

REQUESTING  
MEETING WITH  
CASA RE PROPOSAL

**From:** Glen Buckley <glen.buckley@mft.edu.au>

**Sent:** Tuesday, 21 June 2016 9:24 AM

**To:** Costa, John

**Cc:** derek.fox@casa.gov.au; rowland.cheshire@casa.gov.au; Ermin Javier

**Subject:** RE: Message from Glen Buckley regarding new Proposal [SEC=UNCLASSIFIED]

Hi John,

Regarding the timeframe, I would ideally like to try and meet next week. To give you an indication of the timeframes. I am fully available all week.

The balance of this month will be contacting schools in VIC/TAS

Early July, I propose visiting potentially interested schools.

July 4<sup>th</sup> Personnel Commencing Employment

Mid July- Meeting of potentially interested Schools and CASA

September 1<sup>st</sup>- Commence Operations.

Regarding attendees at the meeting, perhaps Michelle Massey and someone from the Flight training side, or whoever she deems appropriate. As I wish to move fairly quickly on this, some aspects may need to get elevated, so ideally someone from Michelle's level would be ideal. I will endeavour to send through a more comprehensive proposal over the next 24 hours.

Cheers. Glen.

Regards,

Glen Buckley  
Melbourne Flight Training

Evidence that back  
in June 2016. 18  
months before the  
CASA reversal, I  
was discussing the  
proposal with CASA.  
Note - three CASA  
personnel included.

THIS EMAIL  
DEMONSTRATES  
THE PROPOSAL  
WAS PUT TO CASA.

**From:** Glen Buckley <glen.buckley@mft.edu.au>

**Sent:** Monday, 20 June 2016 10:35 PM

**To:** Costa, John

**Cc:** Ermin Javier; derek.fox@casa.gov.au; rowland.cheshire@casa.gov.au

**Subject:** Message from Glen Buckley regarding new Proposal

Dear John,

As you are aware I am in the process of putting together an Alliance of Flight Organisations, under an Industry Leading Group of Professionals. My intention is to build a Team that can communicate with CASA in an Effective, Professional and Constructive Manner.

I have now invested significantly in this Proposal. If practical I would like the Opportunity to meet with you in the CASA office to outline my proposed course of action. I will be seeking significant guidance from CASA during this process. My intention is to "get it right" the first time. I genuinely want to work as closely with CASA as your resources permit.

If I can detail my intentions clearly, it will assist you with resource planning. I'm very thick skinned (I didn't say even tempered) so I would welcome any guidance. The Maintenance oversight aspect will be a significant component of my proposal, so your guidance will be of equal value to any other CASA personnel you feel should be involved.

Look forward to hearing from you. Cheers. Glen.

Regards,

Glen Buckley  
Melbourne Flight Training

\* JOHN COSTA (LEADER OF CMT 2  
THE TEAM THAT DESIGNED APTA)

From: Glen Buckley <glen.buckley@mft.edu.au>

Sent: Wednesday, 13 July 2016 3:21 PM

To: Costa, John

Cc: derek.fox@casa.gov.au; rowland.cheshire@casa.gov.au

Subject: Message from Glen Buckley regarding Australian Pilot Training Alliance (APTA)

NOTIFYING  
CASA OF  
INITIAL INTEREST  
BY CUSTOMERS

Hi John,

For your information I have had significant interest in the concept of the Australian Pilot Training Alliance. I anticipate contacting you within 14 days to commence addition of the first base. I intend to take the first one on alone as it will give me the opportunity to refine the process, before adding any more.

At this early stage I would suggest that there will be a few more bases to add during the latter part of August.

Assuming that they are existing Flight Training Organisations, are you able to give me an indication of time frames for CASA to process the associated requirements i.e. Approvals, Inspections, etc.

Cheers. Glen

Regards,

Glen Buckley  
Melbourne Flight Training

**From:** Glen Buckley [mailto:glen.buckley@mft.edu.au]

**Sent:** Wednesday, 26 April 2017 3:33 PM

**To:** Costa, John

**Subject:** Message from Glen Buckley

DISCUSSIONS  
ABOUT  
MEETING FOR  
CASA TO  
PRESENT OUR  
APPROVAL

Hi John,

Thanks for the call earlier. Thankyou sincerely to the entire team for their very significant assistance that was provided.

As you will appreciate from my telephone conversation it is somewhat of a double edged sword. The achievement is significant, but so are the costs to the Business in getting there. Although it is a relief to have the process finalised, the burden has been very very significant on my own personal situation and on MFT, hence my apparent lack of excitement about the achievement. It is an important milestone however and I do need to separate the achievement from the process and associated costs.

If Michelle is available to present the certificate on Friday, that would be fine, and appreciated. There is no doubt that the achievement has come to fruition due to the exceptional efforts by every member of the team that we have engaged with. The extra efforts made over recent months has been particularly appreciated as I know you have a very significant workload and a number of Organisations pulling you in many different directions.

I can assure you that I am very supportive of CASA and particularly the team from the Southern Region. I do have my own view on the 141/142 process, but I do appreciate the importance of staying positive about the process and encouraging other operators to get on board and start moving towards Transition. My intention when discussing the process with other Operators is to be positive and encouraging, and I have no intention of infecting other Operators with any sort of negativity.

With that in mind, if Michelle is available we would welcome anyone from CASA here on Friday. I recognise that it is potentially an "opportunity" for CASA and MFT.

Cheers. Glen.

Regards,

Glen Buckley  
Melbourne Flight Training

**From:** Glen Buckley [mailto:glen.buckley@mft.edu.au]

**Sent:** Wednesday, 26 April 2017 4:07 PM

**To:** Crawford, Graeme

**Cc:** Massey, Michelle

**Subject:** Message from Glen Buckley

Dear Mr Graeme Crawford,

I am writing to update you on our process in working towards the Part 142 Approval.

I have been advised by Mr John Costa that the issue is imminent.

The purpose of my letter is to provide some feedback. As you are aware I have some concerns about the Process and associated costs. But that is not the purpose of this email.

I would like to convey my appreciation for the exceptional support provided by the Southern Region team. It was obvious that a very significant allocation of resources was made available to my Company and I am very appreciative of that

Every person involved in the process was nothing less than exceptional. I do appreciate that some direction did come from your Office, and that required a number of CASA Personnel to redirect their efforts. Could I respectfully request that you pass my thanks down the line.

Although the Transition process got off to a somewhat slow start, I am very confident that the process is improving significantly. Lots of lessons learned by both sides that will benefit future applicants and facilitate smoother Transitions going forward.

Once again thank you for your initial direction, and thanks to the Southern Region for so professionally executing the task.

Cheers. Glen.

Regards,

Glen Buckley  
Melbourne Flight Training

CASA had been extremely  
slow in processing APTA  
procedures to be ready  
for the deadline (transition)  
of Sep 1 2017 (later postponed)  
I had applied pressure to  
Mr Crawford (CASA  
no 2)  
to devote more CASA  
resources, this was  
letter "thanking" him

**From:** Crawford, Graeme <Graeme.Crawford@casa.gov.au>

**Sent:** Wednesday, 26 April 2017 5:40 PM

**To:** Glen Buckley

**Cc:** Massey, Michelle

**Subject:** RE: Message from Glen Buckley [SEC=UNCLASSIFIED]

**UNCLASSIFIED**

Glen,

I really appreciate you taking the time to recognise the efforts of the team in Southern Region who worked with you on gaining your P141 & P142 approvals.

I know it has been a long and stressful journey for you and I truly hope you can now enjoy the destination.

Congratulations to you and your team,

Graeme

Graeme M. Crawford

Group Manager – Aviation Group

From: Glen Buckley <glen.b@auspta.com.au>

Sent: Monday, 14 August 2017 5:11 AM

To: Costa, John <John.Costa@casa.gov.au>; Nishi (naomichi.nishizawa@casa.gov.au) <naomichi.nishizawa@casa.gov.au>; Bankien, Harold <Harold.Bankien@casa.gov.au>

Cc: Ermin Guido Javier Jr. <ermin.j@auspta.com.au>; Andrew Warland-Browne <andrew.wb@auspta.com.au>; Laveniya Ruthralingam <laveniya.r@auspta.com.au>; Andrew Roff <aroff@base64.com.au>

Subject: Update on Avia joining APTA

ADVISING  
CASA THAT  
AVIA INTEND  
TO JOIN.

Dear John Costa and Team,

I mention contracts  
but at this stage  
CASA was not  
interested

Further to our discussion Thursday August 3rd, I have been formally advised that Avias intention is to join APTA.

We are in receipt of the signed contracts, and are ready to commence the process.

I appreciate CASAs significant workload at the moment, but our intention is to work towards a six week time line

Importantly for Avia, they wish to maintain continuity of operations if all practical. At this stage, my understanding is that they will have the continuing support of their existing HOO, Max Sereno, so I do not expect any loss of Key Personnel.

In the event that Avia were to lose any existing Key Personnel during that period, our intention would be to transfer the Students to MFT, temporarily delivering the training for RPL and PPL only, under our syllabi, until Avia operations were ready. This training would be delivered from our existing MFT base.

Ermin has been very clear on his expectation that irrespective of the outcome with the Key Personnel, we will not compromise our procedures. Similarly, there will obviously be no expectation that CASA would compromise there procedures

For your information our intention is for Darren Schmidt, current Training Manager at MFT, and Flight Examiner to take on the role of Senior Base Pilot at Avia. Darren has been with us for about seven years and will be the ideal candidate due to his familiarity with APTAs operations. It is anticipated that Darren will transfer to Avia in approximately two weeks time

Thankyou for your consideration, please feel free to contact Ermin or myself with any queries or any clarification you require.

Thankyou to the team in anticipation of your assistance.

Cheers. Glen.

We used existing personnel  
to move to the new  
business level to ensure high  
level of operational control

From: Glen Buckley <glen.b@auspta.com.au>

Sent: Wednesday, 16 August 2017 10:53 AM

To: Costa, John <John.Costa@casa.gov.au>; Nishi (naomichi.nishizawa@casa.gov.au) <naomichi.nishizawa@casa.gov.au>; Bankien, Harold <Harold.Bankien@casa.gov.au>

Cc: Ermin Guido Javier Jr. <ermin.j@auspta.com.au>

Subject: Request regarding Avia audit

UPDATING  
CASA ON  
AVIA/ APPLICATION

+ 1  
MENTION  
OUR  
CONTRACT

Dear John, Nishi, and Harold,

As you are aware, we have received signed contracts from Avia and are moving forward with the process.

As part of our process we call for previous CASA audit findings, to help us build a picture.

Avia have advised that they have never been subjected to an audit. I appreciate that I cannot request the findings from you, but are you able to confirm that there advice is correct.

It could just be that with the changing Personnel, there are no current Personnel with a recollection of the audit.

Thanks for your assistance,

Cheers. Glen.

This was sent  
to a number of  
CASA employees. Refer  
above.



**From:** Glen Buckley

**Sent:** Monday, 4 September 2017 9:48 AM

**To:** john.costa@casa.gov.au

**Cc:** Nishi (naomichi.nishizawa@casa.gov.au) <naomichi.nishizawa@casa.gov.au>; Ermin Guido Javier Jr <ermin.j@auspta.com.au>; Andrew Warland-Browne <andrew.wb@auspta.com.au>; Laveniya Ruthralingam <laveniya.r@auspta.com.au>; Kai <KAI@learntofly.edu.au>; Jason Ji <JasonJi745@hotmail.com>; Laveniya Ruthralingam <laveniya.r@auspta.com.au>

**Subject:** APTA advising new Member- Learn to Fly

CASA ADVISING  
OF ANOTHER  
NEW MEMBER  
JOINING

Dear John,

I am writing to inform you that Learn To Fly will be joining APTA.

LTF is a Company established at Moorabbin Airport since 2016. They have been delivering RAA Training from Moorabbin from above the Flinders Island Airlines Building. For information only, they are the Organisation that had the recent fatality in the Bristell in the Moorabbin Training Area.

Their intention had been to submit a Part 141 and possibly Part 142 application to facilitate future growth. At this stage I am advising you only as we still need to conduct our assessment over the coming week, prior to committing to move forward with the process.

Cheers. Glen

From: Glen Buckley

Sent: Thursday, 7 September 2017 6:00 PM

To: john.costa@casa.gov.au

Cc: Bankien, Harold <Harold.Bankien@casa.gov.au>; Nishizawa, Naomichi <Naomichi.Nishizawa@casa.gov.au>; Ermin Guido Javier Jr <ermin.j@auspta.com.au>; Cameron Marchant <cameron.marchant@flightstandards.com.au>; ben.mackney@flightstandards.com.au; Laveniya Ruthralingam <laveniya.r@auspta.com.au>; 'Coby Ramos' <cramos@mft.edu.au>

Subject: Advising Flight Standards joining APTA

ADVISING  
CASA OF  
ANOTHER NEW  
APTA  
MEMBER

Dear John Costa (Team Leader),

I am writing to advise that we have had a Darwin based organisation, Flight Standards express intent to join APTA. We have scheduled this task to commence in mid October.

Cameron Marchant, is the HOO of Flight Standards and he has initiated initial discussions with Greg Imlay from CASA, who has been supportive of the proposal.

I have travelled to Darwin to view the operation. I have also scheduled Ermin for a follow up visit over coming weeks, and Cameron Marchant will be travelling to Melbourne and spending some time with us.

At this stage, I am simply advising to assist you with resource planning. Hope you are travelling well, cheers. Glen.

From: Glen Buckley

Sent: Tuesday, 19 September 2017 5:12 PM

To: john.costa@casa.gov.au; Nishizawa, Naomichi <Naomichi.Nishizawa@casa.gov.au>; Bankien, Harold <Harold.Bankien@casa.gov.au>

Cc: Ermin Guido Javier Jr <ermin.j@auspta.com.au>; Laveniya Ruthralingam <laveniya.r@auspta.com.au>; Andrew Warland-Browne <andrew.wb@auspta.com.au>; Safety Systems Manager <safety@mft.edu.au>

Subject: Follow up email regarding Significant change submission.

ADVISING THAT WE  
HAVE ACTIVATED APTA  
UNDER OUR TEMP.  
LOCATION  
PROCEDURE

Dear John, Nishi, and team,

As you are most likely aware, APTA has submitted two "significant change" requests. One being for the addition of Avia and the other being an amendment to our change management process.

I appreciate that the high volume of work at the moment means these jobs are in the queue. From our perspective the higher priority task is the submission for the amendment to the change management process as this will help us to apply continuous improvement to the Organisation.

We have activated Avia as a temporary location, so that has relieved some of the pressure associated with that request.

This email is intended to assist you with prioritising tasks, as I am mindful and understanding of the workloads being experienced at the moment,

Cheers. Glen.

If you refer to the initial notification more than 12 months after this correspondence I refer to the "temporary location" procedure. This procedure was provided by CASA, approved in our manual by APTA, and audited by CASA. In October 2018 it becomes unlawful!

From: Howard, Grant <GRANT.HOWARD@casa.gov.au>

Sent: Friday, 6 October 2017, 12:11 PM

To: Ermin Guido Javier Jr <ermin.j@auspta.com.au>

Cc: Glen Buckley <glen.b@auspta.com.au>; Laveniya Ruthralingam <laveniya.r@auspta.com.au>;

Andrew Warland-Browne <andrew.wb@auspta.com.au>; Nishizawa, Naomichi

<Naomichi.Nishizawa@casa.gov.au>; Costa, John <John.Costa@casa.gov.au>

Subject: RE: Significant Change no re-issue of AOC with Part 142 approval for amendments to change management process [and addition of training base]. [SEC=UNCLASSIFIED]

## UNCLASSIFIED

Hello Ermin,

I have reviewed the draft Change Management (CM) element for APTA OM- Volume 5.

In general, the CM process is seen to support capability in assessing changes to the organisation and its operations and a fitting continuous improvement initiative.

I have some queries in relation to:

- OM- Volume 5:
  - 5.5.6: Changes to Permanent Appointment of Key Personnel and Associated Processes.
    - The notice/advice periods do not align with similar information in OM- Vol 1 0.4 which is compliant with CASR Part 142.165. Suggest a sign post reference to OM- Vol 1 0.4, if this information is intended.
  - 5.5.7: Immediate Change and Associated Process.
    - Query the reasoning behind any key person or standby having authority to bypass CM procedures. While it cites that a determination be made in the interests of aviation safety, there is no apparent guidance on context or which procedures are able to be bypassed. Also suggest authorisation by a higher authority than (potentially) a Standby Key Person. Note: I am not necessarily suggesting an urgent operational decision in the interests of safety needs to go through a change process, but am of the view that a fast track process could be better described.
    - Considerations when implementing change. Not sure if this list is for consideration of "Immediate Change and Associated Process" or change generally. If the former, is the intention for the initiator to somehow use and document the immediate change via this list?
- YMMB- AVIA Base Procedures Manual.
  - 1.2 Drug and Alcohol Management Programme (DAMP).
    - Refers to APTA DAMP in OM-Vol 1. Apparent intention to cover AVIA, and future members', Part 99 obligations under the APTA DAMP. It is suggested that a prospective member's DAMP obligation is considered hazard with appropriate defence actions, to ensure that no compliance liability is inherited. This link is a useful resource for outlining known DAMP compliance issues.

I am out of the office this afternoon but am happy to discuss on Monday if you wish to call.

Regards, Grant Howard

EMITAC, OILCURNING TALK, MANUAL  
FOR OUR AVIA BASE.

MR CRAWFORD IS  
CURRENT ACTING CEO  
OF CASA

From: Glen Buckley

Sent: Saturday, 7 October 2017 10:50 AM

To: Crawford, Graeme <Graeme.Crawford@casa.gov.au>

Cc: john.costa@casa.gov.au

Subject: Request for meeting with Glen Buckley from APTA (dont roll your eyes)

Dear Mr Graeme Crawford,

You may recall me from this previous email,

*"Dear Mr Graeme Crawford,*

*I am writing to update you on our process in working towards the Part 142 Approval. I have been advised by Mr John Costa that the issue is imminent.*

*The purpose of my letter is to provide some feedback.*

*As you are aware I have some concerns about the Process and associated costs. But that is not the purpose of this email.*

*I would like to convey my appreciation for the exceptional support provided by the Southern Region team. It was obvious that a very significant allocation of resources was made available to my Company and I am very appreciative of that*

*Every person involved in the process was nothing less than exceptional. I do appreciate that some direction did come from your Office, and that required a number of CASA Personnel to redirect their efforts. Could I respectfully request that you pass my thanks down the line.*

*Although the Transition process got off to a somewhat slow start, I am very confident that the process is improving significantly. Lots of lessons learned by both sides that will benefit future applicants and facilitate smoother Transitions going forward.*

*Once again thankyou for your initial direction, and thanks to the Southern Region for so professionally executing the task.*

*Cheers. Glen."*

But alas, I fear you will better remember me, from our meeting in Aviation House on Wednesday 18<sup>th</sup> January 2017, which I will choose to gloss over if that's OK?

You may recall that towards the end of that meeting you queried me about my "project", which I assumed to be the Australian Pilot Training Alliance (APTA). I brushed your query aside, because I felt I was there as the CEO of Melbourne Flight Training, and that was totally independent to my role as CEO of APTA. In this correspondence however I am writing to you as the CEO of APTA.

I am certainly not "eating humble pie" but; I am, now nibbling at the crust of it. It actually looks and smells quite good. I needed more ingredients than the recipe book said, and the ingredients were much harder to get, I had to cook it much much longer, but it came together very well.

In all seriousness, the Product is exceptional. Not just my own, but I am now truly convinced that any well intentioned, well resourced Part 142 Organisation has a lot to contribute. It is a measurably

safer organisation. On that point I unreservedly admit that component of my initial argument was wrong. It is, Safer.

My project APTA, had an extremely slow start, part due to the 12 month delay of the Transition date. We now have that date locked in by CASA, and I have had significant interest from a number of Operators with three other Organisations joining over the last few weeks. Information about this concept is on our website at [www.auspta.com.au](http://www.auspta.com.au). A recent media release has generated a level of interest from a number of media outlets. APTA is not intended to deliver a significant ROI. It is intended and designed from the outset as a means to increase Safety and Quality, while actually stimulating Business. It is an umbrella organisation and the Profit and Loss is fully disclosed to all members including wages and salaries paid. All member subscription fees are re-invested into developing and improving the group.

My area of preference to operate in is, Victoria and Tasmania. If this system works, nothing would give me greater satisfaction, than to see it replicated. To fully reach its potential, it depends on an almost intertwined relationship with CASA, and that is the purpose of this correspondence.

Am I able to request a meeting with the appropriate Personnel within CASA. The request is not urgent, and I appreciate it will require many weeks scheduling. The purpose of this meeting is to find out what CASA wants. How can APTA help CASA to get the product out there. I need to build a strong relationship. I want to work very closely. Ideally I would like to have somebody from CASA placed within the group as a liaison person with all expenses of that deployment met by APTA. That is simply one option, but I would like to explore all options.

My only time constraint is that I anticipate discussing the concept with the media over coming weeks, Australian Flying has approached me and intend to do a fairly comprehensive article on the concept over Christmas

I have included our draft contract that has variations applied to it, as required. In particular the final pages contain the "spirit of APTA". It will give you an overview of the concept. Obviously it has a level of commercial sensitivity attached to it, but I do appreciate that by the nature of this correspondence I am sharing it.

Thankyou for your consideration. I have included Mr John Costa in on this email, as I am sure he is eagerly looking for more things to get involved in, in the lead up to Christmas,

Cheers. Glen.

*provided Crawford with contract!*

**From:** Glen Buckley

**Sent:** Tuesday, 10 April 2018 3:48 PM

**To:** Costa, John

**Cc:** Ermin Guido Javier Jr

**Subject:** Update on APTA from Glen Buckley

AN  
UPDATE TO  
CAPA ON  
APTA -  
6 months  
before  
CAPA  
revelal

Dear John,

I thought I might take the opportunity to provide a brief overview at where APTA is at, and our current and future projects. The purpose of the email is to keep you in the loop.

### **AVIA, LTF, and MFT**

Established and operating bases.

### **Flight Standards in Darwin**

As you are aware Flight Standards is the next organisation scheduled to join APTA. We anticipate completing that process over the next two to three weeks.

### **Alice Springs Aero Club**

Flight Standards and the Alice Springs aero club have an existing relationship. The intention is for Alice Springs aero club to join APTA in approximately 4 to 6 weeks as a Satellite facility of the Darwin Flight Standards branch.

### **Latrobe Valley Aero Club**

I have been in ongoing discussions with the LTV Aero Club and I am having one further meeting with them tomorrow morning. It seems highly likely that they will be joining APTA over the next week, and our processes will begin. They have expressed some concern that their current AOC coverage may be pulled at short notice, so this may be a project that needs to be brought forward, and it may in fact become a priority task.

### **Ballarat Aero Club**

As you will be aware the HOO has left the Ballarat Aero Club, resulting in a suspension of their operations. They are not in a position to pay commercial rates for an APTA membership. In light of the nature of their operation, I am keen to support it, so am in discussions with them to provide APTA coverage at a heavily discounted pricing structure. It would appear that this will most likely proceed, but I will confirm once I have more information.

### **MFT**

Subject to workload, MFT intends to open up additional bases at Essendon Airport and at Bacchus Marsh Airport. With regards to timelines these tasks will most likely commence towards the end of April.

### **Other matters**

APTA has both a commercial aspect to it as well as an altruistic component. Ideally I am seeking 10 X full paying members of APTA. However, taking the commercial "hat" off and putting on the "altruistic" hat. If during your travels, and if appropriate. If you encounter any well intentioned operators in the Southern Region only, that are not going to achieve the Transition date deadline, and may be faced with closure after September 1<sup>st</sup>, and provided I get enough notice and have resources available, I am prepared to provide short term coverage at a nominal rate. This rate would be significantly below cost and the intention would be to facilitate continuing operations for up to 6 months after Transition date. My intention would be to assist them transition to their own 141, and provide them "breathing Space" to secure their own HOO, as with the proposal for Ballarat. Cheers Glen.

From: Glen Buckley

Sent: Friday, 13 April 2018 8:02 AM

To: Costa, John <John.Costa@casa.gov.au>

Cc: kjeffs@bigpond.net.au; Ermin Guido Javier Jr <ermin.j@auspta.com.au>

Subject: Update on Ballarat Aero Club and APTA

Another  
new  
member  
joining  
APTA

Dear John,

I am writing to advise you that the Ballarat Aero Club has expressed its intention to join APTA.

This decision has been prompted by the departure of their HOO, Mr Reg Phillips, and the associated cessation of operations.

APTA has made a decision to accept Ballarat Aero Club into APTA at a heavily discounted rate. The motivation here is altruistic, rather than commercial, as they are a not for profit organisation. My intention is to support continuing operations of Ballarat Aero Club.

As you are aware it is a relatively small operation with only two instructors and delivering approximately 600 hours of training per annum. Initially the intent is to sustain operations and not to grow them.

Irrespective of the heavily reduced rate, I can assure you that APTA commitment will be the same as for our commercial customers.

My expectation is that this could be a relatively streamlined process, as we have an existing temporary location at Ballarat and an associated Base Procedures Manual, that will need only minor amendments. Effectively, it will primarily be a change of delivery address at Ballarat.

The current proposal that I have put to Ballarat Aero Club is that they come under APTA for a period of 6 months. Hopefully during that time they are able to secure the services of a Part time HOO and reactivate their own operation, as they do have a Transitioned Part 141.

If at the end of the 6 month period Ballarat Aero Club has not been able to secure the services of a HOO, they would have the option to continue with APTA under an agreement that suits them and their financial situation. I will not leave them "high and dry" at any stage provided we are satisfied that they are delivering safe and compliant operations. My primary goal is to ensure APTA is economically viable, however I will extend support to any well intentioned aero clubs that find operations difficult due to lack of key personnel or regulatory compliance.

At this stage, the aero club is keen to re-establish operations as soon as practical, and obviously we are keen to support them.

We have met with Keith Jeffs from the aero club today, and our plan going forward.

- Start reviewing the Base Procedures Manual.
- Ballarat staff will relocate to MFT at Moorabbin for their induction and associated training. It is anticipated that will take approximately two weeks.
- APTA management will do a site visit next Thursday at Ballarat.

We will revert to you after that time.

Cheers Glen.



**From:** Glen Buckley <glen.b@auspta.com.au>

**Sent:** Friday, 6 July 2018 3:15 PM

**To:** Nuttall, Will <Will.Nuttall@casa.gov.au>

**Cc:** Ermin Guido Javier Jr <ermin.j@auspta.com.au>; Andrew Warland-Browne <andrew.wb@auspta.com.au>; Laveniya Ruthralingam <laveniya.r@auspta.com.au>

**Subject:** Advice of new base for APTA

NEW  
MEMBER  
JOINING

Dear Will,

At this stage I am writing to provide an initial notification of a new APTA Member which will initiate the Significant change process. That member is a new Organisation called White Star Aviation and will be located at Ballina Airport. Link to their website attached. [www.whitestaraviation.com](http://www.whitestaraviation.com)

Its very encouraging to see a new Organisation starting up in the current environment, so I am keen to support them. I appreciate that CASA is experiencing extended timelines at the moment. As you are aware our last significant change for the addition of LTF ( quoted as a 6 hour job) is still pending after 8 months.

As you will appreciate the timelines that industry is experiencing are of significant concern. My hope is that by giving you a heads up we would hope to be able to expedite the process. We anticipate submitting all associated paperwork within 14 days.

Thankyou in anticipation of your co-operation

**From:** Nuttall, Will <Will.Nuttall@casa.gov.au>  
**Sent:** Monday, 9 July 2018 10:14 AM  
**To:** Glen Buckley <glen.b@auspta.com.au>  
**Cc:** Massey, Michelle <Michelle.Massey@casa.gov.au>  
**Subject:** RE: Advice of new base for APTA [SEC=UNCLASSIFIED]

CASA  
explaining  
delay in  
processing

**UNCLASSIFIED**

Hello Glen,

Firstly, I wish to acknowledge the delay in CASA's assessment of the APTA addition of a new flight training location (Learn to Fly Melbourne) regulatory service task (#AOC2017-2750 – received in the Southern Region on 17 October 2018). I have prioritised this task and expect assessment to commence shortly.

With respect to current/future regulatory service tasks, CASA is currently faced with a significant volume of work as organisations make the transition to Part 141/142. This means the workload for the inspectorate is significantly higher than usual. Consequently, there will be unavoidable delays in service delivery targets in the short-term (at least until the end of August 2018).

As a result, CASA is unable to provide you with an indicative timeline for the assessment of the Ballina training location, other than to say it is unlikely to be commenced until September 2018 at the earliest.

I appreciate this is not the response you were hoping for. The Southern Region is actively monitoring processing times and I will keep you updated should the situation change.

Kind regards,

Will Nuttall  
Certificate Team Manager  
Regulatory Services & Surveillance

**From:** Glen Buckley

**Sent:** Wednesday, 25 July 2018 7:44 AM

**To:** Massey, Michelle <Michelle.Massey@casa.gov.au>

**Cc:** Nuttall, Will <Will.Nuttall@casa.gov.au>

**Subject:** Update on change request

*complaint  
about the  
delays in  
processing*

Dear Michelle,

I am writing to you directly calling on you to intervene. As you are aware I have a significant change request that has been in for close to twelve months, and was quoted and paid for as a SIX hour job. The base, LTF is now coming up to its 12 month anniversary with us and this is still outstanding. If this job cannot be completed within a 12 month window, I will have to hold someone accountable.

I remind CASA that the significant change process was initiated by CASA. I did write to CASA approximately 9 months ago predicting this would happen, and calling on CASA to better resource the department. In typical CASA fashion that feedback was deflected and ignored. A very poor attitude to Continuous Improvement, and now Industry has to incur the costs associated with CASAs poor performance.

Can I please have a closing date specified for the 6 hour job that has taken CASA nearly 12 months.

**From:** Glen Buckley

**Sent:** Friday, 3 August 2018, 1:25 PM

**To:** Massey, Michelle <Michelle.Massey@casa.gov.au>

**Subject:** Very reluctant message from Glen Buckley

*complaint  
about  
delay!*

*c*

To Michelle Massey,

I am writing to you to request a meeting with you at an opportune time at the CASA office. As you are aware, my Business like many other aviation businesses across Australia, relies heavily on CASA in order to conduct its Business.

The purpose of the meeting would be to formally express my concerns about the delays experienced when dealing with CASA. I fully appreciate that associated timelines on occasion may be drawn out, in order not to compromise the safety of air navigation. However, this responsibility should not entirely remove the responsibility on CASA to act expeditiously. In short, there is no excuse for CASA allowing safety to become a mask for inefficiency.

CASA should be aware that these delays can affect the livelihood of Organisations and Employees of those organisations. Continued processing delays can cause undue financial stress, and that stress itself may impact on an Organisations ability to ensure safe operations, thus the administrative delay itself, may negatively impact on Aviation Safety, particularly in cases where an Organisation is attempting to move forward to provide a Safer and more Compliant organisation.

Delays in processing are proving to be unacceptably costly to my Business. CASA does still have a Common Law Duty of Care, as in the tort of negligence, and particularly so in cases where these administrative delays could in actual fact lead to a compromise to the Safety of Air Navigation. CASA also has a Statutory duty to avoid unnecessary delay

In almost every aspect of my operations now I am being negatively impacted by these delays. Examples are Significant Change requests quoted by CASA as 6 hour jobs taking close to 12 months. Similarly applications for Flight Examiners laying idle for similar periods. These are only a sampling of the challenges I am confronting.

This issue is becoming so significant that if these delays are going to continue, I seriously have to re-assess continuing operations.

I look forward to the opportunity to meet and apologise that it has to be you on the receiving end.

Cheers and I look forward to catching up, Glen.