

MAY 2022

CENTRAL QUEENSLAND'S ROLE IN ENABLING THE ADF TO SHAPE, DETER AND RESPOND

A plan to make Australia as strong as possible, as quickly as possible



Australia's strategic environment is rapidly changing – our military posture needs to change with it.

To generate and sustain the next generation of military advantage, the ADF needs a step-change in its force posture. New military facilities closer to emerging security threats in the South Pacific are urgently needed.

Central Queensland offers new basing opportunities that can enable the ADF to better shape, deter and respond to emerging threats in our region.

Summary of the benefits

Building ADF capability

**Quicker
response
to strategic
threats**

**More training,
more often**

**Securing our
Northern
Approaches and
the South Pacific**

**More secure and
self-reliant supply
chains**

Growing the Central Queensland economy

**21,886
Extra jobs**
(including 8,973
directly)

**36,618
Extra people
living in
Central QLD**
(238,000 currently)

**\$4.5 billion
Additional GRP**
(including
\$2.7 billion directly)

**Increasing the
diversity and
resilience of
the Central
Queensland
Economy**

1:

Understanding ADF Priorities

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About

The Central Queensland Regional Organisation of Councils (CQROC) is the regional representative organisation for the local governments in the Central Queensland region.

Mission

Actively collaborate and agree on regional approaches to regionally significant issues and opportunities. Progress/develop regional significant "game changing" initiatives.



1: Understanding the Australian Defence Force's Strategic Priorities



The ADF's mission is to defend Australia and its national interests in order to advance Australia's security and prosperity.

Guiding the ADF is a series of strategic documents that outline government priorities that set out how the ADF is to achieve its mission.

2016



2020



Defence Industry



Understanding ADF Strategic Priorities



2016 Defence White Paper

The focus of Australia's defence strategy includes:

- Secure northern approaches and proximate sea lines of communication
- Secure near region, including maritime South East Asia and South Pacific
- Stable Indo-Pacific region

Capability priorities include:

- Investing in bases, training ranges, ports, airfields and fuel storage
- Maritime Operations and Anti-Submarine Warfare Forces
- Intelligence, Surveillance and Reconnaissance, Space, Electronic Warfare, and Cyber Security (incl Maritime Surveillance)
- Strike and Air Combat
- Land Combat and Amphibious Warfare
- Air and Sea Lift
- Industry, Innovation, Research and Development



2016 Integrated Investment Program

Key investment streams to deliver the 2016 White Paper

- Defence Estate and Infrastructure (focus on Northern Australia)
- Land Combat and Amphibious Warfare
- Workforce development
- Information and telecommunications technology
- Air and Sea Lift
- Maritime and Anti-submarine Warfare
- Strike and Air Combat



Since 2016 the ADF has recognised the need to invest in new bases - Particularly in Northern Australia.

Understanding ADF Strategic Priorities



2020 Strategic Update

While the drivers of change identified in the 2016 Defence White Paper persist, they have accelerated faster than anticipated.

The Strategic Update sets out the challenges in Australia's strategic environment and their implications for Defence planning.

Focus areas include:

- Enhancing Defence posture and partnerships in the region (especially South Pacific)
- More potent capabilities, such as longer-range strike missiles
- More durable supply chains and sovereign industrial capabilities
- Responding to grey-zone activities, including electronic warfare and information operations
- Support to civil authorities in natural disasters and crises

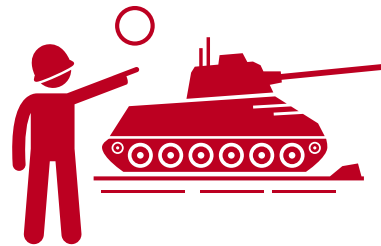


2020 Force Structure Plan

The Force Structure Plan details the Government's intentions for new and adjusted Australian Defence Force capability investments to implement the new strategic objectives contained within the 2020 Defence Strategic Update.

Focus areas include:

- Expanded patrol vessels (Pacific Step Up)
- Remotely piloted combat aircraft
- Increased weapons inventories
- Domestic munitions manufacturing
- Additional liquid fuel storage
- Increased domestic industry participation
- Expanded combat engineering capabilities



Future Land Operational Concept

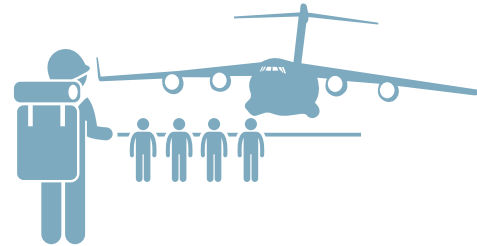
**CAPABILITY INVESTMENT -
\$55 BILLION TO 2030**

Key priorities:

- Land combat vehicles
- Boxer Reconnaissance Vehicle
- Lynx/Redback Infantry Fighting vehicle
- Kg Thunder Self-Propelled Howitzer
- Long range rocket and missile systems
- Small arms equipment

Opportunities for Central Queensland:

- Centralised basing of new land combat vehicles at SWBTA (are all Over Size Over Mass - OSOM)
- Rocket and missile assembly (AUKUS priority)
- Future Autonomous Vehicles (from 2030)



Future Air Operational Concept

**CAPABILITY INVESTMENT -
APPROXIMATELY \$65 BILLION TO 2030**

Key priorities:

- Air combat power (72x F35-A Joint Strike Fighters)
- Upgrade/replacement of ageing air fleet
- EA-18G Growler
- KC-30A
- E-7A Wedgetail
- C130J Hercules
- Maritime patrol (incl MQ-4C Triton & P-8A Poseidon)
- Land-based air defence systems (ballistic & high-speed missiles)

Opportunities for Central Queensland:

- Basing of reconnaissance capability close to target areas (Pacific Ocean)
- Rocket and missile assembly (AUKUS priority)
- Aerospace platform deep maintenance (Sovereign Industrial Capability Priority)



Future Naval Operational Concept

**CAPABILITY INVESTMENT -
\$168-\$183 BILLION to 2050**

Key priorities:

- Above water combat capability (9x Hunter Class Frigates)
- Undersea combat and surveillance (8x nuclear-powered submarines)
- Maritime patrol
- 12x Arafura offshore patrol vessels
- Guardian Class Pacific Patrol boats
- 6x Cape Class Patrol Boats
- Amphibious warfare & littoral manoeuvre (army landing craft)

Opportunities for Central Queensland:

- Basing of maritime capability close to target areas (Pacific Ocean)

Understanding ADF Strategic Priorities



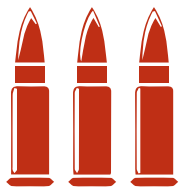
Defence Industrial Capability Plan

10 original priorities:

- Collins Class submarine maintenance and technology upgrade
- Continuous shipbuilding program (including rolling submarine acquisition)
- Land combat vehicle and technology upgrade
- Enhanced active and passive phased array radar capability
- Surveillance and intelligence data collection, analysis dissemination and complex systems integration
- Combat clothing survivability and signature reduction technologies
- Advanced signal processing capability in electronic warfare, cyber and information security, and signature management technologies and operations
- Test, evaluation, certification and systems assurance
- Munitions and small arms research, design, development and manufacture
- Aerospace platform deep maintenance.

4 additional priorities (added 2021):

- Robotics, Autonomous Systems & Artificial Intelligence
- Precision Guided Munitions, Hypersonic weapons, and Integrated Air and Missile Defence Systems
- Space
- Information warfare and cyber capability



Munitions Manufacturing

Precision Guided Munitions, Hypersonic weapons, and Integrated Air and Missile Defence Systems.

Australian industry must have the ability to manufacture, maintain and test selected precision guided munitions.

This includes:

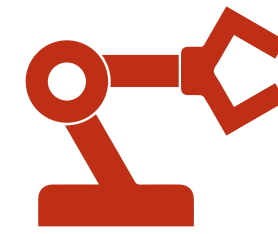
- Air and ship launched missiles
- Surface to surface missiles
- Guided bombs.
- Australian industry must also have the ability, in collaboration with strategic partners to:
- Design, research and develop hypersonic weapons that challenge detection and defence systems due to their speed, manoeuvrability and flight paths.
- Maintain integrated air and missile defence systems that protect our deployed forces and if necessary, Australia from high speed and long-range weapons.



Aerospace Platform Deep Maintenance

Aerospace Platform Deep Maintenance

- Complex or specialised maintenance of the Australian Defence Force's rotary and fixed wing aircraft, such as our F-35A Joint Strike Fighter and large remotely-piloted aerial vehicles, conducted in Australia in the required timeframes is critical to deterrence and the effective conduct of operations.
- Australian industry must possess the industrial skills and technology for the conduct of deeper level maintenance of our rotary and fixed wing aircraft and large remotely piloted aerial vehicles to enable Defence to reduce strategic and operational risk.



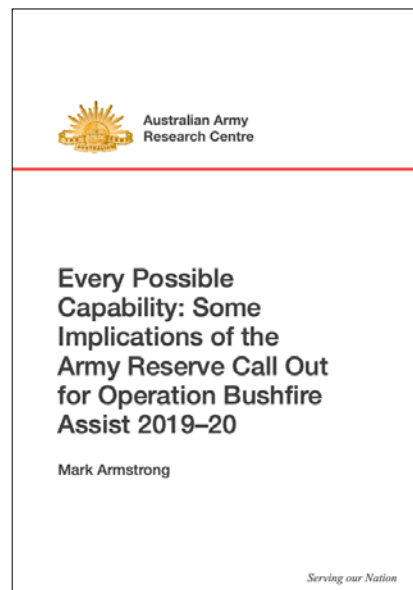
Robotics and Autonomous Systems

Robotics and autonomous systems are an important element of military capability. They act as a force multiplier and protect military personnel and assets.

Australian industry must have the ability to design and deliver robotic and autonomous systems. This will enhance the ADF's combat and training capability through:

- Improving efficiency
- Reducing the physical and cognitive load to the operator
- Increasing mass
- Achieving decision making superiority
- Decreasing risk to personnel.

Understanding ADF Strategic Priorities



Future Role of the Army Reserves

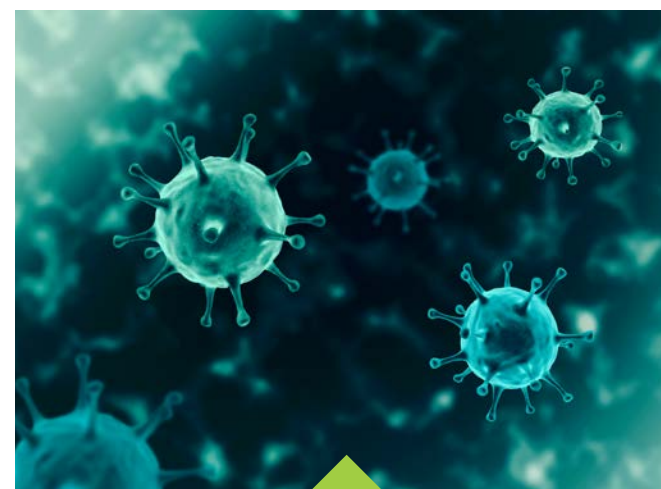
As the Army Reserve is integrated into the regular force and becomes the lead agency for homeland security and natural disaster relief, the Army Reserve will need to change.

Learnings from Operation Bushfire Assist 2019-20 has shown that in order to deliver the capability required for its future role, the Army Reserve needs to become a larger force with better integration of civilian skills (especially trades) with wider geographic coverage.

Major Army Reserve-led responses:



Operation Bushfire Assist 2019-20



Operation COVID-19 Assist



Operation Flood Assist 2022

New International Security Partnerships

Australia has entered into multiple bi-lateral and multi-lateral security and military training partnerships, enabling better interoperability between Australia and its regional allies.



The Quad Security Dialogue

- Military interoperability
- Maritime intelligence
- Joint defence industry development



Australia Singapore Military Training Initiative

- Singaporean Defence Force training rotations in Australia (TFTA and SWBTA)



Australia - Japan Reciprocal Access Agreement

- Bilateral defence cooperation & training



Australia United Kingdom United States

- Nuclear submarine technology
- Sovereign munitions manufacturing
- British and United States Force Posture initiatives



Indonesia Australia Comprehensive Strategic Partnership

- Defence cooperation and joint training
- Counter terrorism and cyber security



Delivering the intent of the partnerships will require investments in new bases adjacent to recently upgraded field training areas.

2:

Central Queensland's current contribution to ADF capability



As home to Australia's premier military training area and a core component of the munitions supply chain, Central Queensland is already a major contributor to the ADF's current capabilities.



Central Queensland's Current Contribution to ADF Capability

Central Queensland already makes a significant contribution to the ADF.

Major Training activities



Shoalwater Bay Training Area – Australia's premier field training area



Rockhampton Airport and Gladstone Port providing logistics capability for major exercises



Home base for the Australia Singapore Military Training Initiative

Army Reserves

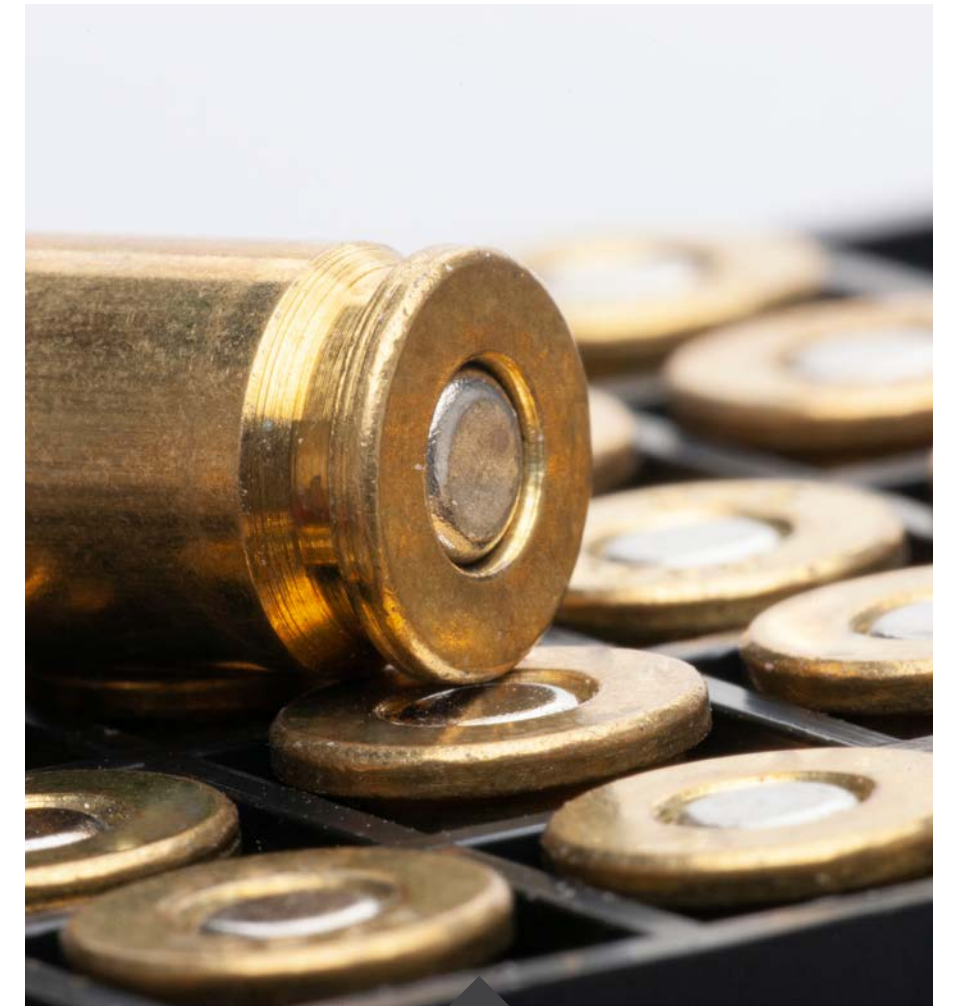


Headquarters Capricornia Company of 31st/42nd Battalion RQR is located in Rockhampton with a depot in Gladstone

Munitions Supply Chains



Port Alma – Class 1 Explosives capable port



Bajool Magazine – one of four Queensland Government explosive reserves

3: New ADF basing opportunities in Central Queensland



Central Queensland can support the development of new capability, to achieve the ADF's strategic objectives in land, air and naval domains, as well as securing liquid fuel supply chains and developing sovereign industrial capabilities.



New ADF basing opportunities in Central Queensland

The new basing opportunities in Central Queensland align with the ADF's Defence Estate Strategic Basing Principles:

Better alignment of force structure with the ADF's strategic requirements.

An effective opportunity for joint force alignment and training (both across land, air and maritime domains and with strategic partners).

Leveraging existing training areas and civil industry and logistics infrastructure to maximise the effectiveness of industry support to the ADF.

Growing the regional disposition enables an expansion of part-time capability in urban areas.

Centralise new armoured vehicles in Shoalwater Bay and relocation of Army's School of Armour

4

Byfield

New Army Barracks near SWBTA for Army's 7th Brigade and US and UK force rotations

1

Rockhampton

Relocate No 92 Wing and establish RAAF Rockhampton

3

Gracemere

Yeppoon

Rossllyn Bay

Emu Park

Port Alma

Bajool

Establish a Fleet Base North at Gladstone Port

2

Gladstone Central

Opportunities for expanding the Army Reserves is highlighted on the map on Page 32.

Central Queensland is a 'family friendly' area, providing employment, education and health services to families of serving members.



As the home of the Southern Great Barrier Reef and Australia's Eastern Outback, the Central Queensland region offers a sought-after lifestyle, developing bases in Central Queensland can support recruitment and retention.



Cheaper house prices than current base locations represent an opportunity for lower cost of operating for the ADF and lower cost of living for its personnel.



A regional skills shortage provides opportunities for civilian transition for ADF members, as well as varied and quality job opportunities for family members of serving personnel.



1

Defence Capabilities - Spacial Render Concept Rockhampton Army Base

KEY BASE FEATURES

- 1 Sports Precinct
- 2 Commercial Precinct
- 3 Combat Training
- 4 Brigade Headquarters
- 5 Combat Engineers
- 6 Army Reserves
- 7 US Marines
- 8 Helicopter Landing

See following page for detailed conceptual base render.



Establishing a new Army Barracks Rockhampton

Army's 7th Brigade has out-grown its home at Gallipoli Barracks. Once on the outskirts of Brisbane, it is now surrounded and constrained by suburbia, dislocated from its primary training area (Shoalwater Bay Training Area) and is a high cost of living destination for Army personnel and their families.

To ensure Army's 7th Brigade can be ready now and future ready, it needs to be relocated to a new base adjacent to its primary training area. More training, more often will strengthen 7th Brigade's capabilities to defend Australia and its interests.

A cornerstone of the AUKUS partnership is an increase in rotations for US Marines, as well as new US strategic bomber and British Army rotations in Australia.

However, it remains unknown where these new rotations can be based or how visiting forces can access existing training areas.

As the host of most major international training exercises, Central Queensland can also become a permanent host location for US Marine and British Army rotations.

Relocating Army's 7th Brigade to Central Queensland also enables the use of Gallipoli Barracks to become the leading location for new warfighting capabilities in the domains of space, and information and cyber.



1

Defence Capabilities - Conceptual Based Precincts Rockhampton Army Base

KEY BASE PRECINCTS

- 1 Combat Support Battalion
- 2 B/9 RAR
- 3 6 RAR
- 4 2/14 LHR
- 5 Buffer / Playing Fields
- 6 Accommodation
- 7 Brigade Headquarters
- 8 Combat Training
- 9 Officer Mess
- 10 Other Ranks Mess
- 11 Vehicle Storage
- 12 Medical
- 13 Artillery
- 14 Commercial Precinct
- 15 Combat Signals
- 16 Sports Precinct
- 17 Golf Course
- 18 Combat Engineers
- 19 Mounting Facility
- 20 Non-Commissioned Officer Academy
- 21 Army Reserves
- 22 US Marines
- 23 Helicopter Landing



Concept AECgroup - All images and designs depicted above are artist's conceptual renderings only.



← Main Entry
Bruce Highway
← Skn to Rockhampton CBD

All images and designs depicted above are artist's conceptual renderings only.

2

Defence Capabilities - Spacial Render Concept Gladstone Fleet Base



Gladstone CBD

KEY PORTSIDE FEATURES

- 1 Warship wharves
- 2 Submarine pens
- 3 Contractor workshops
- 4 Graving dock
- 5 Fuel storage

KEY BASE FEATURES

- 6 Offices
- 7 Accommodation blocks
- 8 Mess precinct
- 9 Health centre
- 10 Gym and fields
- 11 Commercial precinct
- 12 Ammunition storage

Establishing a new Fleet Base North

Gladstone Port

Australia's Two Ocean policy, established in the late 1980s, marked a major shift in the naval force posture of the Royal Australian Navy.

The establishment of Fleet Base West and the construction of HMAS Stirling enabled a step-change in Australia's ability to project power in the maritime domain in defence of the Australian mainland and outlying territories.

However, Australia now has a number of competing centres of strategic gravity within the maritime domain with significantly reduced lead time to respond, requiring a new force posture.

Gladstone is the ideal location for a new East Coast base due to its deep, dual shipping lanes, available land for development, proximity to the South Pacific, affordable housing and ability to leverage civilian industrial capability.

The planned growth in Australia's fleet also poses challenges in physically accommodating new above water attack, nuclear submarine and maritime patrol capabilities within the existing naval base footprint.

Unlike the Ports of Brisbane, Newcastle and Kembla (Wollongong), Gladstone Port is not part-foreign owned.



3

Defence Capabilities - Spacial Render Concept RAAF Rockhampton



EXISTING FEATURES

- A Passenger terminal
- B Freight precinct
- C Alliance MRO facility
- D Singapore Armed Forces storage facility
- E General aviation (relocated)

KEY AIRSIDE FEATURES

- 1 Hangars
- 2 Off-runway bunkers
- 3 Maintenance

KEY BASE FEATURES

- 4 Offices
- 5 Accommodation blocks
- 6 Gym and fields
- 7 Health centre
- 8 Commercial precinct
- 9 Mess precinct

Establishing RAAF Rockhampton

Rockhampton Airport

Australia's Air Force is a credible and very capable, modern, interoperable and technologically advanced force.

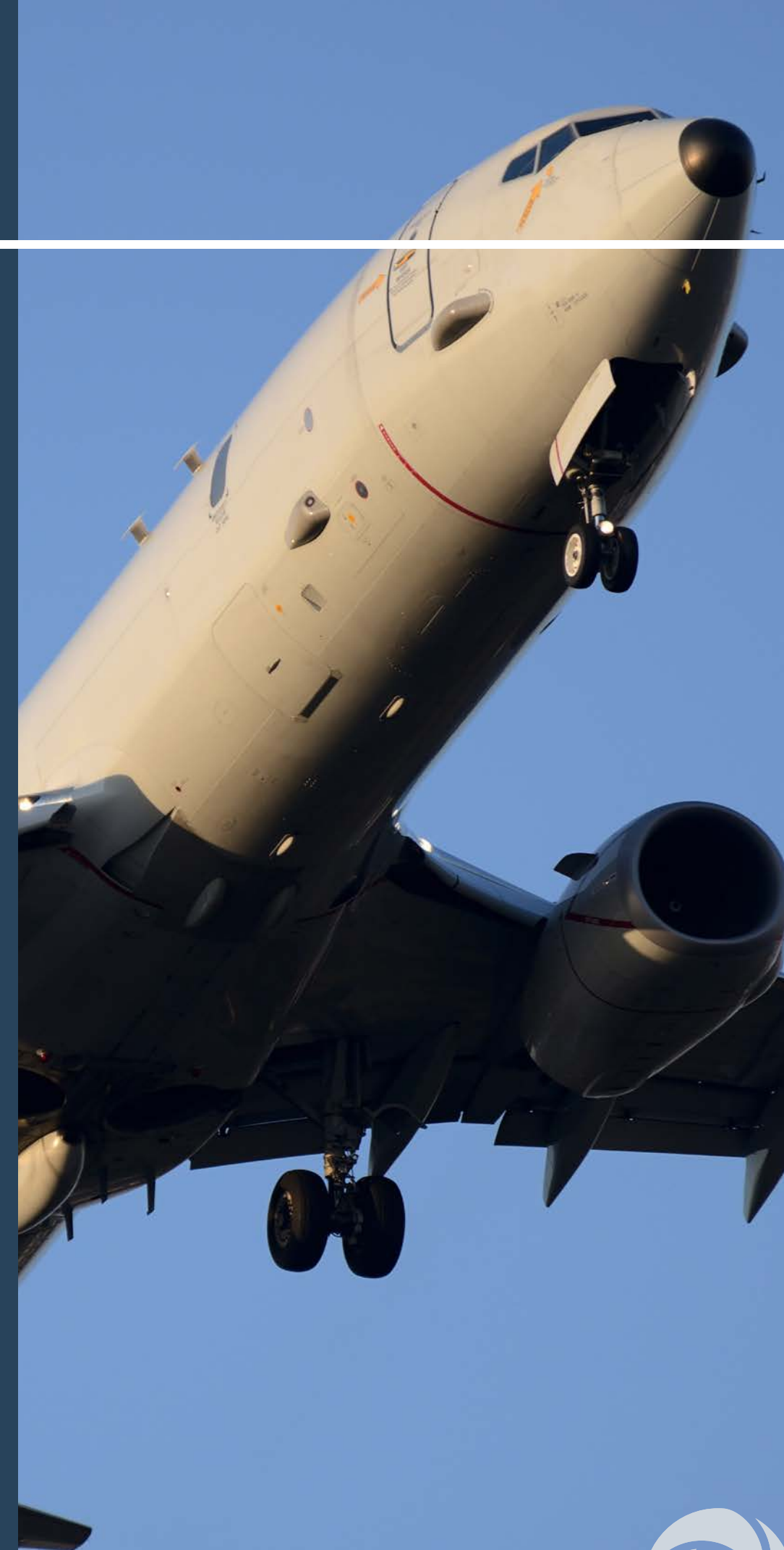
However, current efforts to re-shape and re-balance the RAAF to meet changing priorities in the indo-pacific region and the space domain are constrained by existing airbases and defence infrastructure.

For example, new triton drones that are to deliver an enhanced intelligence, surveillance and reconnaissance capability to the RAAF are currently based in Adelaide at RAAF Edinburgh - the furthest possible point from their intended operational areas in the South Pacific and Indian Oceans.

Rockhampton is the ideal location for a new East Coast base due to its long runway (2,628 m), available land for development, proximity to the South Pacific, affordable housing and ability to leverage civilian industrial capability.

To improve the effectiveness of enhanced intelligence, surveillance and reconnaissance capabilities, the maritime surveillance wing of the RAAF (No 92 Wing) should be relocated to a new RAAF base at Rockhampton Airport.

A permanent RAAF presence in Rockhampton will also enable the ADF to leverage aviation deep maintenance facilities currently being developed by Alliance Airlines (an existing Authorised Maintenance Organisation – AMO).

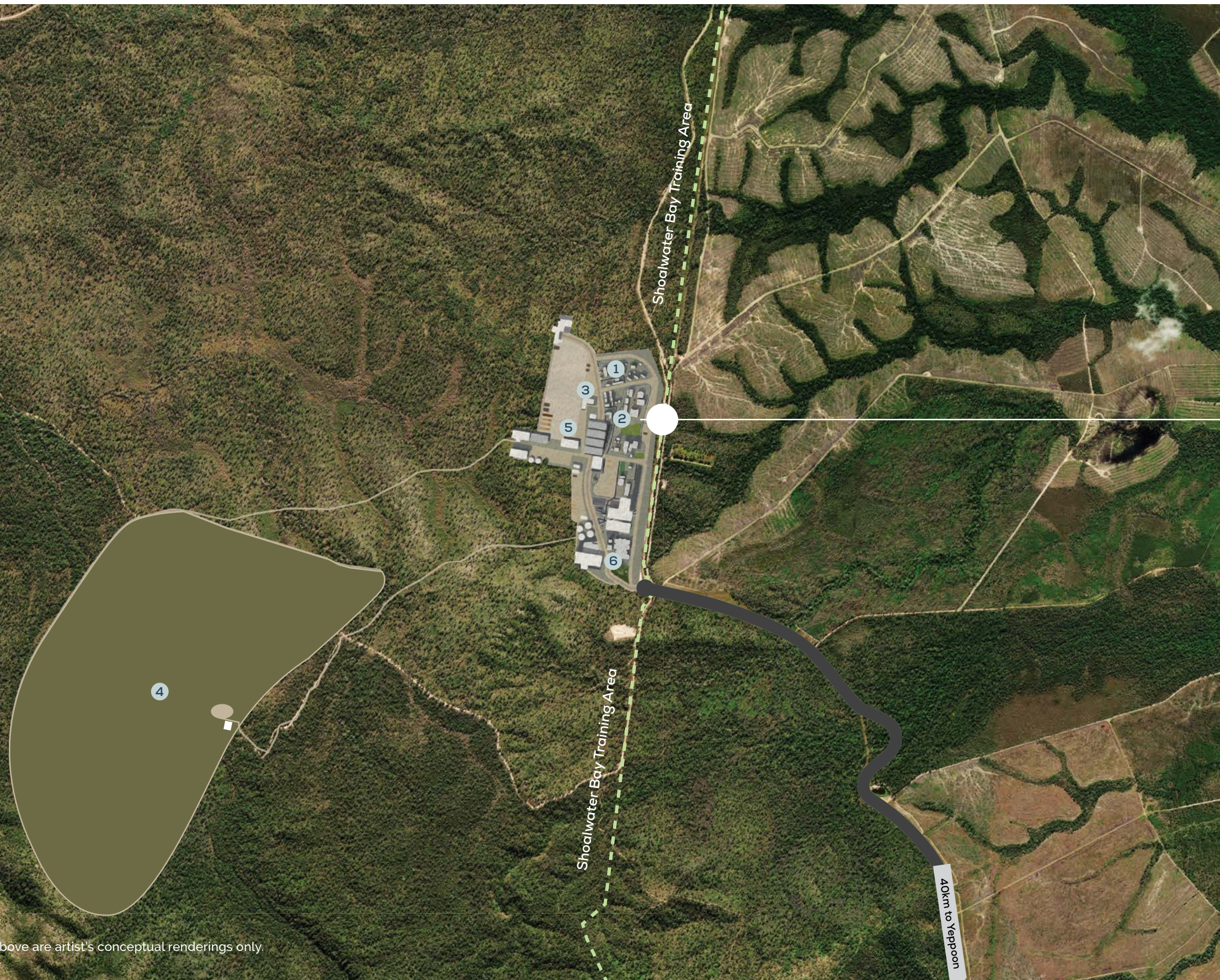


4

Defence Capabilities - Spacial Render Concept School of Armour

KEY BASE FEATURES

- 1 Accommodation
- 2 Parade ground
- 3 Mess
- 4 Rifle range
- 5 Vehicle storage
- 6 Classrooms



Establishing a new School of Armour Shoalwater Bay Training Area

LAND 400 is Army's largest ever investment, delivering the next generation of armoured fighting vehicles and a fundamental change in Army's force composition.

However, all of Army's new armoured vehicles are Over-Size and Over-Mass (OSOM), meaning they cannot be easily and independently moved on the Australian civilian road network between army bases and training areas.

Relocating Army's School of Armour to Shoalwater Bay (co-located with a centralised armoured vehicle depot) would support significant future growth in Army's training requirements for new armoured vehicles.

Relocating the School of Armour will enable the School of Artillery to expand as required to deliver the new K9 howitzer.

Centralising the Army's new armoured vehicles in the ADF's main training areas (namely Shoalwater Bay and Townsville Field Training Areas) will reduce the high cost of moving the armoured vehicles for training.

With a centralised armoured vehicle depot in Shoalwater Bay Training Area, there are operational efficiencies that can be realised by co-locating repair and maintenance activity in region.



New ADF basing opportunities in Central Queensland



Expanding the Army Reserves

The ADF has developed a total workforce model to expand the ways Australians can render service to the ADF, especially for high value/in-demand skills.

In addition, the Army Reserve is now the lead ADF agency with responsibility for leading homeland security and natural disaster relief efforts.


With its expanded role, the Army Reserve will struggle to achieve its new objectives without a substantial increase in personnel and geographical distribution.

To be ready now and future ready, the Army Reserve needs to expand in Central Queensland and restore its former contribution to the ADF's Capability.

With effective recruitment methods, expected population growth in the region will enable the Army to re-establish a standalone Battalion Plus in Central Queensland, made up of an infantry battalion and an Indigenous-led Regional Force Surveillance unit at Woorabinda.

Central Queensland can also deliver considerable combat engineering capability into the ADF.



A large submarine is visible on the water's surface, moving from left to right. The sun is setting in the background, creating a bright reflection on the water's surface. The sky is a mix of blue and orange. The submarine is dark and has a conning tower visible.

4: Economic Impacts of new ADF bases in Central Queensland

An operational ADF presence will deliver a step-change in the region's growth and assist in diversifying the region's economy beyond coal mining and baseload power generation.



\$4.5 B
boost to the regional
economy
(17% increase)



21,866
extra jobs
(19% increase)



36,618
extra residents
(15% increase)

Economic Impacts of new ADF bases in Central Queensland

Rockhampton and Capricorn Coast

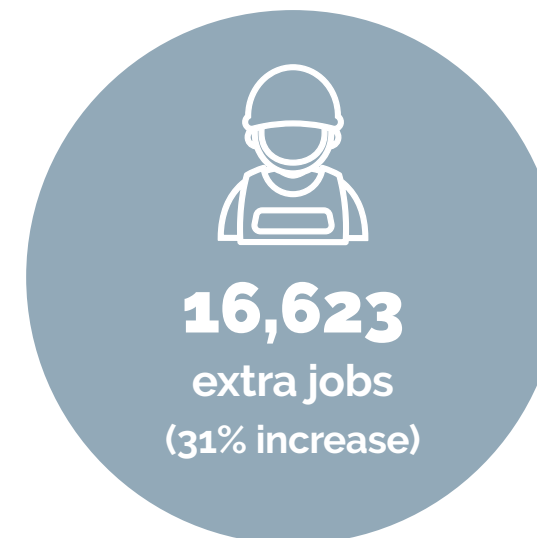
		Army Barracks	RAAF Rockhampton	School of Armour	Total
Initial	Output (\$M)	\$1,951	\$1,023	\$437	\$3,411
	GRP (\$M)	\$1,112	\$583	\$294	\$1,989
	Jobs (FTE)	3,785	1,985	849	6619
Total	GRP (\$M)	\$1,887	\$990	\$423	\$3,300
	Jobs (FTE)	9,506	4,985	2,132	16,623
Population Impact	Population	16,660	8,737	2,993	28,390
	Dwellings	7,211	3,782	1,296	12,289

Source: AEC

Note: Economic Impact Assessment assumes:

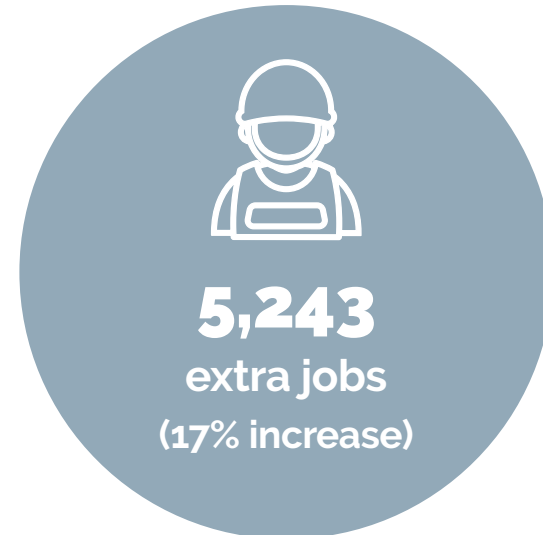
50% of ADF personnel are Members With Out Dependants (MWOD) – 90% for School of Armour

20% of ADF personnel live on base – 90% for School of Armour



Gladstone

		Fleet Base North (Gladstone)
Initial	Output (\$M)	\$1,214
	GRP (\$M)	\$691
	Jobs (FTE)	2,354
Total	GRP (\$M)	\$1,116
	Jobs (FTE)	5,243
Population Impact	Population	8,228
	Dwellings	3,773



Source: AEC

5: Leveraging local industry capability



Central Queensland has a number of comparative and competitive advantages that can support the development of sovereign industrial capability and durable, dual-use supply chains.

Key opportunities



Armoured vehicle repair and maintenance



Munitions manufacturing and stockpiling




National fuel storage



Aerospace platform deep maintenance



Veteran employment pathways



Robotics and automated systems

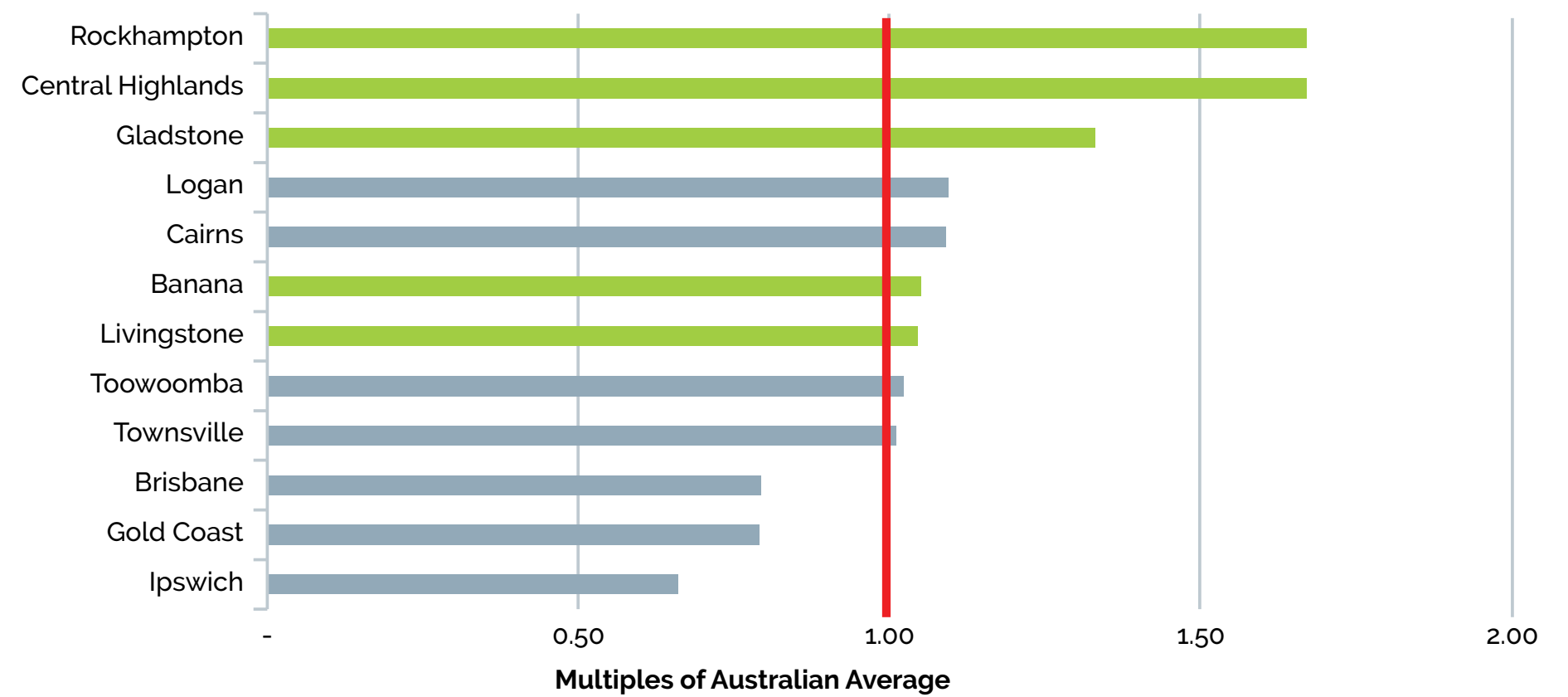
Leveraging local industry capability

Repair and Maintenance

Based on the region's experience in mining, agriculture and heavy transport, Central Queensland has a strong economic specialisation in machinery repair and maintenance.

Leveraging the region's civil expertise can deliver:
Lower-cost sustainment of new armoured vehicles
A sovereign aerospace platform deep maintenance capability

Specialisation in Repair and Maintenance (LQ)



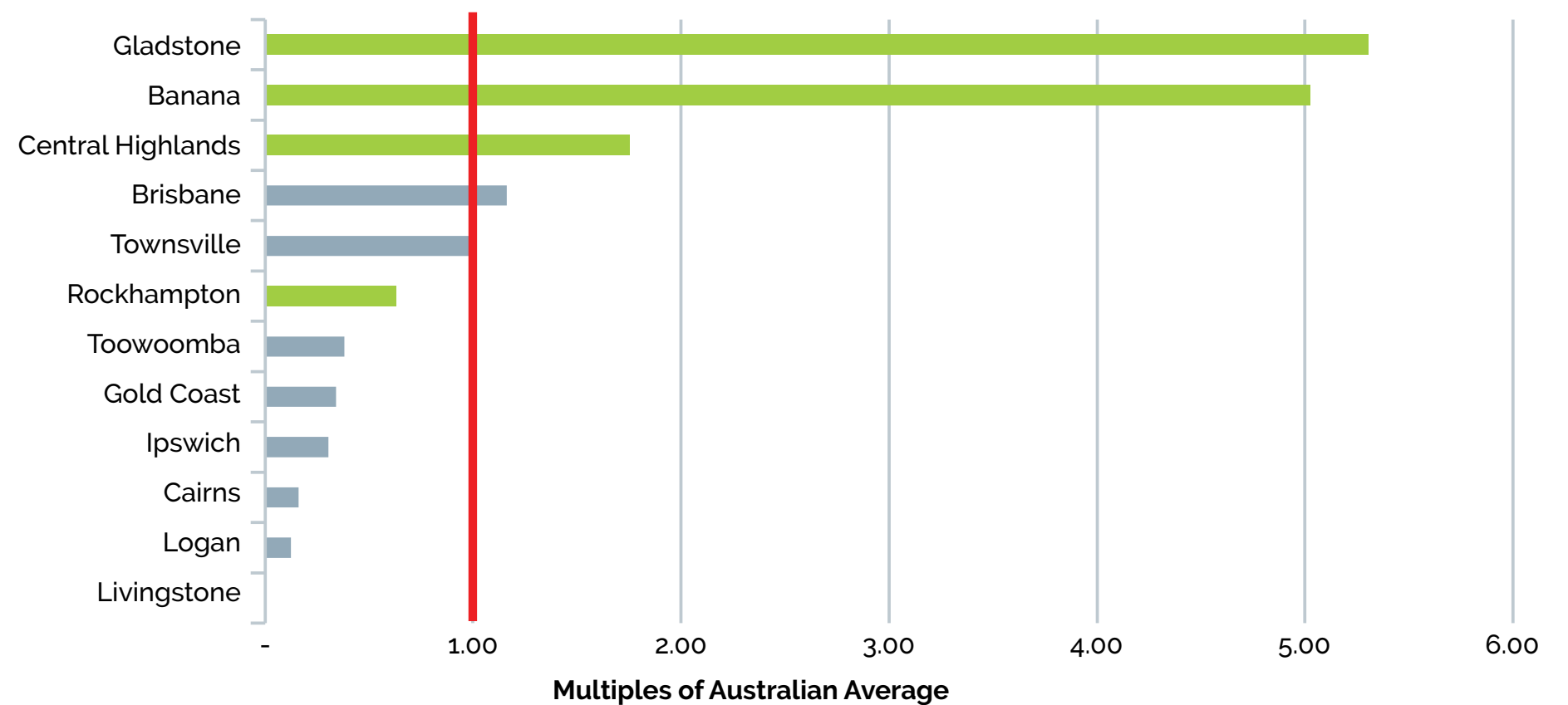
All regions LGAs in Central Queensland specialise in machinery repair and maintenance, especially Rockhampton and the Central Highlands.

Munitions Manufacturing

As a key input into mining and agriculture, Central Queensland has considerable expertise in chemical production, especially explosives.

Leveraging the region's civil expertise can deliver a cost effective sovereign munitions manufacturing, stockpiling and testing capability (when combined with the Bajool Magazine).

Specialisation in Chemical Product Manufacturing (LQ)



Central Queensland is home to two ammonium nitrate production plants (Orica in Gladstone and Incitec Pivot at Moura).

Leveraging local industry capability

Regional Skill Demand

Central Queensland has a strong jobs market, with growth in job vacancies accelerating post-COVID.

The region's growing skill demand can support:

- Better civilian transition for ADF personnel
- Employment opportunities for spouses of ADF members

Advertised Vacancies Central Queensland



Source: National Skills Commission

Key growth occupations include:

- Carers and aides
- Medical practitioners and nurses
- Automotive engineering trades workers
- General clerks and receptionists
- Sales assistances
- Legal, social and welfare professionals
- Drivers and storepersons
- Cleaners and laundry workers
- Engineers
- Labourers
- Health diagnostic and therapy professionals

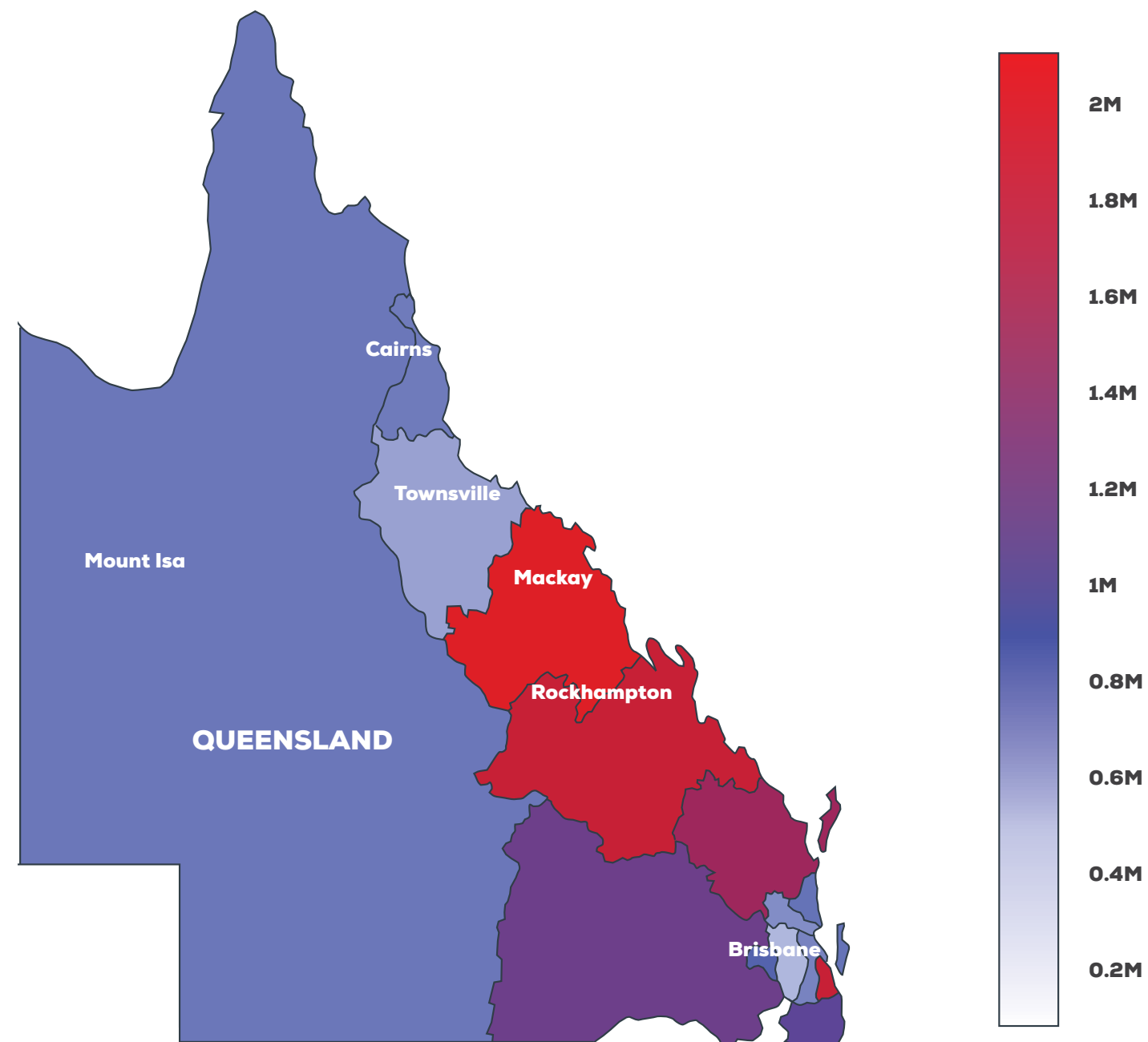
National Fuel Storage

As a major mining and agricultural hub, Central Queensland has the high volume of fuel demand required to enable the development of a sovereign fuel storage, in partnership with major industry in the region.

The region's high volume of fuel use can enable the viability of a national fuel stockpile.

Central Queensland is in the top 5 regions on Australia's East Coast for liquid fuel consumption (estimated at 1.75 million ton-equivalent units).

Queensland Fuel Consumption



Source: CSIRO Supply Chain Transport and Logistics Dashboard

Leveraging local industry capability

Robotics and Automated Systems



With foundational support from AusIndustry, AgFrontier has become a leading agricultural technology start-up incubator.

Originally founded in Emerald, AgFrontier now supports technology development from Far North Queensland to Northern New South Wales.

Start-ups include a range of hardware, software and firmware innovators, across a range of development stages (from concept to market-ready).

Emerald in Central Queensland was recently selected by the Robotics Australia Group as an ideal location to develop a robotics manufacturing technology park.

The project has the backing of 10 major robotics innovators and aims to test and evaluate research and development concepts and translate commercial opportunities with local manufacturing.





The region's leading robotics expertise enables the development of new robotics, autonomous systems and artificial intelligence capabilities with civilian and defence applications.

6: Ask of the Australian Government



To generate and sustain the next generation of military advantage the Australian Government needs to update the ADF's Force Structure.

ADF Basing Opportunities

CQROC is seeking Federal Government support to deliver:

- A permanent Army barracks on Rockhampton's northern fringe, to be home to Army's 7th Brigade and future AUKUS (US Marines and British Armed Forces) rotations.
- A permanent RAAF base at Rockhampton Airport, to be home to the South Pacific Maritime Surveillance capability of the RAAF – No 92 Wing.
- A permanent RAN base in Gladstone (Fleet Base North), to be the primary home to the RAN's east coast fleet (including an east coast base for Australia's new nuclear submarines).
- A centralised depot of Army's armoured vehicles in SWBTA (noting Army's new armoured vehicles are all Over-Size Over-Mass and their difficulty travelling to and from SWBTA for training activities).
- A new Army School of Armour, co-located with army's centralised armoured vehicle depot in SWBTA.
- A "battalion plus" sized Army Reserve unit in the CQ region.

Defence Industry

CQROC is seeking Federal Government support to develop the following defence industrial capabilities in Central Queensland:

- Aircraft deep maintenance
- Land vehicle deep maintenance
- A national fuel storage(s)
- Robotics technology centre of excellence
- Munitions manufacturing

Immediate enablers

CQROC is seeking Queensland and Australian Governments support to deliver:

- A local Defence Industry Hub office (Queensland Government)
- A local Office of Defence Industry Support (Australian Government)
- A local Defence Force Recruiting (DFR) office to support growth in the local Army Reserves

