



RUSI WA NEWSLETTER

Editor: Flavia Bellieni Zimmermann



Leeuwin Barracks:

Riverside Road
Department of Defence

East Fremantle WA

Email: rusiwa.au@gmail.com

Website://www.rusi.org.au/states/wa/index.php?stateid=8

Postal Address:

The Secretary RUSI of WA (Inc.)

C/ Leeuwin Barracks

Department of Defence

PO Box 2188

ROCKINGHAM DCWA 6967

Follow RUSIWA on Facebook



RUSI WA Council 2015

Patron

Her Excellency the Honourable Kerry Sanderson AO

Vice Patrons

Captain Angela Bond, RAN
Brigadier David Thompson, AM
Commissioner Karl O'Callaghan, APM

President

Colonel Michael Brennan

Immediate Past President

Mr Lance Scott

Vice Presidents

Mr Kim Carter
Mr. Lance Scott
Mr Kyle Regan

Councillors

Captain Kevin Trent, OAM (Retd)
Ms Miryana (Mima) Gazibaric
Commodore Peter Lockwood, DSC, CSC, RAN
Mr Justin Stahl
Mr Kyle Regan
Mr Darcy Rowe
Colonel Robert Mitchell CD (Retd)
Ms Flavia Bellieni Zimmermann

Honorary Treasurer

Ms Louise Austen

Assistant Treasurer

Nick Austen

Honorary Librarian

Vacant

Curator of Medals

Ms Kalindi Hopping

Newsletter Editor

Ms Flavia Bellieni Zimmermann

Life Members

Air Commodore Desmond Browne, CBE, AFC
Air Commodore Norman Ashworth
Colonel Phillip Skelton, AM
Flight Lieutenant Bill Lamble, RDF, BA, MCLIT, AALIA

**RUSI WA Upcoming Lecture – Commander Sean Noble, RAN,
Commander Officer, Joint Logistics Unit (West)**



This Thursday 22nd October at 7.30 pm Commander Sean Noble, RAN, Commander Officer of the Joint Logistics Unit (West), will be delivering a lecture in the Lecture Room at the Army Museum of Western Australia, Burt Street, East Fremantle headquarters entitled '*Joint Logistics Unit (West) – Providing logistic support from Western Australia to enable Defence to train, fight and win*'. We would like to encourage all RUSI WA members to join this prestigious event and engage in the discussions that will follow.

Venue: Lecture Room, Army Museum of Western Australia, Burt Street, East Fremantle

Cost of \$5 includes light refreshment after the lecture



RUSI WA September Lecture

‘Perth: a strategic view to our region’

**Delivered by Professor Stephen Smith, CEO of the PerthUSAsia Centre,
located at the University of Western Australia**

On Thursday 24th September RUSI WA promoted a thought provoking lecture delivered by Professor Stephen Smith entitled *‘Perth: a strategic view of our region’*. Professor Smith is currently the Director of the Perth USAsia Centre and also holds a Professorship position as an International Law scholar at the University of Western Australia (UWA). His experience both as a former Federal Member for the Labour Party representing Perth; and as Minister for the Foreign Affairs and Defence portfolios has shined through this outstanding overview of the geopolitics in the region.

Professor Smith provided a comprehensive account of his time as Federal Labour Member and as Defence Minister for the Australian Commonwealth, and how it shaped his strategic vision for the country and particularly Perth. It is important to mention that Professor Smith has dealt with both the Foreign Affairs and the Defence portfolios, thus giving him great insight on the country’s strategic potential and needs. Professor Smith explained the strategic importance of Perth due to its oil and gas industry, and also for security measures in the Asia-Pacific. He mentioned the need for the Australian government to establish strong relationship building in the region, particularly with Indonesia. According to Professor Smith, there is statistic data laying out that Indonesia may become the fourth economy in the region in the near future. Furthermore, the populational component will play a decisive role in raising Indonesia from a middle power to a key strategic player in the Asia-Pacific. Professor Smith also mentioned that, regrettably, interest on Indonesian studies and language has significantly declined in recent years. Nevertheless, particularly with the advent of the New Colombo Plan and a greater influx of Australian students to educational institutions across the region, there are hopes that not only the study of Indonesia and its language may once again grow, but also that Australians may develop a better understanding of neighbouring Asian nations. Better understanding and building strong cultural bridges is a vital component for Australia’s strategy in the region. It is fundamental to encourage greater cultural interchange with Asia-Pacific nations, so that strong and lasting partnerships and relations can be established with nations across the region.



**RUSI WA October Lecture ‘Defence and Climate Change’
Delivered by Senator Scott Ludlum, Greens Senator for Western Australia**

On Thursday 8th October RUSI WA promoted an interesting and challenging lecture delivered by Senator Scott Ludlum entitled *‘Defence and Climate Change’*. Senator Ludlum is the Deputy Leader of the Australian Greens and spokesperson for Communications, Broadband and the Digital Economy, Housing, Nuclear issues and Sustainable Cities. He is currently one of the 11 Australian Green members of Parliament. He was first time elected into Federal Parliament in November 2007; being re-elected in the April 2014 elections.

Senator Ludlum provided a thought provoking account on the how Australia’s Defence establishment will promote sustainable and resilient Defence policies in the country. According to Senator Ludlum, Australia’s strategic plan for the Asia-Pacific should take into consideration the impact of climate change not only in Australia but also across the entire region. It has been argued that Climate Change will produce an impact on sea and water levels, thus compromising food production and food security across the region. The Asia-Pacific is one of the most populous regions in the world, and food and water security may escalate security and diplomatic tensions between the nations. Australia, being rich in natural resources and the least populated country in the Asia-Pacific, could face significant threats to its borders and to defend its interests in the region.

This being so, Senator Ludlum sustained that a more holistic approach to Australia’s Defence posture and strategic planning in the region should promote sustainable and resilient policies, thus avoiding the risks associated with the effects of Climate Change. It has been claimed that if current challenges posed by Climate Change are not dealt with seriously by the Australian Commonwealth, the lack of fresh water and other consequences of climate imbalance could significantly increase security tensions between Australia and Asia-Pacific nations. This being so, it is fundamental to promote sustainable and resilient development to secure peace, stability and security across the region and for generations to come.

Dear RUSI WA members,

It is with great delight that I inform that our latest issue was very well received by RUSI WA members. We have already received suggestions and comments that will certainly increase the level of discussion for future issues.

I would be grateful if all members could forward opinion pieces, academic articles or book reviews so that we can instigate greater debate around matters of defence and national security both in Western Australia and in the country. It would be fantastic if we could make our newsletter as democratic as possible.

Your opinion and contributions to the magazine are highly valued and will instigate further debate on defence issues and Australia's strategic posture in the region.

I hope you all enjoy our latest issue!

With kind regards,

Flavia Bellieni Zimmermann

Editor

Editorial



Reflections on military logistics in the Australian Defence Force (ADF)

A topic that deserves further reflection and of crucial importance for launching successful military campaigns is the logistical part of a mission. It is argued that the management of Australian Defence Force's logistics capabilities have been evolving over recent decades, based on a comprehensive program of Defence reviews. The most recent one, the First Principles Review (FPR), was commissioned in August 2014 to '*ensure that Defence is fit for purpose and is able to deliver against its strategy with the minimum resources necessary*'. The First Principles Review has been released by the Minister for Defence on 1 April 2015, and the Department of Defence is currently working its way through its implementation. It is valid to mention, thus, that the growing need for cost effective and efficient implementation of operations have encouraged greater debate in military and academic circles on this issue.

It is claimed that one of the main weaknesses in the previous Defence structure was the organizational split between the Department of Defence and the Defence Materiel Agency (DMO), with the latter sitting separately from the main command chain as an agency. The DMO was created approximately fifteen years ago, merging the Support Command Australia with the Department of Defence's Defence Acquisition Organisation; and the National Support Division. Since then, the DMO has been the responsible agency for purchasing military assets; and assets and equipment maintenance dealings with the private sector. Nevertheless, the Joint Logistics Command, operating within the Defence command chain, was the governmental body responsible for distributing supplies to ADF units.

This being so, one of the most relevant outcomes of the First Principles Review were recommendations towards a transformational change in the structure, governance arrangements, accountabilities, processes and systems of the Defence sector in the country. These changes are designed for Defence to operate in a more holistic and efficient manner. The combined effect is a more unified and integrated organisation that is more consistently

linked to its strategy and clearly led by its centre. This new approach is titled the **One Defence**, comprising of four key features, as follows:

- *A stronger and more strategic centre able to provide clear direction, contestability of decision-making, along with enhanced organisational control of resources and monitoring of organisational performance;*
- *An end-to-end approach for capability development with Capability Managers having clear authority and accountability as sponsors for the delivery of capability outcomes to time and budget, supported by an integrated capability delivery function and subject to stronger direction setting and contestability from the centre;*
- *Enablers that are integrated and customer-centric with greater use of cross-functional processes, particularly in regional locations; and*
- *A planned and professional workforce with a strong performance management culture at its core.*

Therefore, the implementation of the FPR is of crucial importance to achieve the **One Defence** model. Since the FPR's release April this year, the Government's focus has been on implementation of this model, therefore, promoting a more integrated culture within the Defence Department. Accordingly, Mr Kim Gillis has been recently appointed to the position of Deputy Secretary, Capability Acquisition and Sustainment Group (CASG). Mr Gillis has previously held senior appointments with the Department of Defence and has spent four years as the managing director of Boeing Defence Australia. He has a herculean task ahead of him, which is to successfully implement the recommendations of the First Principles Review.

Another key player in the reform process, moreover, will be Major General David Mulhall, AM, CSC, holding the position of Commander of Joint Logistics. It is valid to mention that some of the Commander Joint Logistics Command (CJLOG) attributions are providing advice on strategic logistics to the Chief of Defence Force (CDF) and the Secretary through the Vice Chief of the Defence Force (VCDF), capability management for joint logistics, logistic assurance by planning, coordinating and delivering logistic support for the ADF's operations and exercises, thus enabling this units to provide appropriate training in the present moment and in the future. Also, CJLOG is responsible for drafting policy in this field of expertise so that a vision and culture for material delivery is established in the nation's Defence Force.

There has been a growing need to understand more deeply the planning and execution of military operations on the ground. Logistics is a crucial component of successful military campaign. The operational level of military operations comprises of feasible and practical solutions in various procurements; particularly establishing military defence asset needs, innovation, technology, warehousing and providing means for more effective and efficient troop mobility.

The logistical aspects of military operations are a crucial feature to sustain not only military deployments, but also in disaster relief efforts across the globe. Furthermore, logistics is the means in which military strategy is delivered. This being so, the logistical aspect of military campaigns provide the necessary framework for a strategic plan to be implemented. A good, cost effective and realistic way to implement military operations facilitates successful execution on the ground. On the other hand, poor logistics could compromises troop performance, therefore, undermining a good and sound military strategic plan. However, potential missions of the ADF are not solely restricted to military offensives or armed

conflicts. ADF military logistics has played a significant role across the Asia-Pacific region by providing humanitarian relief efforts in areas affected by natural disasters such as tsunamis and war torn zones. Yet another challenge faced not only the ADF, but the Defence establishment across the globe, is that such operations should also take into account problems associated with climate change. Therefore, alternative or cleaner sources of energy should be sought over traditional ones, so that missions are as sustainable, resilient and as cost effective as possible.

In a nutshell, Alan Dupont mentions in his article '*Full Spectrum Defence: Re-thinking the fundamentals of Australia defence strategy.*' that Australia is suffering from the inability to produce a sound strategic plan. He suggests that this produces serious consequences for future of the ADF and Australian military operations in the region. He claims that the existing lack of coherence between the current and past defence White Papers allow a great margin of misinterpretation and confusion. Alan sustains that a more holistic approach to strategic planning for naval, army and airspace capabilities would provide best military delivery. The **One Defence** model, with its more integrated approach to the ADF's management may provide more effective results to future operations. This being so, avoiding miss interpretation and excessive bureaucracy involving the decision making process may deliver more efficient results for the military forces. It may be a better path way for the ADF to have one single governmental body managing all logistical affairs, instead of having both the Joint Logistics Command and (former) DMO sharing this attribution. Finally, the First Principles Review will be scrutinised during the implementation phase of the newly drafted **One Defence** structure. The **One Defence** structure will be scrutinised and tested once the implementation phase is started.

The Editor

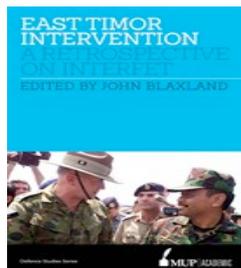
Letters to the Editor are welcome and will be published in our next issue.

Book Review

‘East Timor Intervention: A retrospective on INTERFET’, Edited by John Blaxland;

Melbourne University Press: Melbourne; 2015; 313 pp.; ISBN 9780522867763 RRP \$59.95

Reviewed by Colonel Mike Brennan



John Blaxland is well known to the members of the Royal United Services Institute of Western Australia and in June 2015 he was the keynote speaker at our symposium on *1915: Western Australians at War and on the Home Front*. He is a senior fellow at the Strategic and Defence Studies Centre at the Australian National University and he is a prolific writer on military history, intelligence and security affairs.

Over 20-21 September 2014 John Blaxland, along with Colonel (Retd) Marcus Fielding, President of Military History and Heritage Victoria Inc, ran a two day symposium in Melbourne to mark the 15th Anniversary of the East Timor Intervention. This publication is an edited version of the papers delivered at that ground breaking event.

Australia’s peacekeeping operations in East Timor, commencing in 1999, were significant from two perspectives. Firstly, the International Force in East Timor (INTERFET) was Australia’s largest ever peacekeeping operation, with over 5,000 deployed troops. Secondly, this was the first occasion in which Australia organised and commanded a major international non-United Nations peacekeeping force. At the height of the INTERFET operation Major General Peter Cosgrove commanded an international force of over 10,000 troops, provided from 22 contributing nations.

This publication provides many perspectives on the East Timor Intervention, including: Indonesia's martial law commander Kiki Syahnakri, Xanana Gusmão on the resolve of Timor's resistance fighters, Australia's Chief of Defence Force Chris Barrie on bringing the force together, commander of the International Force Peter Cosgrove on the operation. This impressive collection provides fresh, new perspectives on INTERFET and Australia’s support to the East Timor operations.

Earlier this year the Government and the Australian War Memorial announced that an Official History will commence on Australia’s involvement in Iraq, Afghanistan and the peacekeeping operations in East Timor (1999-2012). This INTERFET retrospective will be a invaluable source to the Official Historian, when appointed.