AUSTRALIAN DEFENCE FORCE POSTURE REVIEW - SUMMARY OF STAKEHOLDER CONSULTATION

Overview

The ADF Posture Review Secretariat, established under direction of the Expert Panel, has developed a comprehensive framework of governance, stakeholder engagement – both Defence internal as well as Government and private stakeholders or interested parties, media awareness and calls for public submissions, which has been used to guide the research process, ensure wide consultation and comprehensive input to the Review.

Governance

To ensure the Review was conducted in accordance with Ministerial direction and to maximise internal stakeholder involvement and advice to the Expert Panel, the Secretariat established a series of working groups at various levels. These included: a regular 3 Star/Band 3 Level Working Group for engagement with the Expert Panel; a monthly 1 Star/Band 1 Working Group to facilitate respective Group input; periodic meetings between the Expert Panel and the CDF, Secretary, and Service Chiefs; and periodic Service specific briefings to the Expert Panel.

Internal Defence Engagement

Internal stakeholders who have been engaged through the above mentioned Governance process are: Navy, Army, Air Force, Capability Development Group, Defence Housing Authority, Defence Support Group, Defence Science and Technology Organisation, Joint Logistics Command, Joint Operations Command, Chief Finance Officer Group, People Strategies and Policy Group and Defence Materiel Organisation.

The Service groups, Defence Housing Authority and Defence Support Group have also provided written input. This input and subsequent discussions with these Groups has assisted in determining Service force posture requirements, including deficiencies, risks and opportunities, and enabled the Services to respond to issues identified by the Secretariat and Expert Panel.

The Expert Panel and Secretariat have also engaged internal stakeholders at the Headquarter/Base level though a series of site visits to key operational/mounting bases and forward operating areas in the States and Territories as follows:

- **South Australia**  RAAF Edinburgh
- **Tasmania**  Anglesea Barracks
- **New South Wales**  HMAS KUTTABUL (Fleet Base East)
- **Northern Territory**  Headquarters Northern Command, HMAS COONAWARRA, 1 Brigade, and RAAF Tindal
- **Queensland**
  - Brisbane – Deployable Joint Force Headquarters (Headquarters 1 Division), 7 Brigade (Enoggera Barracks)
  - Cairns - HMAS CAIRNS, 51 Far North Queensland Regiment
  - Townsville - 3 Brigade, RAAF Townsville
  - Rockhampton - Defence Support Group, Shoalwater Bay Training Area
- **Western Australia**  HMAS STIRLING (Fleet Base West), Irwin Barracks, RAAF Pearce, Pilbara Regiment, NORFORCE Kimberley Squadron
External Stakeholder Engagement

External stakeholder engagement has occurred with Federal, State and local Government agencies, industry bodies and company representatives, independent think tanks and commentators, members of the public, and through site visits.

- **Federal Government Agencies**
  - Attorney General’s Department
  - Australian Customs and Border Protection Service
  - Australian Antarctic Division
  - Department of the Prime Minister & Cabinet
  - Department of Foreign Affairs and Trade
  - Department of Finance & Deregulation
  - Department of Regional Australia, Regional Development and Local Government
  - Department of Resources, Energy and Tourism
  - Department of Infrastructure & Transport (including Inspector of Transport Security, Mick Palmer)
  - Office of National Assessments
  - Office of Northern Australia

- **State and Local Government Agencies**
  - **NSW** - Department of Premier & Cabinet
  - **Northern Territory** - Northern Territory Government - Chief Executive’s Office, CEO Darwin Port Authority
  - **Victoria** - Department of Premier & Cabinet
  - **Queensland** - Queensland State Government - Department of Premier and Cabinet, Cairns Local Council and Port Authority, Townsville Local Council and Port Authority, Rockhampton Local Council, Brisbane Port Authority
  - **South Australia** - Defence SA
  - **Tasmania** - Department of Premier & Cabinet
  - **Western Australia** - Department of Premier & Cabinet, Department of Commerce, Pilbara Development Commission, and Dampier Port Authority

- **Industry Bodies and Company Representatives**
  - Defence Council of the Australian Industry Group
  - The Australian Marine Complex (AMC Henderson)
  - WA Chamber of Minerals and Energy (together with Industry representatives from Apache Energy, Fortescue Metals Group, Woodside)
  - Qantas Airways
  - Advance Cairns

- **Think Tanks/Strategic Commentators** The following strategic think tanks and strategic commentators have also been engaged either through receipt of formal submissions or meetings with the Expert Panel:
  - **Think Tanks**
    - Australian Strategic Policy Institute (ASPI)
    - Kokoda Foundation
    - Lowy Institute for International Policy
    - Future Directions International
    - United States Studies Centre
- Williams Foundation

  o **Strategic Commentators**
    - Hugh White, Professor of Strategic Studies and Head of the Strategic 
      & Defence Studies Centre, ANU
    - Ross Babbage, Chair of the Kokoda Foundation
    - Paul Dibb, Emeritus Professor, School of International, Political & 
      Strategic Studies, ANU
    - Peter Leahy, National Security Institute and retired Chief of Army
    - Neil James, Executive Director, Australian Defence Association
    - Sam Bateman, S. Rajaratnam School of International Studies. 
      Nanyang Technological University, Singapore
    - Bernard Salt, Media Commentator and Demographer KPMG
    - Professor Michael L’Estrange, Director, National Security College
    - Angus Houston, board member of Airservices and retired Chief of 
      Defence Force
    - Peter Cosgrove, chancellor of Australian Catholic University and 
      retired Chief of Defence Force
    - Graeme Dobell, strategic commentator for the Lowy Institute and 
      former political correspondent
    - Jim Molan, military commentator and author

**Public Submissions**

The Review Secretariat has received 38 public submissions from state and 
territory governments, local governments, industry groups, Defence Families of 
Australia, Returned Services League (SA Branch), Australian Strategic Policy 
Institute (ASPI), and eleven individuals.

The Secretariat also commissioned a report from Deloitte – Access Economics 
assessing Australia’s long-term demographic and economic trends, with a focus 
on northern Australia.

**Site Visits**

The Expert Panel and their Secretariat also completed a series of visits around 
Australia to meet with State and territory government officials, local councils, port 
authorities and other government agencies and key ADF bases and facilities across 
Australia.

- Dr Hawke visited New South Wales, Victoria, South Australia, Tasmania, and 
  the Northern Territory
- Mr Smith visited Queensland, Western Australia and Port Hedland
- Both Dr Hawke and Mr Smith visited Brisbane
- The Secretariat representatives visited Broome and Cocos Islands