

Australian Peacekeeper

SPRING 2021

MAGAZINE



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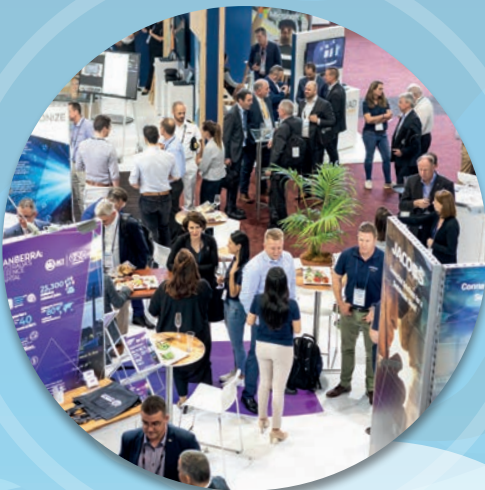
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Australian Peacekeepers Magazine attempts to provide insight into the experiences of peacekeepers, Defence members and war veterans and the issues that confront them together with encouraging informed debate regarding issues dealing with but not limited 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: HMAS Ballarat (left) and USS America conduct a replenishment at sea off the coast of Queensland, during Exercise Talisman Sabre 2021.

This page: Collins Class Submarines, HMAS Collins, HMAS Farncomb, HMAS Dechaineux and HMAS Sheean in formation while transiting through Cockburn Sound, Western Australia.



President's report



Greetings all,

I trust this report finds you all well and in good spirits. Whilst we are all dealing with the impacts of the covid virus and are in varying levels of lock down around the country the APPVA continues to work behind the scenes to support you and your family.

The APPVA continues to move towards becoming a company limited by guarantee, this process is in its final stages and should come into effect by 1 September 2021.

This last quarter has seen the APPVA secure our brand and protect it as a trademark with IP Australia, this now means that our brand cannot be used by another entity without our written consent.

The Australian Peacekeeper Day and the APPVA AGM are fast approaching, planning for these events is well underway. We have planned for a face-to-face commemoration on 14 September for Australian PK Day in Canberra at the Peacekeepers Memorial. Covid permitting it would be great to see as many attend as we can.

The AGM will also be held in Canberra around the 14 September at a venue to be announced. The agenda will be released prior to the AGM. Should Covid restrictions prevent a face-to-face interaction for these events there will be an online program that will be released before the end of August.

The government has recently announced who the Commissioners are for the Royal Commission into Defence and Veterans Suicide. I look forward to the commission getting on

with its tasks. I encourage all veterans and their families to take part in the process, please remember that these things can bring dark times for some. There are a number of organisations that support you professionally. Please make sure you look after yourself in the first instance and then those around you.

The APPVA merchandise list of items has seen the addition of the Peacekeeper Army bear, these cute little guys are of a high quality. If you haven't seen them, please visit the merchandise online store and have a look. This is an opportunity for you to be able to secure this adorable bear and support the APPVA at the same time to help us raise much needed funds for the APPVA.

Since our last edition of 'Peacekeeper' there have been some changes in the personnel area. Allan Thomas has after many years of high-level involvement with the APPVA has decided to take a step back from the Entitlements Officer role. I would like to personally thank Allan for his contribution to all the roles he has undertaken within the APPVA. Allan remains a valued life member of the APPVA and continues to be my mentor and friend.

Kris Milne our Communications Manager has also had to reduce his workload, whilst remaining as the Communications Manager part of his role was to look after the administration of the 'Peacekeeper' magazine. I want thank Kris for his work in this area. I am now the point of contact for all things related to our magazine. If you would like to help out please contact me and I am more than happy to discuss this task with you.

Should you have a story or your own experience you would like to share with us, please send your story with any images in hi resolution to me at president@peacekeepers.asn.au. I want to encourage any member who has something that can be published in 'Peacekeeper' it is your

magazine and any suggestions or items of interest you may have that will improve the publication, please do not hesitate to forward them to me.

If you think you have something to offer the APPVA and want to become involved in a role within the APPVA, please email me, we are always looking for people to help shoulder the workload across the APPVA.

I thank you for your continued support, as without you the APPVA would not be able to do its work for our veteran community, we continue to strive for excellence in corporate governance and accountability.

**Yours sincerely,
Rob Woods, JP**



www.peacekeepers.asn.au

Vice President's report



Over the past 18 months my key tasks have been to implement a secure and modern information infrastructure and then introduce the highest standards of good governance to the APPVA. The latter being the most important for the APPVA because it enables the Association to operate under with governance standards that are the highest in the national not for profit charity community.

As a consequence, this will be my last Vice President's report, and likewise our President will have his last President's report in this issue. By next issue six members will be directors, and Rob Woods will be our Chairman. Rob will first fill this role at our annual general meeting held under the new constitution on Australian Peacekeeper Day this year. Is this important? Yes, it is. And to the most important people, our members, it means that the APPVA is configured to continue well into the future, and you can be sure that

only fit and proper people can fill the position of director.

All directors will be required to undertake training to be qualified company directors, and at the other end of the spectrum, anyone with a current criminal conviction will be unable to hold office as a director. So, you should have increased confidence in the operation of the association.

Of course, there is much more to it as we iron out how we will operate from 14 September 2021 onwards, but to give an example under the new definition of an Ex-Service Organisation (ESO) a number of the established ESOs have a bit of work to do to be recognised as an ESO and qualify for DVA funding. So, we are well positioned.

Outside of the APPVA, and impacting on our members, will be the Royal Commission into Defence and Veteran Suicide, and the continuing effects of the Brereton Report. There will be also be reflection on Australia's longest war and "was it worth it?"

We are well positioned to assist our members, their families and the wider veteran community during this trying time. In addition, and as I have been writing this report, I have been heartened to see that the new Minister for Veterans' Affairs has been actively engaging with the Shadow Minister and the cross bench in preparation for the Royal Commission into

Defence and Veteran Suicide. All the indications are that all the effort that was put into the terms of reference was worth it. There is continuing whole of government support to the commissioners as they carry out their role.

Lastly, the Australian Peacekeeper & Peacemaker Veterans' Association Inc has become the Australian Peacekeeper and Peacemaker Veterans' Association. Look for the slight change in our logo. We are now operating correctly as a national not for profit charity, and while I recognise not everyone will get excited about good governance, I am pleased that we all worked together to keep the APPVA relevant, compliant and in the best position to continue into the future.

Ian Lindgren
Vice President

Have you got a story



Contributions by way of articles and photographs are invited from readers of Peacekeeper in the interest of promoting the Association.

Contributions should be sent to:
Rob Woods
president@peacekeepers.asn.au

The APPVA reserves the right to edit all articles submitted for content, length or format.



AAFCANS (Army & Air Force Canteen Service) as a Commonwealth Entity and a member of the Defence family continues to invest in facilities and technologies to improve our products and services on base and on exercise.

Our organisation exists solely to provide Defence members with access to quality food and beverages and retail items and to support base welfare. AAFCANS gives back to Defence through welfare disbursements, price cuts and facility improvements.

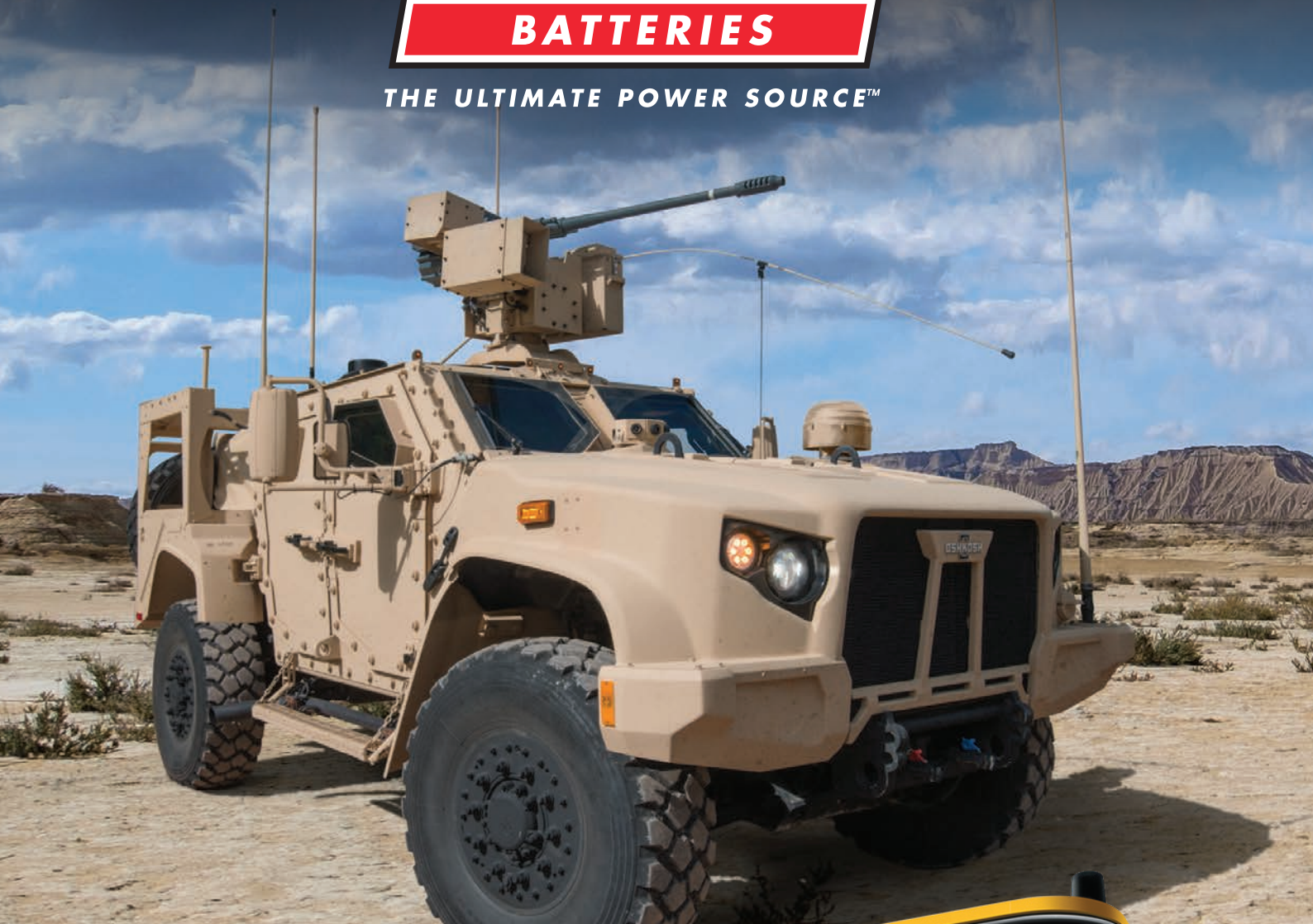
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Raring to Supply the Fleet

HMAS *Supply*, one of Navy’s two new Auxiliary Oiler Replenishment (AOR) ships, has completed its first ever Replenishment at Sea (RAS) with HMAS Anzac.

This first RAS marks a significant milestone for Navy’s refuel and resupply at sea capability, which is critical to extending time at sea for Australian and allied ships.

Supply’s first RAS took place off Australia’s east coast and involved the transfer of diesel fuel to Anzac.

Commanding Officer *Supply* Captain Ben Hissink said the successful RAS was a strong indicator of the AOR’s versatility and criticality.

“Navy’s new AORs are exceptionally versatile and a valuable generational shift from previous logistics ships,” Captain Hissink said.

“They can carry larger volumes of fuel, operate in a wider range of sea states and environmental conditions, support smaller ships and are now equipped with a combat management system that enhances their interoperability with Australian and allied assets.

“The success of our first RAS means we are one step closer completing our operational test and evaluation period and being out on



HMAS *Supply* conducts her first replenishment at sea with HMAS Anzac, while sailing in the East Australia Exercise Area. *Defence image.*

the seas delivering a critical enabling capability.”

Supply commissioned in April 2021 and with the support of Sea Training Group has been progressing through her operational test and evaluation period to certify her readiness to join the fleet.

So far, the ship has completed combat survivability training, man overboard exercises, boarding party

training, gunnery and warfare training and been rocked through a sea state six and executed a Heavy Jackstay trial – the first completed in the RAN since HMAS Success’s last Heavy Jackstay in 2018.

Executive Officer *Supply* Lieutenant Commander Peter Dargan said the ship’s successful first RAS and testing period prior, was largely attributable to her highly trained crew.

“The journey in getting to this stage of operational readiness has been long and challenging, but our crew has continually stepped up to the task,” Lieutenant Commander Dargan said.

“Our sailors and officers have received and been part of developing some of the most comprehensive training in the world, and their application during the RAS was evidence of their hard work.

“It is always rewarding to witness the result of perseverance, but the completion of our first RAS is particularly satisfying, seeing cutting-edge capability matched with highly qualified crew.”

Successful completion of the RAS means *Supply* is well on the way to achieving initial operating capability.



Leading Seaman Boatswain's Mate Ailsa Schwerin controls HMAS *Supply*’s fuel probe during the ships’ first replenishment at sea with HMAS Anzac. *Defence image.*

STANDING GUARD

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SAFETY

How will the ADF Get the Technology Edge it Needs to Win?

Fast-moving technology clearly gives the advantage to militaries that can obtain new systems quickly. And it's a major source of damage and danger to those whose organisations aren't delivering these powerful capabilities into the hands of the soldiers, sailors and aviators.

This was brutally demonstrated when the Azerbaijani military used cheap, deadly, unmanned systems to destroy scores of Armenian tanks and to attack camouflaged vehicles, headquarters and command locations. The Armenians, fielding traditional manned platforms and operating in conventional ways, lost.

These unmanned systems needed targeting and intelligence information and so didn't operate alone. But the lesson is that militaries that don't have fast acquisition processes, and that

are without leaders who understand the required pace of change, can expose their people—and the governments and populations that rely on them—to enormous risk.

It's an obvious lesson that many in defence organisations across the world already know. But sometimes it takes brutal public demonstrations of things that have only been appreciated intellectually to make people act on what they know.

The process of getting fast-moving technology to the Australian Defence Force is at best mixed, slowed by the understandable conservatism about the promise of new technologies balanced against the power of well-understood solutions and approaches.

To any military chief in 2021, now seems not the time to give up on highly capable, complex, crewed

surface ships, submarines, fighter jets and surveillance aircraft and leap into the unknown world of autonomy. And no chief of the army, navy or air force wants to live the rest of their life and service reunions as the person who gave up armoured fighting vehicles, frigates, crewed submarines or crewed fighters.

That's absolutely rational, and the huge psychological and emotional barrier any service chief would face is obvious.

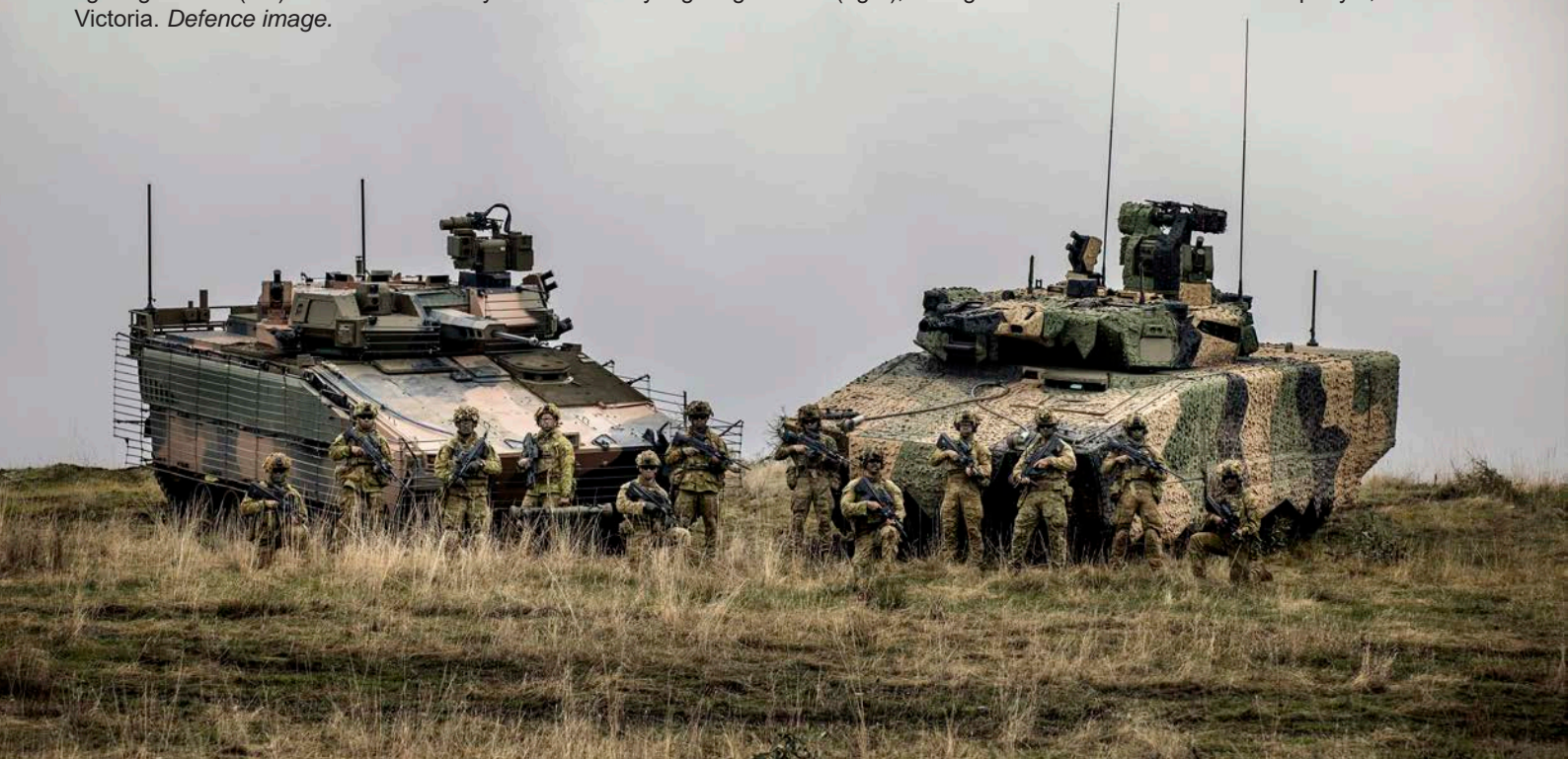
The problem isn't that this sensible conservatism sees the bulk of the defence investment budget spent on small numbers of very expensive, complex traditional platforms—although there are arguments that the outcomes don't justify the costs.

The real problem is there are few champions of the ADF's urgent need



Representing the capabilities of No 4 Squadron, a Combat Controller and Pilot stand with the fleet of PC-21 aircraft operated by No. 4 Squadron that now carries the names of Royal Australian Air Force Victoria Cross recipients at RAAF Base Williamtown. *Defence image.*

Australian Army soldiers from the 7th Battalion, Royal Australian Regiment, stand with Hanwha Defence Australia Redback Infantry fighting vehicle (left) and Rheinmetall Lynx KF4 Infantry Fighting Vehicle (right), during user evaluation trials at Puckapunyal, Victoria. *Defence image.*



for faster moving, new technologies at scale who matter enough to affect government thinking and decisions.

Given continuing uncertainty about the viability of both traditional and emerging military capabilities, it's absolutely defensible that the big, slow-moving traditional programs delivering small numbers of highly capable, complex, expensive platforms proceed. They may deliver capability to the ADF that's powerful in the threat environment we have now, and the even more deadly threat environment over the next five or 10 years.

But even if crewed surface ships and submarines remain powerful, they'll need to be complemented, augmented and wrapped up with things like smart missiles, semi-autonomous intelligence and surveillance systems, loitering munitions and uncrewed undersea systems—armed and unarmed—if they're to be effective.

Defence's mega-projects must be complemented by an entirely separate, fast-moving technology acquisition cycle not constrained by all the process layers and mitigators the giant projects require. Instead,

they must be driven by the imperative to quickly equip our personnel with what they need to deter conflict and prevail if it occurs. We need to be more like the Azerbaijanis, not the Armenians.

So, who might champion rapid acquisition of fast-moving new technologies?

I'd have hoped the army and its leadership would. The Australian Army has traditionally not been a heavily armoured, heavily mechanised force, but a capable light infantry outfit that can operate in a highly dispersed small team environment, with a leavening of armour.

That was overlooking one big dynamic, though. The army force structure that's been the vision since at least the late 1990s has embraced armour as its centre, and the army is now on the cusp of doing what the other two services already have done, doubling down on its own 'next generation', hugely expensive, complex, crewed weapon platforms. That's happening just as these are becoming more vulnerable to everything we saw happen to the Armenians.

And no army leader is likely to do much about this because the combination of conservatism and psychology mean it's way too big an ask—particularly when the army is about to get its hands on \$27 billion for 450 infantry fighting vehicles.

That's a shame, because armies could be the early adopters and are ideally placed to make the shift to highly dispersed, autonomous operations by small groups operating damaging new weapons but in a highly mobile, hard-to-target way. That's what the new US Marine Corps concept is working towards.

Even buying just (!) 200 more armoured vehicles through its already agreed combat reconnaissance vehicle project and cancelling the IFV program would keep headroom for change.

And the army is also well placed to keep the focus on lower cost, high volumes of things like loitering munitions, advanced ground-to-air, ground-to-ship and ground attack missiles, and low-cost, widely available sensors and communications systems to lace all this together—because armies understand volume.

I know there are markers in Defence's big integrated investment program for some of this—but the real money comes after the army eats the multibillion-dollar elephant that is its Land 400 armoured vehicle program. Until then, expect high-profile experimentation and press release, but low-volume actual acquisition of anything that doesn't have armour and a turret.

That leaves us with two other services and ministers.

Strangely, for a force that has always centred itself on the person in the cockpit, selecting its chiefs out of only these folk, the Royal Australian Air Force is doing the most to embrace powerful complementary new uncrewed technologies and platforms.

It's certainly not getting rid of the hugely expensive and sophisticated crewed weapons—the F-35s, P-8 surveillance aircraft, Super Hornets and Growler electronic attack aircraft. But the RAAF is leading the way with its 'loyal wingman' uncrewed system that will magnify the combat power of its fifth-generation of traditional platforms at prices meaning far more

can be acquired than the mystical 102 number of crewed fighters the RAAF plans.

This is happening quickly, with the loyal wingman already achieving its first flight last year. A major reason the RAAF is willing to champion this technology is that it's already got its 'next generation' of crewed aircraft, so, unlike the army, none of its traditional capability investments are threatened.

You'd think the navy would be in a similar position because the government has already committed to multibillion-dollar continuous build programs for ships and submarines, and the surface, air and undersea environments are replete with options for powerful but cheap systems to work with ships and submarines.

The truth is disappointing. The navy talks a good game, and it has a remote and autonomous systems roadmap out to 2040 that says so.

As ASPI's *Cost of defence 2021–22* budget analysis shows, however, there's little cash or momentum outside the 'non-core' area of mine countermeasures that will deliver much novel technology before the first Hunter-class frigate or Attack-class submarine enters service years from now.

That may well be because, while a lot of public money is going out the door on the frigates and submarines, there's not much tangible to show for this. So, there's a concern that advocating for the military value of things that can threaten frigates and submarines will add to the pressures acquisition folk face.

That's a fundamental miscalculation. Right now, navies know they face their own Azerbaijan–Armenia scenario from adversaries that are already lacing smart mines and lethal surface and subsurface uncrewed weapons into their command, control and targeting systems.

Wargaming around a Taiwan conflict demonstrates this routinely in ways that should matter to Australia.

There's still time for our navy to quickly get into the loyal wingman game, whether undersea or on the

surface. Uncrewed undersea systems seem most obvious, because Australia and our partners retain an undersea warfare advantage and retaining it must involve uncrewed systems that can complement and multiply the combat power of even the best crewed submarine.

That leaves ministers. Out of all the possible champions, I think they are our best bet for rapid change.

What minister wouldn't want to do more than just defend the slow-moving, troubled, big defence programs their predecessors at least got the joy of beginning? And any defence minister in the 2020s looking at our deteriorating strategic environment must want to get additional undersea combat power into the hands of our navy well before the first Attack-class submarine turns up in the mid-2030s.

They'd probably be willing to get Defence chiefs to shift some cash in the large and growing defence budget to get this done. And they could make the obvious point that Defence's acquisition budget underspent by about \$1 billion last year and is on track to do this in a bigger way as the budget grows, so why not put the money to acquiring fast-moving technology at a scale well beyond the current innovation funding.

A minister looking at the speed of technological disruption and change in every field of human endeavour will understand that decades-long acquisition programs may have their place, but they must at least be accompanied by a separate, much faster way of getting technologies from concept or demonstrator to weapon system operated by our sailors, soldiers and aviators.

I hope I'm wrong and that in the next few months I hear about new army projects and a navy equivalent to the RAAF's loyal wingman. In the absence of this, I look forward to Defence Minister Peter Dutton getting serious about the capability needs of our ADF personnel in an environment whose dangers are obvious to us all.

Michael Shoebridge / ASPI



An Australian Army CH-47 Chinook helicopter lifts a M777 155mm Howitzer from Royal Australian Navy ship HMAS Choules, during Exercise Sea Explorer. *Defence image.*



Sun Sets on Talisman Sabre

As TS21 drew to a close, the strength of allies, partnerships and friendships remained.

Along the coast from Northern Territory to NSW, the dust settled and members of international forces started to catch their breath.

Seven nations sent military forces to test their abilities to operate together across the traditional operating domains of sea, land, and air, as well as on the new frontiers of information/cyber and space.

While COVID-19 reduced personnel numbers, it added to the complexity and the ability of all nations to plan complicated manoeuvres while protecting the health and safety of their forces.

This year's exercise included some of the most realistic and challenging training activities yet, spreading even further across Queensland than in previous years.

Nearly 17,000 personnel from Australia, the United States, Canada, Japan, the Republic of Korea, New Zealand and the United Kingdom worked, trained and fought side by side.

In the first few days of the exercise, each nation focused on foundational training to get the multinational forces reading from the same playbook.

Sailors, soldiers, and aviators of each nation made brief introductions, brushed up on their tactics and skills and took the first steps on what would become a steep learning experience.

Within days, they were live-firing, a symbol of the action set to play out on the battlefield.

In a first for Australia, the US Army launched the MIM-104 Patriot surface-to-air missiles at the Shoalwater Bay Training Area on July 16.

The next two days involved a barrage of munitions from land, air, and sea, culminating in an awesome display by the US High Mobility Artillery Rocket System (HIMARS).

Not only spectacular to watch, the live-fire activities showed that the forces of the seven nations could operate as one to produce a coordinated and staggering result.

Things ramped up again in the second week with the collective training; engineers paired with infantry, explosive detection dogs alongside amphibious elements; and Special Forces worked in the air and in the shadows. As the complexity of each event built, so did the threat scenario.

The Townsville Field Training Area hummed within the urban operations training facility, a series of structures built for soldiers to fight through the streets and buildings of a simulated town.

At sea, the air and maritime assets engaged in high-end warfare training above and below the waves off the Queensland coast.

Meanwhile a US Air Force B-52 Stratofortress bomber joined the latest Australian aircraft in a simulated long-range strike.

In the third week, the combined forces orchestrated all of these moving pieces in a complex opposed scenario involving real Queensland communities like Bowen, Ingham and Cairns. Forces in the community fought their way through a scenario designed to test their skills at the highest level.

FACTS & STATS

Seven Nations

17,000 military personnel
8300 Australians 8000 Americans
200 Japanese
250 Canadians
230 South Koreans 130 British
20 New Zealanders

Across Five Domains:

Maritime, amphibious, land, air, cyber

First time the Patriot has been fired in Australia

First time South Korea participated

510+ tents
8000+ dozen loo rolls
180L hand sanitiser
15,000 cable ties
5km temporary fencing

Marching on its stomach:

Lavarak Barracks, Townsville

- 128,000+ meals
- 5000kg chicken
- 11,000kg meat
- 500kg fish
- 200,000 eggs
- 6000kg fruit
- 17,800kg vegetables
- 6000 litres dairy products
- 4500 loaves of bread

C-130J Hercules

C-27J Spartan

C-17A Globemaster F/A-18A Hornet

F/A-18F Super Hornet F-35A

Lightning II EA-18G Growler

E-7A Wedgetail Hawk 127

P-8A Poseidon KA350 King Air PC-21

KC-30A multi-role tanker transport

AP-3C Orion (EW)



For the first time in history, Australian, US, Japanese and UK amphibious forces operated from the same ship.

Inland, Alaskan paratroopers embarked in a C-17A Globemaster in Darwin to drop onto farmland thousands of kilometres away in Charters Towers.

Not to be outdone by their counterparts operating across the physical domains, the cyber and information warfare operators sharpened their skills.

Just like the real-world, the exercise scenario was tested through simulated social media and traditional media.

Tactical leaders saw their decisions tested – with their failures tipping social media sentiment towards the opposing force, only to see it swing back again through public support for the mission.

TS21 Exercise Director AIRCDRE Stuart Bellingham, and his US counterpart, COL Jerry Hall were at the forefront of the planning and execution of the exercise since its beginning. Both praised the efforts of all nations involved.

“I’m extremely proud that this year’s Talisman Sabre directly contributed to advancing the vision of a free and open Indo-Pacific region,” COL Hall said.

“We want people to be free, we want free trade, to sail, fly anywhere in the Indo-Pacific region without having to worry about the security situation. That is our shared vision and why we work together.”

AIRCDRE Bellingham echoed this sentiment, highlighting the big success stories.

“TS21 has been a tremendous success,” he said. “I applaud what our international forces have been able to accomplish together in the past three weeks.

“I am particularly proud of the many milestones we have achieved this year, including the US Patriot missile launch, the HIMARS tactical airlift, and the first ever employment of the US Space Force in an international exercise.”



(l-r) Director Exercise Talisman Sabre 2021 Air Commodore Stuart Bellingham and Deputy Director Exercise Talisman Sabre 2021 Colonel US Army Colonel Jerry Hall at Lavarack Barracks, Queensland, during Exercise Talisman Sabre 2021.

Q & A

Exercise Director AIRCDRE Stuart Bellingham took some time out of his busy schedule to answer a few questions.

HOW HAS COVID AFFECTED THE EXERCISE?

It’s obviously had a big impact, and we’ve had to take additional measures to make sure our people and the public are safe.

Previously, more than 10,000 US personnel have come to mainland Australia for Talisman Sabre. This year, a maximum of 1900 foreign military personnel were permitted to quarantine in Australia for the exercise.

The exercise was planned in close consultation with the states and territories, and we’ve been taking every measure to ensure the risk of the spread of COVID-19 is mitigated.

We’ve had to manage some challenges along the way with the changing situation across different states and territories where our people

are operating. All participants have had to comply with the restrictions of the jurisdictions they are in.

HOW IS TS21 DIFFERENT?

Two significant changes are apparent this year from previous years: the exercise is greatly reduced in size and it is spread across a broader geographical area.

Due to refurbishments at Shoalwater Bay Training Area we had to use a number of areas we had not used before; stretching from RAAF Base Williamstown, to RAAF Base Scherger in far north Queensland out to RAAF Base Tindal in NT.

While smaller in terms of the quantity of people involved, the important point is it has not reduced in complexity.

This year more than any other, we’re really focused on testing our ability to operate together across the five domains – maritime, land, air, information/cyber and space and really testing our ability to project force over large distances.

The ADF and its allies and partners are operating in a contested environment across the five domains and exercise regularly in defending our networks, missions systems and infrastructure.

We also exercise against threat actors which includes the use of cyber operations in the defence of Australia and its strategic interests.

WHAT’S BEEN THE BIGGEST HIGHLIGHT AND CHALLENGE?

It’s been great working with our US friends, including working closely with my counterpart Deputy Exercise Director Colonel US Army Colonel Jerry Hall.

The Republic of Korea has joined us for the first time and we are also privileged to exercise with our Canadian, Japanese, New Zealand and United Kingdom allies.

It’s also been great seeing how many areas of Defence have come together to support the exercise – personnel not just from our armed forces, but our APS and contractor workforces, states and territories have been integral to TS21’s success.

Planning for an exercise as big as Talisman Sabre is always a logistical challenge and it wouldn’t be possible without our amazing people.

WHAT CAPABILITIES HAVE BEEN TESTED?

We have tested a range of capabilities during the exercise, including:

- M777 Howitzer
- RBS-70 man portable air defence system
- Shadow unmanned aerial system
- E-7A Wedgetail • P-8A Poseidon
- KC-30 multi-role tanker transport



- F-35A Lightning II
- USMC F-35B Lightning II
- F/A-18F Super Hornet
- EA-18G Growler
- High Mobility Artillery Rocket System
- Patriot surface-to-air missile
- Naval gun fire
- Air warfare destroyer

HOW DOES THE SCENARIO WORK?

TS21 consists of multiple force-on-force training serials, which test exercise participants in a range of likely scenarios. Some of these could be non-combatative evacuation operations, amphibious operations, maritime and air strike operations.

In order to keep the training as realistic as possible, there are soldiers out in the field fighting against an opposition force (OPFOR) made up of Australian soldiers, sailors and aviators and their equipment.

The scenario comprises a ‘red force’, the team that is acting as the adversary, and a ‘blue force’, the training audience for the exercise.

WHAT EXACTLY DOES ‘COMPLEX WARFIGHTING SCENARIOS’ MEAN?

It means understanding the operational environment in which we work and being able to employ the capabilities of the ADF to fight and win in a contested environment.

WHAT CONSTITUTES VICTORY IN EXERCISE WARFIGHTING?

When all the exercise training objectives have been successfully achieved.

HOW WOULD AN EXERCISE LIKE THIS CONVERT TO A REAL LIFE SITUATION OR CONFLICT?

We train as we fight, and it is essential during these major exercises that we practise capabilities to defend the nation from a range of threats.

HOW DO SHIPS AND PLANES TAKE PART IN THE EXERCISE? WHAT IS THEIR ROLE?

Ships conduct maritime warfare serials, amphibious landings and replenishment-at-sea activities. Training serials include humanitarian aid and disaster relief and medical exercises on board the ships.

The air task group provides a number of effects for the exercise. This includes testing strike reconnaissance, air-to-air refuelling, air lift support and early warning defence and surveillance. Air Force activated RAAF Base Scherger in far north Queensland as part of the exercise to test and project air power.

HOW LONG DID IT TAKE TO PLAN? HOW BIG WAS THE TEAM?

Planning for the exercise took 18-20 months and was notably harder this time with COVID. It was a whole-of-Defence effort, primarily led by JOC with help from JCG, E&IG, CIOG and the three Services.

All Defence images.



DISCOVER THE NEW NEIGHBOURHOOD WHERE YOU CAN'T HELP BUT LIVE WELL

Convenience, community and connection to nature, Elliot Springs has found the perfect balance of all the best things.

Imagine living in a place that satisfies everything you could ask for in a neighbourhood: a beautiful home in a vibrant location, proximity to shops, schools and services, natural beauty all around and a strong sense of connection. It's all in a day's work at Elliot Springs, a unique masterplanned community located just 15 minutes from Lavarack Barracks.

More than just house and land

There are many studies that attest to the benefits of immersing yourself in nature. Just two hours a week is enough to positively impact your health and wellbeing, and Elliot Springs has the perfect prescription. More than one third of the neighbourhood will be open green space, with an expansive network of playgrounds, landscaped parks, sporting fields, bushland and native habitat sanctuaries, all linked by walking and cycling paths. According to scientific research, there are many benefits to having the sort of social network that living in a community provides, including a sense of belonging and greater health and happiness. At Elliot Springs you'll enjoy a lifestyle that nourishes body and mind.



An exciting vision

Elliot Springs has already experienced substantial growth, with residents now living in two neighbourhoods; Aspect and Whites Creek, the opening of the BP service station, The Hub cafe and the district's award-winning playground, Wadda Mooli Park. There's a choice of affordable homes with big backyards, 360-degree mountain views and planned infrastructure that will set Elliot Springs up as one of the region's most popular neighbourhoods.

Located on the city side of Billabong Sanctuary, moments from Alligator Creek, with panoramic views to Mount Stuart and Mount Elliot, it's just a short drive to Murray Sports Complex, Fairfield Central and Townsville CBD. With up to six schools planned, including two high schools, childcare centres and community retail and business facilities, there's an abundance of opportunities on the horizon.

Affordable, attainable, a place to live well

Whether you're dreaming of open

plan living, a large family home or a low-maintenance block near parkland, there's a site to suit you. Sustainable design makes the most of the climate, with light, bright layouts and generosity of space. Choose to custom build or select one of the many house and land packages available; the display village has all the inspiration you'll need. It's like a choose your own adventure, except that you're choosing a home you'll love, and the adventure is life.

Elliot Springs is the perfect base from which to build a bright future. It's vibrant and flourishing, warm and welcoming, with all the conveniences that make every day seem easy. And at the end of the day you'll look around your beautiful home, breathe in the fresh air and appreciate the magnificent view: life in Elliot Springs is really that good.

Want to know more? Call Meryl on 1800 881 091, visit elliotsprings.com.au or follow us on [facebook.com/elliotspringstownsville](https://www.facebook.com/elliotspringstownsville).

Alternatively, visit the Elliot Springs Sales and Information Centre at 28 Vista Place, Julago.

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15 minutes
from Lavarack
Barracks



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Contact **Meryl Bloomfield** on **0429 313 935** or **elliotsprings.com.au**

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ELLIOT SPRINGS

 **lendlease**

Peacekeeping Missions with Australia's Army and 'Talking Under Water' with the Red Cross

Kath Stewart has served as Australian Army officer on peacekeeping missions, with the strength of a military force behind her, and as an unarmed official from the International Committee of the Red Cross with just her wits, experience and negotiating skills to calm violent situations.

Now she's in Canberra as the ICRC's armed and security forces delegate.

Over 30 years as an Australian Army officer, Stewart took part in four major, and diverse, operations starting in 1997 as part of the truce monitoring group in Bougainville.

As a young captain she was part of a 20-strong forward group and quickly became aware of the complexities of such operations. The Australians had been invited by the Bougainville forces and the Papua New Guinea government to monitor the ceasefire between them.

But when the Australians arrived, one of the first questions Stewart was asked was: 'Why are you invading us?'

That gave her an early perspective on how those involved could see the same situation very differently.

Then she went to Syria, Israel and

Lebanon as a peacekeeper with the United Nations Truce Supervisory Organization. She recalls being completely outside her comfort zone, working with individuals from 22 different nations and negotiating with people driven by entirely different goals.

That meant understanding what was motivating those people, even if she did not agree with them, and seeking solutions that were as mutually beneficial as possible.

In 2003, she joined the Regional Assistance Mission to Solomon Islands, working with 10 regional partners trying to re-establish the rule of law there. She commanded nearly 100 personnel providing communications. That involved considerable time spent in outlying villages and learning local norms and customs.

Then came a deployment to the Middle East helping plan coalition operations in Afghanistan and Iraq.

So, how did those operations prepare her for her role with the Red Cross?

'The training and experience I got in the ADF was excellent and it did help me understand how important it

is to listen to people when you go into a different situation', says Stewart. 'You have the training behind you, you rely on that training. You work with a team in the ADF, but also in the ICRC.'

Working in highly professional, motivated teams with a mix of strong negotiation, leadership and people skills is fundamental, Stewart says, but so is listening to the people you're there to help.

How big a mental shift was required in making the transition from peacekeeping and monitoring in a military organisation to the strict neutrality of the Red Cross?

The values of the ADF and the ICRC are similar, Stewart says, so that part of the change was easy. The two organisations have very different objectives, but they have mutual interests.

An early experience with the ICRC took her to Israel where she dealt with armed groups while she was, of course, unarmed.

'What it really reinforced to me is the importance of negotiation skills and the ability to use your wits to get the message across, but to maintain that neutrality and independence so that you can have a difficult but balanced conversation with the people that you're talking with.'

Her work with the ICRC involves visiting detainees, reuniting families, supporting livelihood projects, and helping improve the access to essential services of people on the ground. 'All of those things needed me to be able to talk to those that carry weapons, but also the people we were there to help.'

In the Middle East she used her experience and knowledge to challenge negative assumptions





about her being a woman, where she says 'being able to represent the ICRC well and question those stereotypes, and actually provide an example of positive change and how a more inclusive future, including women's opinions, could be incorporated into those different cultures.'

The women she dealt with found it easier to approach her. 'Unfortunately, most of the people that carry weapons are male so there were not as many women in that group that I spoke to, whether it be the military or the non-state armed groups or the militias that we would deal with.'

'It's mainly a male dominated society and so I would have to adjust and just talk to them on a professional level and show them that I knew what I was talking about, I had shared experiences with them from my military background, I understood the language that they were talking and could respond in language that they understood, and that helped build the relationship and the trust. Therefore, we could talk professionally and we could move away from necessarily the gender issue.'

A major first step for those in the ICRC is to convince rival groups that the Red Cross is a firmly neutral organisation with a total focus on humanitarian work. 'It's incredibly

difficult as different groups have different perceptions, and you need to allay those fears and you do that by actually doing what you say you will do.

'It is incredibly important to the ICRC, this neutrality, the impartiality and the independence,' Stewart says.

'The other part of it is the confidential dialogue that we have, that these groups know that what we talk about will not be exposed to other people. We bring our concerns to them, we raise those concerns about potential violations of international humanitarian law, issues of their impact on the civilians on the ground. We talk to them about it, and then we also leave it up to them to deal with it as they can within their own laws and within the realm of international humanitarian law.'

Being seconded to the UN as a peacekeeping observer is a very different experience to being with the Red Cross, Stewart says.

'You are still a member of the military when you are a UN military observer, so you have behind you your uniform, you have other elements of the peacekeeping force that are armed, you have a UN mandate. So that makes a difference to how you are perceived by various organisations', she says.

That does not necessarily guarantee safety or security, though, because some organisations don't respect what UN peacekeepers are there to achieve.

'Whereas with the ICRC, I think because of its significant history, nearly 170 years of history of being able to show that it does what it says it will do provides us that access, acceptance and therefore that reinforces our own security, even though we are unarmed.'

Sometimes the Red Cross teams must approach armed groups about issues they don't want to talk about. 'But it's really important that we do that to raise the awareness of the impact they are having, the negative impact they are having on the civilians on the ground.'

Stewart is not a lawyer but when she joined the ICRC she received six weeks of training covering the basics of international humanitarian law, which is the cornerstone of the ICRC's mandate. That knowledge is crucial, along with negotiating skills.

'Humanitarian diplomacy is one of the key areas that we work towards, being able to influence decision-makers so that they can make good decisions that are actually to the benefit of the civilians on the ground and those that are most in need.'

It helps, says Stewart, that 'I can talk underwater'.

That helped persuade those she negotiated with that she understood them and what they considered to be the military necessity.

'But I balanced that against what the needs were of the people on the ground that were suffering because of their presence or actions that they were taking. So, it's difficult, but it's certainly looking at what you are there to do, the fact that you are there to help people and that if you don't do that, their lives are impacted quite badly.'

'So, when you can see what your objective is, when you remember that objective, it's really easy to be able to use that knowledge, your wits, to get the best outcome for them.'

Brendan Nicholson / ASPI

Celebrating the Science Behind Defence Capability

Behind every great defence force is an army of scientists, technologists, engineers and mathematicians, all working to ensure that those on the frontline have the best technology, knowledge and know-how to outwit, outperform and outsmart adversaries.

The ADF is no different.

If a soldier wears it, uses it, eats it, thinks it or has to defend against it, there is every chance a Defence scientist has done the science behind it.

This National Science Week, the ADF celebrates the STEM (science, technology, engineering and mathematics) professionals in the Defence Science and Technology Group (DSTG) and across Defence and reflects on their contribution, not only to Defence but to the country more broadly.

Australia's Defence scientists are critical to Defence capability.

As the Chief of the Defence Force General Angus Campbell explained, modern forces need to embrace technology and recognise the value it brings to Defence and its members.

"The modern world is consumed by science and technology in everything we see and we do and we touch," General Angus Campbell.

"If we don't have people who understand it deeply and understand the possibilities and potential of it, then we're not going to build a modern defence force that is as capable as it should be."

The DSTG team is making meaningful impacts for Defence in many fields – some with very tangible effects and value for Defence and others with a broader benefit to the greater population.

DSTG's Chief of Science Engagement and Impact Division David Kershaw said many people were unlikely to be aware that DSTG had a key role in Defence's support to the COVID-19 vaccine rollout.

"A team of operations analysts from DSTG conducted a rapid study of the Department of Health's Vaccine Operations Centre to understand where efficiency and performance gains could be achieved," Mr Kershaw said.

"This study resulted in a number of recommendations that were proposed and accepted by the Department and are currently in the process of being implemented.

"We also had a team of disease-modelling experts at DSTG and the University of Melbourne who developed a tool to forecast outbreaks of influenza. "This tool is now being used to help health officials forecast the spread of COVID-19."

Residents of Townsville, Bowen and Ingham are likely to be more aware than most of the dramatic sight of large, heavy military equipment coming ashore off a landing craft after the most recent iteration of Exercise Talisman Sabre.

Chief of Maritime Division in DSTG Emily Hilder said her team used hard data and some maths to help future-proof Australia's amphibious deployment capability by directly affecting how and where Navy could operate its LHD landing craft (LLC).

"Our experts were able to generate hard data demonstrating how the landing craft would perform under a wide variety of sea conditions with different cargo weights," Ms Hilder said.

"The data showed that the RAN could confidently use the LLC to carry up to 60 tonnes of cargo in Sea State 3, proving its capacity to load and transport not only current but also future land vehicles.

"It is a huge force-multiplier for amphibious forces."

Other arenas where DSTG has made advances include developing radar-absorbing material, with

Australian industry, to help our Navy submarines avoid radar detection, as well as their world-leading over-the-horizon radar technology that powers JORN, the Jindalee over-the-horizon radar network. JORN assists in detecting illegal entry, smuggling and unlicensed fishing off the Australian coast.

Overseas, DSTG scientists worked closely with Australian industry and other parts of Defence to design and develop an ingenious system to protect soldiers against radio-controlled improvised explosive devices.

Under a program called REDWING, the life-saving devices were provided to the Afghan National Defense and Security Forces, enabling them to operate confidently in a high-threat environment.

Australia's Defence scientists have contributed to virtually all aspects of the F-35 Joint Strike Fighter program.

Australia's newest fighter jet is a true fifth-generation capability, characterised by stealth, advanced sensors, data fusion and networked communications.

Acting Chief of DSTG's Aerospace Division Khan Sharp said nearly every element of the F-35 capability was enabled by science and technology.

He described a recent package of work in which a DSTG aerospace engineer led the development of software tools that enable weapons to be safely carried and deployed by the F-35 with a substantially reduced requirement for expensive flight testing.

"Thanks to experts within DSTG and across Defence, Australia has been able to inject its scientific and technical expertise to enhance the mission effectiveness, safety and affordability of the air system," Khan Sharp said.

ADF Deploys 250 Troops to Afghanistan

In August more than 250 Australian defence troops were deployed to Afghanistan to help evacuate Australian citizens and visa holders.

The Australian Defence Force (ADF) said defence personnel were deployed to support the government's efforts in evacuating Aussies.

The Taliban was expected to take three months to capture Kabul. In reality, it took a day.

A KC-30A departed Amberley Monday 16th August for Australia's main operating base in the Middle East & commenced refuelling operations in support of the wider US-led operation. Two C-17A Globemasters also departed for the Middle East.

The ADF said the mission will be constantly assessed against the latest developments.

"The situation in Afghanistan remains highly volatile and dangerous," it said the ADF in a statement.

"Defence is taking all necessary precautions to protect its people and those authorised for evacuation."

Prime Minister Scott Morrison has denied Australia's 20-year involvement in Afghanistan was in vain after the Taliban seized control in Afghanistan.

"No Australian who has ever fallen in our uniform has ever died in vain - ever," Mr Morrison told ABC's News Breakfast on Monday 16th August.

"Freedom is always worth it, fighting for it, whatever the outcome. But importantly, the reason that we went there was to track down Osama Bin Laden and to ensure that we denied al-Qaeda a base of operations out of Afghanistan."

The prime minister said his government was still working to get the remaining Afghan nationals who had assisted Australian forces to safety.

When asked how he felt about



women and children in Afghanistan being once again controlled by a Taliban regime, Mr Morrison said he was "absolutely devastated".

Earlier, government sources confirmed plans are underway to ensure Afghan nationals have more spots in Australia's humanitarian visa program.

While the plan has not been finalised, it is believed the overall cap on humanitarian visas would not increase.

However, a sizeable proportion of the program would be made available for people fleeing Afghanistan and their visa applications would be prioritised.

The US has said it would be temporarily send about 3,000 extra troops to help move embassy staff faced with unexpected rapid gains made by Taliban militants that are further loosening the Afghan government's grip on the country.

The UK has also said it would deploy about 600 troops to help its nationals and local translators get out.

The final Australian troops left Afghanistan on 28 May and some 400 locally engaged employees and their

families have already been resettled in Australia since April this year.

Mr Morrison said there was "no place more complex than Afghanistan".

"Australia and our allies have done much to secure their peace but this remains a very troubled part of the world not just recently but over generations and generations," Mr Morrison said.

"We went there with our primary purpose, as I've indicated, and that was to hunt down Osama bin Laden and prevent al-Qaeda using it as a base and mounting their attack. That was achieved but the challenge for the people of Afghanistan, sadly, remains an unresolved issue and we hope for the best for them but the situation is very dire."

What was currently happening in the country was "heartbreaking", in particular for the Australians who have served there, he said.

"I can only imagine how they are feeling today," he said.

"We can only offer our humble thanks of a nation to them."

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Training Transformation

Australian soldiers will notice changes to the way they are trained, with Army set to make generational shifts in the way it delivers training into the future.

Recently, Commandant RMC-A Brig Ana Duncan, DG Training and Doctrine Brig Benjamin James, DG Army Personnel Capability Brig Matt Patching and DG Future Land Warfare Brig Ian Langford met to reimagine a foundation training model that would support Future Ready Workforce needs.

This work will support the development of a Future Ready Training System that is agile, simple and scalable.

“It’s clear that Army needs to grow into the future to meet the strategic circumstances presented in the 2020 Defence Strategic Update,” Brig Patching said.

“The skills that we need in this growing Army, and ADF, are changing. To meet these changing circumstances, questions around what the soldier of 2030 looks like – Army’s primary capability – need to be explored.”

Changes in the strategic environment, within Army and the ADF more broadly, are occurring against a backdrop of the changing nature of Australia’s workforce as employees look for more flexible working options.

Soldiers from 1 Armcd Regt participate in scenario training as part of the Contested Urban Environment Strategic Challenge, held at the Henry MacLaurin Battle Simulation Site, RAAF Base Edinburgh. Photo: Cpl David Cotton

These challenges have led to a review into RMC-A’s foundation training, among other training transformation efforts, to look at what a Future Ready soldier needs in their initial years of learning and through career skilling.

“We recognise as Army grows, and as we look to harness the best from Australia’s workforce when individuals come in at different points of a normal career, we need to rethink what is core to soldiering and how soldiers engage



in learning through their career,” Brig Duncan said.

“We are looking at how we evolve and support our people to enhance Army’s competitive advantage in warfighting amid the accelerating differentials of our time. What it means to soldier is evolving. Those who’ve deployed on operations in the last half decade alone understand the impact on the mission and the force.”

Brig Duncan said she was excited to deliver a Future Ready Workforce and transform Army’s training, career management, HR information systems and culture in a way that recognises soldiers and what they bring as unique individuals.

“This is a generational change to our Army, and we are considering how we enable an agile system of continuous improvement where we see greater experimentation, innovation and adaption in all we do,” she said.

“We are evaluating what we do to recruit and train Australians to soldier. By rethinking that, for the first time in a generation, I’m excited that we are going to increase and diversify the amount of people who can join their Army. It’s a greater talent pool and our training is going to be fit for our future contemporary and future needs.”

Brig Duncan said Army was shifting to a learning culture mindset, which empowered its people and would provide a competitive, cognitive and character edge.

“We are flipping [it from], ‘You come to the Army and we do things

to you’, to, ‘You come to the Army and we enable you to be curious and constantly think about what your skills need to be to win’,” she said.

“We want our young people who do bring different ideas, in a different context, to be able to have dialogue with our commanders that is professional and respectful, because it will get a better outcome for that team and Army more broadly.

“Our competitive edge into the future is just as much the cognitive ability and mission curiosity of our people as it is of the platforms and systems they use to deliver land power effects.”

Brig Patching said Army’s work to understand the skills, experiences and contextualisation needed for soldiers in a 2030 Army context was important and added that this work fitted directly into the broader workforce transformation activities happening across the ADF.

“The RMC-A Foundational Training Review should see additional capacity opportunities,” he said.

“We recognise there is duplication in the Army Training System, and we want to make this experience better for our soldiers.

“The repetition and experience might be important for some things but not for others. We are rethinking what those formative foundational things are; what defines us as members of the Army, what enables character development as part of a team and how we are set up for future learning.”
Hayden Thomson



Bullsbrook is blossoming.

If you're being posted to Pearce Air Base, now's the time to think about building in Kingsford, Bullsbrook. Just minutes from RAAF Pearce, Kingsford is a beautiful place to live and is really coming to life.

It's nestled between the famous fresh produce and wine growing districts of the Chittering Valley and Swan Valley. Designed to complement the natural undulations of the land and the meandering course of the tree-lined Ki-It Monger Brook, Kingsford offers an idyllic lifestyle.



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Kingsford has been designed with one simple idea in mind: To be a better place to live.

Okeland Communities planned Kingsford to offer an exceptional lifestyle for its residents. Kingsford ticks all the boxes for proximity to schools and sports clubs, connectivity to major employment hubs, walkability, public open space and neighbourly belonging.

Here's a snapshot of the key masterplan features:

- Over 41ha retained public open space, creek lines, & manicured parklands
- 2,500 homesites upon completion
- New café at entryway
- The future Town Centre will include a major supermarket, specialty stores, cafés and a medical centre
- Brand new adventure playground
- Alongside Bullsbrook's established school, community centre, shops and sporting clubs



Get more backyard for your buck.

Your budget goes a little further at Kingsford. Large homesites give you more room for entertaining and more room for kids to thrive.

Kingsford homesites average over 500sqm, which is 125sqm bigger than the average block in Perth's new estates. There are also quarter acre homesites and larger lots up to 2000sqm. Imagine the possibilities! Your family can live large with room for a pool, trampoline, multi-car garage and more.

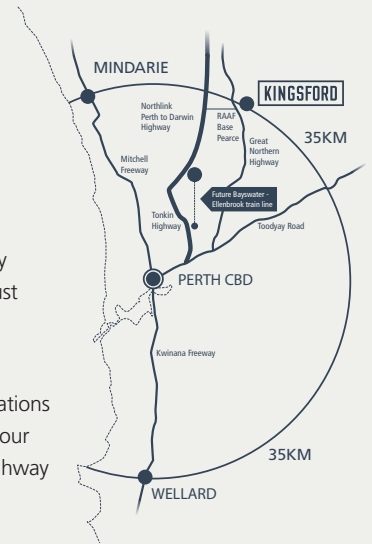
Just 35km from the CBD.

Surrounded by tranquil natural bushland and nestled in the awe-inspiring beauty of the Darling Scarp foothills, Kingsford seems miles away from the hustle and bustle. But it's just an easy drive from the Perth CBD.

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Here are the distances to some of the major local destinations:

- Ellenbrook Town Centre: 10 minutes
- Midland: 20 minutes
- Joondalup: 30 minutes
- Perth Airport: 25 minutes
- Pearce Air Base: 1 minute



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A community set to soar.

Kingsford sits alongside the established town of Bullsbrook, with all its history, thriving community and conveniences. The existing school is highly regarded and caters for students from Kindergarten to Year 12. There are many thriving sporting clubs and community groups, ready to welcome new members. Alongside the town's sporting fields is the multi-million-dollar Ethel Warren Community Centre with a library, Bullseye Youth Centre and group meeting facilities.

Adding to the existing facilities, Kingsford has built an adventure playground, and a new café overlooking landscaped gardens and the Ki-It Monger Brook.

Soon, Kingsford's new Town Centre will add a fresh vibrancy to the region and create a social hub for the community. The Town Centre will include a major supermarket and a contemporary mix of specialty stores plus restaurants, cafés, medical services, and active community spaces.



An investment in growth.

Kingsford is an ideal place to build a nest egg, too.

It is located in the sweet spot between major employment hubs. These include the Muchea industrial area to the north, the commercial offices of Midland and manufacturing district of Malaga to the south, the tourism precinct of the Swan Valley and, of course, the adjacent Pearce Air Base.

With employment and population growth in the region, Kingsford will be a highly sought-after place to live.

You have the opportunity to build a new home during your posting at Pearce, and then use it as an investment rental property should your career take you elsewhere.



Room for every sized dream.

Most of us dream of a more comfortable life. Kingsford gives you the rare opportunity to have space for your family to grow, be one minute from work, and live a larger life.

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Amphibious War Games Ready Australia to Battle Rapid Change, Constant Threats

How do you make a 60-tonne tank float? It's a problem the Australian Defence Force (ADF) has only just solved after years of trying.

But the bigger question is — why would you want it to?

Getting Australia's main battle tank, the M1A1 Abrams, from ship to shore has been one of the more challenging pieces of a much-larger puzzle.

How can Australia's military prepare to fight a war on and around islands in the Pacific and Asia?

If you think that sounds like something from World War II, you'd be right.

That's the last time Australia had the need, and the ability, to launch large-scale amphibious operations.

Aerial shot of army landing boats carrying battle tanks and troop carriers as they reach a sandy beach

But 70 years ago, tanks were a lot lighter, communications were a lot simpler and war was waged on air, land and sea — without the extra complications of cyberwar, autonomous systems and even space warfare.

But the islands of the Pacific and Asia are again at the forefront of Australia's national security interests.

In June, Foreign Minister Marise Payne said that Australia was "perhaps at the front and centre of the geo-strategic challenge in the Indo-Pacific".

Which brings us back to the floating tank.

Australian warships and Army helicopters as well as landing craft are visible making a coordinated landing from sea to a beach.

The amphibious warfare drills the ADF has been practising are about getting troops, weapons and supplies



Landing craft carry tanks and other armoured vehicles ashore as part of an amphibious warfare exercise in North Queensland. *Defence image.*



Australian jeeps and troops land at Balikpapan in Japanese-held Borneo in 1945. *Australian War Memorial.*

ashore fast, without being wiped out by the enemy.

However, as fighting vehicles get heavier — to give better protection to soldiers and carry better weapons — it gets harder to move them into fighting positions.

Efforts to put army tanks onto the

navy's landing craft in 2016 were abandoned due to safety concerns.

While these latest efforts were successful, they took place on relatively calm seas and the tanks were transferred from large warships within view of the shore — they didn't have to travel far.



Australian warship HMAS Canberra, HMAS Choules, landing craft carrying Abrams tanks, an attack helicopter and a Chinook carrying a howitzer heading for the shore. *Defence image.*



Major General Jake Ellwood, Commander, 1st Division, Royal Australian Army. *Defence image.*



The trials saw Australia's 60-tonne battle tanks moved ashore from landing craft for the first time. *Defence image.*



Director of UWA's Defence Institute and amphibious warfare expert Professor Peter Dean. *Dominic Egan.*

Investment in maritime strategy

Major General Jake Ellwood is the commander of the Australian Army's 1st Division, which oversees this country's amphibious military operations.

"If you're prosecuting an operation against a capable enemy, I would want to make sure I've got a tank by my side," he said.

"It doesn't matter where we are we've gotta make sure that we can put tanks there to support our people in our operations."

However, he noted, rapid technological change would force constant adaptation.

"The minute you stop, you actually start to decline," he said.

"We've got to make sure that we've contemplated space, cyber, air, land and sea.

"The threats — and the opportunities — sit across multiple domains.

"There is not a single capability that is the one thing that fixes everything."

Blend of new, old technology

The prospect of fighting a capable enemy in this region is driving the purchase of more and better landing craft.

It also means re-training an army that has spent 20 years mired in conflicts in landlocked Afghanistan and dusty Iraq.

That army would be dealing in a style of maritime warfare not seen

since World War II, said Professor Peter Dean, Director at the University of Western Australia's Defence and Security Institute.

"Amphibious operations are some of the hardest operations that militaries can undertake," Professor Dean said.

"We need to be able to project force and we need to be able to move our forces around the region."

Professor Dean said new technologies could both hamper and help Australia's amphibious ambitions.

"The impact of artificial intelligence, robotics, automation [and] cyber warfare is really crucial," he said.

"Underwater autonomous systems are already well underway and well under development."

He said the development of precise, long-range weapons that can be fired from autonomous trucks on land could be a game-changer.

They would allow militaries to control the ocean space that an adversary is trying to dominate — just

Defence Force personnel

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A soldier from 3rd Battalion, the Royal Australian Regiment, maintains a perimeter defence by an Australian Army M1A1 Abrams Main Battle Tank, during an amphibious assault as part of Exercise Sea Explorer held at Cowley Beach QLD. *Defence image.*

as long-range bomber aircraft gave armies protection and control in WWII.

Automation useful but won't win wars

But there is no need for pilots in the cockpit, or even people on a boat, if it can all be done autonomously.

"There's a lot of development starting to happen in future systems and capabilities where you might have either fully automated small landing craft or actually considerably larger amphibious ships that have a very

small crew on them because most of the systems on them are automated," Professor Dean said.

While automated transport could prove useful for logistics and resupplying troops, he said, Australia is a long way off from going to war without boots on the ground.

Soldiers in battle dress and camouflage markings take a knee while on patrol as part of a training exercise in Queensland.

"The issue there becomes around communications, the ability to control those unmanned systems and, of

course, there's ethical concerns there as well," Professor Dean said.

"Wherever we see the ability to drive technology forward in warfare there is always a counterpoint — someone who develops a defensive system or a way to undermine this system."

What about the small boats?

While the ADF must look at acquiring — and defending against — cutting-edge weaponry, capabilities from past decades might need revisiting too.

"At the moment, we've got very capable larger force delivered by navy's landing helicopter dock ships, but what we've been largely missing is a large number of more capable, smaller craft for army to use once they're in the operational zone," Professor Dean said.

"In an environment like the islands to Australia's north, there is more water than there is land.

"[We need] craft that can go up rivers, craft that can operate near the shoreline to move small numbers of forces around."

Armoured personnel carriers that could traverse waterways were phased out in recent decades, replaced by heavier versions that could carry more troops and supplies.

Earlier this year, the ADF announced plans to update its amphibious fleet with larger landing craft.

The \$800 million dollar scheme also includes the acquisition of lighter amphibious cargo vehicles that can move around on both land and water.

"We have to ask ourselves, 'Has this been too long in coming and will it be enough?'," Professor Dean said.

"This is what makes developing military capabilities so complex and so hard — we really don't know if we've got the balance right until we actually have to go into conflict and use those forces."

Siobhan Heanue | ABC News



While his predecessors fought in landlocked countries, young soldiers like 3RAR's Private Phillip Korby are training in maritime warfare. *Defence image.*

Change is Now: we must lead the way

Along with her colleagues across the joint force, HAC AVM Cath Roberts has developed HACSTRAT, Air Force's strategic approach for capability within air and space power.

I am currently testing out a telepresence robot. Like most of you I have been frustrated with not being able to get to places because of COVID.

Jericho Disruptive Innovation provided me with HAC 2.0 which we are dispatching to various lab demonstrations and technology trials so that I can participate virtually.

Through our lives we have seen moments when a revolutionary idea comes along that changes everything. We are now living in an era in which significant, revolutionary change happens all the time.

It's all well and good for me to have a telepresence robot, but in this fast-paced environment, how do we equip you with the best kit and platforms that you need to do your jobs? What will the jobs of the future look like? How do we best build the talent of our future workforce? What kind of career pathways do we need for the space domain?

We know that our future force will be characterised by significant increases in computational power, advanced manufacturing, miniaturisation, sophisticated sensors, enhanced access to space, and artificial intelligence in fast moving and complex battlespaces.

Our contribution to the joint force will become less about 'things with wings', and more about realising the unsurpassed advantage of the ultimate high ground – the air and space domains.

The entire defence force will be one integrated system of systems.

Our competitive advantage will be in how we use novel compositions of capabilities across the ADF to achieve effects. This will be driven by the creativity and ingenuity of our people, and the agility and integration of our systems.



HAC AVM Cath Roberts uses a telepresence robot delivered by Jericho Disruptive Innovation. *Defence image.*

How do we empower you to use novel compositions of capabilities? How do we better embrace risk? How do we reward creativity and innovation? How do we integrate new technologies and ideas quicker, faster, better? How do we bring the best that industry has to offer with your smarts and diverse perspectives to shape, deter and respond with air and space power in this new paradigm? It is questions like these that led me to work with my team and my colleagues across the joint force on HACSTRAT – a conscious, deliberate and strategic approach to do capability differently.

We face some of the most fast-moving, complex, and uncertain times. We have two choices when looking at how to best manage capability in this environment.

The first choice is to respond to change. The second choice is to lead change.

As AIRCDRE Phil Gordon, DG Air Defence and Space, says, there are many uncertainties ahead, but there is one certainty – if we 'status quo' our way to the future we will fail.

We have to lead, we have to be bold, we have to accept risk, we have to go outside of our comfort

zone. This means dedicating more time to imagining, experimenting, transforming and collaborating.

HACSTRAT addresses our highest capability risks and provides the framework to deliver air and space power capability for the joint force in a strategic, contemporary, integrated and agile way. It recognises that we are only as strong as our weakest link and addresses integration issues, and critical dependencies such as our air bases and infrastructure.

We need a transformative approach as Air Force is currently delivering capability as outlined in the Force Structure Plan; however, we aren't designing the objective or future force.

In order to deliver a successful future force, Air Force must design what that force needs to be capable of doing, what capabilities that force will have, and how it will integrate with itself, the joint force and allies and partners; rather than just delivering a disparate range of projects. We do have flexibility in implementing the FSP to determine how best to achieve the required effects.

We need to rapidly develop capabilities that sharpen our competitive edge and we can't do it alone. We need to work closer together with Defence, industry and international partners. Every single one of our capability policies, processes and programs will have internal and external partnerships ingrained into them.

Recent innovation programs, for example the Loyal Wingman and the M2 satellite, have been about testing concepts in parallel with developing workforce skills, understanding future workforce requirements; practical applications of Ai, space ethics; and teaming concepts. These projects have also allowed us to trial digital twin approaches to speed up capability development, by creating realistic synthetic environments to design, test, train and run mission simulations. We can also mix and

match digital twins together and develop and test new capabilities – creating future asymmetries through inventive compositions of capabilities.

Our Loyal Wingman program has been enabled by significant internal and external partnerships. Externally the partnership with Boeing Australia and involvement of more than 35 Australian suppliers has achieved amazing results in an aircraft that was a mere concept three years ago.

Internally we have had deep involvement from DSTG, CASG, Defence Export Office, Defence and Air Force legal teams, Air Force Headquarters, Air Warfare Centre, 20SQN, 32SQN – the program has been significantly enriched through broad internal engagement.

The Loyal Wingman has

shown us how effective internal collaboration can be. While working across organisations and chains of command worked really well for Loyal Wingman – a new program – it can be more challenging to work this way for existing programs.

We must find ways to maximise outcomes and minimise duplication, and we will.

Change is up to each and every one of us. I have been reflecting on something that WOFF Ken Robertson says, “Don’t try to boil the ocean, just start with a kettle.”

HACSTRAT does take a ‘boil the ocean’ approach in providing the capability design framework and associated supports. However, it relies on each of us to start with a kettle and do whatever is within our

realm of control to create the best air and space power to defend our nation.

Meaningful change will take time, open-mindedness, and continued deliberate focus. HACSTRAT is both a mindset and a systematic approach that will be embedded across all capability program management and project plans.

There will be challenges, there will be risks, there will be barriers. These will be overcome with a laser-sharp focus on how to best deliver the air and space power needs of the joint force at the speed of relevance.

Our future depends on it.

And if you see a telepresence robot passing by, don’t forget to wave.

Defence news.

Cyber Skills Enhanced Through Simulations

462SQN and joint project team 9131 (JP9131) are enabling the war fighter in the cyber domain through the support of a simulated cyber environment known as the CyberSim.

The CyberSim was originally designed in-house by 462SQN to fulfill the need to train and upskill cyber specialists in a coordinated and controlled environment.

CO 462SQN WGCDCR Duncan Scott said the work his squadron was doing alongside JP9131 was using innovation to move the capability into the future.

“No. 462 Squadron and JP9131 are enabling the war fighter in the cyber domain through the creation and support of a simulated cyber environment known as the Defence Cyber Range, which is an evolution of the Air Force CyberSim,” WGCDCR Scott said.

The capability provided by the CyberSim allows for the potential simulation of thousands of computers and their associated network traffic.

Using such simulations, critical mission networks and their traffic can be replicated.

“This Simulated Key Terrain helps deliver two capabilities; a raise, train and sustain function needed

to develop a cyber-workforce and the second being a cyber-range for cyber warfare operators to develop/perfect their tactics, techniques and procedures (TTPs) to address the evolving threats,” WGCDCR Scott said.

“The simulated environment is used by many of the sections within the squadron such as the cyber vulnerability investigation team who use the CyberSim to simulate full networks and conduct training for vulnerability assessments to prepare the team for what they may expect to see when assessing live Air Force systems.

“Practice within the CyberSim also allows the development of new processes and tools in a safe environment to ensure that Air Force systems are comprehensively assessed and secured.”

462SQN Cyber Protection Flight use the CyberSim to train in dynamic environments of both simulated mission systems and networks.

“These cyber warfare analysts and cyber warfare officers defend against emulated real-world threats generated by our threat emulation operators who imitate the TTPs of known threat actors,” WGCDCR Scott said.



FLGOFF Michelle Forrester of 462SQN during her cyberspace warfare officer training. *Defence image.*

“The continued support and infrastructure upgrades from JP9131 will provide even greater depth of training and lead to increased realism of training environments to simulate the highly contested cyber terrain that the ADF is entrusted to defend from cyberspace threats.

“I’m incredibly proud of our team and the innovation they’re employing to move our capability forward and keep up with ever emerging threats.”

FLTLT Georgina MacDonald



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Defence Peace Operations Training Partnership

An initiative to support the training and engagement for Australian and regional Peacekeepers was launched in June through the Department of Defence, benefiting Australia and United Nations partners.

Minister for Defence Personnel Darren Chester said the Peace Operations Training Environment Partnership was an innovative online learning platform, providing relevant, contemporary learning activities to support delivery of United Nations core and specialised training.

“The United Nations intervenes in environments which are often dangerous and volatile and it is critical that all peacekeepers are equipped with insights and training, developed through decades of operational experience,” Mr Chester said.

“This digital training will ensure those looking at undertaking peacekeeping will be able to do it in a time and location that is convenient to them — something of particular importance as we navigate the COVID-19 pandemic — and will ensure they are appropriately equipped.

“A significant feature of this online platform is that it offers our UN partners free access to an open training resource, which allows each contributing nation to tailor it for their own training requirements.

“I congratulate the Australian Defence Force Peace Operations Training Centre for coming up with this fantastic training resource.”

Australia has spent more than 70 years making a significant contribution

to worldwide Peacekeeping operations, with Australian military personnel, police and civilians contributing to more than 50 multinational peacekeeping operations. At present, 27 Australian Defence Force personnel are currently deployed on UN Missions.

Information about POTEV can be found at: <https://potep.apacnet.org>



Peacekeeping in Korea Continues

Australia's Operation Linesmen contingent assisting Headquarters, United Nations Command and the UN Command Military Armistice Commission (UNCMAC) continues to build trust and rapport with its Korean counterparts.

Operating in the Demilitarized Zone separating North and South Korea, the four-person team supports initiatives from the Comprehensive Military Agreement signed by the two Koreas in September 2018.

Monitoring the implementation of specific projects borne from the Comprehensive Military Agreement and upholding the terms of the Korean Armistice Agreement, Commander of the Australian contingent Squadron Leader Tim Lowther said the time invested in forging strong and effective working relationships across all levels of each Republic of Korea Army (ROKA) Task Force had been critical to mission success.

"Working directly with ROKA personnel, the team has built a



The ADF contingent and the Republic of Korea Army members on task in the Demilitarised Zone, South Korea. Defence images.



Signaller Elizabeth Barnes currently deployed in support of Operation Linesmen in South Korea.

reputation of being approachable, helpful and reliable," Squadron Leader Lowther said.

"It has been this cooperative reputation that has enabled the observer team to effectively facilitate the ROKA mission while upholding the strict requirements of the armistice."

Key to the mission has been the Australian team's interpreter Signaller Elizabeth Barnes.

With her Korean heritage, her insight into the local culture and fluency with the language, Signaller Barnes has been vital to the team.

On her first period of operational service, the young soldier said being chosen for the role as team interpreter had been a career highlight.

"Liaising with many elements and organisations has given me an appreciation of how complex the division of military responsibility is," Signaller Barnes said.

"Each day comes with new discussions and being able to ensure that intentions are conveyed effectively has been the most challenging part of the job."

The team's second-in-command, Lieutenant Eren Ulusoy, said working

and developing strong professional relationships with the ROKA had been the most satisfying part of the job.

"I am certainly grateful to be working alongside the ROKA. One can quickly see they are a professional workforce who hold themselves to a high standard," Lieutenant Ulusoy said.

"It has been enjoyable to interact with them on a daily basis. The soldiers on the ground have been enthusiastic in developing my understanding of Korea's language and society. I will walk away from this experience with a newfound appreciation for Korean culture.

"I count myself lucky for the opportunity to work in a triservice team within the wider umbrella of the United Nations Command. It has been a fantastic learning experience to get exposure from so many different elements within the multinational and multi-service environment.

"Rotation #5 has benefited from the hard work of previous rotations and I'm proud to have contributed to the continuing the success of Operation Linesmen into the future," she said.

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Taking Pride in Being a Warrior for Youth

Growing up in Western Australia's remote Kimberley region, Trooper Alexander Williams didn't have access to many social activities or services.

It's one of the reasons he joined the Army, and a key motivator for his involvement in the 3rd Brigade's Proud Warrior program.

The program, developed by the 3rd Brigade's 2nd Cavalry Regiment in conjunction with a variety of community stakeholders, aims to positively influence at-risk youth within the Townsville community by providing a safe and enjoyable environment for them to be individually mentored, coached and supported.

Trooper Williams said seeing the difference the program had made to the lives of its young participants brought a lot of joy to himself and the other mentors.

"I wanted to be involved in Proud Warrior from day one," Trooper Williams said.

"Growing up in the Kimberleys we didn't have a lot of social activities, especially with the military.

"I joined the Army to have more of an impact and to show my family and friends that you can get out of a small

town and do something bigger than what you see in front of you."

It is this mindset, and the aim to provide young people with the skills, values and connections to make positive changes in their lives, that is at the core of the Proud Warrior program.

Officer Commanding Proud Warrior Major Matthew Daniell said the positive impacts that have been made are a credit to the strong partnerships between Defence and the Townsville-based community partners.

"We focus on physical and mental health, leadership and teamwork skills and on how to make good decisions even when things have gone against you," Major Daniell said.

"A lot of the time the kids are very isolationist – they don't like to communicate or to share or work with other people – so our mentors work on breaking down those barriers in an environment where there's no right or wrong way to do things.

"We do that with our soldier-mentors, as well as the Queensland Police Service (QPS) cadets and Department of Youth Justice social workers, who all combine to provide that net around the young person to



Australian Army officer Major Matthew Daniell speaks during the yarning circle at Lavarack Barracks, QLD, 22 June 2021. *Defence image.*

help them learn and to be educated in a safe, but really fun, environment."

Seventy-five youth aged between 14-19 participated in the program's trial, held from October last year to March, with a 71 per cent repeat attendance rate for participants following their first session.

In March, the 3rd Brigade was given approval to conduct Proud Warrior as a permanent program.

"Being able to have this kind of impact on the community is awesome, especially to see how much the kids have grown," Major Daniell said.

"I think I speak for all the mentors when I say that they didn't expect to get as much out of it as they have and it has given them a real sense of achievement."

The program's fortnightly sessions are conducted by soldiers from across 3rd Brigade, in partnership with QPS, Department of Youth Justice, Department of Child Safety, Department of Aboriginal and Torres Strait Islander Partnerships, Australian Army Cadets and local Indigenous community elders, with additional support provided by Sunbus, Education Queensland and Unity Care.



Army Major Matthew Daniell conducts the warm up during the 'Proud Warrior' youth engagement program at Lavarack Barracks on 25 February 2021. *Defence image.*

Indonesian Peacekeeping and Civil–Military Relations: a double-edged sword



During Indonesia's two-year stint on the United Nation's Security Council (2019–2020), the country made significant gains not just in promoting peacekeeping operations but in augmenting the role of female peacekeepers with the passing of Indonesian-sponsored resolution 2538.

Since its first peacekeeping deployment of 559 infantry personnel to Sinai in 1957, Indonesia's commitment to UN peace missions has met many of the country's foreign and defence policy objectives as well as domestic interests.

Most notably, these operations have strengthened Indonesia's constitutionally mandated obligation to be a 'free and active' contributor to global peace and stability. Its participation has garnered reputational dividends for its military, the Tentara Nasional Indonesia (TNI), and police, the Kepolisian Republik Indonesia (POLRI).

Domestically, Indonesia's peacekeeping is also driven by a belief that it will enhance military professionalism by promoting interoperability and enhancing skills. However, peacekeeping might be a double-edged sword: what works in the short term for Indo-

nesia's military capacity may throw up challenges for civil–military relations in the long run. While there are several other factors like patronage systems and strongman nostalgia that influence the civil–military balance in the archipelago, the impact of UN peacekeeping has been a relatively underexamined area in scholarly and policy analysis.

Since 1998, both civilian and uniformed leaders have pushed for reform of the TNI, starting with its exit from formal politics and separation from the police. Policymakers have also endeavoured to build up the military's reputation as a capable and externally focused fighting force, leaving behind memories of human rights violations and an obsession for internal security.

Normatively, while civilians' influence over the military has grown, including in the development of defence policy, budgets and procurement, uniformed members still hold considerable sway over state affairs. Active and retired generals serve as senior ministers, advisers and the heads of critical taskforces, and the military has a pervasive presence throughout the archipelago due to its territorial command system.

Peacekeeping affects civil–military relations in three areas. The first is military culture, often defined as the institutional beliefs, practices, attitudes and preferences of a military. It's important for armed forces' identity and cohesion, and can also mean a military's 'way of war' or how it fights. Indonesian leaders have attempted to shift the TNI's culture away from an internally focused and land-based mindset to a more externally focused and maritime-based outlook.

However, as numerous studies show, cultural change takes time. With the lion's share of Indonesian peacekeeping being land-based operations, there's ample justification for the army to receive additional funding, resources and training while gaining international experience.

Since 2009, Jakarta has contributed naval assets to the UN Maritime Task Force in Lebanon to support the Lebanese navy; however, that represents a limited proportion of Indonesian peacekeepers. For instance, out of 1,300 personnel deployed in 2018, only around 100 came from the navy. The reputational dividend largely goes to ground forces, privileging army officers. This added international exposure potentially reinforces the army's sense of primacy among the services, and further promotes a land-based culture and influence within the military. As has been demonstrated during Joko Widodo's presidency, active and retired army officers are often first picks for important roles.

Peacekeeping commitments also justify the TNI's expansive territorial system across 15 regional commands (or KODAMs) which privilege land-based forces. Due to its geographic circumstances and historical trajectory, Indonesia maintains a military presence throughout the archipelago, in a system that mirrors civilian administration from the

provincial level down to the village level.

Indonesian academic Muhamad Haripin notes in a recent book about the country's non-war military operations that the TNI maintains that the community engagement skills soldiers learn in remote areas of the archipelago are useful in training them for peacekeeping operations and vice versa. He says this logic allows senior military officials to argue that the territorial system is justified, as are its attendant resources, to meet Indonesia's foreign policy interests.

While the territorial system was touted as a potential area for reform after 1998, it has endured. Not only has there been a lack of political will to reform it, but it remains useful. The military's sprawling presence allows it to engage remote communities and, in many cases, the TNI is the only force with the strategic lift, logistics and command-and-control capabilities to properly respond to the country's frequent natural disasters.

The military's remote presence has led to its involvement in areas such as education, counter-radicalisation and health, muddying the division of labour between security forces and civilians.

For Australia, there are several gains from Indonesia's continuing passion for peacekeeping. For one,



both governments have committed to working towards a co-deployment of their militaries on a future UN peacekeeping mission, representing a 'new chapter' in their comprehensive strategic partnership.

Expectations of progress on this co-deployment need to be managed, however, in the context of Covid-19 resource constraints. It's also in Australia's interests to see further professionalisation of Indonesia's military and police through international experience. From Canberra's strategic perspective, while land forces are important for the kinds of potential amphibious

operations Indonesia would need to prepare for to defend its Natuna Islands, peacekeeping represents an untapped opportunity to bolster the naval forces Jakarta needs to guard its exclusive economic zone.

It's clear that Indonesia and the international community derive many important benefits from peacekeeping. Indonesia's global reach and presence as a security actor are welcome and Jakarta should rightly be proud of its commitments. It's among the top 10 contributing countries to UN peace missions since 2017.

However, complexities in domestic civil-military relations result from deploying Indonesian military and police on these operations. The continuing professionalisation of the armed forces must be balanced against the need for a stronger maritime culture. Maintaining a clearer division of labour between civil and military forces while strengthening the forces is no simple feat.

By being cognisant of some of the tensions and interactions between its foreign policy objectives and domestic aims, and making the requisite adjustments, Indonesia can continue to maximise the value of its contributions to international security while maintaining a civil-military balance at home.

Natalie Sambhi is executive director of Verve Research and a non-resident fellow at the Brookings Institution's Foreign Policy program. Images: United Nations.



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Significant Reforms to Australia's Military Discipline System

Minister for Defence Personnel and Veterans' Affairs Andrew Gee in August announced significant amendments to the Defence Force Discipline Act 1982 which will modernise and streamline disciplinary matters in the Australian Defence Force.

"Our military justice system provides the Australian Defence Force with a unique Australian legal framework that is able to be applied on operations anywhere in the world," Minister Gee said.

"However it has become slow and unresponsive under the weight of administration, requiring modernisation to meet current and future demands.

"These reforms will modernise military discipline system bringing it into the 21st Century to tackle new issues such as cyber bullying.

"Cyber bullying can be corrosive to discipline and have an extremely adverse effect on the mental wellbeing of its victims. These new offences will enable Defence to protect personnel from cyber-bullying through early intervention and putting a stop to the behaviour before it gets out of hand.

"These changes to the Act will not only simplify and streamline the current military discipline system, they will deliver a fairer and more transparent system that applies for all servicemen and women.

"Eighty percent of disciplinary matters in the military involve relatively minor infringements. These transgressions will be dealt with quickly, easily and fairly under these reforms.

"The reforms allow for early intervention, and by reducing delays we are helping improve operational effectiveness. We will also ensure minor disciplinary matters are nipped in the bud early.

"The defence of the nation cannot be compromised by burdensome administration.

"It is essential to have military law that is separate to civilian law for offences that occur in a military environment especially when on operations in countries where the civil order has broken down.

"It is also necessary to have separate disciplinary procedures that work to strengthen our defence capabilities through a united understanding of actions and consequences; and although discipline in the military is associated with rank, it is vital that it applies to Australian Defence Force members.

"Discipline is vital to a strong defence force. Personnel of all ranks under military law must follow all lawful orders given by their commanding officer, including orders that involve considerable risk to their own life or require them to use lethal force against an enemy.

"Consider the terrible but necessary requirements of war, from Australians charging the trenches at Gallipoli to our Desert Rats defending Tobruk. Service personnel are trained to follow the orders of their commanding officer that generally comes down through a chain of command.

"However this is reciprocal. Commanders must also act in accordance with military law.

"Reform in the handling of minor infringements will free up our military courts and tribunals and deliver a simpler swifter set of arrangements that are fairer for all involved and improve the operational readiness of our armed forces."

In 2017 the Chief of the Defence Force commissioned a review of the Summary Discipline System. The Review found that the current Summary Discipline System is overly complex, difficult to use, unresponsive and because of its complexity, results in excessive delay in dealing with minor discipline breaches.

Dealing with minor discipline matters will be made easier in three ways:

- Enabling a wider range of minor breaches of military discipline to be managed quickly and simply as disciplinary infringements, rather than service offences where complex, adversarial court-like procedures apply;
- A better structured discipline hierarchy based on the seriousness of the offending, available punishments, rank of the individual and the seniority of the discipline authority;
- The changes introduce several new service offences relevant to the modern ADF.

"Numerous internal reviews at Defence have found that aspects of the current military discipline system are cumbersome in dealing with minor matters," Minister Gee said.

"This is not surprising given the existing approach dates back forty years and is based on British military discipline law, introduced with the Defence Force Discipline Act 1982.

"Reform is required to modernise procedures that predate modern warfare, current technologies and tactical requirements.

"To achieve this I have introduced the Defence Legislation Amendment (Discipline Reform) Bill 2021 into the Parliament to progress long considered reforms.

"For example the minor infringement of being absent from duty can be dealt with in as little as two or three days with a reprimand or a fine of a day's pay. More serious breaches of discipline such as insubordinate conduct will receive a more severe reprimand or larger fine but again it can be managed within days."

Planning for Transition

It's important that you start to prepare for transition as early as possible as there can be a lot to consider. The civilian environment is very different to the ADF, but transition doesn't need to be a daunting experience. Help is available for current and ex-serving members as you move through the transition process and as you settle into the civilian community.

A vital step when preparing to leave the ADF is to mentally prepare yourself for the change that lies ahead and also to set realistic expectations of what your future life will look like.

- Talk to friends or family who have made the transition. Ask them what their experience was like and what they would have done differently. Even if they had a negative experience, you can use this to ensure that your transition experience takes a more positive route.

- Connect with informal groups on social media that are set up by veterans as support networks
- Take advantage of transition information and services provided by Defence Community Organisation
- Seek professional assistance services tailored for transitioning veterans.
- Make sure that you register to attend a Transition Seminar. These expo-style events will not only provide you with relevant information about many aspects of transition (e.g. superannuation, family services, etc), but also give you the opportunity to meet with the support organisations that are available to you through transition and beyond.

Think about the right career for you

The first step is to determine what type

of work you would like to do. Consider the skills you have gained during your time in the ADF as well as what you have an interest in and where you want your career to take you. You may even like to brainstorm different industries that interest you and do some research about roles within this industry. Think about asking family and friends for their input, as they may have ideas that you hadn't considered.

Once you have an idea of what you would like to do, research the qualifications and skills someone in this field/industry requires in order to perform their role. This will allow you to identify any gaps or areas where you may require further training.

Don't be afraid to think outside the box. If there currently is not a demand or opening for the type of work you want, you may be able to plan an alternate pathway to your preferred job.

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specialists in the employment and recruiting space to get an understanding of the current job market. This will allow you to make informed decisions about your career pathway as you will gain an understanding of what it will take to get there. You should ask questions such as:

- Are jobs in my chosen field/industry in high-demand at the moment or is it a competitive environment? What skills or qualifications will help to set me apart from other applicants?
- What qualifications do I need to obtain or training do I need to complete in order to be considered for this industry or career pathway?
- What skills that I have gained through service will be of most relevance in this field/industry/role.
- What is salary like in this industry/role and how are salary packages generally structured?

Prior learning recognised

Engage with the ADF Transition and Civil Recognition Project for assistance with civilian recognition of your transferable military skills and training, including recognition of prior learning. The project team can also assist you to navigate the Vocational Education and Training environment and discuss options for obtaining further qualifications and understanding the skills you offer to civilian employers.

Find a mentor

A mentor can play an important role in your transition and future career development. They can be a role model, coach or just someone to listen. A mentor who has experienced the transition process will be able to provide advice, guidance, share expertise and networks to assist you to adjust to the civilian workplace or to find employment. Your mentor could be from your organisation, an exservice organisation, your networks or a professional organisation:

- find someone who has the strengths and skills you want to emulate
- study the person, get to know

people who know them

- arrange an informal catch up, don't pressure them by asking them to be your mentor straight up
- contact them after your meeting and stay in touch
- let the relationship evolve organically.

Self-Employment and Starting Your Own Business / Franchise

You may also be considering self-employment (a contractor or consultant for example) or starting your own business or a franchise business. The previous steps of doing your research and speaking with career specialists still apply, and there are a number of additional resources available to people who are considering this path.

Advantages of buying a franchise

Franchises offer the independence of small business ownership supported by the benefits of a big business network.

- You don't necessarily need business experience to run a franchise. Franchisors usually provide the training you need to operate their business model.
- Franchises have a higher rate of success than start-up businesses.
- You may find it easier to secure finance for a franchise. It may cost less to buy a franchise than start your own business of the same type.
- Association with an established brand, product service.
- Franchises often have an established reputation and image, proven management and work practices, access to national advertising and ongoing support.

Franchising is seen by many as a simple way to go into business for the first time. But franchising is no guarantee of success and the same principles of good management—such as informed decision-making, hard work, time management, having enough money and serving your customers well—still apply.

Checklist for buying a franchise

Assess your suitability to own a business - will it suit your lifestyle, current finances and future financial requirements. Do you have the necessary skill and abilities. What is your exit strategy?

Access the background and success of the franchise - is the product or service unique and a well-known brand. How much do you need to invest, what is the turnover. What are the long term vision and growth plans for the brand.

Find out how much support you will receive- what initial and ongoing training is provided. Are performance reviews conducted, what marketing support will you receive.

Understand the franchise agreement - has all the information being provided. What do you need to contribute to the shop fitout, marketing or computer systems. What is the duration of the agreement. Are there 'restraint of trade' clauses. Obtain advice from lawyers and accountants.

Government prioritises veterans' self-employment and entrepreneurship

As part of the Governments investment to increase civilian employment opportunities for veterans and provide support for ADF personnel considering starting their own business.

Under the measure, new initiatives to support veterans to consider and pursue self-employment and entrepreneurship will be provided through partnerships with Government and not-for-profit organisations including the Department of Education, Skills and Employment (DESE) and Prince's Trust Australia.

This includes expanded access to New Business Assistance with **New Enterprise Incentive Scheme (NEIS)**, administered for over 35 years by DESE. Beginning from July 2021, veterans with an identified transition date, and the partners and adult children (over 18) of ADF personnel, will have the opportunity to participate

in an Exploring Being My Own Boss Workshop and undertake NEIS training.

There will be 150 Workshop places annually for the 2021–22 and 2022–23 financial years, and 130 Workshop places in 2023–24 and 2024–25, respectively. To date, the NEIS program has helped more than 180,000 people start a new small business. This support is in addition to existing NEIS services available to eligible veterans and their families.

Exploring Being My Own Boss Workshops & New Business Assistance with NEIS are available nationally. Visit <https://www.dese.gov.au/employment/support-self-employment>

Furthermore, entrepreneurship support, provided via a grant to not-for-profit organisation Prince's Trust Australia, began in July 2021 and will deliver education programs and activities for veterans wanting to start their own business, build capacity and sustainability and increase business competitiveness.

Prince's Trust Australia Enterprise program delivers education programs and activities specifically to veterans and Defence spouses to start their own business, build capacity, sustainability and increase business competitiveness.

For more details on the Prince's Trust Australia Enterprise Program, visit: <https://www.princes-trust.org.au/defence-members-and-their-families/enterprise-program/>

Build your networks

Whether you are looking to start your own business or enter paid employment, it's a good idea to start building networks that align with your career goals.

Networking is about building relationships by establishing and interacting with people to exchange information and develop professional and social contacts, whether defence or non-defence. Your networks will be able to assist you with information and advice to assist in your job search.

You can meet people through ex-service organisations, sporting or other interest groups or even through your existing social networks.

It is also important to set realistic expectations about your career path following service. You may have a clear idea of what kind of career you want to pursue or you may have no idea where to start. Either way, there are organisations available to you that can help you to navigate the steps towards your end goal.

It's a good idea to speak with specialists in the employment and recruiting space to get an understanding of the current job market. The ADF has developed a series of resource documents that provide general guidance on core job tasks and demonstrated skills at rank across the ADF. These resources identify likely key priority skills sought by civilian employers applicable at each rank and gained through ADF training and experience.

www.defence.gov.au/adf/adfcr/ADF_transition.asp



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New Initiative Fosters Connection and Support for Female Veterans

Soldier On's Women's Vet Connect program has kicked off across the Country, supporting female veterans in their transition to civilian life.

Women's Vet Connect is a national program aimed at rebuilding a sense of family and camaraderie of service. Held over three weekends across the year, the program is designed to address the needs of female veterans transitioning or planning to transition from the Australian Defence Force, into civilian life.

Transitioning from Defence can be distressing and isolating for service personnel, posing significant challenges in all aspects of a veteran's life. This can often include loss of identity and purpose, career uncertainty, social isolation, mental health difficulties, trauma, and an increased risk of suicide. Soldier On works closely with the veteran community, providing holistic support services focusing on health and wellbeing activities, employment support and education programs, as well as activities centred on connections with family, friends, and the broader community. The Women's Vet Connect program encompasses activities and support which reflects this integrated approach, ensuring



that social connection, leaning and change can occur in a supportive environment.

Soldier On National Program Manager, Sarah Hartley, said the program has been a remarkable success, with participants taking enormous steps to improve their health and wellbeing throughout the series of weekends.

"It has been fantastic to see a wonderful group of women form meaningful connections with their peers while pushing themselves out of their comfort zones, exploring new experiences and ways to look after themselves and their mental health," Sarah said.

The free program takes a selection of female veterans to serene locations across their home states, teaching them mental and physical health strategies, relationship building and life skills, while also providing an opportunity to connect with other veterans on a personal level. From horse riding to yoga, massages, morning walks and peer support sessions, the weekend's activities provided opportunities for connection, education, and mindfulness. Soldier On Psychologists were also in attendance, providing insights into the mental health challenges that are specific to the veteran experience

and the conditions of their service. Psychologists were also present throughout the weekend to support participants through some of the more challenging activities as veterans confronted their own fears and uncertainties following their service.

Program participants said the weekend's activities provided them with a greater understanding of their circumstances and gave them the tools to thrive in their transition to civilian life.

"To have it broken down to me to understand why our brains are trained for Defence life, and why I am feeling disconnected to my civilian friends, now makes so much more sense. After 16 years, I finally feel that I have a community I belong to, and it has given me so much hope," a Vet Connect participant said.

"I am very appreciative and grateful to have experienced the program with other female veterans. The program was something that I really needed. I don't get out often, I keep to myself, and I don't do any self-care practices, so it was really nice to be supported, encouraged and spoiled over the weekend," another participant added.

Soldier On's Women's Vet Connect Program is made possible by the support of the Thyne Reid Foundation.



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Whether you're a single parent, a family, a first home buyer, or someone wanting to build their dream home, Australia's Defence Bank has everything you need under one roof.

Defence Bank has worked tirelessly with government, and participated in on-going initiatives, to help members into home ownership. These include the Defence Home Ownership Assistance Scheme (DHOAS), the First Home Loan Deposit Scheme (FHLDS), the New Home Guarantee for those wanting to build new homes, and the Family Home Guarantee for eligible single parents.

Getting pre-approval before you start your house hunting in earnest is a great way to start, and a great advantage; showing pre-approval to sellers can give you an edge in the market as it means less waiting around for both parties – it's a win-win. And because Defence Bank knows the Australian Defence Force and how Defence personnel are paid, they can help you prepare the paperwork. When a member has their paperwork in order, Defence Bank can provide unconditional approval within 48 hours.

Defence Bank can sit down with you at a time to suit you. They have a team of mobile lenders, or you can get all the information you need over the phone, or contact your local branch to talk through options available.

New home-owner, Canberra buyer Wade Haffner, who recently purchased a property in Braddon, ACT. Wade had been saving and budgeting for five years, and been diligent about leaving his savings untouched.



"I actually didn't know much about the First Home Loan Deposit Scheme until I went to Defence Bank. They arranged it all for me and saved me quite a bit of time and money without me having to ask.

"While I actually haven't crunched the numbers myself, I know it would have taken significantly more time if I wanted to still secure the same amount of buying power.

"I probably would have been in the market a while longer, while simultaneously the prices would only continue to go up."

The strong bond Defence Bank has with the Defence community means the Bank understands

the work you do and your career path; they make it their business to make it easier for you – for whatever you need, for whatever's ahead.

This is why you can count on Defence Bank to have a competitive and innovative range of financial products and services. For example, last year they introduced the Defence Bank Foundation Visa Credit Card, one of the lowest rate credit cards in the market, with half of the annual \$45 card fee being donated to the Defence Bank Foundation. The funds raised provide assistance dogs for veterans living with post-traumatic stress disorder (PTSD).



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Our four sub-schools across two large campuses provide a structure in which each student is encouraged to do his or her best. The innovative learning and teaching programs at the school are designed to meet the changing needs of students as they progress from the Early Learning Centre to Year 12.

Burgmann offers an imaginative yet rigorous education as well as a range of cocurricular activities. We also ensure continuity of learning for your child via Burgmann Online plus supervised on-campus learning for students who require care during events that may cause disruption to normal campus arrangements.

We firmly believe that learning happens best in a community. Ultimately, it is positive relationships

which are imperative to our school, relationships between students, staff, parents, grandparents, members of parish, and friends. We believe a strong partnership provides the best possible environment and quality of care for all students.

We are privileged to play a pivotal role in shaping who your child becomes and how they live their life. The school's motto of Grace, Commitment and Wisdom embodies the foundation of our school's vision and align with Defence values of honour, courage, integrity, loyalty and citizenship.

Burgmann Anglican School has a diverse range of Defence families enrolled as part of our school community. The Defence School Mentor, in conjunction with our Wellbeing team, provides support to children of Australian Defence Force (ADF) members and their families,



particularly during their transition into and out of a school on a posting. We are also home to Australian Air Force Cadet Squadron 327 offering a diverse range of opportunities for all our students.

We warmly invite you to take a virtual tour of our school and to contact us to discuss enrolment options for your family.

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RELOCATING

At this time of year, many ADF members and their families will be relocating. This means many additional tasks to fit into an already busy time of year. Making a 'To-do' list can help you plan what needs to be done and keep track of your progress. Here are some tips to make the move a bit smoother.

Entitlements

The first step to a successful move is to know what your entitlements are. The Toll Defence Relocation Guide and the DHA Tenant Handbook will help you navigate this process and alert you to helpful services like fast disconnection and reconnection services for your utilities.

Reconnaissance

You, or your spouse, may be entitled to a house hunting trip to visit the new posting location to find a Service residence or home for which rent allowance is payable.

An advance visit also gives you a chance to check out schools, recreation and other local facilities.

Be aware that if, after receiving a house hunting allowance, you reject a reasonable offer of service residence or rented home, you must repay any money received for the house-hunting trip.

Moving out costs

Defence will cover the cost of packing and moving your household contents and larger items like motor vehicles. Running down things like food, cleaning products and toiletries means you'll have less to move and less wastage. Any money you save could be put towards restocking at the other end.

The property you're leaving, including gardens and other outdoor areas, must be left clean and in an acceptable condition. It's up to you whether you do this yourself or pay someone to help you. If the DHA property has carpet, you will be charged for carpet cleaning after you move out. You may also be charged for things like repainting and

garden maintenance for issues not considered fair wear and tear.

If you disagree with an assessment DHA has a complaints resolution process, see the DHA Tenant Handbook for details.

Moving in costs

The cost of living in your new location may be higher or lower than your current location, especially if you are moving between a capital city and a regional area, in or out of Darwin or other remote area. If you are moving into somewhere particularly hot or cold, consider the impact cooling or heating will have on your utility costs.

Now might be a good time to reassess your current budget and make adjustments so that you are better prepared financially for the move.

If you've had items in storage that are moving with you, chances are they'll need a good clean. Furniture like lounges or mattresses may benefit from a professional clean.

Houses come in different sizes and layouts so you may need to buy new furniture to better fit the space. Consider selling what you don't need and using the money to purchase items you do need.

Restocking your pantry, cleaning supplies and other things will increase your costs initially, however a larder allowance is available to help with these costs.

Family

Arriving in a new location means finding new healthcare providers. If you have private health insurance your insurer may have lists of appropriate providers in the new area.

If you have children with special needs or health conditions, talk to the new school to make sure care or health plans are in place.

If you're travelling with your family, you'll need to factor in additional costs of food while you're on the road. You'll

receive an allowance, but staying within that allowance can be hard if you haven't planned ahead.

Also consider the cost of posting Christmas presents to family and friends. It may be more cost effective to shop online and have items delivered directly.

Pets

If you have pets, find out the registration requirements in the state you're moving to. Be aware of any additional costs you may incur above your entitlement for things like extra kennelling or quarantine. Be aware also of state restrictions on pet ownership, e.g. some suburbs have cat containment areas and rabbits are not allowed as pets in Queensland.

Cars

If you move states and take motor vehicles with you, you'll need to register them in the new state. In some states this will require a roadworthy certificate. If you are driving an older vehicle it may actually be cheaper to sell your current vehicle and buy another one when you reach your destination. Research your options before making any decisions.

Insurance

You'll need to notify your car and home contents insurer(s) that the location of your insured possessions has changed. Your insurance premium may go up or down as a result of the move. If it goes up you will have to pay extra. If your premium goes down, you should get a refund.

Connect

Defence Families Australia is a community of people who understand, and have experience, of what Defence families go through. Connect with other families in your new posting location to share your experiences and get tips from others to make resettling a little easier on you and your family.

Good luck with the move!

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Enrolling Now!

Visit the Catholic Education website www.cg.catholic.edu.au or contact your local Catholic school and speak to the Principal.

FAITH AND HOPE IN THE FUTURE

PROUD DEFENCE PARTNER FOR MORE THAN TWELVE YEARS

Nicole Rowley is a proud Defence partner and who has supported her husband throughout his Air Force journey in the past 12.5 years.

Moving around every few years and being away from family and friends has not been easy for Nicole, but luckily, she was able to tap into various Defence support groups and build a strong network in Wagga Wagga.

“Simon and I are originally from Barossa Valley, South Australia,” Nicole, mother of two said.

“Simon joined the Air Force 12.5 years ago and has been posted to Wagga, Adelaide and then back to Wagga.”

“I have supported my husband through the recruiting process, recruit training, training at the RAAF School of Technical Training and various deployments.”

“We have been in Wagga for around 18 months for this posting.”

Nicole found it relatively easy to find work within the Wagga area, however she said living in a remote location did make her feel lonely sometimes.

“Fortunately, the local DCO network has been a great assistance, they always offer a great support in helping people meet new partners and link people to services in Wagga Wagga.”

“I regularly attend Coffee Connections and many of the family events they put on.

“Wagga Wagga also has The RAAF, Army, Navy Community House (The RANCH) and Kapooka Neighbourhood House that are fantastic support to new partners and their families.

“I am the Vice President/Public Officer of The RANCH. We hold weekly morning teas, playtime and fitness classes; as well as monthly dinners and kids activities.”

Mrs Rowley said being a Defence partner is a very different lifestyle to get used to, but fortunately many Defence partners are keen to support each other.



“No one else will truly understand what you are going through other than other Defence partners, and because of this they are a great support network to lean on.

“Most military posting locations have local Facebook pages specifically for Defence families that are a wealth of knowledge.

“I ran into a Defence partner that I haven’t seen in 10 years over ANZAC day and it was like no time has passed—you will have friends in every state eventually.”

Nicole suggested for Defence partners to build a strong network as quickly as possible so they can settle into the local area, saying that many partners ended up enjoying the local networks so much that they did not want to leave at the end of the posting.

Helen Marshall, the Family Liaison Officer at DCO Wagga said DCO offered a range of programs and services to help ADF families to manage the military way of life.

“DCO services include a 24-hour Defence Family Helpline, social worker support, assistance with partner employment,

facilitating access to childcare, assistance for dependants with special needs, support for Defence community groups, help for families during crisis and emergency, education support for children and assistance for members transitioning from the permanent ADF,” Helend said.

“DCO have offices in all states and territories, which offer a wide range of services and programs to help families manage posting and relocation, and absences from home due to Service reasons.

“Families can contact the Defence Family Helpline on 1800 624 608, or defencefamilyhelpline@defence.gov.au, or visit the DCO website, www.defence.gov.au/dco for more information. Families can also follow DCO on social media to keep up-to-date with DCO events and activities.”

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OVERCOMING THE CHALLENGES OF FREQUENT RELOCATION

Australian Defence Force (ADF) families often have to relocate every few years, which can be both an exciting and a daunting prospect – some big decisions need to be made, the most important one being where you’re going to live. Children’s education, distance to work for both the member and spouse/partner, home insurance and lifestyle preferences are all factors to be considered.

RAAF partner for more than 20 years, Michelle Hoare believes that Defence families need to be well informed and should try to plan their move.

‘Our first move was a bit of a blur for me,’ she says. ‘Luckily my husband grew up in a military family and knew how to manage it all. Once we had children, it added more complexity than when we moved as a couple.’

Planning and being organised weeks prior to moving decreases the anxiety associated with the many deadlines looming. Michelle suggests starting to run your fridge and pantry down to avoid wasting food in the final packing at the end.

‘The less you have to move, the less you have to unpack. We have a bit of a rule that if you haven’t used it in the last posting it’s time to let it go.’

‘The hardest moves for us were when our daughters were younger. Long travelling days often create very tired children. And adults. Ensuring everyone remained well fed was key to happy children in unfamiliar surroundings. I’d collect small toys and card games to provide the girls with entertainment on short notice.’

ADF partners face a number of challenges balancing their careers with the demands of military life. A recent survey of ADF families reported 58% of civilian partners found it difficult to re-establish their own employment following relocation.

‘With frequent relocations, sometimes

the resume of an ADF partner can be lengthy and varied. I think it’s good to consider the transferable skills gained from managing relocations. Skills such as versatility, resourcefulness and adaptability make ADF partners effective project managers. These types of skills are invaluable to a potential employer.’

Over the years, Michelle has learnt the art of balancing career with the demands of frequent relocation.

‘I managed to secure a job in Sale, Victoria and then we were reposted to Canberra. Assuming my employer would decline my request, I asked to work remotely. But she agreed and we trialled working remotely for three months. It pays to think outside the box because I ended up working for that organisation from Canberra, Townsville and Canberra again for eight years.’

So what is the easiest part of the move?

‘Updating our insurance policies’, says Michelle. ‘Before we discovered DSH Insurance, we were with a few other providers over the years. After a discussion with my father-in-law (who is a Vietnam veteran), we discovered that DSH Insurance was also available to us. It’s now a lot easier just to change our address with the same organisation each time we move.’

‘We found the premiums to be competitive and it was a simple and straightforward process. DSH Insurance also have contents insurance underwritten by QBE insurance. The “change of site” additional benefit is also available which covers you in your old location and the new location, which is very reassuring during the moving process. The team is courteous and provides support at every level of your move.’

If you are moving into a new home within Australia, the DSH Insurance



Home Contents Insurance Policy provides cover for your contents at both sites for a maximum of sixty (60) days. Notification of your change of address needs to be made within sixty (60) days of first moving to the new home.’

Getting your home and contents insurance sorted can be stressful – DSH Insurance is here to assist. You can **email us at:** dsh@dva.gov.au or call us on 1300 552 662.

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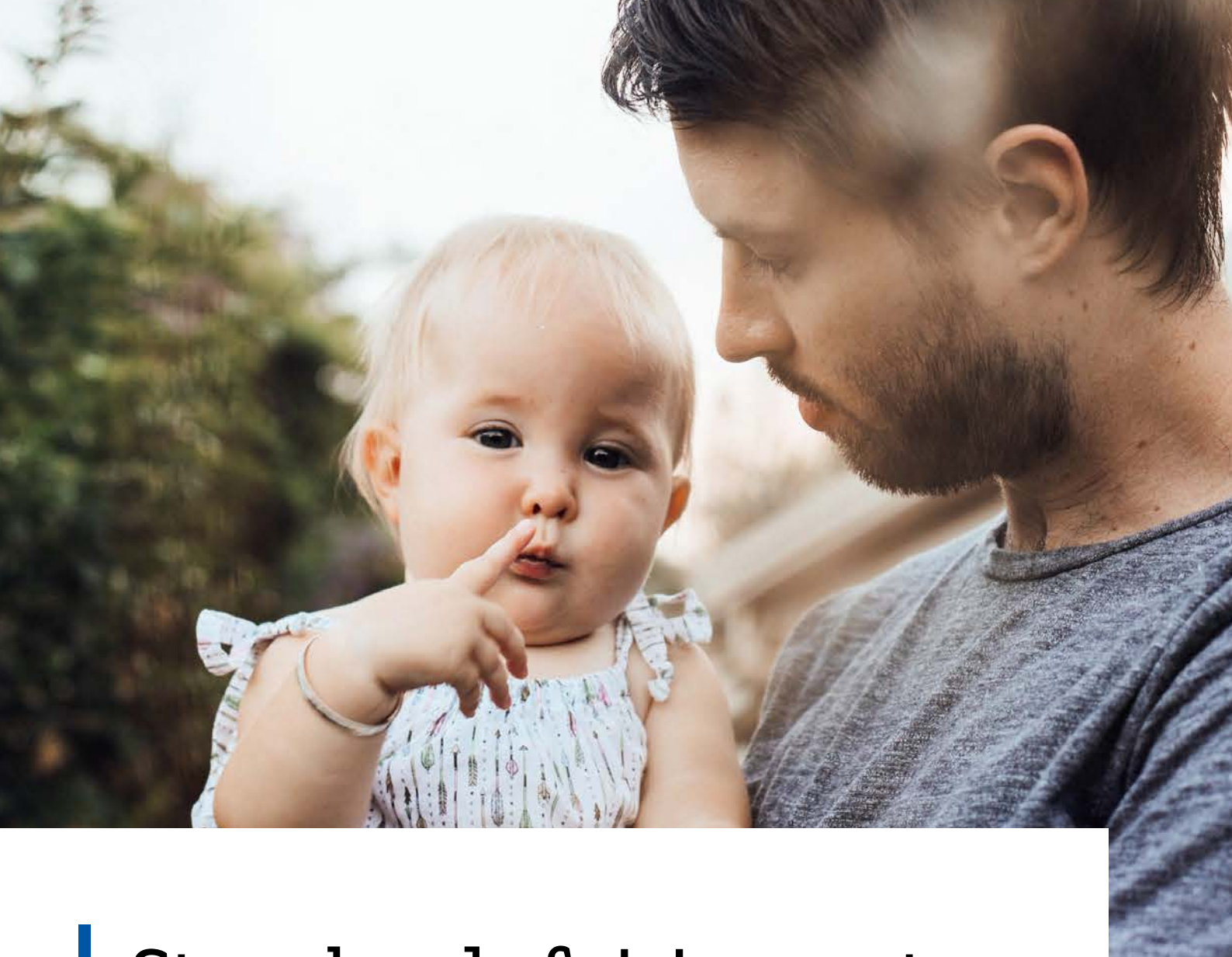
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