5. **Purpose**. The application of Army-like rank in the AAC for ACS contributes to the efficient and effective conduct of the Program and military-like experience for cadets. Awarding a rank to ACS recognises their ACS qualifications, Youth Safety responsibilities, authority, and wider experience relevant to the Program.

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6. **Method**. The criteria for assigning AAC rank informs the program of the requirements for each rank to support COMD AAC and regional COMDs in allocating appropriately qualified and experienced ACS within the AAC establishment. The process for assigning AAC rank provides regional Commanders delegation that enables effective control and governance of Cadet activities. Higher AAC rank for OCs of ACUs larger than 400 Cadets will improve control and delineation of Youth Safety and other responsibilities of very large ACUs and improve Cadet Program outcomes. Considerations and guidelines for AAC rank reduction, as a result of a change in role or position, will provide fairness and reinforce respect for ACS who have contributed much to the AAC.

7. **Endstate**. Appropriately selected and appointed ACS provide a centre of gravity to supervise and administer the AAC program. AAC rank provides flexibility and improved command and control within an ACU; more effectively enabling the safe delivery of the Cadet Program. Criteria and process for assigning AAC rank are understood, ACS are appointed to appropriate roles within establishment, AAC establishment provides greater rank-span within large ACUs, appointment of Battalion Commanders/COs is clarified and conditions for rank reduction retain experienced and capable ACS in non-Cadet facing roles.

Principles

8. The following principles underpin the approach taken in this Directive with respect to AAC rank and the selection, advancement, appointment and adjustment of AAC rank:

a. The desire to achieve consistency in approach through a nationally standardised model with any exceptions being subject to COMD AAC approval.

b. The emphasis is on ensuring that AAC rank incentivises and supports the furtherance of Army Cadet Program outcomes; the optimisation of the administration and management of Army Cadet Units/Battalions to enhance the Cadet experience and Youth Safe objectives. Anything that undermines youth safety will not be considered, tolerated or supported.

c. This Directive reinforces Ref E. Furthermore, upon appointment as an ACS GSOOC/TOOC, current or former serving ADF members are not to wear their current or former ADF ranks when acting in their capacity as an ACS. They are also required to complete all requirements of the AAC program to attain and advance through AAC ranks (unless RPL/RCC is granted for any aspect IAW extant policy).

d. AAC rank and advancement are linked to the individual TOOC/GSOOC's role and mandated ALDC Training requirements, both to emphasise and promote youth safety objectives and support and incentivise completion of the ALDC. In addition to the completion of ALDC requirements, a vacant position must be available in the AAC establishment prior to a GSOOC being appointed to a more senior AAC rank. The relevant individual must also demonstrate that they are of appropriate character, commitment and experience to progress to a more senior AAC rank or hold a key AAC position as CO/OC.

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e. Application of this Directive may result in two or more ACS of the same rank within an Army Cadet Units/Battalion. For effective operation of the Army Cadet Units/Battalion, it is crucial for one of the ACS to be senior. Consistent with similar circumstances in the Australian Army, in these instances the nature of the appointed role, such as ACU OC, determines seniority (i.e. senior by appointment).

f. AAC rank and this Directive do not countermand the principles of CVP. CVP is linked to role and contribution-based Tiers, not AAC rank.

Definition

9. **ALDC Course Completion.** For the purposes of this Directive, completion of an ALDC course means the ACS member has met the learning outcomes of all course modules, are assessed competent and the result recorded within CadetNet.

AAC Rank Criteria

10. **All AAC ranks:** GSOOC, must maintain the following requirements in order to perform the role and exercise responsibilities associated with a qualification/appointment:

a. hold a current Instrument of Acceptance (IoA) as a GSOOC;

b. meet their State requirements for Working With Vulnerable Persons/Children Check (WWVP)/(WWCC) and all other suitability requirements IAW Ref D;

c. hold a current First Aid Certificate IAW Ref I; and

d. Defence Youth Safety currency IAW Refs J to M.

11. **2 LT (AAC)**. The entry level for a GSOOC, upon appointment, is as a Trainee Officer of Cadets (TOOC). TOOC is now a category of GSOOC, not a rank. This Directive supersedes Appendix 1 to Annex B of Ref D as follows:

a. **Para 6:** A TOOC has a maximum of two years to complete all modules of the ALDC Grade One otherwise they will be reverted to Defence Approved Helper (DAH). Upon completion of all modules of ALDC Grade One, a TOOC has met the training requirements to be a GSOOC and is accordingly eligible for CVP Tier 2 roles. Completion of ALDC Grade Two, as soon as practicable, is strongly recommended.

b. **Para 9: Uniform and Rank**. TOOC are issued with uniform at Commonwealth expense and wear the rank of 2 LT (AAC). Uniform entitlements are in accordance with AAC Standing Order 2UNI.

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12. **LT (AAC)**. The following criteria are required for a 2LT (AAC) to be eligible for promotion to LT (AAC):

a. Completion of all three modules of the ALDC Grade One. Approved legacy qualifications are listed in para 1 of Annex A.

b. Where the Regional COMD requires the ACS individual to plan and/or conduct Grade 2 field activities for Cadets, they must successfully complete all modules of the ALDC Grade Two. Legacy qualifications are listed in para 2 of Annex A. Note that the ALDC Grade Two qualification is mandatory for planning and conduct of Grade Two field activities for Cadets. It is mandatory for LT (AAC) appointed a Training Officer position to be ALDC Grade Two qualified.

c. **Delegation.** Regional COMDs and HQ AAC DCOMD are authorised to promote 2LT (AAC) to LT (AAC).

13. **CAPT (AAC)**. The following criteria are required for a LT (AAC) to be eligible for promotion to CAPT (AAC):

a. The AAC Establishment has a vacancy to which the ACS individual can be appointed

b. Where the Regional Commander requires the ACS individual to plan and/or conduct Grade Two field activities for Cadets, they must have completed ALDC Grade Two or a legacy qualification listed in para 2 Annex A.

c. Where the Regional Commander confirms there is a need for a CAPT (AAC) but does not require the ACS individual to plan and/or conduct Grade Two field activities for Cadets, and as a result does not require the ACS individual to hold the ALDC Grade Two qualification:

(1) the individual can be promoted provided they have successfully completed all modules of ALDC Grade One, and

(2) the Regional Commander considers the ACS individual to have demonstrated effective support; ideally based on factors including:

(a) character suitability, including no disciplinary action and a demonstrated commitment to youth safety; and

(b) commitment, potential and a willingness to complete further ALDC courses, including Admin, Logistics and Training, as required to be eligible for a position. Completion of ALDC Grade Two is strongly recommended.

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(3) The Regional Commander confirms to the ACS individual that they must not plan or conduct Grade Two field activities; however they can support an ALDC Grade Two qualified ACS individual.

d. **Delegation.** Regional COMDs and HQ AAC DCOMD are authorised to promote LT (AAC) to CAPT (AAC).

14. **MAJ (AAC)**. The following criteria are required for a CAPT (AAC) to be eligible for promotion to MAJ (AAC):

a. The AAC Establishment has a vacancy to which the ACS individual can be appointed.

b. ALDC Grades One and Two qualified or legacy qualifications as listed in Annex A.

c. The individual may need to complete other courses, such as Admin, Logistics, and Training, to be eligible to hold a position.

d. **Delegation.** Regional COMDs and HQ AAC DCOMD are authorised to promote CAPT (AAC) to MAJ (AAC).

15. **LTCOL (AAC)**. The following criteria are required for a MAJ (AAC) to be eligible for promotion to LTCOL (AAC):

a. The AAC Establishment has a vacancy to which the ACS individual can be appointed

b. ALDC Grades One and Two qualified or legacy qualifications as listed in Annex A

c. ACU Command Course or legacy qualification in Annex A

d. Has been a MAJ (AAC) for three years. However, the Regional Commander or DCOMD can recommend to Commander AAC to promote a MAJ (AAC) earlier in order to enable effective operation of the region or the program.

e. Commander AAC is the approving authority for promotion of ACS to LTCOL (AAC). The Regional Commander or HQ AAC DCOMD are recommending authorities.

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16. **Rank Reduction.** Further to the principals in para 8, a GSOOC's AAC rank may need to be adjusted on account of changing Program and AAC requirements, due to changes in the nature and requirements of the role, appointment, or AAC establishment position that they fill, or may be required to perform or fill. This Directive updates Ref C and its application to limit a GSOOC's AAC rank being adjusted to a more junior AAC rank, provided such adjustment:

a. must not result in the relevant GSOOC holding an adjusted AAC rank that is more junior than LT (AAC); and

b. will not result in the relevant GSOOC being appointed to an adjusted AAC rank that is more than one AAC rank more junior to the most senior AAC rank held by the relevant GSOOC.

Appointment as an Army Cadet Unit Officer Commanding (ACU OC)

17. According to Ref C, the rank range for ACU OC is CAPT (AAC) to MAJ (AAC). This Directive amends the Reference by authorising appointment of an OC of an ACU with the following rank bandings and ACU actual sizes:

a. Less than 200 Cadets* – CAPT (AAC).

b. 200 to 399 Cadets – CAPT (AAC) to MAJ (AAC).

c. 400 to 799 Cadets – MAJ (AAC) to LTCOL (AAC).

d. Greater than 800 Cadets – LTCOL (AAC).

*** Exception 1.** A Regional Commander may recommend to COMD AAC approval of the appointment of a MAJ (AAC) as OC of an ACU with less than 200 Cadets where this rank is necessary for effective operation of the ACU or to enable chain of command depth within the region.

18. ACU OC appointees must have completed:

a. ALDC Grades One and Two[#] or legacy qualifications, as detailed in Annex ; and

b. Within 12 months of appointment, the ACU Command Course or legacy qualification as per Annex A.

[#] **Exception 2.** Regional Commanders may appoint a CAPT (AAC) as OC of an ACU where the individual is not yet ALDC Grade Two qualified, provided the individual gains the qualification within 12 months of appointment and the ACU is supported by a Grade Two qualified individual to plan and conduct field activities.

19. Appointment of a LTCOL (AAC) as OC of an ACU, with 400 or more Cadets, is based on para 17 and the following conditions:

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a. The ACU has the required structure, i.e. has a number of ACU sub-units commanded/controlled by CAPT (AAC), reporting to two of more MAJs (AAC), acting as ACU Company Commanders, over which sits a LTCOL OC/CO.

b. Selected ACU OCs at LTCOL (AAC) rank level must have served as MAJ (AAC) for at least three years.

c. For implementation of this Directive, the incumbent OC is currently a MAJ (AAC) of the qualifying ACU.

d. Numbers in the ACU must be at the minimum of 400 actual and have proven historically stable for a period of not less than three years.

e. Commander AAC is the approving authority for appointment of ACS LTCOL (AAC) as OC of an ACU. The Regional COMDs are recommending authorities.

20. **School Based Units (SBUs).** Some School Principals appoint the ACU OC, as a requirement of the GSOOC's teaching role within the School. This is consistent with the School demonstrating its intent to ensure a quality Cadet Program as a component of the School's curriculum. While this does not change the criteria for the selection and appointment of CO/OC, it is expected that Regional COMDs will provide any necessary assistance and risk manage aspects of such appointments.

Army Cadet Battalion Commander or Commanding Officer (CO)

21. The minimum criteria for ACS GSOOC to be appointed Battalion Commander/CO are:

a. completion of all modules of the ALDC, as described in para 17; and

b. currently a CAPT (AAC) eligible for promotion to MAJ (AAC) on appointment.

22. **Implementation.** This Directive is with effect 04 Jul 2022. Annex B is an aid to implementation with a table of AAC ranks, ALDC course requirements, CVP and selection/appointment authorities.

23. **Point of Contact**. The point of contact for this Directive is DCOMD HQ AAC.

Conclusion

24. ACS are the AAC's collective centre of gravity and their principal role in the program is the command and administration of cadet units. Attracting, training, maintaining and retaining ACS, who volunteer their time for the Cadet Program, is critical to the viability of the AAC program and its safe delivery. Foremost in the management and development of ACS is the need to inculcate a YouthSafe culture. Equitable and effective management of ACS rank is key to recognising the contribution and loyalty of ACS and is an enabler of a YouthSafe program.

s47E(d)

BD Slaughter
BRIG
COMD AAC

12 Aug 22

Annexes:
A. ALDC Equivalent Legacy Qualifications
B. AAC Ranks, ALDC Course Requirements, CVP and Selection/Appointment Authorities

Distribution:
DCOMD AAC
DIR TRG AAC
NAC
DCS
COMD RSM
AAC Regional COMD (9)
AAC Regional ACOMD (9)
AAC Regional DCOMD (9)
AAC Regional RSM (9)
COMD Chaplain
HQ AAC SO1 Health/Psych
HQ AAC SO1 Pers
HQ AAC SO1 Ops
HQ AAC SO1 Policy
HQ AAC SO1 Strat Plans
HQ AAC Legal Officer
HQ AAC ICT Manager

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Annex A to
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ALDC Equivalent Legacy Qualifications

1. **ALDC Grade One.** The ALDC Grade One (also referred to as the OIC Activity Grade One) consists of three modules. The following legacy qualifications are approved as equivalent:

a. the pilot ACS Grade One Course (Modules 1 and 2) delivered in Jul 18; or

b. organisation induction and the Youth Development Adult Leader Course delivered prior to Jul 18; or

c. organisation induction and the ACS Basic Course delivered prior to Nov 15; or

d. the IOC/OOC Basic Course, the OOC Basic Course, or the OOC Introduction Course prior to Jan 09; or

e. the ALDC Grade 1 School Support Staff (SSS) Transition course.

2. **ALDC Grade Two**. The ALDC Grade Two (also referred to as OIC Grade Two or OIC Grade Two field training consists of three modules. The following legacy qualifications are approved as equivalent:

a. completion of the Experience Evidence Logbook and the ACS OIC Activity Grade Two Course delivered between Jun 15 and Oct 19; or

b. Deemed, to the satisfaction of Dir TRG HQ AAC, qualification as an OIC Activity by HQ AAC in 2011, and has completed the OIC Activity Conversion Course 2016.

3. **ACU Command Course.** The current ACU Command Course (also referred to as ALDC Grade Three) was implemented in Nov 19 and consists of two modules. The legacy qualification is the ACU Command Course delivered prior to Nov 19.

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Annex B to
Commander AAC Directive 02/22
12 Aug 22

AAC Ranks, ALDC Course Requirements, CVP and Selection/Appointment Authorities

1	2	3	4				5		6			7
			ALDC Course Requirements						Delegate for rank advancement, rank adjustment and/or appointment			
									HQ AAC		Regional HQ	
Category	AAC Rank	Applicability	Grade One	Grade Two	ACU Command Course	Other	CVP Tier		COMD	DCOMD	COMD	Remarks
TOOC	2LT (AAC)	All	✓ (a)				Under Training	1			✓	(a) Required to complete within 24 months of appointment or will revert to DAH
GSOOC	LT (AAC)	All	✓			▪ (b)	Program Support or Program Delivery	2 or 3		✓ (c)	✓ (d)	(b) Encouraged to complete relevant Specialist Courses if appointed as Admin Officer, Log Officer or Trg Officer (c) For HQ AAC ACS (d) for Regional ACS
		OIC Field Activities	✓	✓								
	CAPT (AAC)	All	✓			▪ (b)	Program Support or Program Delivery	2 or 3		✓ (c)	✓ (d)	(b) As above (c) As above (d) As above
		OIC Field Activities	✓	✓								
		OC	✓	✓	✓ (e)		Program Delivery	3			✓	(e) Required to Complete within 12 months of appointment as OC, and ACU must be supported by a GSOOC that has Completed ADLC Grade Two.
	MAJ (AAC)	All	✓	✓		▪ (b)	Program Support or Program Delivery	2 or 3		✓ (c)	✓ (d)	(b) As above (c) As above (d) As above
		CO/OC	✓	✓	✓		Program Delivery (OC) or Executive/Command (CO)	3 or 4			✓	

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1	2	3	4				5		6			7
			ALDC Course Requirements						Delegate for rank advancement, rank adjustment and/or appointment			
									HQ AAC		Regional HQ	
Category	AAC Rank	Applicability	Grade One	Grade Two	ACU Command Course	Other	CVP Tier		COMD	DCOMD	COMD	Remarks
	LTCOL (AAC)	All	✓	✓	✓		Program Support or Executive/Command (CO/OC/Asst Comd)	2 or 4	✓ (f)			(f) Generally, should have at least 3 years' prior experience as MAJ (AAC) and promotion recommendation from HQ AAC DCOMD (for HQ AAC ACS) or Regional COMD (for Regional ACS) – COMD AAC discretion
	COL (AAC)	All	✓	✓	✓		Executive / Command	4	✓ (g)			(g) Will be selected and appointed based on individual merit and experience – COMD AAC discretion

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STANDING INSTRUCTION

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9. **Adult supervisors.** Sufficient OOC and IOC to satisfy the adult supervisor to anticipated cadet ratio must be identified and posted to the new unit before cadets are accepted. s22

s22