



# Townsville North Queensland Defence Strategy

2020 - 2030



# Table of Contents

Foreword.....	5
Regional Snapshot.....	6
Strategic Location.....	6
Research and Innovation Capability .....	6
Defence Capability.....	7
Defence Industry and Supply Chain Capability .....	8
The Defence Opportunity.....	9
Capability not Program Focus.....	10
Mutual Benefit Strategy .....	10
Key Mutual Benefits .....	10
Defence Strategy .....	11
Our Mission .....	11
Our Vision .....	11
Strategic Goals.....	11
Strategic Initiatives .....	12
Strategy to Plan translation .....	15



By 2030 Townsville North Queensland will be a preferred location for allied forces training, an Army home base of choice and the Australian Defence Force Forward Mounting Base.

# Foreword

Townsville North Queensland has long been the home of Australia's Defence Forces. We are deeply proud of our long partnership with the men and women of our Armed Services, many of whom remain as part of our community long after their service.

The communities of Townsville, Charters Towers, Burdekin, Hinchinbrook, Mackay, Palm Island and our wider Region has endured much alongside the men and women of our Defence forces; through both good and the bad. Our commitment to one another remains unwavering.

This unified strategy aligns our future development with the needs of Defence and the Commonwealth for the mutual benefit of all. In doing so we intend to see our long history with the Defenders of Australia strengthen and grow for many decades to come.

We commend this North Queensland Defence Strategy to you as a statement of our intent to remain a home for Defence capability, Defence personnel and their families, ex-service personnel and to do our part as the community of Townsville and North Queensland for the future safety and security of the Commonwealth.



Image Credit: Defence Images Library

## Regional Snapshot

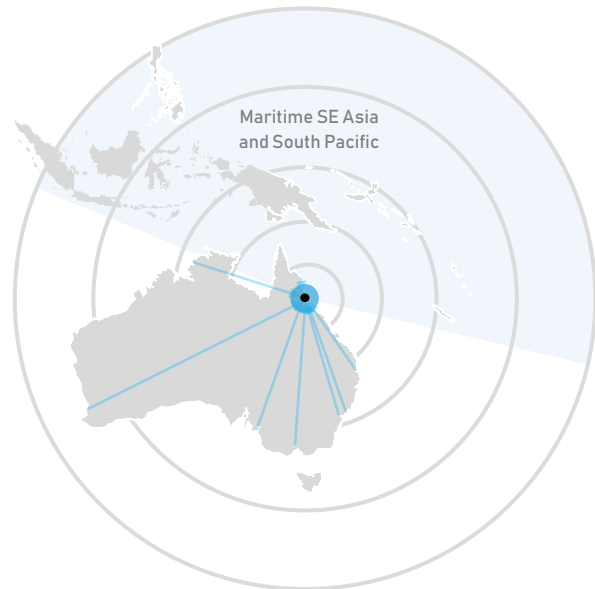
Townsville North Queensland, is one of Australia's prime strategic Defence regions. It has significant Australian Defence Force representation, an extensive industry network, and an established ready workforce with a demonstrated capacity for growth and innovation.



### Strategic Location

Situated on the north-eastern coast of Queensland, Townsville is uniquely well positioned for mounting operations into South East Asia and the Pacific.

In support of a secure near Region, Townsville North Queensland underpins the Commonwealth's clearly stated political intent.



### Research and Innovation Capability

Townsville is home to world class educational and research institutes including James Cook University (JCU), Central Queensland University (CQU) and North Queensland TAFE.

There are significant opportunities for industry to partner with JCU and co-located research institutions including the CSIRO and Australian Institute of Tropical Health and Medicine (AITHM) to lead innovative research programs in fields of tropical health, human performance, marine science and biosecurity.

The Townsville Manufacturing Hub, located on the TAFE Queensland campus, provides a place for local manufacturing businesses to receive support to transition to advanced manufacturing through world-leading technologies. With a focus on advanced manufacturing (primarily metal production), the hub will boost regional innovation, manufacturing productivity, and upskill the regional workforce.

The co-location of the Defence Supply Chain Hub in Townsville's Smart Precinct NQ provides further innovative and collaborative research and development opportunities with local Defence Industry and North Queensland businesses and local primes like Cubic, a world class provider in training and simulation services and systems.





## Defence Capability

Queensland has the largest concentration of Defence people, assets, bases, ports, training ranges and support sites in Australia. Much of this is concentrated throughout North Queensland.

### Multinational Defence training capability

The training facilities within the Region and supporting infrastructure are already subject to the establishment of a Singaporean Armed Forces detachment in Townsville supporting annual training cycles within Northern and Central Queensland

### Defence personnel

15,000 Defence force personnel and their dependents (~8% of Townsville population).

### ADF Land Forces capability.

Over one third of the Army's deployable combat capability is permanently based in Townsville (3<sup>rd</sup> Combat Brigade).

### Secure ground lines of communication.

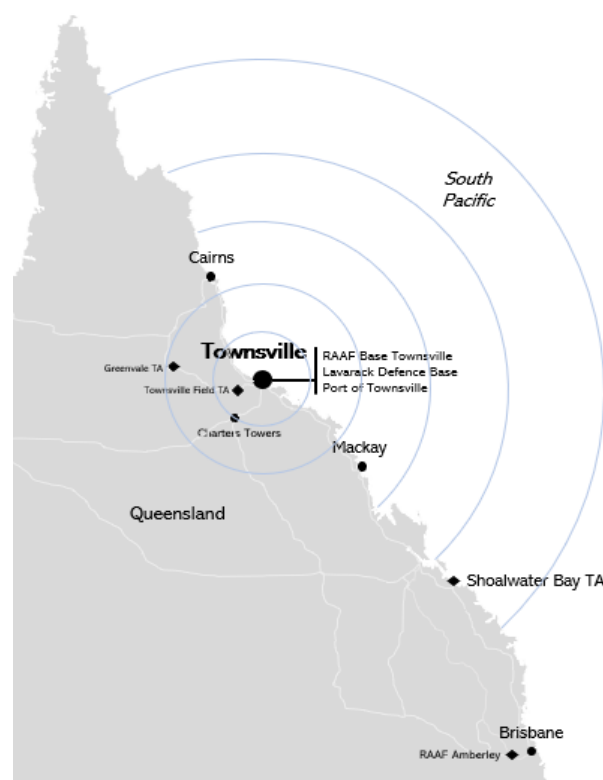
Established ready access. Proven to remain operational in significant weather events (including cyclones).

### Army Division and Joint Task Force HQ.

Enoggera barracks in Brisbane is home to the second of the three Combat Brigade's (7th Brigade), many critical combat support enablers and Defence's Joint Task Force Headquarters.

### ADF specialist capability

Home of the Army's amphibious operations capabilities.



### ADF training capability.

Central to three of Australia's major joint training facilities; Shoalwater Bay, Townsville Field Training Area and Greenvale Training Area. These field firing facilities and Army's Live Instrumented Simulation capability are crucial to future training concepts for the ADF.

### Army aviation

Significant rotary wing assets are already routinely stationed in Townsville and there is a compelling case for the bulk of the ADF Aviation assets and associated enablers to be concentrated in Townsville, subject to current consideration.

### ADF airpower

An active Defence airbase, subject to ongoing enhancement specifically programmed for Defence purposes, with significant capacity for combat and combat support aircraft concentration.

### Defence maritime support capability.

Significant opportunity for Defence berthing at Townsville's Port facility, which has in place Defence utilisation agreements and enabling infrastructure consistent with the current needs of our Naval assets up to and including the LHDs.

### RAAFs Super Base.

In Ipswich, a two-hour flight from Townsville, is the RAAF Super Base at Amberley which generates both combat aircraft and all aspects of Defence's Strategic Air Transport lift.

If the Commonwealth wishes to project forces for Land operations in support of its stated intent to deliver *a secure nearer region, encompassing maritime SE Asia and the South Pacific*, the great majority of those forces committed would inevitably be coming from a home base location in Queensland, training collectively in the vicinity of Townsville then logically assemble, project and sustain from, with recovery through Townsville North Queensland.





## Defence Industry and supply chain capability

Queensland is increasingly home to major Defence Industry participants. There is no lack of opportunity for similar Defence Industry companies, their associated supply chains, and direct Defence supply chains in Townsville North Queensland.



Townsville North Queensland has significant competitive advantages which make it prime for hosting Defence Industry and Supply chain:



**Ready Veteran Workforce:** High number of ex-Defence personnel who remain in Townsville North Queensland make up a significant and influential component of the community, retain defence clearances and understand the needs of Defence as a customer.



**Lower costs of real estate:** Industrial sites available close to the key Defence capabilities and associated lines of communication, including port, rail, and airport.



**Enabling Investment commitments:** Queensland State Government's Defence Supply Chain and Manufacturing Hub to support and upskill local industry.



**Workforce training:** The education and vocational training institutions in Townsville North Queensland are already defence aligned and responsive to skills needs of Defence Industry.



## The Defence Opportunity

Based upon the current capabilities in the Region and the increasing political strategic imperative to deliver “a secure nearer region, encompassing maritime SE Asia and the South Pacific” the opportunity for Townsville North Queensland to support the Defence mission is undeniable. Furthermore, the opportunity is increasing over time, as the political attention focusses upon South East Asia and the Pacific Region. Investment in Defence capability will continue to grow nationally and include Townsville’s capabilities and assets to support the needs of Defence.

The Federal Government has committed to spending approximately \$200bn on Defence capital equipment over the next 20 years with supporting industrial policies that focus on maximising local industry participation. This represents a significant opportunity for the Region if there is a clear mutual advantage for both Defence and the Region, which is understood and accepted by Defence and Federal Government decision makers closest to capability and investment decisions.

An informed Defence should be seeking to exploit the Region’s strategically important location, existing infrastructure and proven readiness as a home base for Defence Forces and Defence capabilities, a Forward Mounting Base for major operations to the north of Australia and a premier force generation environment, for Commonwealth forces and our allies. Townsville North Queensland should be advocating for, and welcome the mutual benefit derived from the associated increase in military presence to stimulate economic prosperity to the Region.

Townsville North Queensland’s Defence unifying purpose should therefore be:

**“To be a preferred location for allied forces training, an Army home base of choice and Defence’s Forward Mounting Base.”**

This opportunity is already being realised and Townsville North Queensland is already due to benefit from planned capital infrastructure projects, which in turn will increase both regional Defence capabilities and make for an increasingly persuasive case for additional Defence capability investment due to the synergy associated with co-location and close proximity of supporting services. These projects must be supported and retained by the Region and include:

<b>Infrastructure</b>	<b>Development</b>
RAAF Base Townsville	Runway extension increasing take off distance to 2844 metres, construction of an aircraft rinse facility and redevelop Maritime Ordnance Loading Aprons 13 & 14.
Port of Townsville	\$1.6B port expansion project for six additional berths able to accommodate all ADF Naval surface platforms including LHDs.
Defence Supply Chain and Manufacturing Hub	Development of hubs to support industry capability and ongoing manufacturing supply jobs.
Training Facilities	Australian Singapore Military Training Initiative (ASMTI). Singapore will invest SGD\$1 billion in new Defence infrastructure including training facilities, barracks, roads, fencing and other measures and potentially send up to 14,000 military personnel to Queensland annually for training.

## Capability focus not Program focus

An effective Defence Strategy for Townsville North Queensland must be proactive and aligned with our identified strengths, rather than all-encompassing and reactive. To realise benefits for both Defence and the Region, the strategy must not be linked to a single platform or program. Instead it must focus on enduring fundamental capability needs that will endure so long as the Commonwealth have an active Defence force.

## Mutual Benefit Strategy

This Strategy identifies where the region and Defence have the greatest opportunities to achieve mutual benefit based upon alignment of Townsville's natural advantages with Defence capability needs.

## Key Mutual Benefits

Defence opportunities we will pursue in Townsville North Queensland will deliver sustainable benefits to Defence, the Commonwealth, our allies, and the region. These include:



**Economic growth for the Region improving the home base experience for our service personnel and families.** There is significant opportunity for additional growth and prosperity in Townsville North Queensland by investing in, and committing to, greater Defence capabilities. This prosperity will in turn enhance the quality of life and opportunity for the region, including the many Defence personnel and their dependents.



**National security benefits every member of the Commonwealth and our Allies.** Upgrades to existing infrastructure and facilities will enable increased and sustained ADF Force Projection to the North in support of current Commonwealth priorities and reinforce Australia's commitment to the security of the region and partners. This not only references Defence spending allocations, but any and all major infrastructure programs being undertaken in the region, with consideration for all potential advantages for applicable Defence requirements.



**Global recognition and stronger Defence coalition partnerships.** Development of Townsville North Queensland as a Defence hub, and especially any enhancements to the joint force training facilities will attract greater interest in use by other Nations Defence forces, such as the relationship already enjoyed with the Singaporean Armed Forces under the ASMTI agreement. Whilst this will bring economic benefit to Townsville North Queensland, it concurrently provides the ADF and our trusted allies with the opportunity to enhance multinational interoperability and readiness for coalition operations.



**Education and upskilling.** New Defence capabilities will lead to new skills requirements. Townsville North Queensland is poised to respond by providing training and upskilling of local labour, including the in-service workforce.



**Research and Innovation benefits.** There is ample opportunity to drive research and innovation projects with the support of local world class research institutes including James Cook University, CQ University, Australian Institute of Marine Science and CSIRO.

# Defence Strategy

## Our Mission

Deliver sustainable socioeconomic outcomes to the Townsville North Queensland Region through supporting Australia's Defence and national security needs.

## Our Vision

Be a preferred location for allied forces training, an Army home base of choice and the Australian Defence Force Forward Mounting Base.

## Strategic Goals

We will set out to achieve our defence vision through these five strategic goals:

01

### Position and promote

Position and promote the Townsville Region as a strategic location for Defence capability and as a posting preference for Australian Defence Force personnel and families.



02

### Cultivate Capability

Cultivate a capable and responsive local Defence industry aligned to Sovereign Industrial Capability priorities and future Defence capability programs.



03

### Strengthen Supply Chain Connectivity

Support and enable opportunities for local industry to access regional, national and global Defence supply chains.



04

### Collaborate to Innovate

Encourage collaboration between Defence, Defence Industry, Government and Academia, focusing on research development and innovation.



05

### Invest in Enabling Infrastructure

Develop strategic infrastructure that supports the ongoing and future needs of Defence, the local industry and the community.



# Strategic Initiatives

Townsville North Queensland's vision to be a preferred location for Armed Forces training globally, an Australian Defence Force home base of choice, and Defence's Joint Forward Mounting Base in the North will be pursued through these five key strategic goals and supporting priority initiatives.

## 01

### Position and Promote

Position and promote the Townsville North Queensland as a strategic location for Defence capability and as a posting preference for Australian Defence Force personnel and families.



Promote Townsville North Queensland as geographically advantageous and highly capable region to attract future defence projects and position Townsville as a centre for collaboration between Defence, Industry and academia. Communicate and engage with stakeholders to highlight the region's unique value propositions to Defence Industry in strategic markets.

#### Initiatives:

- 1A** Develop a focused and coordinated communications plan between the Townsville North Queensland regions to engage with key stakeholders and communicate the region's unique value propositions to both Defence and Defence Industry in strategic markets.
- 1B** Strengthen Townsville's reputation with Australian Defence Force families as a 'home base of choice' to enjoy dynamic tropical lifestyle, accessing world class education facilities, leading health care, affordable housing, great entertainment and recreational options and a place where several phases of a career can be undertaken, including the transition from full time Defence service.
- 1C** Appoint a Defence Engagement Advisor in the Townsville Future Cities Hub to foster stronger relationships with Defence and NQ Defence Industry at Regional, State and Commonwealth level.

## 02

### Cultivate Capability

Cultivate a capable and responsive local Defence Industry aligned to Sovereign Industrial Capability priorities and future Defence capability programs.



Develop and retain a flexible and skilled workforce that leverages the extant regional veteran community and meets the current and future requirements of Defence, prime contractors and major subcontractors in local and global markets.

#### Initiatives:

- 2A** Understand Defence's Sovereign Industrial Capability Priorities and future programs of work and provide visibility of the future skillsets required for the regional workforce.
- 2B** Support the Townsville Defence Supply Chain Hub and Manufacturing Hub to engage and upskill the regional workforce to meet Defence's current and future capability needs.

# 03

## Strengthen Supply Chain connectivity

Support and enable opportunities for industry to access regional, national and global Defence supply chains.



Developing strategic partnerships with local and international primes, sub-primes and major contractors will present sustainable economic opportunities for Townsville North Queensland's Defence supply chain.

### Initiatives:

- 3A Provide opportunities for industry to access local and global Defence supply chains through proactively engaging with Australian and international Primes and Tier 1 suppliers to develop relationships and promote Townsville as a thriving Defence hub to establish an industry presence.
- 3B Provide support services to existing Defence contractors and primes and support their growth in the Region by enabling relationship building nationally and globally.
- 3C Provide local businesses with visibility of local Defence supply chains and opportunities to network and strategic pathways to engage with primes, sub-primes and contractors.

# 04

## Collaborate to Innovate

Encourage collaboration between Defence, Defence Industry, Government and Academia, focusing on research development and innovation.



Support cross-sector collaboration between Defence, industry and academia to develop the Region's innovative next-generation Defence suppliers. Stronger collaboration and a clear focus on advanced manufacturing, innovation and research will grow a dynamic Defence and export-ready supply chain and encourage the development of an industry-academia skills-based ecosystem in the region.

### Initiatives:

- 4A Support the Queensland Government's establishment of a Defence supply chain hub and a manufacturing hub in Townsville.
- 4B Seek to leverage the Smart cities initiatives to create a Defence industry technology and research precinct.
- 4C Support local industry and academia to leverage Defence research funding including Next Generation Technologies Funding to progress innovations in the priority fields of medical countermeasure products and enhanced human performance.
- 4D Engage with Centre for Defence Industry Capability (CDIC) and key industry partners to develop Townsville Defence industry technology and research network.
- 4E Evaluate the potential to develop Centres of Excellence. akin to the Ipswich Heavy Vehicle CoE.

# 05

## Invest in enabling infrastructure

Develop strategic infrastructure that supports the ongoing and future needs of Defence, local industry and the community.



Future investments in critical port, airport, road, rail, water, telecommunications and energy infrastructure needs to be balanced between the extant and future needs of Defence as a forward mounting base and international training area, local industry and regional community. Ability to meet surge demand must be considered.

### Initiatives:

- 5A** Understand Defence's current and long term needs in the Region and future proof infrastructure and facilities programs to accommodate.
- 5B** Prioritise infrastructure development that delivers Defence opportunity, including port and airport enhancements and expansion.

## Strategy to Plan translation

The strategies outlined in this document will be achieved through the execution of a flexible plan which will evolve to align with the dynamic context, politically and economically. The executable plan therefore will be subject to proactive amendments, routine updates with five yearly revisions, and reactively, in response to a change in government policy or emergent threat to the Commonwealth.

Part of the plan for the delivery of the Strategy will consist of prioritised High Payoff Target opportunities for pursuit through timely communications and influence. These High Payoff Targets adhere to the principles of capability focus and mutual benefit for both Defence and Region and in every case will incorporate every aspect of the five strategic goals.

The relationship between the High Payoff targets and the Strategic Goals is one of positive feedback effect as shown in the graphic below.







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