Army

Army in Motion

Army's Contribution to Defence Strategy

Edition Two

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Australian Army Tanks and United States Marine Corps Infantry conduct live-fire combined-arms training at Shoalwater Bay Training Area.

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Chief of Army's intent

Army's Contribution to Defence Strategy guides Army leaders and explains to others how the Army contributes to Defence Strategy.

We recognise that our tasks and environment are changing quickly. People, politics and a pandemic are amplifying and accelerating the impact of advancing technology and tensions between states and other groups. Space, cyberspace and information are increasingly important to societies and militaries. At the same time, Australia's demographics and expectations of work are changing. Army describes this convergence of change as **Accelerated Warfare**. This means land forces need to be ready to do more tasks, fight at all ranges, and enable the Joint Force in every domain.

To respond to **Accelerated Warfare**, Army is alert and ready. We are an **Army in Motion**.

Army's people and teams are the foundation of an **Army in Motion**. They are empowered, live the Defence values, and form teams with whomever, wherever, to solve problems. We call this culture **Good Soldiering**.

Army developed **Accelerated Warfare** and designed **Army in Motion** for good reason. Every day we support the Australian Defence Force to confront the challenges of the here and now, and concurrently prepare for the environment and new capabilities described by the Prime Minister and the Minister for Defence in the Defence Strategic Update and the Force Structure Plan. Army is **Ready Now** and **Future Ready**.

We are demonstrating **Ready Now** despite disruptions and restrictions, supporting Australian Defence Force responses at home, in the region and globally. We are training with joint teams, partners and allies to prepare potent and credible land power.

Our **Future Ready** approach is focused on many of the capabilities and concepts described in the Defence Strategic Update and Force Structure Plan.

A **Future Ready Army** has more capacity. It is ready for new capabilities and demographic changes. Army's workforce and training system is at the hub of these challenges, and its transformation is my priority. It must be simpler, more flexible, and give more Australians the opportunity to serve the nation.

Army will achieve this transformation through new workforce policies and approaches to training, and by anchoring in Australia's geography, communities and defence industry.

Australia's strategic circumstances and Defence Strategy are changing and will change again in the future. **Army in Motion** prepares land power in response to these changes and assures the Joint Force's ability to control land, a fundamental of sovereignty and human security.

Richard M. Burr, AO, DSC, MVO
Lieutenant General
Chief of Army

01 October 2020

An 8x8 Boxer, the Australian Army's Combat Reconnaissance Vehicle, loads into HMAS Canberra at Fleet Base East.

Introduction

Purpose

Army's Contribution to Defence Strategy guides the actions of Army's leaders to prepare land power and explain to others how the Army contributes to Defence Strategy.

What is this document?

Defence has a single strategy and is a centrally directed organisation. This document explains how Army contributes as part of a team; it is not a strategy.

The following support Army's Contribution to Defence Strategy:

- The Army Business Plan directs and synchronises Army's actions in time, space and purpose to generate Army's contribution to defence strategy now, and in the future.
- The Chief of Army provides additional guidance to subordinate commands through: the Command Statement – Army in Motion; Futures Statement – Accelerated Warfare; Good Soldiering; and Army for the Nation and in the Community.

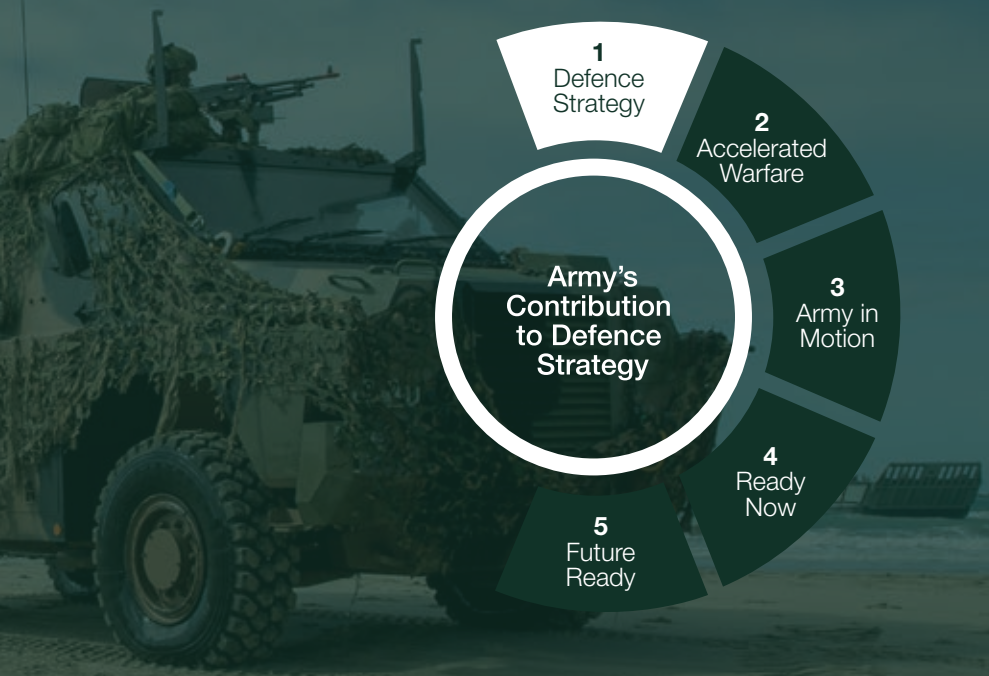
Context

Army released Edition One of Army's Contribution to Defence Strategy in September 2019. This edition has been updated with new Government and Defence direction, ongoing environmental scanning and analysis of Army's new mission assigned by the Chief of the Defence Force.

An Australian soldier fulfils guardian angel tasks as part of a Joint Force operation in Kabul, Afghanistan.

An Australian soldier watches the offloading of an Australian Bushmaster from a Royal Australian Navy landing craft during an amphibious beach landing exercise in North Queensland.

Section 1:
Defence Strategy



Key points

- Army prepares land power that contributes to the Australian Defence Force's ability to achieve Australia's strategic objectives.
- The Australian Defence Force employs land power in joint teams to shape Australia's strategic environment, deter actions against Australia's interests and, when required, respond with credible military force.

Defence Strategy

1.1 Army's force structure, posture and generation support the achievement of strategic effects set out in the Defence Strategic Update.

1.2 Army capability development is driven by the Force Structure Plan and aims to increase the potency of the Australian Defence Force and provide options to respond to grey-zone challenges and project military power.

1.3 The design and evolution of the Army Operating System is guided by the 2015 First Principles Review - Creating One Defence. Within the Capability Life Cycle, the Chief of Army is the Land Domain Lead. Through this role, Army contributes expert advice to the Force Design process and supports the Chiefs of Navy, Air Force and Joint Capabilities who lead the Maritime, Air and Space, and Cyber and Information domains. This approach ensures land capabilities are integrated with joint capabilities.

Defence Strategic Update and Force Structure Plan – What it means for Army

1.4 Government has directed Defence to implement a strategy that signals Australia's ability – and willingness – to project military power and deter actions against Australia. Previously Defence's Strategic Objectives were equally weighted between the three geographical priorities of Australia and its approaches, our nearer region, and the broader global order. Defence's new strategic objectives are to employ military power to shape Australia's strategic environment, deter actions against our interests and, when required, respond with credible military force. Land power has a unique role within each of these objectives.

Shape

1.5 Australia's defence planning is focused on Australia's immediate region; ranging from the north-eastern Indian Ocean, through maritime and mainland South East Asia to Papua New Guinea and the South West Pacific. Defence strategy prioritises strengthening Australia's closest relationships, our Alliance with the United States in the region, and our partnerships with Indonesia, Japan, India and the nations of the South West Pacific.

1.6 These priorities inform Army's international engagement, training, and army-to-army dialogues. Engaging and training with other armed forces, providing presence and building capacity is fundamental to shaping the environment. Army's posture in the region demonstrates that Australia is playing an active role in the region's stability, security and sovereignty.

Deter

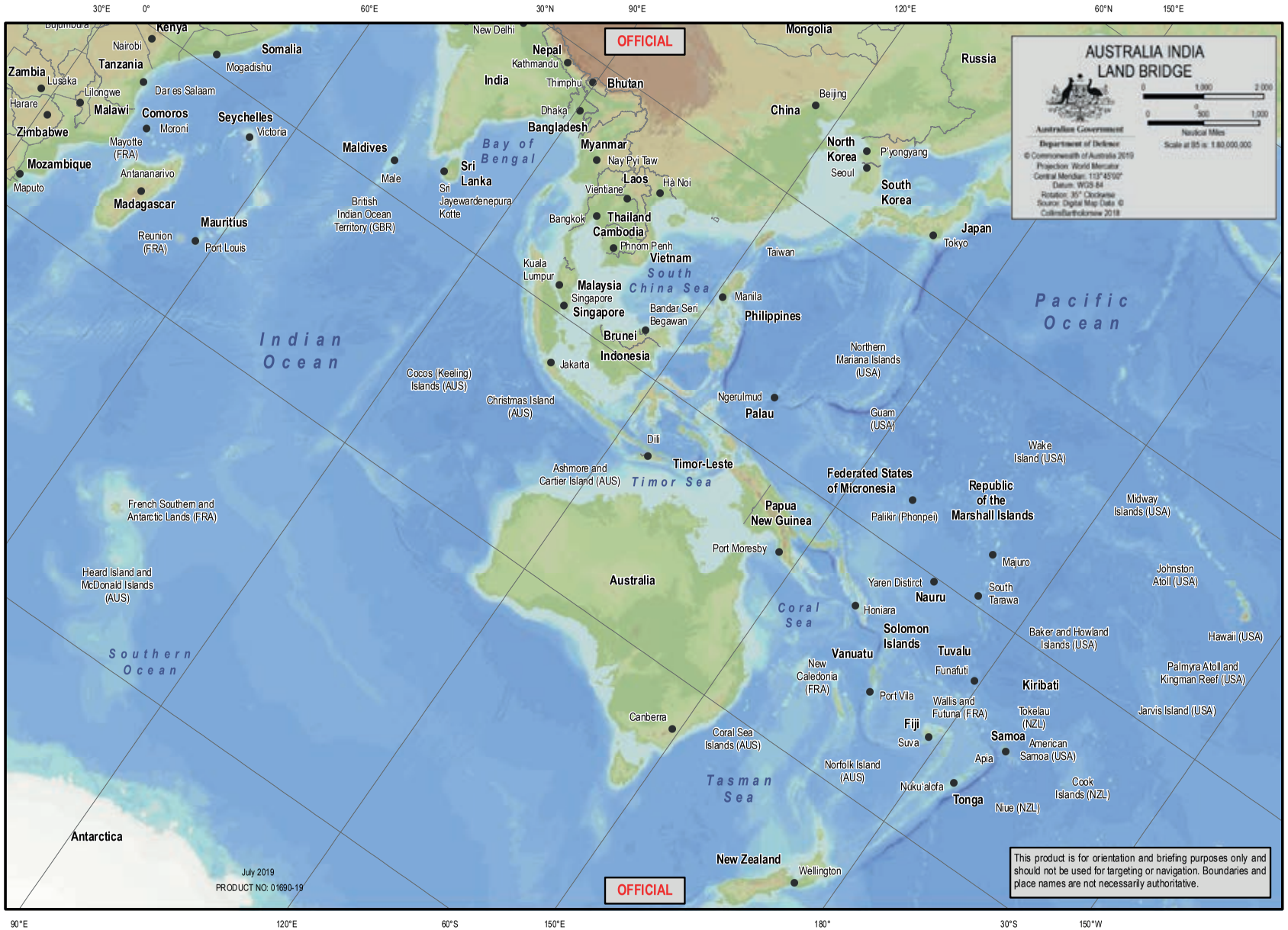
1.7 More capable and active regional military forces, and expanding anti-access and area denial capabilities, require Defence to enhance its deterrence posture.[1] Army's reputation as an effective and deployable force contributes to deterring actions against Australia's interests. Army will play an important role in developing capabilities, such as long-range missiles and special forces, that can engage or threaten adversaries at long-range. These increase the potency and survivability of the Joint Force. This in turn increases options for deterrence.

Respond

1.8 The Defence Strategic Update recognises that the probability of high-intensity conflict in the Indo-Pacific, while still unlikely, is now less remote. The Australian Defence Force must be more lethal and better prepared for such conflict if deterrence measures fail. If deterrence fails, credible and potent land power enables the Joint Force to defeat the military forces of potential adversaries. The Force Structure Plan invests in long-range missiles, larger and more capable water craft, new combat vehicles, mobile protected fires, armed reconnaissance helicopters, robotic and autonomous systems units. These increase the credibility, potency and persistence of land power.

1.9 The Defence Strategic Update also recognises that changes to the environment increase the likelihood that the Australian Defence Force will support civil authorities in response to natural disasters, such as pandemics, bushfires, floods or cyclones. These responses require people-focused, scalable, adaptable and persistent land power.

Australia's Strategic Environment



An Australian Army logistics vehicle offloads from a Royal Australian Navy Land Helicopter Dock Landing Craft during littoral exercises on the east coast of Australia.

Section 2:
Accelerated Warfare

Key points

- Technology, the environment and demographics are interacting with changes in the behaviour of states and groups in cooperation, competition and conflict. This is increasing the likelihood of miscalculation or armed conflict and changing the way that force is employed.
- These changes are occurring at a faster rate than many of Army's processes, concepts, capabilities and structures were designed for.
- Army must prepare for conflict on land and from the land into other domains at all ranges.
- The fundamentals of war, conflict and warfare have not changed: violence, fatigue, fear, anxiety and the impacts of chance and weather endure.

Accelerated Warfare

2.1 Technology, the environment and demographics are interacting with changes in the behaviour of states and groups in cooperation, competition and conflict. This is increasing the likelihood of miscalculation or armed conflict, and is changing the ways that force is employed.[2] The rate at which these changes are occurring is increasing, reducing the time available to adapt or respond. Army calls these changes Accelerated Warfare.

2.2 **Technology** is evolving rapidly and proliferating in the fields of artificial intelligence, machine-learning, robotics and autonomous systems, biotechnology, directed-energy and precision weapons. Access to space is becoming easier for militaries and non-state groups, and cyber threats are increasing in scale, frequency and sophistication.[3] New technologies are also emphasising the capture, refinement and use of data and information. Together, these technologies are combining with military concepts to create new ways to operate such as anti-access/area denial (A2/AD), multi-domain operations and grey-zone tactics.[4]

2.3 **Environment.** Natural disasters in the last decade have been more costly than those of the past.[5] Environmental factors threaten coastal communities in the Indo-Pacific, increase instability, and create situations that states and groups can exploit. The COVID-19 pandemic is creating more uncertainty. The long-term security implications of the pandemic are not yet clear, but its impact on regional growth, trade and societies will have lasting security implications. As a result, it is more likely that land forces will be required to support the Joint Force respond to natural disasters.

2.4 **Demographics** influence the operational environment and Army's workforce:

- Global demographic trends and urbanisation are combining to increase the size and density of cities within 200km of the coast line.[6]

A United States High Mobility Artillery Rocket System fires during a Joint, Combined exercise at Shoalwater Bay Training Area.

- The Australian workforce is seeking more career variety through contingent work or by changing employers. Army will need to compete to attract and retain the workforce it requires for current and as yet undefined future roles.

Cooperation Competition and Conflict

2.5 **Cooperation.** States and groups are increasing cooperation to respond to changes in the environment and strategic circumstances. Australia cooperates in the region through multilateral institutions and forums, military training, infrastructure development, sport, religion, capability development and the sale or exchange of military equipment.

2.6 **Competition.** State and non-state groups are using coercive means, below the threshold of conflict, to gain advantage and disrupt other actors. This is being called grey-zone competition. [7] Examples include using para-military forces, interference operations and the coercive use of trade and economics. These tactics are being used in Australia's immediate region, and are increasingly facilitated by technological developments in the cyber and information domains.[8]

2.7 **Conflict.** Major-power competition has intensified and the prospect of high-intensity conflict in the Indo-Pacific is less remote than in the past. Conflict will be fought underground, in jungles, swamps, deserts, mountains and wherever people are, and increasingly in urban and littoral areas, the electromagnetic spectrum and the cyber and information domains. Land forces will use missiles and energy weapons to threaten aircraft, ships and space systems at ranges from hundreds of metres to hundreds of kilometres. Equally, land forces will be vulnerable to these systems and will need greater levels of electronic and physical protection.

Australian Army soldiers conduct training with the Combat Reconnaissance Vehicle, the Boxer, at Puckapunyal Military Training Area.

Implications for land power

2.8 Accelerated Warfare means less time for preparation, more tasks and less certainty about the type and sizes of tasks. Land forces will need to enable the Joint Force to concurrently shape, deter and respond domestically, in the immediate region and globally.[9] Land forces will fight on land, and from the land into other domains, and at all ranges.

2.9 The interdependence between land forces and other forms of military power will continue to increase. Violence, fatigue, fear, and the impacts of chance and weather will endure as fundamentals of war and conflict. Training and the character and resilience of individuals remain the most effective way to prevail despite these enduring challenges.

2.10 Extreme weather events and natural disasters are more likely to affect Australian communities. Land forces will contribute to Australian Defence Force support to state agency responses at greater scale and for longer durations. This increasing demand will compete with other tasks and challenge capacity.

2.11 The shorthand description of these implications is that Army must be prepared to do more tasks, in more places, more of the time to enable the Joint Force. This demands continued focus on tactical and technical interoperability, international cooperation and people skills.

An Australian Army soldier fires an M777 Light Weight Towed Howitzer in preparation for a Joint Force exercise in North Queensland.

An Australian Army Combat Team conducts an airmobile exercise using MRH90s in North Queensland.

Section 3:
Army in Motion

Key points

- Army's central idea to respond to **Accelerated Warfare** is **Army in Motion**.
- An **Army in Motion** has an adaptive mindset that balances the preparation of teams and people for these challenges in the present and the future. Army calls this balance **Ready Now, Future Ready**.
- Empowered people who work in joint, interagency or multinational teams are the foundation of an **Army in Motion.**

Central idea – Army in Motion

3.1 Army's central idea to respond to Accelerated Warfare is Army in Motion. This idea emphasises balance and transitions between the present and future in individuals, teams, concepts and equipment. Army calls this balance Ready Now and Future Ready.

Mindset – Ready Now, Future Ready

3.2 Army is Ready Now. Its people and teams work in joint and interagency and multinational teams to:

- Shape the environment by building relationships, capacity and resilience with other land forces, in the region and globally.
- Demonstrate credible and potent land power to deter potential adversaries.
- Prepare to respond to disaster, crisis and conflict in the region and within Australia.

3.3 Throughout history, Army has always adapted to changes in the operating environment to ensure that it makes a relevant contribution to Defence Strategy. Army is becoming Future Ready by increasing capacity and introducing new concepts and capabilities. This approach is not new.

Leadership and Good Soldiering

3.4 People working together, in high-performing teams, enable Army to address the challenges of Accelerated Warfare. Shared values, attitudes and beliefs empower Army's people and ensure they can form teams whenever, wherever and with whomever is needed to succeed.

3.5 Good Soldiering is Army's culture. Good Soldiering means strength of character, ethical and moral decision-making, and accountability. Australian soldiers are professional and act in accordance with the Australian Defence Force's values: Service, Courage, Respect, Integrity and Excellence.

3.6 New ideas, fresh thinking and different perspectives drive transformation. These come from the many generations, ranks, trades and corps in Army, the Australian Defence Force, partners, allies, Australia's communities, organisations and businesses. Good Soldiering is also the awareness, emotional intelligence and humility to bring these together.

3.7 Army's leaders develop the attributes of Good Soldiering through formal training and varied experiences in the Army, the Australian Defence Force and the community. An Army in Motion is comfortable with the transitions between roles and modes of service that this requires.

3.8 Army leadership is built on character, competence and emotional intelligence. By understanding people, leaders optimise teams, give life to new ideas, and create opportunities for people to realise their potential.

An Australian Army soldier from the Amphibious Ready Element conducts beach reconnaissance during a littoral exercise on the Australian coastline.

Section 4:
Ready Now

Key points

- Army's mission is to prepare land power to enable the Joint Force in peace and war.
- The military components of land power includes land forces, the workforce and training system that generates teams, and people who are trained and equipped to apply force in accordance with the Australian Defence Force's values.
- Army enables the Joint Force by preparing land power that is potent and credible, persistent, people-focused, prepared and scalable.

Ready Now

Army's Mission - Prepare land power to enable the Joint Force

4.1 Army supports the achievement of the strategic effects described in the Defence Strategic Update through its new mission: to prepare land power to enable the Joint Force in peace and war.

4.2 Land power is the ability to project force on and from land, in peace and war, to achieve strategic and operational objectives.[10] Land power functions cooperatively, competitively or in conflict with other states or groups.[11]

4.3 The military components of land power are soldiers, trained and equipped to work in teams and apply force in accordance with the Australian Defence Force's values.[12] The effectiveness of land power is highly dependent on the quality of the workforce and training system that develops the physical, moral and intellectual components of a nation's soldiers and land forces.

4.4 Army's teams are prepared for war and conflict. Preparing for conflict means they are also valuable in competition and cooperation when the environment is degraded, dangerous or contaminated.

4.5 Land power is highly interdependent with maritime, air, cyber and information and space power. The geography of the Indo-Pacific and new technology increase this interdependence. Army can only be Ready Now by cooperating with the other groups and services.[13]

An Australian Army Chinook takes off from the flight deck of HMAS Canberra during littoral exercises near Cowley Beach Training Area.

4.6 The form and function of joint task forces adapt quickly to meet the needs of Government and respond to changes in the environment. For this reason, Army emphasises the flexibility and utility of land power by preparing soldiers and teams with the following characteristics:

- **Credible and potent.** Army prepares teams that are credible and potent in combat. They are connected with joint teams to create dilemmas for adversaries and maximise survivability across domains. They are protected against known and anticipated adversary weapons. They are lethal and employ land and Joint Force weapons in combination to dominate and defeat adversaries. They are enabled to persist in degraded, contaminated and dangerous environments.
- **Persistent.** Land power provides presence, access and control. Persistent presence increases the likelihood of detecting coercive actions and shapes the behaviour and military calculus of potential adversaries.[14] Presence, access and control support joint or multinational response to crises and natural disasters in the region and across Australia. The persistence of land power is a function of resilience and sustainment which depends on people and their training, the Joint Force and national capabilities.
- **Prepared.** The likelihood of a credible and timely response deters adversaries and reassures populations domestically and in the region. Preparedness activities, such as training and exercises, guarantee timely provision of credible land forces, shape potential adversaries, and assure partners and allies.

An Australian Army soldier and his military working dog train alongside Australian Police in preparing for domestic support activities.

- **Scalable.** It is not feasible for all of Army's people and teams to be 'on' or 'ready' all the time. Individual training, equipment stewardship, and support to family are essential to sustain preparedness. Even when performing these tasks, Army's teams can be made ready quickly, as they were in the summer of 2019-20 in response to bushfires. Army has the processes, attitudes and infrastructure to quickly scale up in response to crisis or natural disasters.
- **People-focused.** Army's teams are people-focused:
  - When crisis strikes and people are affected, communities do not want an automated or machine response. They want human presence, protection and reassurance. People-focused leaders develop trust, understanding and purpose to bring others together to respond to the challenges of Australia's security environment, broad geography, variable weather, diverse national interests and internationally dispersed population.
  - Armies are the largest component of most of the militaries in the Indo-Pacific. Being people-focused helps Army to foster relationships through shared interest in sport, family, religion and music. These relationships create trust that enables the Joint Force in peace and war.

An Australian Army soldier trains with a soldier from Tentara Nasional Indonesia Army (TNI-AD) at Dodiklatpur training base, Indonesia.

An Australian Army soldier teams with remote autonomous systems and optionally occupied combat vehicles as part of trials at Majura Range in the Australian Capital Territory.

Section 5:
Future Ready

Key points

- Army will prepare more teams, for more tasks, more often. These teams offer new and creative ways for Defence to shape, deter and respond.
- Army will increase its capacity and introduce new concepts and capabilities described in the 2020 Force Structure Plan.
- Two programmatic approaches ensure Army remains aligned with defence strategy: Army's Force Structure Implementation Plan and Future Ready Workforce. Together these programmatic approaches represent approximately $55 billion of investment over the next decade.
- Army's workforce and training system is the hub of capacity and new capabilities. Its transformation is Army's priority.
- These Future Ready initiatives will change Army's posture, structure and force generation, and align organisations with new training methods, capabilities and concepts. These types of changes have occurred throughout Army's history.

Future Ready

Army's Future Ready Contribution

5.1 Accelerated Warfare means that Army needs more capacity and new capabilities and concepts. These give the Joint Force options to shape, deter and respond. The Defence Strategic Update and Force Structure Plan provide government direction and resources to do this.

Shape

5.2 A persistent, engaged network of people creates trust, legitimacy and understanding in Australia's geographic areas of interest.[15] This shapes the environment, compensates for reduced warning time, and informs decisions about how and where to work with others to strengthen resilience and sovereignty. In turn, this sets the conditions for effective force projection and multinational responses to disaster or crisis.[16]

5.3 The Force Structure Plan directs investment in cyber, information and special warfare capabilities to increase the ability of land forces to generate decision advantage and counter influence activities. Army trialled an Information Warfare Task Unit in 2019 to inform the development of these capabilities in conjunction with Joint Capabilities Group.

5.4 Army will continue to expand its contribution to regional engagement as part of Australia's Pacific Step-Up. Engineers are a critical part of these efforts. They contribute to the *Pacific Community of Engineers* and the *Enhanced Pacific Engineer* initiatives, and are the backbone of any response to natural disaster. Army is increasing the size of its full-time and part-time construction, combat and infrastructure-planning engineer teams to meet these demands.

5.5 Within Australia the persistent and engaged network relies on strong community links and connections between Army teams and emergency services in every state and territory. Army's people are working with Estate and Infrastructure Group and Chief Information Officer Group to ensure that over 150 bases across Australia are ready to support the deployment of joint responses to crisis or natural disaster.

Deter and Respond

5.6 The Force Structure Plan delivers enhanced littoral, air, ground-manoeuvre, long-range fires and air and missile defence capabilities.[17] These enable the Joint Force to shape, deter or respond by reinforcing or supporting the persistently engaged network. In peace, these capabilities afford rapid evacuation, resupply or reinforcement of isolated communities, regardless of environmental conditions. In competition and conflict, they create dilemmas for adversaries and give freedom of action to air and sea platforms. Larger and more capable watercraft support these effects through rapid, low-signature deployment in the immediate region.

5.7 The Force Structure Plan investments also expand the breadth of Army's battlefield aviation capability through the delivery of a special operations helicopter capability and a new armed reconnaissance helicopter. Concurrently, Army is exploring options to deliver cost-effective battlefield aviation effects for domestic and regional support through industry partnerships and the total workforce.[18] Protected, lethal and sustainable battlefield aviation allows the Joint Force to rapidly scale up the potency of deployed teams and contribute to disaster response.

5.8 Ports, airports and land that dominate air and sea lanes will be contested in crisis situations and conflict. Close combat is common in these terrains and Land forces will invariably be engaged first and often. Adversaries will conceal and protect themselves among people and buildings to negate the effects of standoff weapons. These operations demand protected, lethal capabilities; enhanced soldier systems; upgraded tanks; under-armour engineering; protected and mobile artillery; and combat reconnaissance and infantry fighting vehicles, as described in the 2020 Force Structure Plan. The network systems of these vehicles will connect them, and soldiers, to optionally crewed air, ground and subsurface vehicles, directed-energy weapons and active protection systems.

5.9 To prepare for higher levels of occupied and optionally occupied teaming, Army continues to learn about disruptive technologies. The Robotic and Autonomous Systems Implementation Coordination Office (RICO) advances Army's understanding of artificial intelligence, quantum technologies, robotics and autonomy, alternative power and energy. As part of this initiative, Army is experimenting with Makerspace collaborative labs to encourage creative technical thinking at the junior leader level. These complement Army's existing Combat Applications Laboratory and Innovation and Experiment Groups.

5.10 An increased focus on education and training supports the introduction of long-range fires, enhanced cyber and information warfare capabilities, special warfare and reconnaissance and disruptive technologies. Strong links between Army, the Australian Defence Force and Government agencies will be critical to developing policy and processes for cross domain engagements from the land. Through these partnerships, Army will support the Australian Defence Force to develop new operating concepts and integrate new land capabilities with joint teams.

Australian Army special forces soldiers train as part of the Joint Force in Northern Australia.

Increasing Capacity and Agility - Transforming the Workforce and Training System

5.11 In the future, Army will prepare more teams for the Joint Force, for more tasks, in more places, more of the time. Army's workforce and training system is the hub responding to this challenge. At present it is not optimised to do so. It must transform to be Future Ready. It must be simple, sustainable and anchored in Australia's people, geography and Defence industry.

Workforce Transformation

5.12 More capacity comes from making use of the total workforce as One Army: full-time, flexible work, part-time, contingent work, contractors and the Australian Public Service.[19]

To do this Army will:

- Make transitions into, within and from the Army and the Australian Defence Force, simpler and faster.
- Take advantage of the technical expertise developed in the Army and the public sector.
- Offer value to the Australian labour market and clearly communicate the intangible and tangible benefits of service.
- Enhance the tangible benefits of service by recognising specialists and offering flexible career paths that provide remuneration and benefits scaled through commitment and obligation.

- Support Australian Defence Force programs to enhance Human Resource Information Systems. This will increase Army's ability to understand, integrate, adapt and share the total workforce.
- Support defence recruiting to attract applicants and help these applicants to understand Army.

Training Transformation

5.13 Training gives soldiers and teams the ability to perform their roles despite the moral, cognitive and physical demands of war and conflict. Army's training system is highly regarded but, at present, it is not agile enough for Accelerated Warfare or optimised for how Army's people learn. Training transformation will address this by capturing bottom-up ideas to deliver training faster and at the point of need, building strong partnerships with national training institutions, introducing contemporary learning approaches and valuing experiential learning.

Force Generation

5.14 Force generation is tightly coupled with the training and workforce system. It prepares people and teams who have conducted individual or small team training for tasks as part of Joint Forces. These tasks reflect the broad utility of land power: domestic support; humanitarian aid; counter-terrorism; stability operations and joint land combat.

5.15 A Future Ready force generation system will make more effective use of collective training activities, train with joint teams at lower levels, and increase the volume and quality of training done in simulation and local training facilities. Army data analysis, wargaming and experimentation support the ongoing evolution of Army's force generation.

Army for the Nation and Army in the Community

5.16 Army's link with nation and community is the basis of capacity, strategic depth, support to national resilience and domestic security. Army depends on the goodwill of employers to enable the total workforce model, and new ideas and energy comes from those with expertise and experiences outside of Army.

5.17 Army encourages its people to live and be active in the community, and to work in other organisations and businesses. In return, annually approximately 5000 soldiers enter or leave Army with new skills, perspectives and experiences. These veterans often use these skills to continue their contribution to the nation and the community. This approach ensures the openness of Army and its enduring links to nation and community.

People

5.18 The motivations, expectations and abilities of Australians are changing. Army must adapt to these changes as land power depends on attracting the right people to the right roles.

5.19 The Centre for Australian Army Leadership will evolve Army's leadership training to unlock potential by valuing different perspectives and being curious about new ideas and technology. Future Ready means empowering the leaders and problem solvers of the future now, not baking the ways of the past into them.

5.20 The Australian Army Cadet Program works in partnership with communities to develop future leaders. The program gives Australians between 13 and 19 years of age opportunities to learn about emerging technology and practise leadership and teamwork. The program includes 248 units which operate as part of the Defence Force's One Cadet model. These units are in every state and territory, from city centres to the outback, and are a tangible link between Army and the community.

An Australian Army soldier hosts a smoking ceremony in Orbost, Victoria, during Operation Bushfire Assist.

5.21 Through investments in range safety, heavy-vehicle safety, alternative fuel sources and packaging, Army continues to conduct training in a safer, more secure and environmentally responsible way. This strengthens Defence's relationship with communities that live adjacent to major bases and training areas.

Geography

5.22 Australia's physical and human geography is a source of strength for national security and shapes where Army lives, works and trains. Army continuously reviews the posture of capabilities across Australia to:

- Ensure that high-readiness forces live and train in locations that reflect potential operating environments.
- Align capabilities with technical and joint integration demands with similar Navy and Air Force capabilities and complementary civilian industry.
- Ensure that frequently needed land capabilities are nationally distributed to support responses to crisis or natural disasters.
- Inform the planning of defence and national infrastructure, rail and road networks, and heavy vehicle legislation so that land forces can be efficiently and rapidly moved within Australia.
- Understand future domestic crisis response and security demands of Australia's relatively unpopulated northern, north-western, western and southern borders.

Defence Industry

5.23 Army's relationship with industry is increasingly important as technical complexity and the integration demands between sensors, weapons and networks increase. Army's Industry Engagement Statement describes a more open and less risk-averse way for Army and Defence Industry to support each other. Army Innovation Days, the Robotics and Autonomous Systems Implementation Coordination Office, trials and experimentation are the means to do this.

5.24 By working collaboratively and over the long term with industry, Army can focus on those roles that demand military expertise and provide opportunity for Australian Defence industry to increase the capacity of its workforce. This approach demands greater commonality of training, facilities, processes and equipment between Army and industry.

An Australian Army Bushmaster operates in a degraded environment in south-eastern Australia supporting domestic agencies during Operation Bushfire Assist in January 2020.

Next steps for Army

5.25 The 2020 Defence Strategic Update and Force Structure Plan have set goals for strategy and capability. Army will deliver these through the Army Force Structure Implementation Plan, Future Ready Workforce and by continuing to live Good Soldiering. Army's next steps will contribute to embedding One Defence by:

- Managing capability as programs rather than individual projects. Exemplars are special operations, battlefield aviation, combat vehicles and soldier systems.
- Developing the Army Operating System as the central tool to direct, measure and govern Army's performance and contribution to the Australian Defence Force. The Army data hub will support this and enhance our ability to see ourselves.
- Delivering a workforce and training system that generates greater capacity and capability within Army's resources whilst improving the lived experience of Army's people.

These efforts will ensure that Army contributes to Defence Strategy, now and in the future at best value for Australia.

Next steps for you

5.26 The ideas in Army's Contribution to Defence Strategy are meant to be explored. You should discuss them at your level and in the context of your role. Share your insights through Army professional military education forums such as The Cove and the Land Power Forum.[20] Connect with joint, industry and academic partners at every level and encourage new ideas and openness. Explain in your terms, to those you connect with, how Army contributes to defence strategy. By doing this, we strengthen the understanding of how land power, together with other forms of military power, enables the Joint Force to defend Australia and its interests.

Endnotes

1 Capability is the power to achieve a desired operational effect in a nominated environment within a specified time, and to sustain that effect for a designated period.

2 Global Strategic Trends to 2045 accessed at https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/771309/Global_Strategic_Trends_-_The_Future_Starts_Today.pdf

3 TRADOC Pamphlet 525-92 The Operational Environment and the Changing Character of Warfare dated 7 October 2019. Domain - Within the operational environment, a medium with discrete characteristics in which, or through which, military activity takes place. Domains are physical (maritime, land, air and space) and non-physical (information, including cyberspace and the electromagnetic spectrum, and human). Air domain - The atmosphere, beginning at the Earth's surface, extending to the altitude where its effects upon operations become negligible. Cyberspace domain - The global domain, consisting of all interconnected networks of information technology, and included systems, networks and information, which are separated or independent, which process, store or transmit information. Maritime domain - The series of jurisdictional zones that surrounds the coast of a State. Land domain - The area of the Earth's surface ending at the high water mark and overlapping with the maritime domain in the landward segment of the littorals. Space domain - The area above the altitude where atmospheric effects on airborne objects become negligible.

See also Expanding the Battlefield An Important Fundamental of Multi-Domain Operations by Lieutenant General Eric J. Wesley, USA & Colonel Robert H. Simpson, USA, Ret

4 US Army TRADOC G2 Mad Scientist Initiative, 'An advanced engagement battlespace: Tactical, operational and strategic implications for the Future Operating Environment'

Anti-access/area denial (A2/AD) refers to warfare concepts to prevent an opponent from operating near, into or within a contested region and other technology improvements designed to deny freedom of movement

5 Dr Paul Barnes, June 2020, ASPI Special Report: *A Pacific disaster prevention review.*

6 United Nations, 2018, '2018 Revision of World Urbanization Prospects', retrieved on 29 June 2018 from https://www.un.org/development/desa/publications/2018-revision-of-world-urbanization-prospects.html

Defence People Group - Workforce Outlook Published 2019 accessed at https://objective/id:BN4901688

7 Strategic Studies Institute and US Army War College press “An Army Transformed—INDOPACOM Hypercompetition and U.S. Army Theater Design accessed at https://publications.armywarcollege.edu/pubs/3731.pdf and Defence Strategic Update 2020 https://www.defence.gov.au/StrategicUpdate-2020/docs/2020_Defence_Strategic_Update.pdf

8 24 Ministry of Defence, 2018, Global Strategic Trends – Out to 2045, p4 and Defence Strategic Update accessed at https://www.defence.gov.au/StrategicUpdate-2020/docs/2020_Defence_Strategic_Update.pdf

9 Draft Joint Doctrine Note (JDN) 3–20—Joint Command and Control 2022, Page 25

10 Email correspondence with Joint Doctrine Group ON 22 August, 2020.

Johnsen, William T. Report. Strategic Studies Institute, US Army War College, 2014. Accessed July 30, 2020. www.jstor.org/stable/resrep11608. Page 17-21

11 Johnsen, William T. Report. Strategic Studies Institute, US Army War College, 2014. Accessed July 30, 2020. www.jstor.org/stable/resrep11608. Page 24 and 35

12 In the past, Army has described its contribution to the Australian Defence Force through specific brigades or units, or platforms such as tanks or helicopters. Army’s Contribution to Defence Strategy broadens this to describe Army through teams that create a range of options for the joint and integrated force. Army’s teams are described in the classified document, the Land Operating Concept Document.

13 Draft Joint Doctrine Note (JDN) 3–20—Joint Command and Control 2022 empahises the importance of collaborative engagement

14 Schelling, T. *Arms and Influence*, New Haven: Yale University Press, 2008, p. 35

15 Freir and Schaus, INDOPACOM through 2030, p33, https://ssi.armywarcollege.edu/wp-content/uploads/2020/05/Parameters_50-2_Summer-2020_Freier-1.pdf

16 This idea is captured in draft Joint Doctrine Note (JDN) 3–20—Joint Command and Control 2022 and Strategic Studies Institute

See also “An Army Transformed: USINDOPACOM Hypercompetition and US Army Theater Design” by Freier, Schaus and Braun, 2020 US Army Press

17 The areas seaward of the coast which are susceptible to influence or support from the land and the areas inland from the coast which are susceptible to influence or support from the sea.

18 Total Workforce: The Total Workforce System enables the Australian Defence Force to draw on the skills and experience of its entire workforce in a more agile and integrated way. It features Service Categories (SERCATs) and Service Options (SERVOPs) offering members a range of ways to serve.

19 One Army: Army has traditionally described our people as reservists or full-time. The changing character of our workforce has made this boundary invalid. We are One Army, permanent and part-time.

20 Army contributes to sovereign defence industry capability for land combat vehicles, combat clothing survivability, information security, small arms design, research, development and manufacture. Army supports defence industry with the Defence Innovation Hub through significant investment in the land combat and amphibious warfare stream as well as the air and sea-lift stream.

Army creates strong army-to-army links to support the Defence International Engagement Strategy.

Army supports science, technology and research described in the 2030 More Together: Defence Science and Technology Strategy by representing land domain equities in the science and technology research priorities (STaR Shots) and sponsoring the operations in Chemical, Biological, Radiological and Nuclear Environments and Battle Ready Platforms STaR shot.

An Australian Army junior officer prepares orders during a training scenario at the Combat Training Centre - Jungle Training Wing, in Tully, Queensland.

ARMY CADET
ARMY CADET

An Australian Army soldier demonstrating drones to Australian and New Zealand Army cadets at Puckapunyal, Victoria.

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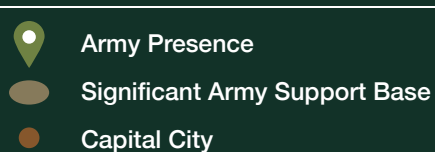
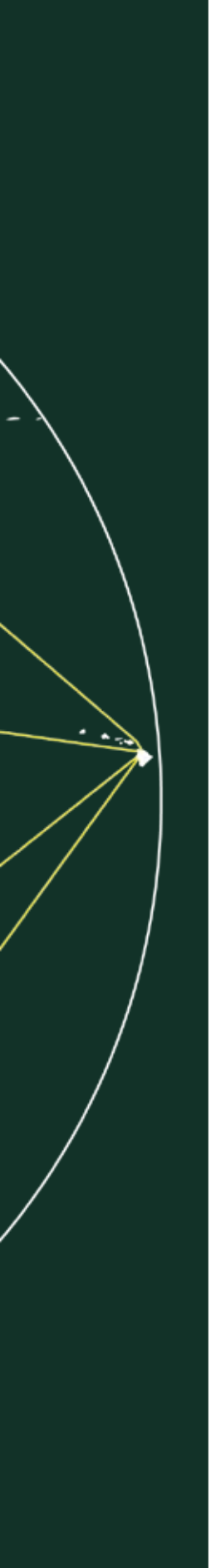
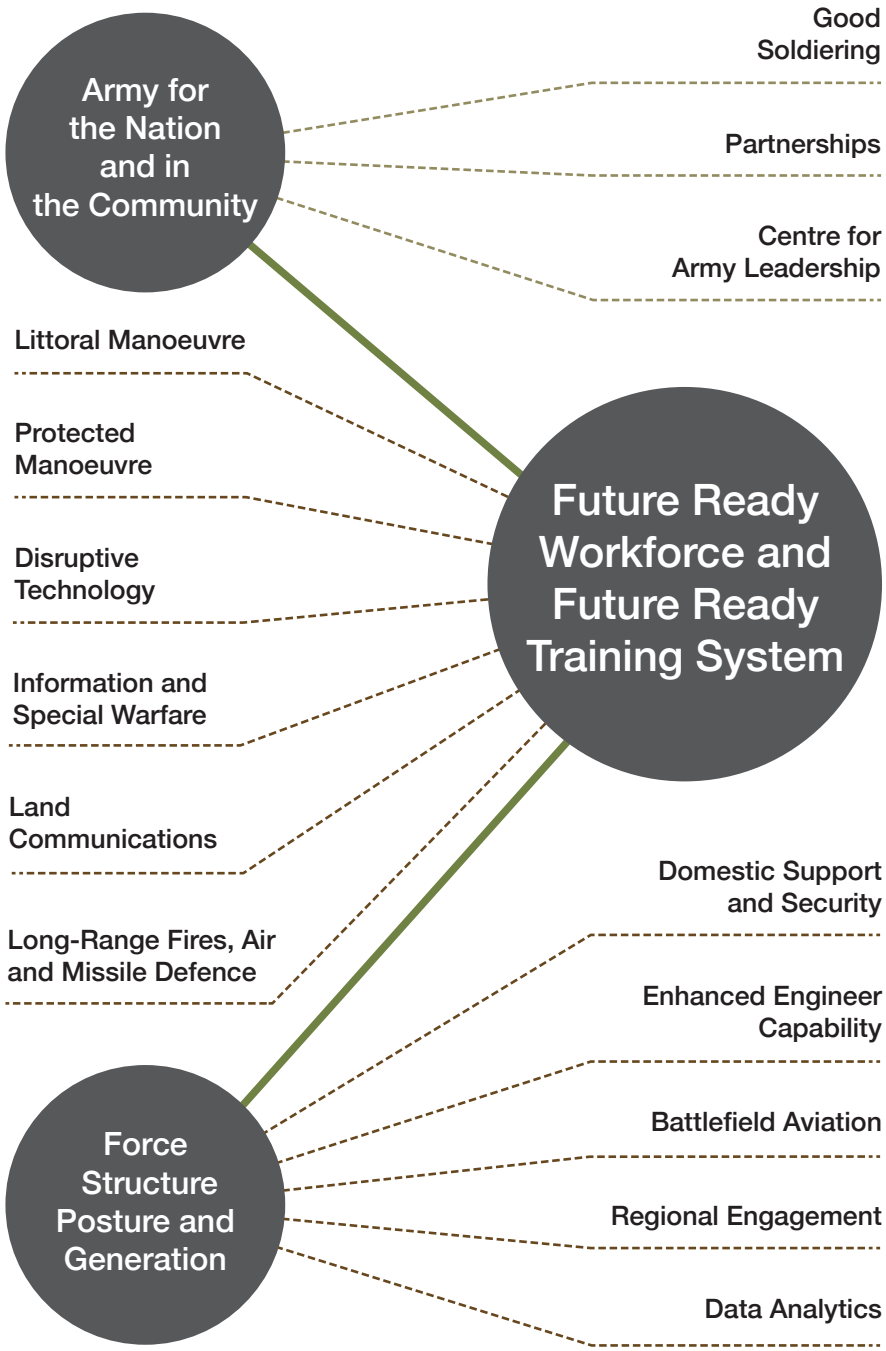
Army in Motion

Fast facts

- Technology, the environment and demographics are interacting with changes in the behaviour of states and groups in cooperation, competition and conflict. The rate at which these changes are occurring is increasing, reducing the time available to adapt or respond. Army calls these changes **Accelerated Warfare**.
- Army's central idea to respond to Accelerated Warfare is **Army in Motion**. This idea emphasises balance and transitions between the present and future in individuals, teams, concepts and equipment. Army calls this balance **Ready Now** and **Future Ready**.
- **Good Soldiering** is Army's culture. This culture is the foundation of the ability to quickly form successful teams ready to operate in uncertain and complex environments.
- **Our Values** are the foundations of our culture, actions and behaviours. Our Values embody what Australians expect of us and what we should expect of ourselves and those we serve with. Our Values are the Defence Values, **Service, Courage, Respect, Integrity and Excellence**.
- **Army is for the Nation and in the Community**. Army's people are from the community, they live within it and return as veterans – serving the nation and contributing to national resilience.
- Army's partnerships unlock Australia's potential for new ideas and create resilience and trust.
- 50,000 Australians are serving as One Army, all service categories, full-time and part-time, contingent workforce.
- Army trains over 17,000 Australian Army Cadets as resilient, confident and positive future leaders in their communities.
- Army welcomes approximately 5,000 Australians into Army each year and equips them with leadership, teamwork and life skills.



Future Ready

An Army with the capacity, agility, capabilities and concepts to meet the demands of Accelerated Warfare