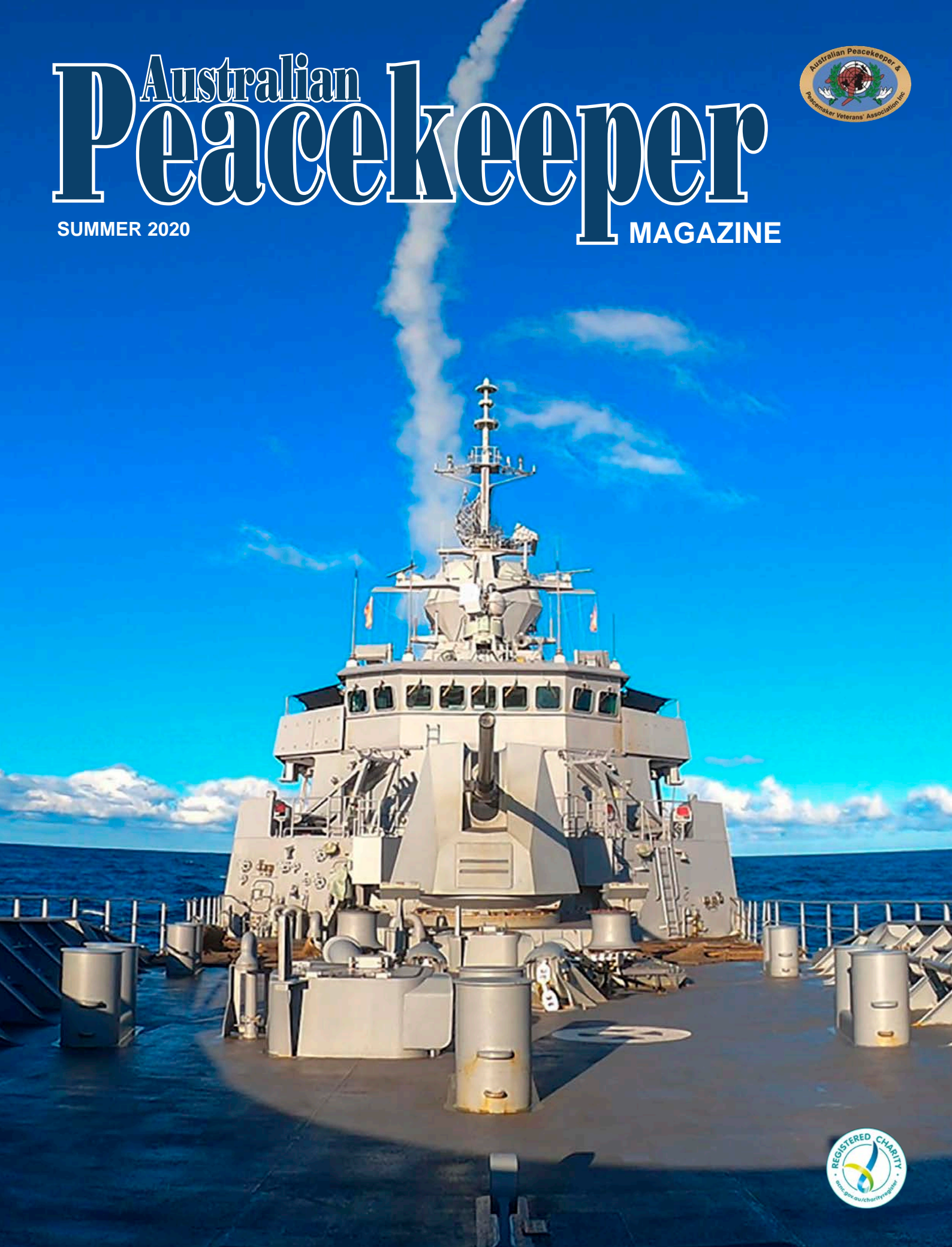
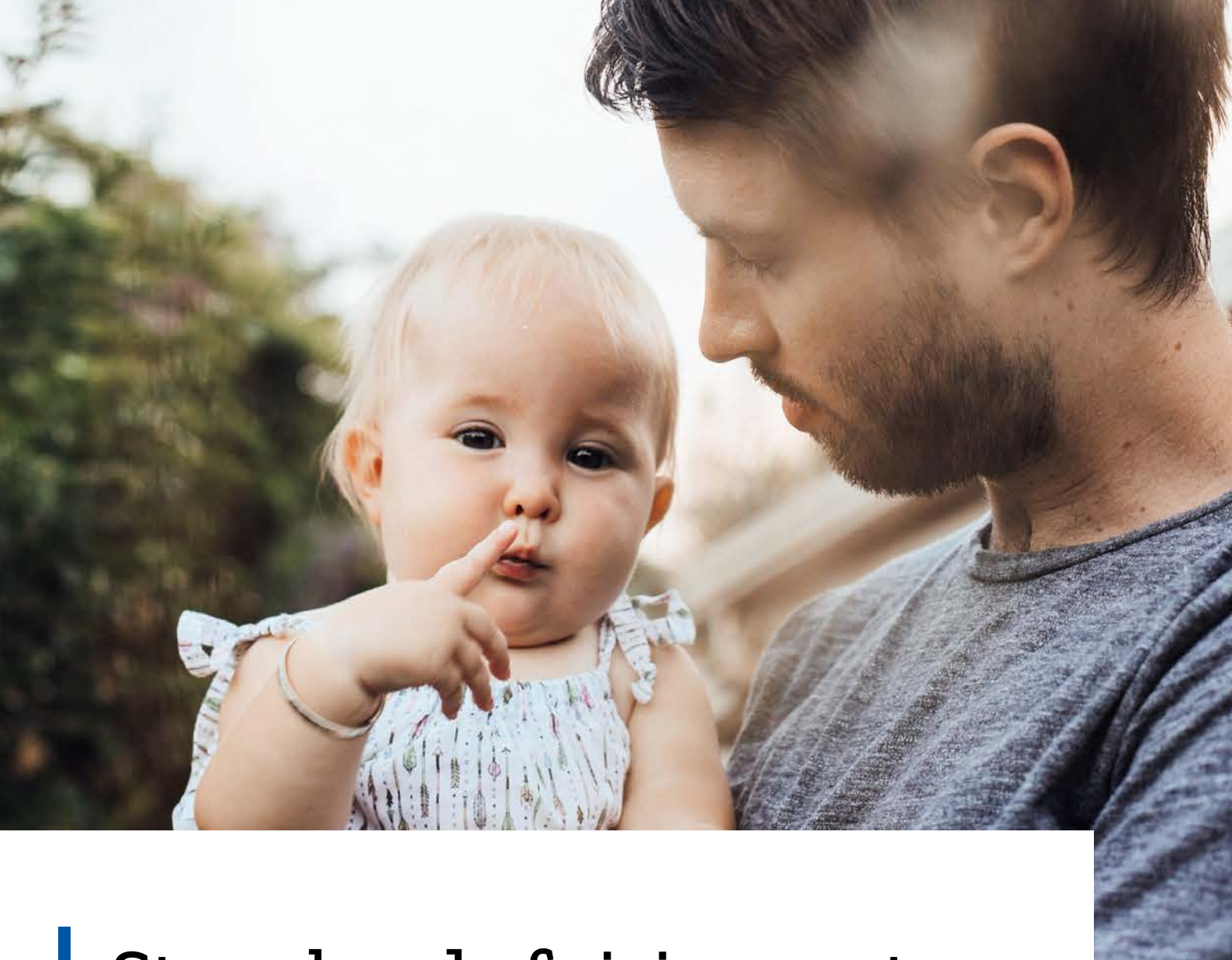


Australian Peacekeeper

SUMMER 2020

MAGAZINE





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Australian Peacekeepers Magazine attempts to provide insight into the experiences of peacekeepers, Defence members and war veterans and the issues that confront them together with encouraging informed debate regarding issues dealing with but not limited to Commonwealth compensation, pensions, superannuation and occupational health and safety that affect Peacekeepers and their families. We welcome input from members and would love to feature personal experiences in each issue.

Please email the editor with any stories you would like to see printed. The views expressed in the articles are those of the particular author and not those of the Australian Peacekeeper & Peacemaker Veterans' Association (APPVA). The APPVA will not be legally responsible in contract, tort or otherwise for any statement made in the articles in this publication.

Cover pic: HMAS Ballarat conducts an Evolved Sea Sparrow Missile firing at sea, as part of the Anzac class frigate's sea qualification trials.pic: Contents pic: Petty Officer Rhys Withers in an MRH-90 helicopter looks out over Elizabeth Reef in search of unexploded ordnance. *Defence Images*

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President's report



Hello members,

I trust this report finds you all well and in good spirits as we continue to adapt to a Covid 19 impacted society, it appears that the virus is slowing down in its spread but we must all remain vigilant to ensure we are best placed to defeat this hideous virus.

Since our last edition the APPVA team has been hard at work behind the scenes, the AGM 2020 saw amendments to our Constitution, change of some role titles, all of this has helped your association to become stronger and remain relevant in the veteran space.

The veteran community witnessed the long overdue recognition of Ordinary Seaman Edward 'Teddy' Sheean for his valiant and courageous efforts. As recorded by RAN: 'Shortly before 14:00 on 1 December 1942, Armidale, by then separated from Kuru, was attacked by no less than thirteen aircraft. The corvette manoeuvred frantically. At 15:15 a torpedo struck her port side and another hit the engineering spaces; finally a bomb struck aft. As the vessel listed heavily to port, the order was given to abandon ship. The survivors leapt into the sea and were machine-gunned by the Japanese aircraft. Once he had helped to free a life raft, Sheean scrambled back to his gun on the sinking ship. Although wounded in the chest and back, the 18-year-old sailor shot down one bomber and kept other aircraft away from his comrades in the water. He was seen still firing his gun as Armidale slipped below the waves. Only 49 of the 149 men who had been on board survived the sinking and the ensuing days in life rafts.'

During the month of August, we commemorated the end of World War

2 and Vietnam Veterans Day, whilst we could not attend ceremonies around the country, I watched televised commemorations. I know you will join me in thanking those brave men and women who served in these theatres of war for their service and sacrifice to our country.

I also want to acknowledge the amazing support of all veterans that continue to make these commemorations relevant, without that support I fear that some of these important dates may well have fallen by the wayside.

This year has seen and welcomed our new patron Col Mary Brandy, CSM (Ret'd), I have spoken with Mary and I believe that Mary will bring a wealth of knowledge and information to our association.

We also welcome two new Honorary members; being Dr George Gittoes, AM for his commitment to the veteran community by way of his amazing talents in photography and painting to bring us the very best and the worst of portrayals of Australians in Peacekeeping and Peacemaking deployments.

Reverend Steve Neuhaus has agreed to be the honorary padre for the APPVA, Steve supported the Peacekeeper Day 2019 and did an amazing job, as he has done again this year. I would like to personally thank both gentlemen for their work and commitment to the veteran community.

The Executive Committee reviewed the APPVA intellectual property status in early 2020, as a result the Executive took necessary steps to protect the 'marks' of your association. On 14 Sept 2020, IP Australia confirmed that our word marks - Australian Peacekeeper and Peacemaker Veterans Association; APPVA and Australian Peacekeeper Magazine have been registered to our association.

This is a big step to protect our brand and to ensure the integrity of it, this process took several months to finalise and I thank the other members of the Executive for their diligence and tenacity in getting this task done.

My vision for the APPVA is one that recognises all peacekeepers and peacemakers, our unique service to the Australian people and to the greater international community. I want us to be seen not only as ADF, Police and other non-government organisations, but as a team under the banner of the APPVA supporting our colleagues, their families, no matter what uniform you wore or those who did not wear a uniform, we are all peacekeepers.

I continue to represent you at the Ex Service Organisation Round Table with DVA, this representation is very important to put forward any issues but also to participate in projects with DVA that will go on to better support the health and well being of all veterans both now and into the future.

I believe the APPVA will continue to grow, I ask for your assistance in putting our message out into the veteran community and encourage veterans to join you in supporting our association so we can help other veterans and their families.

Should you have a story or your own experience you would like to share with us, please send your story with any hi res images to editor@peacekeeper.asn.au. I want to emphasise that 'Peacekeeper' is your magazine and any suggestions you have that may improve the publication, please do not hesitate to forward them to Kris Milne our communications manager.

Should you have an interest or passion for issues that confront our veterans everyday, I encourage you to let us know and if you are able become an active participant in helping us to serve you better.

As we fast approach the festive season, I want to thank you our members for without you, we would not have an association. I sincerely hope that Christmas will be a time that we can all enjoy with family and friends. Please take care and as always be kind to each other. From my family to yours, I wish you all a very merry Christmas, a safe, healthy and prosperous new year.

**Yours sincerely,
Rob Woods**

Vice President's report



Leadership and Positive Thought allows us to be in Control

2021 is going to be a year when the APPVA facilitates some impressive outcomes for its members, and for the wider veteran and peacekeeping community. I could talk about the many improvements in governance we've implemented this year, however all that means little if we have not had victories for our members, nor assisted in helping others, particularly younger veterans.

The most significant capability we have is that we have a seat at three of the entities in the National Consultation Framework, ESORT, Younger Veterans Forum and the Operational Working Party (weblinks at the end). This framework facilitates communication between the veteran and ex-service community, DVA and the state/territory veterans' forums. Most younger veterans, and the 1500 to 3000 veteran groups that do not have direct access to DVA, miss out on the opportunity to influence DVA

and gain access to the information we receive from DVA regularly.

In my opinion this is a major contributor to dissatisfaction in the younger veteran community. We have the leadership to achieve the APPVA's Purpose which is to support the transition, health, wellbeing, and integration into society of all participants in past and present operations, and their families, so that they are valued and can attain happiness after service. Leadership from our President, the Committee, and our members to "Engage" with the 1500 to 3000 like-minded organisations so their collective voice is heard at DVA, encourage and "Respect" all contributors so we can "Connect" and do a lot to unblock the communication gap that exists now.

The easiest thing to do is "not" to work together. I can understand why one might say "but surely the committee will write the paper", or "tell DVA I'll roll up and tell some committee that I was there and gunshots were fired and then they will know it was warlike." This is anger and frustration speaking, and it is reasonable. It also needs to be filtered by our networks and channelled so we can use that facts.

We need calm and reason to work a bureaucracy. The massive growth of our Facebook site and the significant number of younger veterans joining that forum indicates we are attracting

the attention of the people that are not getting the best from the National Consultation Framework.

Everyone in our current Committee has a calling to "serve" the veteran and peacekeeper community. I use the word serve because serving is different from working to fix something. If you work to fix something egos can get involved, whereas when you serve, you regularly work in a broken environment and get over the obstacles. We serve for something greater.



I encourage everyone who has the feeling to serve the veteran and peacekeeping community, to consider becoming a Regional Coordinator, or work as a team with others to serve with a regional coordinator. The system will present obstacles, but we can strive for the greater good so our community feels valued and can attain happiness after service. This type of positive thought allows us to be in control.

Links: <https://www.dva.gov.au/about-us/overview/consultations-and-grants/how-we-consult-ex-service-community>

To Serve: A paper by Dr Rachel Naomi Remen, MD

Communications Manger report



Welcome to a new and exciting edition of 'The Peacekeeper' As we discussed in the last issue, a few changes have been made in order to modernise the magazine. As I am only one man, it

would be great for the masses to give me some feedback on what you would like to see in your magazine. As you may have seen on our social media channels, we will be dedicating the theme for each quarter into a service specific arrangement. Each quarter will have a feature article for that quarter that pertains to a service/branch that the APPVA supports in order to keep all the members informed.

Spring = Army

Summer = Navy

Winter = Air Force

Autumn = AFP and NGO

If you feel you have something to contribute then please feel free to nominate an article or awareness piece by emailing communicationsmanager@peacekeepers.asn.au

The magazine is only so big and whilst the feature articles will be driven towards the nominated service we will still have areas for the services that aren't the feature for that quarter.

R&J Batteries Celebrates 25 Years of Success

Australia's fastest growing battery company, R&J Batteries, celebrates its 25th anniversary this year. The battery distributor which has 24 company-owned branches and a footprint of more than 8,000 stockists and distributors throughout Australia and New Zealand supplies batteries for all applications including automotive, commercial, motorcycle, marine, deep cycle, solar and industrial.

Established in December 1995 by Ray Robson and John Webb, R&J Batteries' journey to becoming the renowned battery specialists they are today started from humble beginnings. As young adults, Ray and John moved from Avoca, Victoria to Ballarat in search of work opportunities. After finding work at a local battery company, they gained various skills including hand building batteries. When the time was right to venture on their own, they invested every cent they had in a run down shed in La Trobe Street, Ballarat. This was the beginning of R&J Batteries. While John eventually left the business in 2011 to pursue other interests, Ray remains a hands-on Managing Director, actively involved in all aspects of the business.

R&J Batteries' rapid growth since the opening of its second branch in Bendigo in 2001 saw subsequent branches open in Tullamarine, Doveton, Stapylton, Hervey Bay, Fyshwick & Wetherill Park followed by Dubbo, Bayswater, Beresfield, Adelaide, Geelong, Townsville, Brendale, Cairns, Truganina and more recently Darwin, Bairnsdale & Tablelands. Along with merging with Island Batteries Hobart & Launceston this expansion has earned R&J Batteries the reputation of being the 'fastest growing battery company in Australia.' Its success in Australia paved the way for international expansion in 2017 when R&J Batteries opened its first branch in Auckland, New Zealand followed by a second branch in Christchurch in 2019 to keep up with the demand for quality batteries in the highly competitive New Zealand market. 2019 also saw R&J batteries enter into a purchase



agreement to acquire New Zealand based battery importer and distributor, ACME Batteries. Today, R&J Batteries services all of Australia and New Zealand with its 24 company-owned branches and 8,000 distributors.

R&J Batteries' formula for success is a simple but strict adherence to its founding principles: Our People, Our Products and Our Service. Over the years, R&J Batteries' commitment to providing the best in battery technology for its customers has led to the inclusion of world-class brands such as Delkor, ACDelco, Fullriver, U.S Battery, BAE, Deka, RELiON, Hardcore, Motobatt, Odyssey, Optima, Predator and Fuchs to its extensive brand portfolio. Furthermore, the company strives to hire, develop and retain the best quality staff as they are a key part of the business' ongoing success and responsible for delivering the customer service that R&J Batteries is well known for.

"One of the key factors to our continued success is securing distribution rights for the highest quality products available then having the best people on the ground providing a high level of customer service. We have supported brands like Delkor, Fullriver and Fuchs for more than 20 years. This has earned R&J Batteries respect and above average support from these world class organisations," said Ray Robson, Managing Director at R&J Batteries.

"I would like to take this opportunity to personally thank our loyal customers

for their continued support and our fantastic staff that make this company what it is today," adds Robson.

Despite the unprecedented circumstances of 2020, R&J Batteries has been busy throughout. It opened its 23rd branch in Bairnsdale, Victoria in June and is set to open its 24th branch in Tablelands, Queensland in November. The battery distributor has also added three new battery brands, KOBA, ALLiON and Zenaji to its brand portfolio which covers a range of applications. Furthermore, R&J Batteries' strong interest in motorsports also saw the company sponsoring Nick Percat's #8 Commodore throughout the 2020 Virgin Australia Supercars Championship.

Speaking of R&J Batteries' plans for the future, "2021 and beyond is going to be very strong for our company. We already have plans in the pipeline for additional company owned branches and distribution points across both Australia and New Zealand. Our R&D team have several new products in the pipeline which will allow us to further expand our product line up. Sourcing the highest quality products possible remains our product focus and these new lines will reflect this commitment," said Stuart Hamilton, Chief Executive Officer at R&J Batteries.

"We can all look back and be proud of what R&J Batteries has achieved in the past 25 years. Equally we look forward to the next 25 years with great anticipation as we continue to grow and prosper," adds Hamilton.

R Batteries

& J **25** YEARS **1995-2020**



PROUDLY CELEBRATING

25
YEARS

**OF BEING AUSTRALIA'S FASTEST
GROWING BATTERY COMPANY**

PAST: Operation ASTUTE- The RAN in East Timor

Operation ASTUTE, the ADF's recent deployment of 'troops to bring security, peace and confidence to the people of Timor-Leste',^[1] has been accompanied by the expected flood of media analysis. With some 1300 soldiers once more facing a challenging mission on foreign soil, the tendency has been to focus on the land-force contribution because, as one columnist put it, 'Whatever we do and wherever we do it the army is almost certain to be playing the central role'.^[2] The danger associated with such themes is the often explicit dismissal of the force-enabling role played by other ADF capabilities. 'Our high-tech weaponry is useless in these [asymmetric warfare] situations', another writer opined, 'when the key to victory is boots on the ground'.^[3]

Oversimplifications and misrepresentations such as these do nothing to enhance our understanding of current operational experience and little to address future security concerns. Regrettably, too few analysts comprehend that a credible ADF must necessarily be a flexible, balanced joint force. That is, one in which the integrated

capabilities of the three Services work together to provide operational synergy. Moreover, rather than structuring to meet a particular set of circumstances, the ADF must be sufficiently versatile to respond effectively across a wide spectrum of operations, at times preparing for threat levels which may ultimately never eventuate. Deterrence, after all, is far preferable to victory on an Australian battlefield.

This is not to suggest that the ADF can have it all: a limited budget must always be prioritised. But it is here that cost-effectiveness comes into play, and given the long lead times and service lives of modern defence hardware, it would be wise to procure inherently flexible assets. The propensity of some defence commentators to advance a few narrowly focused capabilities at the total expense of others carries the risk of strategic irrelevance, as the security climate inevitably changes. Such proposals would also upset the ADF's ability to apply credible power across a range of contingencies. Any increase to the size of a modern Army, for example, brings with it the need to

add joint force enabling capabilities in order to provide support and protection when deployed. Operation ASTUTE offers a salutary lesson in this context because, despite the ongoing media commentary, it began and continued as a joint operation and while publicised as a 'troop deployment', was in fact a text book example of littoral maritime power projection.^[4]

It is food for thought that the land forces were not simply assisted by naval elements during ASTUTE, but at a fundamental level relied upon the many and varied capabilities brought by one of the largest RAN task groups operationally deployed since World War II. Involving five major and three minor fleet units, ASTUTE's initial force allocation was only slightly less than the number of warships assigned to the 1999 INTERFET (International Force East Timor) deployment, Operation STABILISE. In view of the planned acquisition of two large amphibious ships of the Canberra Class from 2012, it is especially noteworthy that ASTUTE witnessed the first operational deployment of the ADF's Amphibious Ready Group (ARG), comprising the amphibious transports HMA Ships *Kanimbla* and *Manoora*, and heavy landing ship HMAS *Tobruk*. Acting together these units established an Army Battalion group ashore within three days. Using either of the designs currently proposed for the Canberra Class, a similar sized expedition could be transported in a single lift and landed in a matter of hours.

The call for help from the government of Timor-Leste came on 24 May and crucial to Australia's rapid reaction was the readiness of the ADF's maritime assets and the effectiveness of individual and collective training regimes. Sailing from Darwin early on 25 May, *Kanimbla* was first diverted to the south coast of Timor, where she provided facilities to four Army helicopters unable to reach Dili due to



The amphibious capabilities of Balikpapan Class LCHs proved vital in support of Operation ASTUTE.



RAN 817 Squadron Sea King Helicopter delivers mail to HMAS Manoora. 7 June 2006.

poor weather. She entered Dili Harbour late on 26 May with an operational Primary Casualty Reception Facility, staff essential to initial operations, and priority military and humanitarian aid stores. Soon following *Kanimbla* into Dili were *Manoora* and *Tobruk*, which had sailed from Townsville on 24 May. Each carried several hundred troops and their equipment together with armoured personnel carriers and associated support vehicles.

The chaotic environment ashore required the land forces to be disembarked in a high state of tactical readiness, and with Dili port facilities unsecured this relied entirely on the over-the-beach capabilities provided by the ARG and its embarked helicopters. *Manoora*, for example, carried four Black Hawks in addition to a Sea King, and these conducted an air assault on 28 May. She also had on board a Deployable Geo-spatial Support Team which surveyed the landing sites prior to the amphibious assault conducted by hard-worked RAN heavy landing craft (HMA Ships

Balikpapan, *Tarakan*, *Labuan* and later *Wewak*) and Army LCM8s. Some of these smaller units will likely remain until the ADF's final withdrawal for, as has been demonstrated time and again within our region's underdeveloped operational environments, scope for manoeuvre ashore can be highly constrained. The corollary is that an amphibious capability to provide inter- and intra-theatre lift is a vital enabler of land operations.

Furthermore, no military operation can be sustained without the necessary accompanying infrastructure. The Army Company group first deployed to East Timor by C-130 late on 25 May did not have the luxury of a prolonged build-up to create a base from which to operate, achieve operational mass and establish appropriate support mechanisms. The ARG not only brought these essential heavier and second level forces into theatre, but also offered an immediately functioning offshore base, thereby allowing the force ashore to maximise its effectiveness while minimising its

footprint. Support roles are intrinsic to the design of amphibious ships and in addition to functioning as a large heliport, fuel dump and hospital, the ARG acted or could potentially have served as a communications centre, hotel, food service centre, port security force, and supply depot for items as diverse as toilet paper, clothing and ammunition.

However, the amphibious and logistic enabling activities of the ARG only touch on the totality of the naval role during ASTUTE's early phases. One of the critical naval tasks during Operation STABILISE in 1999 was to provide presence, and the RAN deployed several major surface combatants to ensure the area was safe during INTERFET's initial insertion. That the threat was of a different scale and nature in May 2006 did not lessen the importance of advance force operations,^[5] particularly since naval units operated in a dimension that potential antagonists were unable to oppose. As the Vice Chief of the Defence Force flew into Dili airport

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with the first troops, the FFG HMAS *Adelaide* appeared over the horizon.

^[6] While tasked for border protection under Operation RELEX II, the frigate had been simultaneously poised ready to assist off East Timor, offering a range of combat, surveillance, command and control and aviation capabilities. The ADF had 'to go in there with plenty of combat power', noted the Chief of the Defence Force, [and] 'demonstrate that we have very good capability'. *Adelaide*, he continued, was 'a very handy asset to have...and of course as we all know, when a naval ship steams into port, it does have an effect that is good to creating a stable environment'.^[7]

Allowing sustainment of the naval presence and adding her own not inconsiderable bulk was the replenishment ship, HMAS *Success*. Joining *Adelaide* on a patrol line close off Dili Harbour at dawn on 26 May, the highly visible and professional appearance of the two warships had a significant impact on perceptions ashore. Indeed, during the critical early hours, before sufficient troops were available to deploy throughout Dili, high end maritime combat capabilities combined with the inherent mobility of warships went far towards making the Australian presence seem ubiquitous. The overt naval presence also brought a measure of reassurance to the few Australian forces then in Dili; should the situation have become untenable, then an emergency extraction would not have been possible without the presence of the maritime component.

With the ARG's arrival *Adelaide's* mission shifted to providing cover,^[8] but by 28 May the security situation had clarified to the extent that it no longer warranted her presence. Testament to the ability of warships to successfully conduct wide ranging activities over vast distances with little or no notice, *Adelaide* returned to her previous RELEX tasking, while *Success* was soon in the South China Sea replenishing a US Navy task group proceeding to provide humanitarian aid to the victims of an earthquake in Java. As her Commanding Officer related, in a matter of six days *Success*, 'had transited from one side of Borneo to the other. In between the ship conducted

HMAS *Adelaide* during Exercise Sea Wader 2020.



'gun boat diplomacy' off one country in support of law and order and was then able to support another nation's aid efforts to yet a third nation'.^[9]

Forecasting future global trends in an unpredictable world is an inherently uncertain process, but experience suggests that strategic choices should never be absolute. Recent operations in East Timor, the Solomons, Indonesia and Iraq have routinely illustrated the multifaceted tasks which navies perform in the littoral environment. In all these commitments amphibious units have played a vital part, yet only 16 years ago official policy dismissed these assets as 'inappropriate for Australia's force structure'.^[10]

As Professor Andrew Lambert argued at a recent SPC-A conference, our greatest danger is to allow the impulses of today to become an excuse not to think: 'Narrow prescriptionist approaches to national strategy do not work. Wise nations know their interests, and are prepared to defend them'.^[11] Australia is a maritime nation, and as 'the littoral accommodates over three quarters of the world's population, hosts over 80% of the world's capital cities and nearly all of the marketplaces for international trade',^[12] only rarely will securing our national interests not involve a maritime dimension. Operating in an increasingly complex and at times more dangerous environment, the ADF must maintain its ability to credibly function and flexibly use its equipment at short notice. To argue that any one or other ADF capability 'is the single most important' or more 'central' than others, is to misunderstand the interdependency of joint operations,

and to put the effectiveness of those operations at risk.

Dr David Stevens

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↑ G Sheridan, 'We need soldiers and more firepower', *The Australian*, 25 May 2006.

↑ N Stuart, 'Stretching our forces too tightly is not the way to win the peace', *The Canberra Times*, 6 June 2006.

↑ Royal Australian Navy, 'Australian Maritime Doctrine (AMD)', DPS, Canberra, 2000, p. 156. Maritime power projection is defined as: 'The ability to project, sustain and apply effective military force from the sea in order to influence events on land.'

↑ AMD, p. 60: 'Advance force operations are conducted in advance of a main force, notably an amphibious force, in order to make acceptably safe the area in which the latter will operate'.

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PRESENT: Short notice deployment for Navy planner

A short-notice deployment saw Lieutenant Commander Benjamin Peck trade Canberra's freezing winter for a sweltering Middle East summer.

Lieutenant Commander Peck, a Maritime Warfare Officer, is deployed as the Deputy N5/Force Flow Planner in Bahrain, working for Combined Task Force (CTF) Sentinel as part of Operation MANITOU.

Whilst posted to Headquarters Joint Operations Command, Lieutenant Commander Peck said it was fortunate he had suitable planning experience to be eligible and selected at the last minute.

"I'd been waiting for an opportunity to deploy and it was great to get this one," Lieutenant Commander Peck said.

"It was busy in the lead up to departure, not to mention it was a bit of a shock going from the beginning of winter to a Middle East summer.

"I had to get a lot done in a short period of time to make sure I could make the flight. My wife and family took it in their stride."

Lieutenant Commander Peck is now settled into his role as part of CTF Sentinel, within the International Maritime Security Construct (IMSC).

The operations work to deter terrorist and criminal activity in an extensive area, incorporating the Arabian Gulf, the Gulf of Oman, and the Gulf of Aden, to reassure the merchant shipping industry.

"I work in a small team looking at the long-term allocation of naval ships in the region to support maritime security," Lieutenant Commander Peck said.

"The plans branch plays an important part in the operational rhythm.

"We are responsible for numerous briefings and providing information to the operations branch and ensure that assigned ships are aware of their requirements."



Lieutenant Commander Benjamin Peck, RAN is currently embedded within the International Maritime Security Construct, Bahrain, as part of Combined Task Force Sentinel on Operation MANITOU.

Lieutenant Commander Peck said a good thing about being deployed on Operation Manitou and working with the IMSC was being able to link in with planners from other foreign militaries.

"The IMSC has nations from eight different countries, including Albania, Lithuania, Bahrain, Kingdom of Saudi Arabia, United Arab Emirates, United Kingdom, the United States and Australia," Lieutenant Commander Peck said.

"I learnt a lot and have enjoyed interacting with the members from other countries.

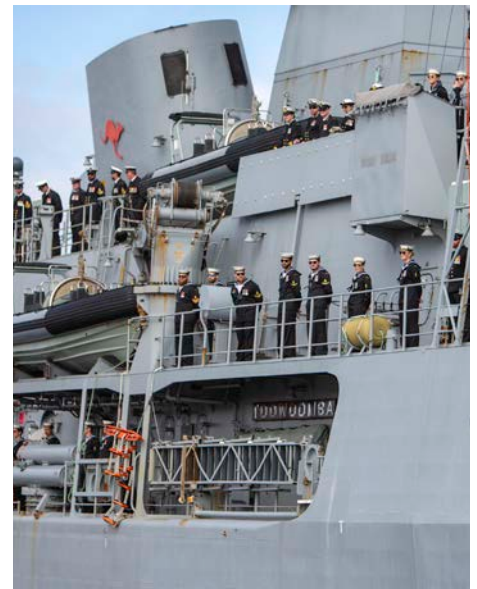
"Despite differences it is always good to find we have some common ground."

Lieutenant Commander Peck said he wasn't worried about missing Canberra's winter because he loves summers at the beach.

"Hopefully when I get home we will be able to visit my mum on the Mid North Coast and take the kids for a trip to the South Coast, COVID-19 restrictions permitting," he said.

"It will be great to take my daughter and my three boys for a surf. I have a little while to go yet though."

FLTLT Chloe Stevenson



HMAS Toowoomba returns to Fleet Base West in Western Australia after a six month Operation MANITOU deployment in the Middle East Region.

UNIFIL Sailors of Peace: The Brazilians

The Maritime Task Force (MTF) of UNIFIL is the first and only naval operation of the UN Peacekeeping globally. For over 13 years six ships, one each from Bangladesh, Brazil, Germany, Greece, Indonesia and Turkey -- the task force works in securing Lebanese territorial waters alongside the Lebanese Navy.

UNIFIL naval peacekeepers support the Lebanese Navy in monitoring territorial waters and preventing unauthorized entry of arms or related materiel by sea into Lebanon. It also supports the Lebanese Navy in capacity building activities.

The current MTF Flagship "Independência" is from Brazil, which has been in that role since 2011. Its frigate is in charge of commanding all of the Mission's maritime operations in Lebanon. Its commander, Rear Admiral Sérgio Salgueirinho, says its mission has two major operational objectives:

"One is to assist the Lebanese government to avoid and/or help prevent the entrance of unauthorized weapons or illegal material by sea into Lebanese ports, and two, to assist and contribute to the enhancement and capacity of the Lebanese Armed Forces Navy."

Most recently, Corvette Barroso served as the flagship vessel until March 2020, when it was replaced by the Independência, with about 200 Brazilian naval peacekeepers.

Working together and in close cooperation with the LAF Navy, MTF has established a reliable control system over the traffic in the Lebanese territorial waters. The main element of it is the so-called "hailing", which Rear Admiral Salgueirinho describes as one of the most essential components of the MTF mission.

"In simple and symbolic terms, this means that people who navigates and transit in Lebanese waters see us and feel the importance and value of our presence while bringing and maintaining peace and stability at sea," he emphasized.

Hailing has been a coordinated



effort between MTF and LAF Navy units, especially with the Coastal Radar Stations.

"Since 2006, more than 100,000 hailing achievements of MTF have been done and more than 14,000 vessels have been referred to the Lebanese authorities for inspection, which means that we are very much present at sea," he added.

Navigating in Lebanese waters

For Salgueirinho, commanding this mission in Lebanon has been both very enriching and eye-opening. His crew agrees.

"South American sea waters are some of the most peaceful seas in the world but navigating in Lebanese waters has been quiet challenging but a fulfilling experience for us," explained UNIFIL Brazilian Flagship Commanding Officer, Captain Campos Huguenin, while describing how challenging it is to patrol the Lebanese maritime zone.

With 20 days at sea and 10 days at land at the port in Beirut, he added:

"Life at sea can be challenging. At sea, you don't have walls, roads or streets like in land, so when navigating these waters, our mission is to ensure with our Lebanese partners that every ship transiting in and out of Lebanese waters is allowed to be here."

MTF's area of maritime operations (5,000 nautical square miles or 17,171 square kilometres) is almost 16 times bigger than the area of UNIFIL area of operations on land in South Lebanon. Therefore, another innovative and essential component of the naval task force is the use of helicopters, which helps patrol the vast maritime area of operations effectively and rapidly.

"Our heli patrols do the job during two hours at a time. It is faster and can patrol our maritime zone much more quickly," said UNIFIL MTF Brazilian Helicopter Pilot, Lt. Cdr. Bruno Feitoza.

The impact of COVID-19 on the MTF

For Rear Admiral Salgueirinho, it has been a great honour and professional experience to serve during these difficult times, and when asked about the impact of the COVID-19 pandemic in the daily tasks of the MTF, he said that "COVID-19 still remains a dangerous threat to the personnel belonging to MTF units and also to the people we serve."

"However, we remain very much alert and continue to comply on a daily basis, with all the preventive measures against the spread of the virus," he reassured.

peacekeeping.un.org



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FUTURE: Capability

Modernising Australia's maritime capability is a top priority for the Government. Australia's Naval Shipbuilding Enterprise was founded on four initial construction projects and then expanded under the 2020 Force Structure Plan to include the acquisition or upgrade of up to 23 different classes of Navy and Army maritime vessels. This continuous build program will see the greatest regeneration of our naval capability since the Second World War.

Delivery of an enhanced naval capability on time and on budget is important in Australia's increasingly complex strategic environment. Enhanced naval capability will ensure protection of our maritime borders, secure our immediate northern approaches and proximate sea lines of communication, and enable us to project force in the maritime environment.

These initial construction programs will deliver new capabilities providing Australia technologically advanced, potent and capable vessels. Each of these projects are underway at different stages:

12 Arafura Class Offshore Patrol Vessels (SEA 1180) being delivered by Luerssen Australia.

Luerssen Australia has contracted ASC to construct the first two offshore patrol vessels at the Osborne Naval Shipbuilding Precinct. Construction commenced on 15 November 2018.

Construction of the other 10 Offshore Patrol Vessels commenced at the Henderson Maritime Precinct in Western Australia on 27 March 2020 which will be delivered in partnership with CIVMEC.

Nine Hunter Class Frigates (SEA 5000) are being built by ASC Shipbuilding, commencing with prototyping in 2020 at the Osborne Naval Shipbuilding Precinct in South Australia.

SAAB Australia is engaged to develop the tactical interface for the Hunter Class Frigates, facilitating greater systems integration and interoperability within the fleet.

12 Attack Class Submarines (SEA 1000) will be built at the Osborne Naval Shipbuilding Precinct with construction to commence in 2022-23.

The design phase is currently underway with Naval Group in France.

Lockheed Martin Australia is contracted to supply the combat system for the Attack class. Combat System design is in progress.

Six Cape class patrol boats are being built by Austal at the Henderson Maritime Precinct.

Following the release of the 2017 Naval Shipbuilding Plan, Defence initiated the construction of six additional Cape class patrol boats.

The Cape class patrol boat program will supplement the two Cape class patrol boats currently leased by Defence, and mitigate risk in the transition to the Arafura offshore patrol boats.

In addition to bolstering Australia's naval fleet, the Government is also making strides to enhance maritime security in the South Pacific region through the Pacific Maritime Security Program (PMSP). Under this program, 21 Guardian Class Pacific Patrol boats are being gifted to 13 of our Pacific neighbours and Timor-Leste, replacing the existing Pacific Patrol Boats gifted

in the 1990s. Also under the program, Defence personnel are located throughout the Pacific as Defence, Maritime Surveillance, and Technical Advisers.

These new more capable boats, specifically designed to meet the needs of Pacific Island nations, are being constructed by Austal Australia at the Henderson Maritime Precinct in Western Australia. Austal will also be supporting the ongoing maintenance of these vessels through its facility based in Cairns. The countries receiving vessels through the PSMP include: Papua New Guinea; Tuvalu; Tonga; Samoa; Solomon Islands; Fiji; Palau; Kiribati; Vanuatu; The Federated States of Micronesia; Cook Islands; The Republic of the Marshall Islands; and Timor-Leste.

Sustaining our current and new fleet is essential to maintaining Australia's naval capability. Decisions regarding the long-term future arrangements for our current fleet of ships and submarines, as well as those for our future vessels, will be considered by Government in the coming years.

Details on the acquisition and sustainment programs introduced in the 2020 Force Structure Plan will be provided in an update to the Naval Shipbuilding Plan.



Budget shows defence spending growth on track

In its 2020–21 defence budget, the government hasn't moved away from its funding commitment in the three months since it released the 2020 defence strategic update. And why would it? If you're looking like being \$213.7 billion in the red for the coming year, stiffing the defence portfolio of a few billion isn't going to get the budget back in the black.

Between the Department of Defence and the Australian Signals Directorate, defence funding for 2020–21 will be \$42,746 million. At 2.19% of GDP, that comfortably meets the government's commitment to grow the defence budget to 2% by 2020–21. With the hit to GDP caused by the Covid-19 pandemic, there was a possibility that the defence budget could have got to 2% already in 2019–20, but it fell just short, at 1.98%.

The defence budget has experienced a substantial increase since 2019–20 of more than \$3.5

billion. That's around 9% in nominal terms (and almost the same in real terms due to very low inflation). The nominal increases continue, with 6.7%, 8.3% and 6.2% planned for the forward years.

In fact, Defence gets a little more this year than was set out in the update. That's because of the addition of \$643 million for operations that wasn't in the update's funding model, including \$80.7 million for the Covid-19 response. Over the next few years, however, Defence gets a little less than was provided in the update's line. That's because of reductions in funding to compensate for the strengthening of the Australian dollar's buying power: the exchange rate giveth, the exchange rate taketh away.

In short, the government is delivering what it promised in the update—which is what it promised way back at the start of 2016 in the defence white paper. Considering the

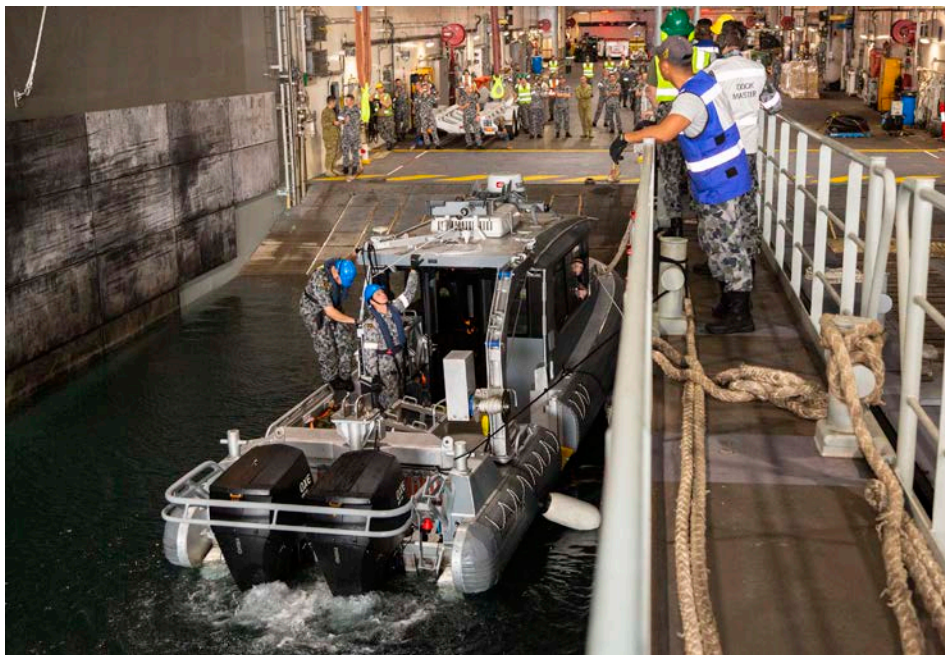
pain suffered by the economy and the government's bottom line, it's a remarkable commitment to Defence and Australia's security.

Of course, spending that money will be challenging. One isn't filled with optimism when Defence only managed to post its portfolio budget statements online more than 12 hours after the budget was meant to go live. Is that really what we should expect of a \$1.8 billion ICT program?

The other risk is that, should the economic downturn persist, that generous funding line could be an appealing target for future governments looking to fund other priorities. In the budget papers, the government optimistically forecasts a rapid recovery, with 4.75% real GDP growth projected in 2021–22. Nevertheless, the defence budget will comfortably outstrip broader economic growth, reaching 2.38% of GDP by 2023–24. With federal debt heading towards a trillion dollars, Defence will be under great pressure to use it or lose it.

This year's big defence news was announced in the strategic update, which ASPI examined in part 1 of this year's *The Cost of Defence*, but there's still a lot of useful information in the budget statements that we'll unpack over the coming days as we prepare part 2. A few early observations stand out.

The government has been progressively announcing a range of Covid-19 stimulus measures in the defence portfolio. While they are no doubt appreciated by the recipients, such as local small and medium enterprises, they don't appear to alter the shape of the portfolio's budget. That's because a lot of programs are underspending. The future frigate looks like it missed its 2019–20 target by around \$250 million. With some



Survey boat 'Polaris' launches for the first time from HMAS Adelaide in preparation for Exercise Sea Wader 2020 off the Queensland coast. *Defence image.*

programs underspending, it makes sense to move money to activities that can use it. It's not charity; it's simply good cash-flow management.

On shipbuilding, the ramp up in spending continues, from \$1,366 million in 2019–20 to a target of \$1,844 million target this year, even as the air warfare destroyer project winds down. That said, the two megaprojects, submarines and frigates, underspent against their 2019–20 targets, the frigate program in particular. No doubt the pandemic has played a role in this. Defence has strenuously denied claims the frigate program is facing delays, but if it's not spending, it's probably not doing the work needed to stay on schedule. It will be a big step up from last year's \$243 million to reach this year's target of \$587 million. As noted above, Defence has to show it can spend its funding. The government will want to see results for the \$575 billion it is giving Defence over the decade.

The budget also contains some surprising revelations. The MRH-90 helicopters' flying hours plummeted in 2019–20, from a planned 9,670 hours to a mere 5,168 hours—the worst result in six years, despite (or perhaps because of) their contribution to Operation Bushfire Assist. They're probably costing well in excess of \$30,000 per hour of flight time. The MRH-90 is Defence's fourth most expensive capability and Australians should expect better value for money. If, as the government has stated, Defence will be required to increase its contributions to domestic disaster

An Armoured Recovery Vehicle Light from Australian Army 1st Combat Service Support Battalion tows a Royal Australian Air Force AP-3C Orion (tail no. A9-658) during its relocation to the front of RAAF Base Edinburgh, South Australia.



relief, it's going to need a much more reliable and affordable helicopter.

The F-35A program continues to move a lot of cash—\$1.8 billion last year and \$2.4 billion planned for this one. So the aircraft are coming, but the program fell well short of its 2019–20 flying target, achieving only 3,096 hours of a planned 4,564 (around two-thirds). The fleet has to more than double its flying to get to this year's target of 8,204 hours, and even that is still a long way from the 14,900 needed to achieve final operating capability. On the positive side, initial operating capability is still planned for the end of 2020 and the jet's operating cost appears to have come down somewhat since last year to \$32,545 per hour—an improvement, but still substantially more than the classic

Hornet. The Super Hornet and Growler fleets are still perplexingly expensive to run.

Incidentally, the new 'net cash' presentation that Defence has adopted in this year's budget statements is a good thing. Not only is it consistent with what other agencies do, but it allows for a clearer distinction between operating costs and capital investment. This now makes it possible to see the capital expenditure of each of Defence's groups and services, which we'll lay out in The Cost of Defence. The tables on page 21 that provide an easy-to-read view of the consolidated (Defence and ASD) budget and a breakdown of the big three categories of workforce, acquisition and operating costs are also a nice addition.

Regional Coordinators

If you believe you can challenge the obstacles that lie in the path of the veteran community, and serve for the greater good, then become a regional coordinator to:

- provide representation of the APPVA at regional consultative forums and state veterans' minister's office,
 - represent your colleagues at the APPVA Committee and bring issues to DVA,
 - organise regional commemorative activities such as the APPVA contingent for ANZAC Day and other veteran commemorations as the representative of the APPVA,
 - keep members and likeminded organisations informed, and
 - organising regional social events.
- currently we have availabilities for ALL States and Territories excluding WA.

If you want to know more, contact our President, Rob Woods, our Vice President, Ian Lindgren or our Communications Manager, Kris Milne.

Government expands budget mental health, employment support for ADF personnel and veterans

Minister for Defence Personnel and Veterans' Affairs Darren Chester has confirmed continued government support for mental health and employment support for veterans and their families as part of the economic recovery plan to guarantee the essential services Australians rely on as part of the budget.

The 2020-21 budget measures are aimed at ensuring veterans and their families continue to have access to the support they need by helping them find a job after service, and supporting their physical and mental health needs.

The government has provided \$101.7 million over four years to further bolster mental health support – the funding for veterans' mental health and wellbeing includes:

- \$94.3 million over four years to improve mental health outcomes and ensure high quality care for older veterans and their families, and to better support their transition to civilian life by increasing fees paid to mental health, social work and community nursing providers;
- \$2.4 million over four years to expand eligibility for the Coordinated Veterans' Care program, which provides GP-led team-based care, to White Card holders with an accepted mental health condition; and
- \$5 million over four years to expand the 24/7 Open Arms – Veterans & Families Counselling, especially in regional and remote areas.

Minister Chester said, "The government continues to put veterans and their families first with our record investment in funding for mental health services and support for those in the ex-service community."

The government has long recognised that the transition process from leaving the Australian Defence Force and re-entering civilian life, including finding meaningful employment, is a crucial



step. Building on successful initiatives to date, the budget will invest \$23.7 million for increased transition and employment support.

"This funding includes \$17.7 million over four years to establish a Joint Transition Authority (JTA) in Defence, which will ensure all transition services and supports are working together for ADF members and their families during this critical phase," Minister Chester said.

In addition, the government is continuing its investment in veterans' employment with \$6 million to increase civilian employment opportunities for veterans and provide support for ADF personnel considering starting their own business.

Minister Chester added, "While most ADF personnel experience a smooth transition and go on to contribute to the community in their civilian lives, we know that this period can be quite challenging for some and the JTA will give all transitioning ADF members the best opportunity for success.

"Through the successful Prime Minister's Veterans' Employment Program we have seen some incredible examples of veterans' entrepreneurship and we know veterans bring many sought after qualities to the civilian workplace."

The Morrison government is also continuing the Prime Minister's

Veterans' Employment Program, which promotes the wide ranging skills of ADF personnel to employers and rewards businesses for initiatives that support veterans' employment.

The budget also includes responses to two important reports. First is the Independent Review into the Totally and Permanently Incapacitated (TPI) Payment by David Tune, AO, PSM.

The government is responding to issues identified in this report and providing \$25.9 million over four years to deliver additional assistance, including increased support for those TPI veterans that live in rented accommodation.

Minister Chester explained, "The Productivity Commission report is one that I know has been of great discussion in the ex-service community and since the government tabled it, I have received a wide range of feedback about its recommendations and findings.

"An interim response to the Productivity Commission will be tabled in the Parliament in the coming days, however, the ex-service community can be assured that recommendations relating to the Gold Card will not be accepted by this government. I trust this provides certainty about our commitment to the ex-service community."

Stephen Kuper
Defence Connect

Military expert on investigations of sexual exploitation and abuse

This year marks the 20th anniversary of the adoption of the United Nations Security Council Resolution 1325 which was a landmark moment in the recognition of the gender impact of conflict and the need to address the rights of women and girls and conflict prevention, resolution and peacebuilding.

The next in a series of articles examining the implementation of UNSCR 1325 by the Royal Australian Navy and how individuals engaged in Gender, Peace and Security roles throughout the organisation are making a difference.

Lieutenant Commander Tyson Nicholas is currently seconded to the Department of Peace Operations at the United Nations Headquarters as their Military Expert on Investigations of Sexual Exploitation and Abuse (SEA), usually based in New York, USA.

Lieutenant Commander Nicholas describes SEA as representing a misuse of power and trust, violating human rights and undermining the UN efforts towards peace and security, gender equality and protection.

Having undertaken many operational deployments Lieutenant Commander Nicholas was drawn to a career in international human rights and humanitarian law after witnessing firsthand the systematic and destructive use of sexual violence as a weapon in conflict situations.

“The position with the United Nations required a background in Law, military experience as an officer in the armed forces, knowledge of Sexual Exploitation and Abuse and Sexual Gender Based Violence and previous experience as part of a UN peacekeeping mission,” Lieutenant Commander Nicholas said.

“My work at the UN focuses on ensuring zero-tolerance for impunity for acts of SEA, through supporting member states in their capacity to conduct transparent and professional



Lieutenant Commander Tyson Nicholas is seconded to the United Nations Headquarters as their Military Expert on Investigations of Sexual Exploitation and Abuse (SEA), and is usually based in New York, USA.

investigations into SEA allegations to ensure accountability.”

Lieutenant Commander Nicholas is also responsible for the development and delivery of a “train the trainer” course to train National Investigation Officers to prevent and investigate allegations of SEA in UN peacekeeping.

“The primary aim of this course is to ensure that National Investigation Officers have the tools they need to investigate allegations of SEA attributed to troops in UN Peacekeeping missions, preventing occurrences in the first place and responding by ensuring those guilty of SEA are held accountable through discipline measures or criminally through military or national justice systems.”

The United Nations has a zero tolerance policy in regards to SEA and acknowledges it as a violation of fundamental human rights that has profound impacts on victims and survivors.

“Sexual Exploitation and Abuse exploits and exacerbates

vulnerabilities in physical safety and security, access to shelter, reliable and safe food sources, potable water, sanitation, healthcare, education, economic opportunity and participation in decision making processes,” said Lieutenant Commander Nicholas.

“Sexual Exploitation and Abuse represents an ever present challenge to delivering strategic, operational and tactical effects towards and end state of peace and security.”

“The protection of human rights and achievement of gender equality are inherently linked to the achievement of lasting peace and security and, as many studies have shown, the more equality within a society, the more likely the society is to experience extended periods of relative peace.”

Ms Harriet Pointon Mather



Morrison Government delivers cutting edge information systems for Navy's ships

The Morrison Government is strengthening the Australian Defence Force's (ADF) maritime communications by investing over \$600 million in a new Fleet Information Environment.

This will include upgrades to naval systems and computer networks, enhancing its ability to securely and reliably exchange information while at sea.

More than 100 new Australian high-tech jobs will be created through this investment in areas such as computer systems design and engineering, and platform and system integration.

Meanwhile, a further \$100 million will be invested in additional infrastructure work in Darwin, Cairns, Rockingham, Canberra and Sydney.

Minister for Defence, Senator the Hon Linda Reynolds CSC said the upgrades are part of the Morrison Government's Economic Recovery Plan which is creating jobs while delivering Navy with vital capability.

"These upgrades will provide our sailors with faster, more capable and more secure computer based information systems which are all vital

in ensuring our ADF can operate in contested, congested and degraded information environments," Minister Reynolds said.

"As outlined in the 2020 Force Structure Plan, decision superiority in the maritime domain is essential for Defence's ability to conduct operations.

"Deploying ships to sea presents unique information management challenges and require computer networks that are designed to remain effective even in low bandwidth or congested communications environments.

"This significant funding by the Morrison Government will provide greater levels of cyber security and operational efficiency which are crucial for Navy operations now and into the future.

"Importantly, this investment is creating jobs for Australians to help boost the economy as it recovers from the COVID-19 pandemic."

Minister for Defence Industry Melissa Price said this investment was further evidence of the Morrison Government's commitment to growing Australia's defence industry.

"Australian industry and Defence have worked closely on developing and building this capability," Minister Price said.

"This investment in a new Fleet Information Environment will create more than 100 jobs and demonstrates our investment and plans, creating new opportunities, jobs and skills for Australians.

"We are backing Australian workers and Aussie businesses, creating a stronger defence industry on the road ahead."

The project will deliver new software and hardware, based on a design which allows the system to be continuously updated and upgraded with the latest available technology out to 2040.

A Deployed Network Integration Centre will be established in Canberra where Australian companies will be able to work in a collaborative environment with Defence on testing their products for future upgrades.

The first stage of the upgrades to Navy platforms will commence in 2021 with HMAS Leeuwin in regional Far North Queensland.



Australia and Singapore cooperation on show



Republic of Singapore Air Force CH-47 Chinook Helicopter landing on-board HMAS *Adelaide* during Exercise Sea Wader 2020 off the coast of Townsville, Queensland. *Defence image.*

HMAS *Adelaide* has provided a platform for the Republic of Singapore Air Force CH-47 helicopter crews to qualify and land on the RAN's largest vessels, HMA Ships *Adelaide* and *Canberra*.

The deck landing qualifications were conducted over two days off the coast of Queensland, where *Adelaide* is conducting a range of amphibious and aviation training exercises.

Commander Air HMAS *Adelaide*, Commander Leon Volz said the qualifications would provide significant benefits and boost overall combined capability for the Australian and Singapore Defence Forces.

"This is a great opportunity to provide interoperability between both the Singaporean Air Force air crew and ourselves," Commander Volz said.

"Gaining these qualifications allows

the RSAF crews to operate with *Adelaide*, with *Canberra* and also with HMAS *Choules*, which will provide a significant capability enhancer between both our Defence forces.

"So when we're both operating in the region, for example, then we can actually cross-deck and gain more experience in the way that both Defence forces operate in the maritime aviation environment."

The Singaporean CH-47 heavy-lift helicopter crews, which are permanently based at Oakey in Queensland, communicated with *Adelaide*'s flight control room and were guided by the ship's aviation team on the flight deck.

The timing of the deck qualifications also coincides with the 30th anniversary of the Singapore Armed Forces training in Australia.

Commanding Officer HMAS *Adelaide*, Captain Jonathan Ley said qualifying Singaporean Air Force personnel to operate their CH-47 aircraft on Navy's amphibious vessels extended the shared history of cooperation between the two nations.

"Singapore's CH-47 aircraft worked alongside Army's 5th Aviation Regiment during the 2020 bushfire emergency in Victoria, so to have that combined capability at sea is an important element as we again move into the high-risk emergency season," Captain Ley said.

Adelaide is the Navy's high-readiness vessel and is available to support humanitarian and disaster relief operations domestically and in the region.

news.navy.gov.au

Padre Ponderings

It has been a great honour for Everyman's to have been able to serve alongside Peacekeeping operations in the course of our 80-year history. Everyman's REPs down through time have been able to see Peacekeeping firsthand in places like Cambodia and East Timor. I will never forget a time in East Timor when one of our Rifle Companies just had back from a long back breaking patrol in insufferable heat. They changed down to their PT gear and grabbed a cold drink each to watch some TV. But true to form as Peacekeeping operations go, the urgent call at that moment came to mount up and head out yet again to grapple with some emergency. Without one complaint, I saw those Peacekeepers kit up and get on with their job. Such was their dedication and their efforts for our nation.

When Everyman's REPs have gone to accompany the ADF on overseas operations, it is hard also for us to say goodbye to our families as we get on the plane. Nevertheless, we have always done so because we recognise the need to support Defence wherever they are.

This year has indeed been a challenge. Everyman's have had to close some Rec Centres during this time, and even all our Everyman's HQ staff in Victoria had to vacate the base we are on for 6 weeks. Nonetheless, we had opportunity to serve the troops helping the police at the NSW/Victoria border. Our welfare support was certainly appreciated. Our Everywomen's REPs have not only headed out themselves on the iconic "Brew Runs", but have also been able to get alongside Defence wives to encourage them in their time of need. Our EveryVets organisation headed up by Everyman's REP Ben Ridley in the Brisbane area, has continued to meet on Zoom and encourage veterans both serving and retired.



Covid or not, our Everyman welfare support continues. Though we would have wished for a much better 80th Anniversary year, we nonetheless thank Defence for the excellent opportunities we have had to serve them. This is not only for Covid, but also extensively on

Op Bushfire Assist earlier this year. We look forward to collaborating with the Peacekeepers so that together we can work to provide the welfare so needed and so deserved by our veterans.

Ken Matthews
(Everyman's Chief Commissioner)

The healing power of forgiveness

Blessed are those whose transgressions are forgiven; whose wrongs are pardoned. Blessed are those whose sin the Lord does not count against them and in whose spirit is no deceit. Psalm 32:1-2

The Psalms are a wonderful place to go when wrestling with the awfulness of life. When I was a child, I spent some of my time in the early 1960s on the western border of Tanzania coming in contact with many Tutsi refugees. Even then we had people coming over from Rwanda fleeing the tensions that went on there. In April 1994 these tensions broke out into a civil war following the death of the Presidents of Rwanda and Burundi. In August 1994 through to March 1996 Australia deployed medical teams supported by Infantry soldiers to assist in the aftermath of the 1994 Civil War and Genocide. In April 1995 the teams stationed at Kibeho witnessed the horrific and systematic slaughter of helpless refugees.

There have been many stories that have come out of Rwanda and most revolve around survivors who have been able to over the years obtain healing through the forgiveness of those who perpetrated such atrocities on them and their families and the repentance of those people.

Immaculee Ilibagiza's story is one

of those. In 2006 she published a book called *Let to Tell* in which she tells her story – first about how she lead a relatively normal middle class life, attending school and then heading off to University. She comes home from University during the Easter 1994 vacation and her life is turned on its head. She then speaks of her 91 days hiding in a concealed bathroom at her pastor's house (a Hutu) with seven other women and that during this time she connected with God to maintain her sanity as the Hutu murderers roamed the streets looking for more people to kill, or rape or both.

She and the other women eventually escape and make their way to a French refugee camp where she discovers that her whole family except for her brother (who was out of the country studying) have been killed. She sets about rebuilding her life, and eventually meets an American working for the UN and marries him and moves to the US.

Her message throughout the book is that anyone can learn to forgive, no matter how horribly they have suffered and been wronged. For her, the path to forgiveness was through God, and she finds the deepest healing when she forgives the man who was responsible for the gang that killed her mother and one of her brothers.

She discovered that it hurt to hate, that is was physically painful for her. It was through being able to positive visualisation and forgiveness that she finds personal healing from PTSD and peace. She also reaches out and helps other Rwandans to forgive. One stated "But the pain and bitterness I've being carrying in my heart for 11 years is about to kill me, I've been so miserable for so long that I don't have the energy to live anymore'. Immaculee lead her through the steps necessary to forgive and she was released from her physical, mental and spiritual pain being completely healed in body, mind and spirit having been able to 'forgive the unforgivable'.

There are many such stories that have come out of Rwanda as the country over the years has strived to heal and move forward from decades of hate and conflict.

In Matthew Chapter 18 Jesus instructs His disciples to forgive not seven times but seventy times seven in other words have a continually forgiving spirit. In doing this you do not then let the issues of the other person manage to get a foothold on your spirit. Paul in his letter to the Romans Chapter 12 (which is worth reading) concludes by stating – *Do not be overcome by evil, but overcome evil with good.*

Rev. Steve Neuhaus (Padre)



BRAIN BREAK

1. Who Led the INTERFET Peacekeeping Mission in East Timor 1999-2000?

- A. Peter Cosgrove
- B. Mike Hindmarsh
- C. Michael Jeffery
- D. Jim Molan

2. What was the first United Nations Emergency Force established to bring an end to?

- A. Congo Crisis
- B. Cyprus Dispute
- C. Suez Crisis
- D. Yugoslav Wars

3. By what name was NATO's 1995 Bosnia and Herzegovina mission known?

- A. Operation Dynamo
- B. Operation Frequent Wind
- C. Operation Joint Endeavour
- D. Operation New Dawn

4. When did the NATO-led Kosovo Force enter the disputed territory?

- A. 1994
- B. 1999
- C. 2004
- D. 2009

ANSWERS 1) A. 2) C. 3) C. 4) B.



Plan PELORUS Navy Strategy 2022

NAVY'S MISSION

TO FIGHT AND WIN AT SEA

OUR VALUES

Honour

Honesty

Courage

Integrity

Loyalty

CHIEF OF NAVY'S CULTURAL INTENT

MNB Feb 2019

A FIGHTING NAVY

Respected, as an agile, resilient, and lethal fighting force, we understand and are committed to, our nation, our mission, and each other.

A THINKING NAVY

Acting together with purpose, as empowered, professional war fighters. We know that success will increasingly depend on the quality of our thinking and our agility in decision-making.

AN AUSTRALIAN NAVY

We serve Australia with pride and passion, guided by our values. We reflect the best of Australian Society knowing that the quality of our people is our most important contributor to our future success.

OUR SIGNATURE BEHAVIOURS

PEOPLE

Respect the contribution of every individual.
Promote the wellbeing and development of all Navy people.
Communicate well and regularly.

PERFORMANCE

Challenge and innovate.
Be cost conscious.
Fix problems, take action.
Drive decision making down.

PROFESSIONALISM

Strengthen relationships across and beyond Navy.
Be the best I can.
Make Navy proud, make Australia proud.

CHIEF OF NAVY INTENT

A Thinking Navy, A Fighting Navy, An Australian Navy.

Global competition has changed our reality across all the domains in which the Australian Defence Force operates. We live in an increasing complex geo-political environment, within a dynamic Indo-Pacific region. The maritime domain is central to the security and prosperity of our Nation. As resources become increasingly scarce, and the competition greater, all elements of national power must work together to achieve the desired outcomes for our Nation, and those of our friends. Fuelled by technological advances and availability of information, the future is increasingly unpredictable.

Navy has a crucial role to play to support our government and we must continue to evolve and prepare for a myriad of operational possibilities. This is the basis of our 2022 Headmark. Clarity and alignment in our understanding of our Headmark will effectively guide our day to day actions.

Plan PELORUS provides Chief of Navy's Senior Advisory Committee's direction to Navy for the next four years to achieve our Headmark. It will be revised regularly to enable delivery on our five outcomes.

To achieve our Headmark, the highest priority must be our workforce reconstitution and developing resilience in our workforce - people create capability. Then we must question the status quo, innovate and take action, so that:

HEADMARK 2022

In 2022 our Navy is ready to conduct sustained combat operations as part of the Joint Force.

This is a significant undertaking when you define each element of the statement.

Workforce

We will be fully crewed at sea and staffed ashore, able to train for future demand, and prepared for continued growth.

Lethal

We will be able to deny, deter and defeat our adversaries in the face of evolving threats and challenges.

Integrated

We are integrated with the joint force and operate effectively with our Allies and like-minded partners.

Battleworthy

We will provide Sea, Air and Cyber Worthy platforms to the Chief of Joint Operations.

Sustained

Our resources are optimised to enable conduct of all our activities and our future commitments.

Persistent

We will be able to maintain a long-term presence away from our homeports.

Near Region

Engaged across the Indo-Pacific; we meet all domestic requirements and work closely with our friends and partners in the near region.

OUR OPERATING CONTEXT

It is an important time to be part of our Navy - The world is changing, our region is evolving, great power competition is cultivating regional instability and the Indo-Pacific will be the global focal point for the next century. The Indo-Pacific is driving the world economy and Australia is intrinsically involved with every aspect of this region. This presents both opportunities and challenges for our Nation and our Navy.

We need to know and understand our region, our friends, and our threats - Navy must continue to operate our forces throughout our region alongside our Allies and like-minded partners. Our forces must be equipped, trained and sustained away from homeports so they are ready and able to take decisive action if threatened. This requires our Navy to have strong and trusting relationships with our neighbours and allies, and be able to integrate into multinational task forces for common purpose.

Defence is a national enterprise - The national enterprise essential for delivering our future force is immature, and the value of this endeavour is not yet well understood. Infrastructure, industry, workforce, and scientific development all are essential to deliver our joint future force and all areas require investment in terms of both money and the will power of government, the ADF and the Nation.

People first and mission always - Navy's biggest challenge and greatest opportunity over the next four years is our workforce. Our Navy must grow while competing for intellectual, ethical, skilled and professional people in a highly competitive job market. Our people need to give us a combat edge; they need to be empowered, motivated and resilient. By valuing their contribution, supporting them in difficulties, and by inspiring them to excel, we will ensure that we retain our best and brightest.

Past success guarantees nothing when the paradigm shifts - The rate of disruptive technological development and adoption across our region will increasingly challenge our ability to maintain a capability advantage. Australia will face new threats in an increasingly congested maritime domain. The information domain will be increasingly challenged, and the speed of information, the power of data and rise of artificial intelligence, will all shape our new reality. We must adapt and respond across our enterprise or we will be left behind.

OUTCOME ONE

Provide maritime forces for current operations, exercises, engagements and future contingencies

The Fleet Commander is responsible for providing the right forces at the right time, capable of fighting and winning at sea, and is to support the Chief of Joint Operations to employ our forces to their potential.

This will be enabled through integrated operations with Air Force and Army, increased activities with allies and like-minded partners in our region.



Chief of Navy intent

A Thinking Navy, A Fighting Navy, An Australian Navy

We live in an increasingly complex geo-political environment, within a dynamic Indo-Pacific region. The maritime domain is central to the security and prosperity of our Nation. As resources become increasingly scarce, and the competition greater, all elements of national power must work together to achieve the desired outcomes for our Nation, and those of our friends. Fuelled by technological advances and availability of information, the future is increasingly unpredictable.

Navy has a crucial role to play to support our government and we must continue to evolve and prepare for a myriad of operational possibilities. This is the basis of our 2022 Headmark. Clarity and alignment in our understanding of our Headmark will effectively guide our day-to-day actions.

Plan Pelorus provides direction to Navy for the next four years to achieve our Headmark. It will be revised regularly to enable delivery on our five outcomes.

To achieve our Headmark, the highest priority must be our workforce reconstitution and developing resilience in our workforce - people create capability. Then we must question the status quo, innovate and take action.

OUTCOME TWO

Plan and deliver future maritime systems

Head of Navy Capability is responsible for ensuring that Navy's capability meets current requirements, evolves with changes in threats and technology, and achieves the joint integrated effect necessary, with an aim to continuously deliver and sustain an agile and lethal naval capability.

We will continue to mature our partnership with industry to de-risk the building, delivery and sustainment of our future capability. This will include remediation of our supply chain to improve security and maximise the use of Australian expertise; and develop sustainable sovereign industry capability.



Headmark 22

In 2022 our Navy is ready to conduct sustained combat operations as part of the joint force

This is a significant undertaking when each element of the statement is defined:

Workforce - We will be fully crewed at sea and staffed ashore, able to train for future demand, and prepared for continued growth.

Lethal - We will be able to deny, deter and defeat our adversaries in the face of evolving threats and challenges.

Integrated - We are integrated with the joint force and operate effectively with our allies and like-minded partners.

Battleworthy - We will provide sea, air and cyber worthy platforms to the Chief of Joint Operations.

Sustained - Our resources are optimised to enable conduct of all our activities and our future commitments.

Persistent - We will be able to maintain a long-term presence away from our home ports.

Near region - Engaged across the Indo-Pacific; we meet all domestic requirements and work closely with our friends and partners in the near region.

OUTCOME THREE

Assure the safety, seaworthiness and airworthiness of our systems

Head of Navy Engineering is responsible for the provision of advice regarding all ADF maritime technical matters and ensuring the ADF policies and practices relating to the Safety, Sea and Air Worthiness Assurance Frameworks are applied.

We will also update our safety due diligence framework and develop a holistic assurance framework covering all aspects of safety, seaworthiness, airworthiness and cyberworthiness. This framework will be embedded across Navy.

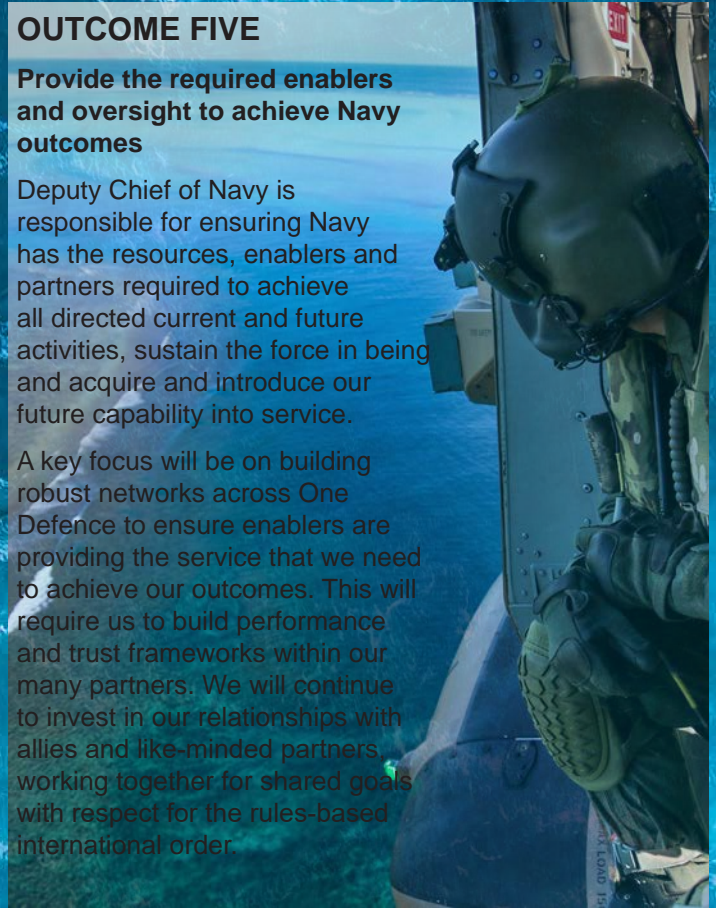


OUTCOME FIVE

Provide the required enablers and oversight to achieve Navy outcomes

Deputy Chief of Navy is responsible for ensuring Navy has the resources, enablers and partners required to achieve all directed current and future activities, sustain the force in being and acquire and introduce our future capability into service.

A key focus will be on building robust networks across One Defence to ensure enablers are providing the service that we need to achieve our outcomes. This will require us to build performance and trust frameworks within our many partners. We will continue to invest in our relationships with allies and like-minded partners, working together for shared goals with respect for the rules-based international order.



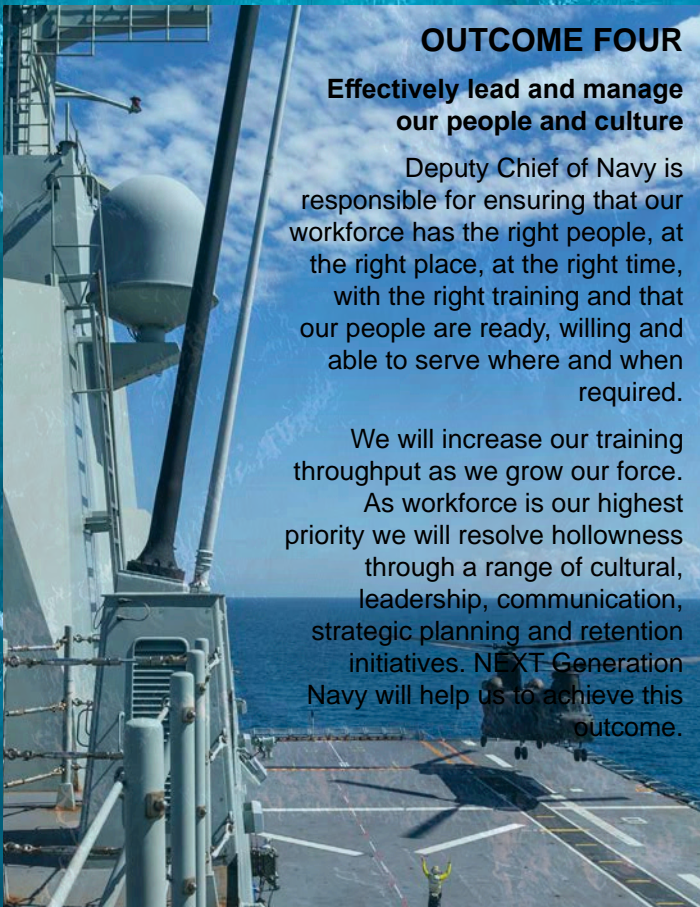
OUTCOME FOUR

Effectively lead and manage our people and culture

Deputy Chief of Navy is responsible for ensuring that our workforce has the right people, at the right place, at the right time, with the right training and that our people are ready, willing and able to serve where and when required.

We will increase our training throughput as we grow our force.

As workforce is our highest priority we will resolve hollowness through a range of cultural, leadership, communication, strategic planning and retention initiatives. NEXT Generation Navy will help us to achieve this outcome.





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AFP officers support youth program in Alice Springs

Australian Federal Police Western Central Command Protection Operations officers in Alice Springs are aiming to make a difference in the local community by supporting a youth leadership program for teenagers.

The Making a Difference program is a partnership between the AFP and G Training Health & Fitness gym for students from Centralian Middle School.

Twelve students, aged 12-14, are taking part in the eight-week program, which started yesterday (Tuesday, 20 October 2020). It includes fitness sessions as well as discussions on respect, resilience, positive relationships, and making good choices.

AFP Assistant Commissioner Chris Craner, from Western Central Command, said AFP members are part of the local community and want to help young people realise their potential.

“Some students may need extra support to stay at school or build self-confidence, while others may have experienced trauma and would benefit from the program.”

For years, Assistant Commissioner Craner has been involved in and seen the benefits of youth-police engagement.

He realised there was an opportunity for AFP members in Alice Springs to engage with local youth, after a recent trip to the area with AFP Deputy Commissioner Brett Pointing.

Assistant Commissioner Craner said AFP Inspector Ken Napier and his staff in Alice Springs are willingly volunteering their time to help G Training Health & Fitness run the new program.

AFP Acting Commander Central Gail McClure, who joined students for the first session yesterday, said the AFP wants to build positive relationships between law enforcement and young people.



“We want to help children to develop their leadership skills and support them to be able to make good choices, disrupting any potential for negative behaviours,” she said.

Gym owner Steve Gardiner said the school suggested students for the program but those children had to accept the opportunity to take part.

“It’s hard being a young person in

Alice Springs,” Mr Gardiner said.

“This program aims to improve young people’s knowledge of Respect, Resilience and Relationships so they can engage better in education, the community and at home.

“We hope this may even encourage some of the youth to see the AFP as a potential career option.”

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Bringing home Tanker Element a mammoth undertaking



Leading Aircraftwoman Haley Adams from the Expeditionary Airbase Operations Unit lowers the Australian national flag at the closing ceremony of the Australian Defence Force's Camp McNamara in the Middle East. *Defence image*

The job of packing up a six-year deployment in the Middle East Region has proven a massive test for No. 33 Squadron - in more ways than one.

Almost 70 tonnes of equipment needed to be catalogued, prepared and transported when the squadron concluded its deployment of a KC-30A Multi-Role Tanker Transport (MRTT) to Operation Okra.

The equipment ran the breadth from tools, spare parts and furniture, through to Ground Support Equipment (GSE) including a 20-tonne tug for towing the KC-30A on the flightline.

From September 2014 to September 2020, No. 33 Squadron provided the Tanker Element of Air Task Group 630, flying 1440 air-to-air refuelling missions in the Middle East Region.

In six years, the deployed KC-30A offloaded more than 47,000 tonnes of

fuel to Australian and Coalition aircraft engaged in defeating Daesh terrorists in Iraq and Syria.

Group Captain Anthony Bull, Officer Commanding No. 86 Wing, said the logistics effort was the concluding achievement to the KC-30A's deployment.

"We often recognise the logistics effort required to deploy and sustain our forces abroad, but seldom do we acknowledge the work done to return those forces," Group Captain Bull said.

"This re-deployment presented numerous logistical challenges, not the least of which were due to the KC-30A's size and some of the specialist equipment required to operate it.

"Even with the benefit of working on a base with Coalition partners, this deployment was the first of its kind for any operator of this aircraft type, and done while we were still building our experience on the KC-30A."

Packing up the deployment began months in advance of the return, with Sergeant Ryan Carr from No. 33 Squadron leading a five-person logistics team to plan the job.

"We completed a 100 per cent audit of all KC-30A assets in the Middle East Region, including spare parts, tooling, locally-purchased items, leased assets, furniture and other effects," Sergeant Carr said.

"There was roughly 70 tonnes of equipment identified for movement out of the base, which equated to about four C-17A loads."

The logistics team wasn't alone in this endeavour, and was supported by Joint Task Force 633 in the Middle East Region, including the Expeditionary Airbase Operations Unit.

A drawdown timeline was created with key dates for when the logistics team needed to reserve cranes, truck drivers, and other specialist equipment for the return.

The Tanker Element would also need to vacate and clean its working

accommodation, as well as ensure equipment returning to Australia would meet quarantine requirements.

All the while, the Tanker Element continued flying KC-30A refuelling missions for Operation Okra throughout the heat of the Middle Eastern summer.

"We packed over 700 lines of spares from our deployed warehouse, cleaned and packed all of the tooling and Support and Test Equipment," Sergeant Carr said.

"We prepared a Super Heavy Tug, Light Tow Motor, a 90KVA generator, scissor lifts and deployable air stairs, potable water trucks and wash carts, oxygen and nitrogen carts, and a number of maintenance stands."

When the KC-30A concluded its deployment in September 2020, the aircraft returned to Australia with the Tanker Element's main party.

It also carried 7.5 tonnes of equipment to be returned to No. 33 Squadron for use at the Squadron home of RAAF Base Amberley.

"Priority items for return to Australia were our stock of aircraft spares, tooling, oxygen carts, and fly away kits we take when deploying with the aircraft," Sergeant Carr said.

"The next priority of equipment to return to Australia was the Light Tow Motor, 90KVA generator, and Portable Water Truck.

"These are all in high use at RAAF Base Amberley, as they're in a pool of assets that are regularly shared between the three air mobility squadrons at that base."

Smaller items of GSE such as these are often carried by C-17As, however the Tanker Element also held much larger items of GSE to operate the KC-30A.

"The two largest items (for return) were the Super Heavy Tug, which weighs 20 tonnes, and the Large Six-Point Boom Maintenance Platform, which weighs just under 10 tonnes," Sergeant Carr said.



Corporal Christiaan Forrest from the Expeditionary Airbase Operations Unit works with United States Air Force personnel to retrograde the Australian Defence Force's Camp McNamara in the Middle East. *Defence image.*

"These are also unique as they are not something we deploy with regularly - the only recent movement of these items was to the Middle East Region about five years ago."

Moving any GSE by C-17A requires clearance and instructions from the Air Mobility Training and Development Unit (AMTDU), which details how to safely load the item via the cargo ramp and secure it to the floor during flight.

The Super Heavy Tug did not have a current approved load instructions, requiring AMTDU to produce an urgent Special Cargo Instruction (SCI).

"Prior to the SCI being released, we were able to partially prepare the tug, which involved removal and individual palletisation of the four ballasts in the tug, which weighed 3700 kilogram each," Sergeant Carr said.

"We also completed a full clean of the vehicle for quarantine inspection."

The SCI was then released, which required the C-17A to bring special wooden shoring that would allow the tug to be safely loaded via the cargo ramp.

The Six-Point Boom Stand meanwhile is a massive cradle used for servicing the KC-30A's 11-metre-long Advanced Refuelling Boom System (ARBS).

Mounted underneath the tail end of

the KC-30A, the four-tonne ARBS is deployed in flight to refuel compatible aircraft at over 600 kilometres per hour.

"The Six-Point Boom Stand weighs just under 10 tonnes, and was another unique item due to its size, and initially little information could be found regarding its movement into theatre," Sergeant Carr said.

"This left us with questions about whether it too would require a SCI from AMTDU.

"From reviewing archived emails, we found the original Task Order and Flight folders for its deployment (in 2016), which assisted the Mobile Air Load Team greatly in understanding and preparing the load."

Northrop Grumman, which provides engineering and sustainment support for RAAF KC-30As, provided information on breaking the Boom Maintenance Stand into two pieces for carriage in a C-17A.

"Assistance was sought from local Allied units at our base to use a 100-tonne crane for removal of the top section of the Stand, and placing it on three married (combined) aircraft pallets," Sergeant Carr said.

On separating the top section, the bottom section was prepared and craned onto four married pallets with the use of shoring to spread the load.

Subsequent C-17A missions to the Middle East Region will return the majority of the Tanker Element's remaining equipment by the end of the year.

Other items will be distributed to Australian Defence Force and Allied units deployed in the Middle East.

Sergeant Carr said the re-deployment had given No. 33 Squadron a deeper understanding of supporting KC-30A operations overseas.

"From the sustainment point of view, I believe there is a greater appreciation of the support equipment required at Forward Operating Base, and the importance of ensuring the right equipment is there for the right mission profile," Sergeant Carr said.

"The majority of equipment was deployed at the beginning of Operation Okra and has been maintained in theatre, however not necessarily required throughout the entire period."

"Understanding the types of missions we perform in theatre directly relates to the equipment used to support those mission types, and define the type of maintenance that will be authorised in location."

The redeployment also presented more tactile challenges, such as handling the wooden shoring required to load a Super Heavy Tug on to the C-17A.

"Each shoring ramp weighed 360 kilograms, and the equipment was not available to assist moving it, resulting in manually having to manoeuvre the shoring on and off the aircraft," Sergeant Carr said.

"This has identified a shortfall in the construction of shoring, and in future we will ensure it is easily manoeuvrable."

Ultimately, careful planning and support from Joint Task Force 633 helped bring a positive end to the KC-30A's deployment to Operation Okra.

"The success in the withdrawal from the Middle East Region and meeting every milestone is directly credited to having a cohesive team," Sergeant Carr said.

"We had early planning with the technicians, aircrew and logistics staff to form a timeline of events leading up to last mission, and identified the work required between the final mission and aircraft departure."

MOUNTAIN VIEWS AND COMMUNITY HALLMARKS OF TOWNSVILLE'S ELLIOT SPRINGS

Townsville's stunning new residential destination, Elliot Springs, is experiencing exciting growth with community milestones reached in 2020 including the launch of its Whites Creek address plus the opening of the central café and garden nursery. And there's plenty more to come.

Located just 15 minutes from Lavarack Barracks, Elliot Springs is Townsville's largest master planned community and ideal for first home buyers, families and investors alike. Murray Sports Complex and Fairfield Central are just a short drive away.

Elliot Springs is the perfect place to come home to after a busy day on the base and the perfect place for you and your family to live, with plenty of opportunities to grow and make lifelong friends.

As the master plan comes to life, the community will offer residents the opportunity for an active, outdoor lifestyle where you can walk children to school, cycle to the shops, or spend time with friends and family in the park or at Bindal Ridge.

With more green spaces, 360-degree mountain views, big backyards and a diverse choice of homes at affordable prices, Elliot Springs is set to become one of region's most popular neighbourhoods.

Whether you're dreaming of easy, open plan living, a large family home or a low maintenance block near parkland, this community has a site to suit. Buyers can choose to custom build or select one of the many house and land packages available. Housing guidelines offer ideas to make the most of building for the Townsville climate and lifestyle.



More than one third of Elliot Springs will be open space with an expansive network of playgrounds, landscaped parks, sporting fields, bushland corridors and native habitat sanctuaries linked together by walking and cycling paths.

Located on the city side of Billabong Sanctuary just moments from Alligator Creek, Elliot Springs sits cradled between the Muntalunga Range to the east, Mount Jack to the west and The Sisters Mountains to the south, with panoramic views to Mount Stuart and Mount Elliot beyond.

Award-winning Wadda Mooli Park is the community's first district park and a major drawcard for families. The all-abilities playground that's been designed as a destination for Townsville, offers a wide range of activities, equipment and obstacles to ensure children never get bored of climbing, riding or swinging.

Within the park you can also take an exercise class, kids can join the soccer

club, enjoy mountain bike and walking trails or you can sit at The Hub café perfectly positioned within the park to provide a place to relax with family and friends.

With up to six schools planned, including two high schools, plus childcare centres and community business facilities, learning will be open to all ages.

Construction is expected to commence on the first service station at Elliot Springs with food outlet and small retail offering, plus the at the entry to Elliot Springs you'll find a Visitors Information Centre for Townsville Enterprise Tourism.

Visit the display village at Elliot Springs for plenty of home inspiration and to talk to the builders about designing and building your new home. Explore thirteen homes from twelve of Townsville's best builders in one great location; the inspiration for design, layout and styling is endless.

Current record low interest rates, plus government incentives, mean it's never been a better time to buy and build a new home at Elliot Springs.

Speak to Meryl at the Elliot Springs Sales and Information Centre, 28 Vista Place, Julago. Call 1800 881 091 or visit elliotsprings.com.au or follow us at facebook.com/elliotspringstownsville.



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Armoured specialist still motoring along at 60

At the age of 60, Warrant Officer Class Two (WO2) Terry Lemmon is still passing on his extensive armoured vehicle knowledge to the next generation of mechanics and engineers.

The former British Army soldier, who currently is the 2nd/14th Light Horse Regiment's (2/14LHR) C Squadron Artificer Sergeant Major (ASM), has more than 37 years' experience repairing armoured vehicles.

That service will continue for another two years thanks to the regiment's Unit Affiliation Program, allowing WO2 Lemmon to continue doing what he loves as well as mentor juniors.

"When you've been in the Service for nearly 40 years, it becomes a way of life, and to have that suddenly stop, which happened when I left the British Army, is horrible," he said.

"I enjoy the Army lifestyle, and you're respected for your discipline and what you do.

"The Unit Affiliation Program allows me to carry on being reasonably physically fit, and have a purpose in life.

"I'm thoroughly enjoying life."

WO2 Lemmon had served the maximum allowed time in the British Army when he came to Australia, aged in his early 40s, to serve in the Australian Army.

"After 22 years, I left the British Army as a Squadron ASM, and, not feeling fit for the scrap heap, I decided to come to Australia," WO2 Lemmon said.

"I started my Australian Army career at the Army Logistic Training Centre as a fully trained mechanic and armoured vehicle specialist.

"I taught new tradesmen basic engineering.

"I then served in Darwin and Brisbane."

He served in seven regiments in the British Army and four in the Australian



Army, and has been deployed to Northern Ireland, the Falkland Islands, Bosnia, Iraq and Afghanistan.

He said he loved his current job at 2/14 LHR, still enjoying the sense of accomplishment he gets from repairing armoured vehicles.

"When the machine stops, it becomes a 70-tonne paperweight," he said.

"My tradesmen and I turn up, we fix the problem, and, sometimes within a couple of hours, the vehicle is back in the fight.

"You get a big sense of achievement out of that.

"I don't think I would have been doing the job this long if I didn't get that sense of achievement."

If you are a former Royal Australian Armoured Corps soldier and would like to serve on a flexible arrangement, the 2nd/14th Light Horse Regiment would like to hear from you.

For information on the Unit Affiliation Program, email Major Paula Vetter on paula.vetter@defence.gov.au.

Grueling exercise tests leadership skills

Staff cadets at the Royal Military College Duntroon, Canberra, have completed Exercise Shaggy Ridge, one of the most arduous training experiences many of them will undertake in their military careers.

The exercise, which took place on September 9, helps staff cadets understand their strengths and weaknesses as leaders and develops their ability to make ethical decisions under stress and fatigue.

Shaggy Ridge is a key point of reference for every general service officer in the Australian Army, however, the trainees now undertake a subtly different assessment of skills and capabilities compared to those from previous decades.

Senior Instructor II Class Major James Wood said it was important for cadets to initiate the process of self-discovery and self-reflection early on in their careers.

“A sound leader is a self-aware leader,” Major Wood said.

“We need to graduate leaders that demonstrate the appropriate tendencies in terms of their personal leadership, character and ability to make ethical decisions.

“Exercises like Shaggy Ridge greatly enhance the trainees’ ability to reflect on themselves and serve to initiate an enduring process of critical self-evaluation and refinement of their intrinsic capabilities.”

What has evolved is a gradual finessing of how the college identifies and evaluates those key traits, which has been realised through the inclusion of periodical leadership and character assessments, on top of the specific exercise assessment.

In the current climate is it more important than ever to cultivate leaders



Australian Army Staff Cadet Nathan Gould conducts star-jumps during a PT session on Exercise Shaggy Ridge at Majura Training Area in Canberra, ACT.

who are of impeccable character and ethics.

Self-assessment and peer-appraisal components round out a comprehensive and integrated feedback system that further enhances the self-discovery and self-reflection journey that Shaggy Ridge provides.

Exercise Shaggy Ridge is still a tightly-controlled activity that aims to keep trainees in a constant state of fatigue.

The cadets’ safety and wellbeing is paramount, but at the same time they are encouraged to drive themselves forward and push through discomfort to demonstrate physical, mental and emotional resilience.

“Where the activity has gone forward in leaps and bounds is the ethical dilemmas that are now placed on the cadets,” Major Wood said.

“Scenarios that encapsulate an ethical dilemma or decision now account for a significant percentage of the tasks that the cadets are

required to complete. The remainder are straightforward, physically and mentally-arduous activities that all require an ability to solve problems and test the cadets’ individual leadership and followership traits.”

The inclusion of ethical dilemmas aims to give each trainee a greater understanding not only of themselves, but about the people around them who will remain their cohort and colleagues throughout their career.

“Regardless of what campaign plan we are currently in or the current state of preparedness requirements, we will always need effective ways to develop quality leaders,” Major Wood said.

“In the current climate is it more important than ever to cultivate leaders who are of impeccable character and ethics.

“The more we can place trainee officers in immersive scenarios that test these traits, the better prepared the Army will be for the wars of tomorrow.”

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Minister for Veterans' Affairs
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MEDIA RELEASE
27 October 2020**

UNMARKED FIRST WORLD WAR GRAVES NOW IDENTIFIED

THE graves of around 150 First World War veterans have been identified and appropriately marked through the Government's Unmarked First World War Graves program.

Minister for Veterans' Affairs Darren Chester said the two-year pilot program was attracting interest from associations and individuals throughout Australia and recently received its 200th application.

"One of the successes of the Anzac Centenary is that many Australians discovered unknown family connections that they had to the First World War, as well as members of the general community becoming more interested in our military history," Mr Chester said.

"This has led to organisations and individuals across the country discovering First World War veterans from their local communities who might lie in an unmarked grave.

"After the First World War many veterans came back to Australia seeking a quiet life in the country or they took up a Soldier Settler farm, leading many to live in regional areas and often separated from family.

"Many of these veterans when they died may have been buried without a funeral or a permanent headstone and were not provided an official commemoration.

"This program makes funding available to individuals or associations to assist in marking unmarked graves and I am pleased to be extending this program for a further six months.

"Australia can never repay the debt owed to those who served and gave their lives, but we demonstrate our gratitude and respect in our cemeteries in Australia and overseas."

The 200th application was received from Forgotten Diggers in New South

Wales to recognise Private Robert Drury who is buried at Atherton in Far North Queensland. Five applications were recently received from Port Pirie, South Australia, to provide grave markers for men such as Private Leslie Simpson who was awarded the Military Medal for 'great gallantry' at Bullecourt in 1917; Private Albert Sjostrom who became the president of the Port Pirie RSL; and Private Clifford Price, a fireman who served with the South Australia Fire Brigade.

The program offers up to \$450 to assist with the cost of a grave marker or as a contribution towards a larger cost and has been extended until 30 June 2021. For more information on the eligibility requirements, visit the DVA website or email War.Graves@dva.gov.au

WWII VETERAN COMPLETES EPIC WALK

At 101 years young, Sergeant Bert Le-Merton (ret'd) is a true living legend after completing a 96km walk to raise funds for the veterans' charity Soldier On.

Completed on October 10 as he walked through a guard of honour provided by Australia's Federation Guard (AFG), Sergeant Le-Merton raised more than \$84,000. His target was \$10,000.

AFG member Air Force Corporal Mel Robinson said supporting the veteran community was important.

"To be there and see him complete his journey of 96km was a highlight and to hear him speak about his past military career and his pride for current serving members," Corporal Robinson said.

"With us being there for his arrival home and lining the streets, he said we looked 'magnificent' as he approached.

"It is important to support the veteran community and Soldier On because it brings awareness to the current members serving that they will always be veterans and members of the Defence community as a whole."

As well as his own World War II service, Sergeant Le-Merton has a number of family members that are currently serving in the ADF, and he said he would continue to fundraise for modern day veterans to ensure they receive the support they need.



Australia's Federation Guard provides a guard of honour as 101-year-old retired Air Force Sergeant Bert Le-Merton completes his 96km fundraising walk for Soldier On, in support of modern-day veterans.

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The 5 biggest mistakes made when transitioning out of Defence



#One: Lock Out

Failing to gather career evidence before leaving Defence

We have heard it time and time again: "I left my documents in the defence. I can't gain access to them now. Is that a problem?" The answer is YES. Unfortunately, it is a problem. The documents that represent your service are gold in the transition process.

Leaving it too long to gather those documents leaves you at risk of getting yourself locked out from accessing the documents that demonstrate your full defence career.

In a world where you must prove your worth, having evidence of your skills and experience is priceless. Too many defence personnel have found out the hard way - having missed the opportunity to gather their evidence. Then having to accept lower level qualifications than they would have otherwise been eligible for.

So, what are the negatives that come with not collecting your evidence?

1. It is harder to get the official documents once you are no longer serving.
2. You forget what you have as a resource; that is, work product.
3. You end up with gaps in your proof of your career.

The end result of not collecting the best evidence is that you end up with lower level, and fewer qualifications than you are worth. You can even be forced back to study for qualifications that your mates, who were savvy enough to collect their documents along the way, were awarded through RPL.

But the good news is that there are loads of positives that happen because of collecting of your evidence ...

1. You can get the highest level of qualification you can so that you are highly competitive in the job market.
2. You give yourself a whole pool of options to choose from, both in available qualifications and in jobs.
3. Through Recognition of Prior Learning, you can reduce your preparation and study time to get to graduation quicker..

Collecting is a mindset. You need to always have in the back of your mind a couple of simple question. How do I show other people I am capable of doing what I am doing now?

This is because it is perfectly legitimate to use verbal conversations as evidence. We are happy to discuss your work with you and map that to qualifications. The way to get the most out of that sort of conversation is to keep hints for yourself.

Make sure you collect all the documents and examples that paint the highest level of your skills and experience in the military before you leave.

Here are the immediate steps to take:

1. Find a PMKeys or Record of Service Long - get one copy as early as possible and another copy just before you leave, both will be a great resource in planning out your transition and in making your whole service work better for you once you are out.

2. Pull your personal/personnel file; copies of any qualifications, internal training and PARs (performance management reports). Make sure you keep a minimum of two recent performance management reports.
3. Obtain Special PARs or supplemental PARs that illustrate special performance or performances on operations.
4. Record of Attainment / Course Reports (ROAs) to detail your leadership courses and specialist skills.
5. Pay slips which confirm rank and pay station if on operations.
6. Commendations – they are all good!

With your documents in your kit, you are ready to tackle the next stage: what to do with your life, post-defence?



#Two: Leaving Money On The Table

Make the most of available funding and support

Don't leave money on the table by jumping out of defence without identifying the funding available to aid in transition to a new career before you leave.

Veterans who haven't looked at the funding before leaving all tell us they made these three mistakes:

1. They needed to find all the money to fund career transition out of the family budget.

2. The pool of funds available to defence personnel shrinks dramatically after you exit.
3. Down the track, you realise you missed out on the entitlements that others used to their advantage, and this puts you behind in the long run.

The end result is that you walk away with fewer qualifications, it takes longer to get the qualifications you need, you are not as well prepared for applying for jobs and completing interviews, you miss the opportunities that arise for a better paying / higher classified job and ultimately this all impacts what you can bring home for your family.

But you can have better options by simply taking the time to think about what funding is available for you and your family.

There are different types of funding that you can tap into and they come with different timelines so you can start planning your transition well in advance:

1. Funding for when you are still in Defence – check out the defence assisted study schemes that can be available to you and your partner.
2. Funding that you can access immediately prior and after your discharge date – check out the Career Transition Assistance Scheme (CTAS).
3. Funding and support that will ease your pocket offered by support services such as the RSL.

Then, you can look at payment plans and Study Loans to distribute some of the investments you are making over a period of time.

By investigating your funding options you can get yourself well placed for your career ahead, with:

1. The biggest pool of qualifications available at the smallest personal cost.
2. Make strategic choices to get the most value for accessing support services to match your individual needs.
3. Give your family access to any funding that exists before you leave.



#Three: Lost In The Labyrinth

Get a clear plan so you can transition smoothly

Transitioning a career where, for years, you have been told where to be and when, it is a big ask to walk out the door and stand looking at your future, wondering what's next?

There are so many doors, so many turns to take, and it can feel like you are about to enter the labyrinth.

When you take the approach of hurling yourself straight into the labyrinth without getting a clear plan of attack, you're going to strike these problems:

1. There will be higher levels of stress and anxiety for you and for your family.
2. You'll have no clear direction to work towards - where you end up is anyone's guess. You'll waste your time and your energy.
3. You appear less together to employers and end up presenting as uncertain and scattered, and opportunities will pass you by.

Instead, before you start running, you want to spend some time thinking about what it is exactly that you want to do with your life.

Getting clear does not mean you get every answer right - but it does mean you get a start in the first steps to taking positive action for your future.

When you get clarity, you'll find that:

1. You have a clear direction to work towards.
2. You'll be able to concentrate your energy, time and funds on the tools that will boost your career in the direction you want to travel.
3. You'll appear professional and

composed, and people will respond to that confidence.

So, what should you get clear on?

This is where talking to a Military Mentor can really help. The team at Churchill are always here to help with these conversations.

Start by thinking about these general questions:

1. What have you enjoyed most in the jobs you have done? For example, when Randall Smith, Churchill's Co-Founder was exiting the Queensland Police Service with PTSD, he had no idea what he wanted to do next. But he knew that he had enjoyed the training he had delivered in dealing with illicit drug laboratories. He even had his Certificate IV in Training and Assessment, so he started to look for work as a trainer. And sure enough, work came his way. The sort of work you want to do helps you look at particular industries and scope by job titles or duties.
2. Would you prefer to work for the public sector (the government)? Or the private sector? Or do you think keeping your options open would be a better option? This gives you the direction in selecting the qualifications that will speak to that sector, and more importantly, that will travel with you through the progression of your career.
3. Where do you want to work geographically? Are you an onshore or offshore candidate? Would Fly In Fly Outwork for you? That will help you rule out the jobs that don't fit your criteria.
4. What level of responsibility do you want? Do you want to be responsible for other people? Or do you want to end your workday and not take home any responsibilities, leaving work at work?
5. How much learning are you prepared to do? Do you want to learn something completely new? Or are you happy to build on an existing skillset?

This will start to give you a plan for a career after Defence.



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#Four : Labelling Your Career

You need to translate your experience into civilian terms

Now, it is easy to take for granted but you have worked in the biggest training organisation in the country. You have learned things and built up a set of skills that would be an asset in a workforce outside the defence.

A lot of people getting out of the defence can expect civilians to understand their defence career, and the reality is that people do not.

When you stick to labels that only Defence know, you're going to strike these problems:

1. It makes it almost impossible for civilians to understand your experience.
2. Labelling puts you behind in the race for positions because you are categorised too easily by your past employer rather than your skills and knowledge.
3. Computerised recruitment and resume readers will give your applications the three strikes and out because they won't be able to find the terms they're programmed to search for.

The end result that comes with labelling your career in military terms is that you are going to miss out on the interview for the job you are perfect for, and instead you'll end up taking a job that is below what you are worth, or even worse, end up back in the military doing exactly what you are doing now - going backward, not forward.

Instead, you want to put your defence service through a translation machine – take the defence labels and turn it into labels that make sense on Civvy Street.

Get Converting! When you convert your experience and years of military service into something recognisable and valuable in the civilian sector, you:

1. Level the playing field by presenting your defence experience in its best light, particularly using your experience to gain civilian qualifications.
2. Effectively put your experience through a translation machine so that the languaging on your resume and cover letters are understood by civilian employers.
3. Open up maximum opportunities in the job market

The end result is that it puts you in the driver's seat. After years of being told what to do and where to go, you are calling the shots. With all the best options available to you.



#Five: Limping Out Of The Gate

Take the time to be as prepared as possible

Preparing to enter a new career requires new skills - resume, applications, interviews, LinkedIn profiles and building connections in a totally different world, a civilian world.

It means building a good team around you focused on helping you transition.

When you haven't taken the time to look at your resume, get that interviewing advice, talk to specialists who understand what qualifications are opening doors or setting standards in which industries, well, you are going to be limping out of the gate while other people run for the prize.

Not understanding how to present yourself, what the employment market looks like and lacking that career preparation means that:

1. You'll be unprepared for the opportunities that are out there.
2. You'll be overlooked or underestimated for jobs you would excel in.
3. Your confidence will take a knock.

So, instead, start assembling your team and head for the starters' line.

Get Career Expertise!

And there's good news ... there are some great career experts available to help veterans transitioning to Civvy Street. These services have come a long way in the last few years and even the Prime Minister has jumped behind a big push to see veterans employed in the civilian world.

It's just a matter of choosing the best providers, and we're happy to make some introductions for you. The team here at Churchill has been around since 2006 so we know the ones to work with and the boost they can give you.

The smart money is on the veterans who get help with:

- Your resume needs to be specifically targeted to the role you are going for.
- Setting up a strong LinkedIn profile (we can give you some advice on this one).
- Your qualifications need to be appropriate for the role (Churchill can help you with this too.)
- Putting your application and resume into a language that can be understood by the civilian world – no acronyms!
- Interview skills – remembering that first impressions count, and helping you learn how to address the question in a non-military way.
- Tapping into job opportunities through specialist recruitment services, including tapping into the networks of:
Mates4Mates | Soldier On | RSL.

For more information contact

Churchill Education

www.churchilleducation.edu.au

1300 793 002 info@churchilleducation.edu.au

Kylie's story

Kylie joined the Royal Australia Navy as a teenager and discharged in 2014 after more than 12 years. Here is her story...

Kylie: I joined the Royal Australian Navy as a Steward, 3 months after my 17th birthday. I spent 12 and a half years in the Navy. Being posted to many different ship's in that time, My favourite being HMAS Sydney. I loved every second of my service and would be still doing it today. But I decided I need to put my family first. It was a hard and scary decision. I didn't know anything but school and the Navy.

I discharged in August of 2014, the end of maternity leave. I didn't attend the transition programs, as I moved out of the Sydney area to the Central Coast, also a bit hard with a new baby to attend. I really wish that I did go to them. Then maybe I would of known how to write a better selection criteria or even better know what one was.

I didn't start looking for work till December 2014, then I had my first panic attack and was later diagnosed with PTSD. My first thoughts were great who will hire me now. For the next 7 months I applied for job

after job, getting interviews, but not hearing back. I thought maybe I need to lower what I expect to do, so I started applying for all different types of jobs cleaning, fruit picking, public toilet cleaner, cook at a daycare, anything that was going on Seek in my area, I sent my resume in. Then one day, at the end of June, out of the blue, I got a phone call about a job from a recruitment agency. It was for washing fruit bins, as shift worker at a business called Agrana Fruit, I didn't care, I got a job.

I washed the bins like they were for CO rounds, worked hard and asked questions, lots of questions. Two weeks later, I believe my Supervisor saw something in me, so he moved me to the cook floor and I started to get trained up. Three months later, I got offered a full time job with Agrana Fruit, as a Production Cook, I said yes.

I've been full time now for 15 months, in that time, I've learnt what a RDO is, that I bundy on and not peg on, it's not brew break but smoke'o and that its not so hard. I have a great mentor as a supervisor, who I was open and honest with, I told him straight up, that I have PTSD and what to expect.



He has been kind, understanding, laughed with me when I've slipped up and used Navy jargon and happy to share his wisdom of not only how to be a Agrana Fruit employee, but how to re-enter the civilian world. I look up to my supervisor, as not only a mentor but a friend as well.

I realise that the only place I can go from where I am is up. So I try hard everyday, ask questions and know that I can make it as a civilian in my new found career.

My tips for exiting the Defence Force include:

- 1: Do the transition programs**
- 2: Join your local RSL.** They have not only left the Defence Force before, but they still make you feel connected to it in a small way.
- 3: It doesn't matter where you start your new career, no one will judge you.** At least you have a job.
- 4: Be open and honest with your bosses, they might surprise you.**
- 5: Have fun.** Its a new start in life. Remember how scared you were in Recruit School, it got better. This will too.

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Clayfield girls area leading the way in science



Research suggests girls who attend single-sex schools are more likely to achieve their personal best at school, be confident of their academic ability, aspire to graduate, and enrol in postgraduate study. The number of Clayfield College girls that choose to study at least one Science subject in their senior years and who go on to pursue science-related careers has grown steadily over the last five years. This is contrary to the trend of decline seen in many other schools across Queensland. Last year 40% of our graduating students went on to pursue a STEM-based university course.

Currently, we have 76% of Year 12 and 79% of Year 11 girls studying at least one Science subject.

Additionally, 41% of Year 10 students have chosen to study a second Science stream as an elective.

We encourage the girls to engage with STEM outside the classroom through extracurricular clubs such as

Ignite, ShecanSTEM, and the Titration Club. Our Year 10 girls recently made it to the National Finals of the Titration Competition and will compete for the title against other top schools across Australia.

Last year, students across Years 7-12, led by the ShecanSTEM Club, embarked on the 'The Living Walls Project.' The students researched and designed sustainable vertical gardens that were installed in multiple areas around the school. This not only added a beautiful landscape to the school grounds but had valuable learning outcomes to encouraging bio-diversity within our school.

The girls further contextualize their learning by engaging with tertiary educational institutions and industry. They have involved themselves in various programs such as;

- QUT Vice Chancellors STEM Camp
- QUT Young Researchers Program
- The Conocophillips Science Experience
- The Australian Youth Aerospace Forum
- The National Youth Science Forum and
- STEM Aviation Careers Day and QUT STEM Workshops

We also offer the UQ Science Ambassadors Program, which allows senior students to develop and share their science passion with the wider College Community.

We are very proud that our Clayfield girls are leading the way to improving the representation of women in STEM related careers and become the changemakers of tomorrow.





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FAMILIES LIVING SEPARATELY

DEFENCE COMMUNITY ORGANISATION

Members with dependents unaccompanied

Sometimes, when a military member is posted, families may choose to remain in their current location while the military member moves alone to their new posting. When families choose to live apart in this way, it is called “Member With Dependents Unaccompanied” and is often referred to by the military as “MWDU” or “MWD(U)”.

Families choose this option for a range of reasons that support family stability. For example, “going MWDU” allows partners to keep their current job, children to stay at their school, and family members to maintain consistent access to healthcare.

Choosing to go MWDU is an important family decision. Families should research the new posting location and discuss the implications of living apart and its possible affect on each family member before coming to a decision.

The policies governing MWDU and its accompanying entitlements are described in Chapter 8 of Defence’s Pay and Conditions Manual. You should



read this chapter thoroughly before choosing to go MWDU.

Some things to consider before deciding to go MWDU

The vital element to successfully living as a separated family is the quality of your relationship, and couples who interact more positively have stronger relationships.

Families thinking about MWDU should place a high priority on frequent, consistent and high quality communication, and it’s essential that the family develop a shared sense of purpose.

Some ideas you may wish to consider when discussing MWDU include:

- Get together with the whole family and discuss why you’re considering going MWDU. Have a solid understanding of the reason and purpose for this choice.
- Together, research the new posting location and discuss the implications of living apart and its possible affect on each family member before coming to a decision.
- Discuss and plan how you want to communicate with each other while MWDU. Planning to share everyday details of life, the highlights, lowlights and the mundane, are important building blocks in maintaining family intimacy.
- Work to understand and respect each other’s perception of purpose—don’t assume you each view the separation in the same way.
- Be aware of not placing greater value on the member’s role at the cost of the ‘stay at home’ partner.
- Plan in case things go wrong. Openly discuss areas of potential difficulty and brainstorm ways of dealing with them.
- Work through the ‘talking points’ worksheet together as a family as

you discuss MWDU as an option.

Sharing emotional issues

Sharing emotions serves an important function. When you share emotions, it makes them feel less intense. It helps you connect with others and can help you feel less isolated.

If you avoid talking about emotions and problems it will often make the feelings more intense and problems worse.

Here are some questions to keep in mind when you and your family are discussing

MWDU:

- Why are we doing this?
- Who does it involve?
- When will we evaluate how we are doing?
- What if it does not work? What options do we have?
- When will it finish?
- What challenges do we foresee based on our personalities, temperaments, likes and dislikes?

Respect and understanding are essential—remember, each of you will perceive the situation quite differently.

Because people are relatively adaptable once they know what they’re facing, it’s important that you explore as many angles as possible, so that you can become familiar with and adapt to what may lie ahead.

Supporting children

Communicating truthfully and openly with your children about the reasons your military member may live apart from the rest of the family is important to help them understand and cope with a parent being away.

If possible, prepare your child for what is going to happen in advance, explaining clearly where, why and for how long their parent is going away. This helps dispel uncertainties and fears, or any



belief that the separation is their fault.

Encourage children to express their feelings, perhaps by sharing some of your own feelings and thoughts.

Older children can be involved in the planning, and may want to work through the discussion points with you. They can help figure out new roles and responsibilities during their military parent's absence.

Keep the usual rules, expectations and discipline in place in the parent's absence, but establish the new routines and responsibilities as soon as possible.

Encourage your children to keep a record of what's going on in their lives through art, photos, stories, scrapbooks or podcasts which they can share with their parent.

Remember, children are often unable to articulate their feelings and thoughts as adults do. If they are having trouble dealing with stress and changes during parent absence, it will often present in their behaviour or in health complaints.

Some notes on change and transition

Change is a process: relocating, moving house, acquiring a new boss, a promotion, losing a job, having a baby, losing a loved one. Change is generally tangible and observable, and you can usually identify the point in time when it occurred.

Transition is the process of letting go of the way things used to be and then

taking hold of the way they become.

This can be a period of confusion, yet it is a natural process of disorientation and reorientation marking the turning points in the path of growth. Perhaps it is an acceptance that you are in a process of transition and that it carries with it natural feelings of confusion and displacement.

It is important not to take the disorientation on as your identity, but rather as a phase in life on the path to accepting the change.

Realising that it is not necessarily the change itself that may be difficult, but rather the process of taking hold of and embracing the new. The paradox is that the very things we wish we could hold on to and keep the same, were originally produced by change.

Resources, further reading, and where to get help

The Australian Defence Force provides a support system for families who decide to go MWDU.

Chapter 8 of Defence's pay and conditions manual contains information on separation allowances and accommodation allowances as well.

Defence Community Organisation's website has a range of information, advice and resources for military families, particularly those experiencing deployment and family member absence.

There are resources for parents with tips

and information about guiding children through parental absence, from very young children to teenagers.

These include the *Deployment Support Booklet*, and the *Don't Forget it's Bin Night* and *Going Solo* DVDs. The DVDs are a great resource to watch as a family, and can be a useful tool for starting a discussion about what parental absence will mean for you.

DCO has a range of children's books which are designed to help younger children understand more about the military lifestyle and develop coping strategies for parental absence.

These free resources are available for order from the Defence Family Helpline on 1800 624 608.

All-hours Defence Family Helpline

Defence families can contact the all hours Defence Family Helpline on 1800 624 608 at any time to discuss MWDU. The Helpline is staffed by qualified human services professionals, including social workers and psychologists, who can provide you with support, advice and information.

Professional support

If needed, DCO can supply short-term casework and counselling services from social workers to help you through any difficulties.

Emergency support

If an emergency or crisis occurs when an ADF member is away from home, the family may access practical assistance and emergency support. We also offer support in times of injury, illness or bereavement.

Stress management and building resilience DCO runs a suite of local programs called FamilySMART, TeenSMART and KidSMART.

The SMART sessions help you identify and build on your strengths, learn techniques to cope with the challenges of military life like deployment, and become more resilient, positive and self-reliant. For any queries contact the Defence Family Helpline on 1800 624 608.

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