

## PILLARS OF GROWTH AND DIRECTION TO 2028

To realise the values and youth development required to take the ANC into and beyond 2028, five pillars of growth have been defined as the central focal point to apply defined strategies:

- Defence Youth Safety Framework
- Developing cadets
- A strong organisation
- Supporting adult volunteers
- Broadening the maritime domain



## OUR VISION

*Our vision is to help develop confident and competent individuals who value connection, possess strong character, and care for themselves and others. Our cadets also learn the importance of Australia's maritime domain and are an asset to the Australian community.*



SERVICE, COURAGE, RESPECT, INTEGRITY, EXCELLENCE



# AUSTRALIAN NAVY CADETS

A PASSAGE PLAN TO 2028



**Mark Hammond**

Vice Admiral AO RAN  
Chief of Navy

December 2024

## A MESSAGE FROM CHIEF OF NAVY

The Australian Navy Cadets (ANC) are part of the broader Navy family, and the program is the Royal Australian Navy's premier youth development program. As a national institution, it is most appropriate that the Navy gives back to its community through its support and sponsorship of the ANC as an essential element of nation-building that empowers our cadets in a program that embodies competence, confidence, connection, character and caring. The ANC enables meaningful Navy community engagement, including in remote, rural, regional and metropolitan areas, where tangible connections are evident and enduring.

The ANC is a key component of the ADF Cadets and shares its values and those of Defence with the other cadet organisations and many common policy elements, particularly those of the Defence Youth Safety Framework. The ANC seeks to provide young Australians with exposure to Navy and Defence through a range of safe, enjoyable and rewarding experiences.

ANC 2028, through its foundations on the Defence Values, guided by the ADF cadets youth values and behaviours, will shape our strategic efforts and activities; and represents our commitments to the cadets, cadet staff and the community into the future.

**I commend ANC 2028 to you.**



**Peter Alderson**

Captain ANC  
National Commander

December 2024

## NATIONAL COMMANDER ANC INTENT

The ANC is continuing on our journey of the new and contemporary Cadet Youth Development Continuum (CYDC) that rolls out across all units starting in 2024. This is the single most pivotal change to the ANC in its modern history.

The CYDC offers cadets the opportunity to develop valuable personal abilities, to build life-skills like teamwork and resilience, to foster confidence, camaraderie, appreciation, and a sense of service to others, in preparedness for the challenges and responsibilities of their adult life. Our cadets remain our focus in ensuring our programs are age appropriate, educational, adventurous and fun! Cadets are provided a pathway for continuous growth through empowerment and leadership opportunities within our organisation.

We continue to forge and strengthen our endearing relationship with the Royal Australian Navy and with Australia's broader maritime industry. We also explore and develop other stakeholder relationships to enhance the ANC programs and the experiences that our members can gain through these opportunities.

Our adult members are committed to the success of youth development within the ANC. Our adult training development program is being enhanced to ensure knowledge of a youth safe culture, and ensure a fulfilling and meaningful experience for all our adult members. ANC adult training development will aim to provide ongoing and contemporary educational pathway for adults engaging with youth and opportunity for professional development and experience in various positions with different levels of responsibility within the ANC. We will arm our adult members with the necessary skills and development to support our cadets and to enhance the cadet experiences in a safe, inclusive and respectful environment. Our adult members are valued, agile, empowered and innovative in driving for the continuous growth and success of the ANC for now and well into the future.

I am committed to all our ANC members, and broader ANC community, in driving for growth and expansion and the continuous improvement of our organisation through a framework that focuses on the ANC's capability, performance, and culture that is built on a foundation of our values and behaviours. This commitment and future ANC pathway is articulated in the ANC 2028 – A Passage Plan to 2028.

**This is our commitment.**

## A PASSAGE PLAN TO 2028

*ANC 2028 is the Australian Navy Cadets' Passage Plan to 2028. The plan outlines our ethos, our objectives, our priorities and where we will focus our effort until the end of 2028. ANC 2028 is unashamedly 'cadet-centric'; it recognises that cadets are the reason the ANC exists and the focus of everything we do.*

### REINFORCING OUR FOUNDATIONS

Our strong ANC organisation works to safeguard a youth safe culture at its foundations while also reinforcing our holistic and informed approach to youth development. Our history is rich and vibrant and connects us to our community and we seek to always strengthen and reinforce who we are – together.

We will build upon the ANC through to 2028 by linking three essential elements that serve to drive our vision and commitment. By adopting this approach, we will empower our team and inform the outcome.

**The elements are:**

- **Values** – our guiding principles
- **Youth development model** – our youth are our focus
- **Pillars of growth and direction** – our tangible tasks and outcomes

### REINFORCING OUR FOUNDATIONS

Our strong ANC organisation has a healthy culture and respect for safety as its foundations. We will reinforce these.

### ADF CADETS YOUTH VALUES

The ADF Cadet Youth Values and Code of Conduct provide a set of guiding principles for expected behaviours. The ADF Cadet Youth Values are defined as:

- **SERVICE** – Service to each other and the community underpins everything in the ADF cadet programs.
- **COURAGE** – Courage is essential for developing resilience and creating and maintaining a safe culture for youth.
- **RESPECT** – Respect is central to treating others with dignity, building trust, and providing a safe environment.
- **INTEGRITY** – Integrity sets a foundation for moral and ethical strength in doing the right thing.
- **EXCELLENCE** – Excellence is the pursuit of safe and positive opportunities and experiences, both individually and as an organisation.

### YOUTH DEVELOPMENT MODEL - FIVE C'S

**The five C's of youth development are:**

- **Competence:** Building a foundation for success
- **Confidence:** Fostering self-belief and resilience
- **Connection:** Nurturing relationships and social responsibility
- **Character:** Ethical foundations for a changing world
- **Caring:** Nurturing, empathy and emotional intelligence

**In applying the ADF cadets youth values with the five C's of youth development, Navy cadets will:**

- Act with purpose in the interests of the ANC (all C's)
- Be adaptable, innovative and agile (CONFIDENCE)
- Collaborate and be team and community-focused (CONNECTION)
- Be accountable and trustworthy (CHARACTER)
- Reflect, learn and improve (COMPETENCE)
- Be inclusive and value others (CARING)



### DEFENCE YOUTH SAFETY FRAMEWORK

The Defence Youth Safety Framework articulates the principles that guide Defence youth safety efforts and how Defence contributes to the National Principles for Child Safe Organisations.

**We are committed to:**

- Ensure strict compliance with all aspects of the Defence Youth Safety Framework.
- Safeguard under Commonwealth Child Safe Framework and National Principles for Child Safe Organisations.
- Beyond compliance, and using ADF cadet youth values and the youth development model as a basis, embed a youth safety culture that features in everything we do.
- Strive to be an industry leader and world class youth program.

### THE AUSTRALIAN NAVY CADETS – A STRONG ORGANISATION

The ANC program stands apart from other youth initiatives and represents a unique and exciting opportunity with direct connection to the Navy. To bring such a program together for youth and achieve our vision requires a sustainable and effective partnership between Navy, the community and adult volunteers. This will provide assurance to delivering a safe, values-based, meaningful, rewarding and enjoyable program that develops young Australians and promotes an ongoing interest in the maritime domain.

**This requires a strong organisation and to this end we will seek to:**

- Continue to grow the ANC by sustainably increasing the numbers of units, cadets and adult volunteers, specifically in coastal communities who can support and sustain the ANC maritime program.
- Develop fresh and contemporary recruiting material to attract cadets and adult volunteers to the ANC and conduct targeted recruiting campaigns where necessary.
- Remain contemporary with communication and branding while continuing to develop and promote the ANC and communicate its activities and achievements to stakeholders, including cadets, adult volunteers, families, communities, Navy and the general public.
- Implement fully the Commonwealth responsibility for facilities to enable enhanced management and delivery of fit-for-purpose facilities to enable cadet activities.

### DEVELOPING CADETS

The ANC must offer a contemporary, relevant, rewarding and inspiring experience for cadets. Our youth development program offers an expanded experiential learning opportunity with multiple pathways of completion. This provides activities that are attractive, exciting, adventurous and fun. We ensure, as far as practicable, that the 'Navy cadet experience' is similar for all cadets regardless of their location.

Our core cadet activities will be developed and undertaken within three areas that reflect the five C's:

**Personal development (Character, Confidence)**

- We will develop and build on self-confidence, resilience, teamwork and leadership in cadets through activities that, at times, will be challenging and physically demanding. These include sailing, confidence-building courses and other activity-based endeavours that promote physical fitness, resilience and emotional wellbeing.

**Community-minded (Connection, Caring)**

- We will instill the ADF Cadet Youth Values, ethical behaviour, and commitment in our cadets to promote a sense of 'service' and social responsibility over self-interest. We will achieve this through tailored programs and involvement in community activities that also foster an understanding of the value of 'volunteering'.

**Skills (Competence)**

- We will develop cadets vocational and life skills that help prepare them for independence, adulthood and an increasingly competitive, technological and service-based labour market. We will devote specific effort to improving written and verbal communication skills and science, technology, engineering and maths (STEM) abilities.

**To achieve these outcomes, we will:**

- Continually evaluate and improve the Cadet Youth Development Continuum to ensure it continues to be Australia's youth development experience of choice.
- Develop strategies to standardise the delivery of the ANC program across Australia.
- Continue our stakeholder engagement for opportunities to collaborate with education institutions and other agencies to further our STEM objectives including cyber security awareness.
- Continually explore opportunities for more joint activities with the Australian Army Cadets and the Australian Air Force Cadets.

### SUPPORTING ADULT VOLUNTEERS

We recognise the ANC vision will not be met without attracting and retaining youth-focused, enthusiastic and high-quality adult volunteers who are dedicated to promoting and supporting a youth safe culture. We need to ensure adult volunteers are positive role models, suitably trained and well supported to mentor, guide and motivate cadets. We also recognise the value and experience of current and former Navy and Defence personnel, as well as former cadets seeking to return to the ANC, and will encourage them to consider becoming adult volunteers.

**To this end we will:**

- Review existing processes with a view to reducing the administrative burden and training workload on adult volunteers to enable them to spend more time conducting activities with cadets.
- Evaluate the adult volunteer training program to ensure it remains youth-focused and targeted to providing a Navy experience and contemporary. Where possible, we will maximise e-learning content and e-learning adult volunteer support.
- Deliver and review the residential leadership and management course for adult volunteers to enable them to engage with youth and support the ANC programs.
- Explore opportunities for personal and professional development, including education relating to Defence and Navy development opportunities.

### MONITORING PROGRESS, MEASURING EFFECTIVENESS AND ASSURING QUALITY

**To ensure we are turning this strategy into action and meeting Defence expectations we will:**

- Assess and analyse ANC 2028 progress and success at the regular ANC Senior Leadership Group meetings, correct our course and adjust if needed, and report to Navy and ADF Cadets Headquarters as required.
- Work with ADF Cadets Directorate to develop measures to better coordinate Defence and Navy investment in the ANC.
- Tailor existing quality assurance processes to ensure the ANC is safeguarded under Navy and Commonwealth youth safe framework and legislation.
- Engage with all our ANC stakeholders, including the cadets, on initiatives and options to deliver on Passage Plan 2028 – and think about what comes next....

*"...the foundation of every state is the education of its youth..." (Diogenes)*

### BROADENING OUR MARITIME DOMAIN

The ANC is the leading program for young Australians to gain a broader understanding of the importance of Australia's maritime industry to our national prosperity and security.

**To strengthen existing programs and widen our maritime scope we will:**

- Explore more avenues for Navy engagement with the ANC.
- Coordinate our new and modern watercraft through the watercraft working committee so that qualified instructors can be concentrated to deliver high quality and safe boating and on water activities across the ANC, including national maritime activities and ANC entries into the National Quest Sailing Competition.
- Continue to develop the existing relationships with Navy's Sail Training Ship 'Young Endeavour', Defence Maritime Services, Serco and the 'Tall Ship' sailing community to enable more cadets to experience adventurous maritime training.
- Explore and build on opportunities for increased cadet exposure to maritime industry and other stakeholders such as Australia's border security functions and emergency services, as well as opportunities available through partnering with learning centres such as the Australian Maritime College and the Navy Shipbuilding College.
- Through the ANC Foundation, seek opportunities for beneficial relationships between the ANC and the maritime and Defence industries.

