

Reform at our bases and establishments

The Secretary and I are personally involved in efforts to achieve efficiencies and to simplify our management structure in Defence. The Government's intends the ADF be the beneficiary of these savings, so I expect members of the Services to support the reforms we are making. One of the most significant issues for the ADF will be changes in how our Defence bases are managed.

Late last year, following evidence of some uncertainty about responsibilities, I directed that a new management model for all Defence bases be developed. The model, which is the result of a lengthy period of consultation, is being trialled at HMAS *Stirling*, Lavarack Barracks and RAAF Amberley.

This change continues our focus on improving the effectiveness and efficiency in delivering support services, whilst also ensuring military personnel are employed in areas that focus on maintaining core skills.

Whilst our efforts so far have produced benefits, there continues to be inefficiencies in business and processes that can be attributed to a lack of clarity around roles and responsibilities.

The new base accountabilities management model recognises that for Defence to maintain effective military capability it must better focus on the activities and functions that matter.

Using a customer-supplier model, there will be a defined separation of responsibility for base support services from the responsibility for the generation of joint force capability and other Group-specific outputs.

I have agreed that the Defence Support Group (DSG) will be responsible for base support management and coordination of base-wide support functions. To enable this, DSG is

developing a comprehensive product and support services schedule which will include:

- all support services provided by DSG, including outsourced (eg Garrison Support Services), and internally resourced services, such as customer service centres;
- agreed performance standards for each of these services; and
- the cost details for each of these services, accepting that this may take some time to fully develop.

Naturally enough, this change means the structure of bases will alter. The new base-support management structure has three principal defining roles:

Base Support Manager (BSM). This individual will be responsible for coordinating base support management and coordination, including the delivery of integrated support services.

Senior ADF Officer (SADFO). The most senior ranking officer at each base will be appointed as the SADFO. This officer, in addition to his/her primary operational or capability deliverable role, will be responsible for coordinating and leading designated whole-of-Defence matters, such as DACC, community engagement and reputation management.

Commanders/Managers (Head of Resident Unit). HRUs will be responsible through their chain of command/line management for the delivery of capability, operational support, force generation and other Service/Group-specific deliverables

This new structure will change base processes, but for most people day-to-day operations will be business as usual. For Navy, personnel will continue to be grouped together as a Ship's Company under a Commanding Officer. In the case of Army and Air Force, there will continue to be Commanding Officers of the force elements or lodger units that are located at that base.

The intention is, therefore, that our military workforce be employed in areas where we require



military expertise, and that our civilian workforce provides and manages the supporting services that enable us to do this.

I expect this trial to be reviewed in October 2008 and following any amendments resulting from the review, wider rollout to commence in February 2009. We aim to have the agreed model running at all Defence bases by 30 June 2009.

For the trial to be a success, it requires those involved to work together across organisational boundaries. Personnel who have a responsibility for supporting our bases need to work cohesively and cooperatively together to ensure that they develop the optimum arrangements to provide efficient and effective support services.

This new model for supporting our bases is a way forward that I believe is progressive, effective and makes good use of our people and their important skills. I am confident the benefits that flow from this new model will be very real for all of Defence. I ask those of you involved in the trials to embrace this change with commitment and conviction so that the final model which is implemented meets your needs and those of other personnel who support our bases.