



## Acknowledgement of country

Defence acknowledges the Traditional Custodians of the lands, seas and air in which we live, work and train. We pay our respects to their Elders past and present. We also pay our respects to the Aboriginal and Torres Strait Islander men and women who have contributed to the defence of Australia in times of peace and war.

The Roulettes fly over the Carillon, Canberra, at the renaming of Aspen Island to Queen Elizabeth II Island in recognition of the Platinum Jubilee of Her Majesty The Queen.  
CREDIT: Sergeant Jake Sims



## Statement of preparation

I, as the accountable authority of Defence, present the *2022–26 Defence Corporate Plan* as required under paragraph 35 (1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

**Greg Moriarty**  
Secretary of Defence  
August 2022



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## Foreword

This is the most complex strategic environment we have encountered as a nation in more than 70 years.

Major power competition and the rapid advancement of military capabilities require Defence to consider current and future force design, capability investments, and military objectives.

Within this context, the Australian Government is committed to developing a more capable military force – one that will allow us to continue to help shape the region's future trajectory in ways that support security and prosperity for all Australians, our allies, and partners.

Our Defence personnel play a critical role in ensuring Australia's security and prosperity. As Deputy Prime Minister and Minister for Defence, I personally thank them for their invaluable contribution in times of peace and war.

The Australian Government's priority is to ensure Defence's capability and force structure is fit-for-purpose, affordable, and delivers the greatest return on investment. It is why on 3 August 2022 the Prime Minister and I announced the Defence Strategic Review – to help us optimise Defence's ability to meet the nation's security challenges over the next decade and beyond.

The *2022–26 Defence Corporate Plan* outlines new key activities, performance measures and targets, clearly articulating how Defence delivers on its Mission and Outcomes. These measures and targets will ensure the Australian Government and Australian people have a clear view of how Defence is meeting the Government's priorities.

I commend Secretary Greg Moriarty and the Chief of the Defence Force General Angus Campbell AO DSC on this corporate plan and on their ongoing work to better align Defence strategy, capability, and resources, keeping Australia safe and secure within the changing regional and global strategic environment.

I am pleased to launch the *2022–26 Defence Corporate Plan*.



### The Hon Richard Marles MP

Deputy Prime Minister  
and Minister for Defence

## EXERCISE STAR LEOPARD 2021

Australian Army special operations force soldiers from the 1st Commando Regiment board a Royal Australian Air Force C-130J Hercules aircraft at RAAF Base Williams, Point Cook, Melbourne, to conduct parachute training as part of Exercise Star Leopard. CREDIT: Sergeant Jake Sims



## A message from the Secretary of Defence and the Chief of the Defence Force

In 2020, Defence released the *Defence Strategic Update* and *Force Structure Plan* in response to our rapidly deteriorating strategic environment. Since that time, the negative trends affecting the Indo-Pacific have continued to accelerate, further emphasising the fact that we now live in a world where the magnitude and complexity of the strategic challenges facing our nation are the most significant in recent history.

Across our region, large-scale military modernisation is accelerating, financial risks are compounding, climate risks are multiplying, advanced technologies are rapidly proliferating, and the use of coercive statecraft and grey-zone activities continue to test the thresholds for conventional military conflict.

In response, the Australian Government has committed to developing a more capable and lethal Australian Defence Force. This requires a fit-for-purpose, integrated, agile and resilient workforce. One possessing the necessary knowledge, skills and capabilities to operate new platforms, to develop advanced technologies, to drive innovation, and to meet Australia's future defence and national security needs. It also requires a larger workforce, which is why Defence's total permanent workforce will increase to over 101,000 by 2040.

A more capable and potent Australian Defence Force will better enable us to shape our region's future trajectory in ways that support security and prosperity for all – Australians, our neighbours, and allies and partners alike. This includes continuing to acquire longer-range strike weapons, advanced sensors, cyber capabilities, and area denial systems tailored to a broader range of threats, including preventing coercive or grey-zone activities from escalating into conventional conflict. Managing the delivery of this capability is a vital task, which requires deeper engagement with industry to accelerate capability development and to strengthen our supply chains.

On 3 August 2022, the Prime Minister, the Hon Anthony Albanese MP, and the Deputy Prime Minister and Minister for Defence, the Hon Richard Marles MP, announced the Defence Strategic Review (the Review). The Review will prepare Australia to effectively respond to the changing regional and global strategic environment and ensure that Defence's capability and force structure is fit-for-purpose, affordable and delivers the greatest return on investment. It will ensure that Australia has the necessary capability to defend ourselves in the most complex strategic environment we have encountered as a nation in over 70 years. It will help us to optimise our ability to meet the nation's security challenges over the next decade and beyond. The Review will be delivered to Government in early 2023.

Critical to navigating this complex security environment are our regional and international partnerships. AUKUS is deepening our defence capability and technological cooperation with the United Kingdom and the United States. Through this partnership, Australia will acquire conventionally armed nuclear-powered submarines; the most technologically advanced underwater capability Defence has ever acquired. AUKUS will also develop joint advanced military capabilities to promote security and stability in the Indo-Pacific region. This partnership is a step-change for Australia that complements our efforts to strengthen our network of international partnerships, including with our ASEAN partners, our Pacific family, our Five Eyes partners and the Quadrilateral Strategic Dialogue.

Our success is also contingent on our ability to align Defence strategy, capability and resources, and to anticipate and adapt as our strategic environment evolves. To increase Defence's agility and responsiveness as an organisation, we are investing in continuous transformation. As part of this continuous transformation effort, we are launching new whole-of-Defence key activities, performance measures and targets in the *2022-26 Defence Corporate Plan*. These new performance measures clearly articulate how Defence delivers on its Mission and Outcomes. They represent a transition away from siloed performance aligned to our organisational structure to an approach that presents an integrated view of Defence delivery. They will ensure the Australian Government and Australian people have a clear view of how we are meeting our priorities.

In 2022-23, Defence will continue to support and deliver the Australian Government's priority – to keep Australia safe, secure and prosperous. We are pleased to present the *2022-26 Defence Corporate Plan*, which covers the period 2022-26 as required under paragraph 35(1) (b) of the *Public Governance, Performance and Accountability Act 2013* and in accordance with section 16E of the *Public Governance and Performance Accountability Rule 2014*.



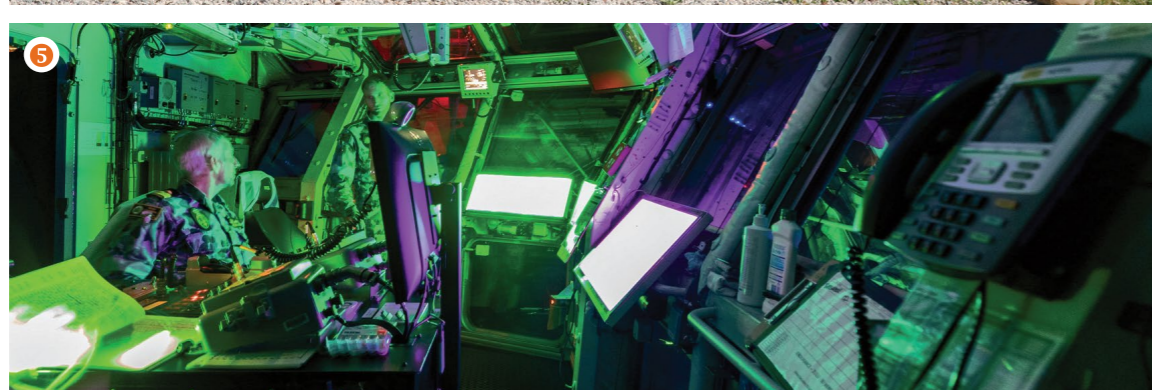
**Greg Moriarty**  
Secretary of Defence  
August 2022



**Angus J Campbell AO DSC**  
General  
Chief of the Defence Force  
August 2022

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**1** – Royal Australian Navy ships HMAS Parramatta and HMAS Albany conduct a maritime patrol with Australian Border Force vessel Cape Sorell as part of Operation Resolute. CREDIT: Leading Seaman Imagery Specialist Leo Baumgartner

**2** – The Royal Australian Air Force's first P-8A Poseidon flies down the St Vincent Gulf coastline near Adelaide in South Australia. CREDIT: Corporal Craig Barrett

**3** – An Australian Army soldier from 6th Battalion, Royal Australian Regiment, conducts range practice as part of Exercise Tagato Toa 2022, New Caledonia. CREDIT: RIMAP

**4** – Defence Space Command, Australian Public Service and Industry representatives outside the Electro Optic Systems facilities at Mount Stromlo Observatory, Canberra. Left to right: Staff Officer Space Legal, Flight Lieutenant Diana Dabrowska, Thales Defence and RAAF Account Director, Mr David Jeppesen, Electro Optic Systems Marketing Officer Ms Cinzia Nash, Australian Strategic Policy Institute Representative Mr Sunny Cao and Space Electronic Warfare Staff Officer Major Cameron Porter. CREDIT: Leading Aircraftman Adam Abela

**5** – HMAS Canberra Flight Control Office conducts night flying operations during Indo-Pacific Endeavour 2021. CREDIT: Leading Seaman Imagery Specialist Nadav Harel

# 2022–26 Defence Corporate Plan

## MISSION (PURPOSE):



To defend Australia and its national interests in order to advance Australia's security and prosperity

## OUR VALUES:



**Service:** We have the selflessness of character to place the security and interests of our nation and its people ahead of our own.

**Courage:** We have the strength of character to say and do the right thing, always, especially in the face of adversity.

**Respect:** We have the humanity of character to value others and treat them with dignity.

**Integrity:** We have the consistency of character to align our thoughts, words and actions to do what is right.

**Excellence:** We have the willingness of character to strive each day to be the best we can be, both professionally and personally.

## OUTCOMES:



**1:** Defend Australia and its national interests through the conduct of operations and the provision of support for the Australian community and civilian authorities, in accordance with Government direction.

**2:** Protect and advance Australia's strategic interests through the provision of strategic policy, the development, delivery and sustainment of military, intelligence and enabling capabilities, and the promotion of regional and global security and stability as directed by Government.

## STRATEGIC OBJECTIVES:

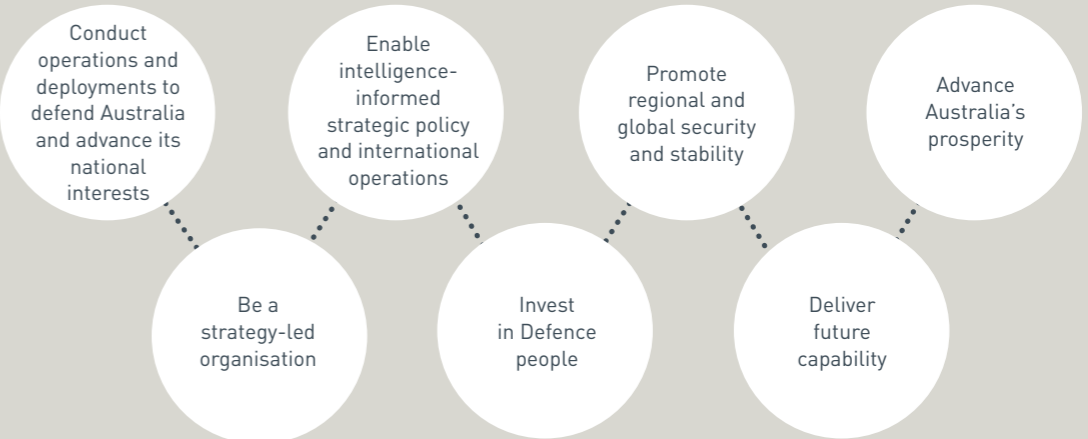


**Shape** Australia's strategic environment

**Deter** action against Australia's interests

**Respond** with credible military force, when required

## KEY ACTIVITIES:



## ENABLERS:



**Defence Science and Technology:** Plays a critical role in ensuring the national science and technology enterprise is strengthened and explicitly leveraged to address strategic and geopolitical challenges.

**Our People:** Australian Defence Force members, Australian Public Servants and contractors dedicated to delivering on our Mission and united by shared values and behaviours.

**Defence ICT and Data Modernisation:** Defence's strategic advantage in an increasingly digitised world will come from uplifting our ICT and data management practices.

**Governance:** Bringing together our most senior leaders to make the critical decisions – setting priorities, managing risk, monitoring performance and aligning resources.

**Risk:** Promoting a positive risk management culture to manage risks to implementation of Government priorities and the achievement of Defence's strategic objectives.

## PERFORMANCE:



An effective performance framework that ensures we are measuring and reporting on our performance to the Australian Government and the Australian people and demonstrating how we achieve our Mission and strategic objectives.



Members from the ships company of HMAS Cerberus during the Anzac Day Commemoration Service at the Shrine of Remembrance in Melbourne, Victoria. CREDIT: Leading Seaman Imagery Specialist Kieran Dempsey

Defence encompasses all of the Groups and Services within Defence, their functions, outputs and their people – military, public service and contractors. Together we deliver on our Mission/Purpose through our two Outcomes, the Defence strategic objectives outlined in the *2020 Defence Strategic Update*, and the strategic effects outlined in the classified *Defence Planning Guidance*.

## Our Mission and Purpose:

The Mission and Purpose of Defence is: To defend Australia and its national interests in order to advance Australia's security and prosperity.

Defence has aligned its Purpose and Mission to ensure that as an organisation we are focused on delivering our Outcomes for the Australian Government and the Australian people.

## Our Outcomes

### Outcome 1

Defend Australia and its national interests through the conduct of operations, and provision of support for the Australian community and civilian authorities, in accordance with Government direction.

### Outcome 2

Protect and advance Australia's strategic interests through the provision of strategic policy, the development, delivery and sustainment of military, intelligence and enabling capabilities, and the promotion of regional and global security and stability as directed by Government.



1 – EA-18G Growlers from No. 6 Squadron and F/A-18F Super Hornets from No. 1 Squadron conduct air-to-air formation flying with a C-17A Globemaster III aircraft from No. 36 Squadron, off the coast of South East Queensland. CREDIT: Unknown

2 – Australian Army Gunners from the 105th Battery of the 1st Regiment, Royal Australian Artillery, fire a 155mm SMARt anti-armour round from a M777 155mm Howitzer during Exercise Barce 2022 at the Shoalwater Bay Training Area, Queensland. CREDIT: Corporal Nicole Dorrett

## Our Strategic Objectives

### Shape Australia's strategic environment

Australia must be an active and assertive advocate for stability, security and sovereignty in our immediate region. Defence works closely with whole-of-government and international partners to shape Australia's strategic environment and maintain the rules-based order. Our partnerships with regional countries have a long history and Defence continues to expand its defence diplomacy, cooperation and capacity building activities, supporting shared interests with our Indo-Pacific partners.

### Deter actions against Australia's interests

Deterrence effects are those that limit a foreign adversary's ability to coerce or use force against Australia. Defence is strengthening its posture and increasing its self-reliance to deliver deterrent effects across all domains. Defence will continue to enhance its lethality and readiness, as well as improve the logistical support required for (high-intensity) war fighting.

### Respond with credible military force, when required

Defence must be able to respond across the spectrum of conflict, including with credible force when required. The Australian Government expects Defence to be able to engage in high-intensity conflict and, if required, deliver lethal force in defence of Australia and its national interests. This includes supporting regional partners in times of need. Defence also supports civil authorities to respond to and recover from national and regional crises and disasters as required.



1

# Our Key Activities

In 2022, Defence commenced a major transformation of performance measurement and reporting.

Our new approach improves the clarity of Defence performance information and creates a clear line of sight between our mission, outcomes, strategic objectives, the key activities we undertake to deliver on them and the performance measures and targets that help us determine whether we are successful.

In the *2022–26 Defence Corporate Plan*, we are introducing seven new key activities and ten performance measures.

This streamlined approach will improve the transparency and focus of our performance reporting to the Australian Government and the Australian people, replacing a system that included 76 activities, 21 performance criteria and 63 measures of success.

Our new key activities are:

## Key Activity 1: Conduct operations and deployments to defend and advance Australia’s national interests

The Australian Government deploys Defence personnel to operations overseas and within Australia to defend and promote Australia and its national interests. National and international security are whole-of-nation commitments. To deliver on Key Activity 1, Defence also works closely with international and whole-of-government partners and state and territory agencies to respond to disasters and emergencies at home and abroad.

## Key Activity 2: Be a strategy-led organisation

Defence is a strategy-led organisation. Australian Government endorsed direction sets the strategic objectives. The *Defence Strategy Framework*, endorsed by the Secretary of Defence and the Chief of the Defence Force, informs how strategy cascades through the organisation. The classified *Defence Planning Guidance*, released annually, is the primary strategic guidance document within Defence. It helps the organisation translate Government direction into action.

## Key Activity 3: Enable intelligence-informed strategic policy and international operations

Classified intelligence assessments and products inform Defence strategic policy and international operations. This ensures that Defence’s activities are grounded in an intelligence-based understanding of drivers, capabilities and likelihood.



2



3



4

Captions for page 6:

**1** – HMA Ships Canberra and Warramunga conduct a dual replenishment at sea with USNS Yukon as they sail through the Pacific Ocean. CREDIT: Leading Seaman Imagery Specialist Matthew Lyall

**2** – Australian Army Boxer Combat Reconnaissance Vehicles at Wide Bay Training Area, Queensland during a turret conversion course. CREDIT: Corporal Nicole Dorrett

**3** – A F/A-18F Super Hornet from No. 1 Squadron releases flares whilst conducting air-to-air formation flying off the coast of South East Queensland. CREDIT: Corporal Jesse Kane

**4** – Director Enabling Support Ms Jessica Wood and Senior Environmental Officer Colonel Mick Goodyer from Headquarters Joint Operations Command monitor an amphibious beach landing in Bowen, Queensland, during Exercise Talisman Sabre 2021. CREDIT: Corporal Jarrod McAneney

## Key Activity 4: Invest in Defence people

Defence’s integrated workforce brings together Australian Defence Force members, Australian Public Servants and contractors. Defence invests in building and maintaining an environment that attracts and retains a highly skilled, agile and resilient workforce with the necessary skills and capabilities to meet Australia’s future defence and national security needs.

## Key Activity 5: Promote regional and global security and stability

Defence contributes to the promotion of regional and global security and stability. Defence does this through steady and consistent international engagement anchored in our resolve to safeguard our national interests and support a rules-based order. Defence diplomacy and cooperation focuses on enhancing Australia’s ability to work with partners in response to common security challenges, particularly in the Indo-Pacific region.

## Key Activity 6: Deliver future capability

The Australian Government is providing Defence \$270 billion over the decade to 2029–30 to deliver capabilities across all domains, including Information, Cyber, Maritime, Air, Space and Land, supported by critical enabling capabilities. This capability will provide the Government with a flexible range of options to deliver on Defence’s strategic objectives.

## Key Activity 7: Advance Australia’s prosperity

Defence will grow and sustain its military capability and, through this, contribute to the Australian economy. The significant investment the Australian Government is making in Defence has the potential to have positive impacts on Australia’s prosperity, supporting new and existing industries.

Our new performance measures and targets are detailed in the Our Performance section and will be included in the October 2022 Portfolio Budget Statements.



## OPERATION TONGA ASSIST 2022

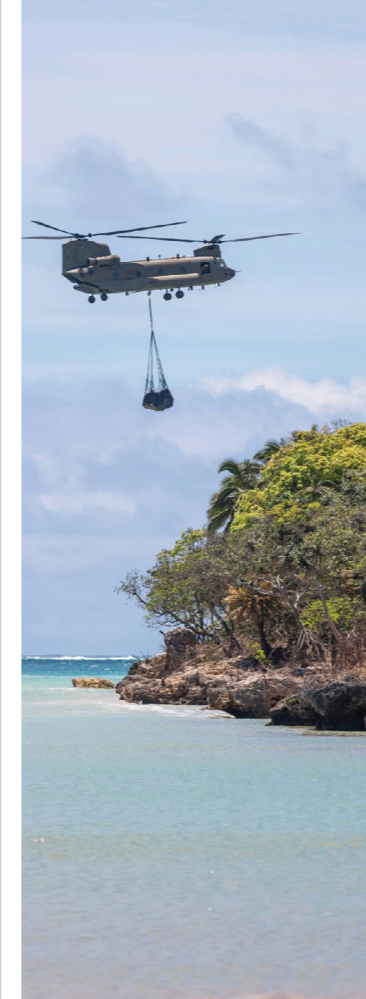
Following the eruption of Tonga's Hunga Tonga Hunga Ha'apai underwater volcano on 15 January 2022, the Australian Defence Force and the Australian Government provided support to the Government of the Kingdom of Tonga.

Royal Australian Navy landing helicopter dock HMAS Adelaide delivered more than 250 pallets of humanitarian and disaster relief stores.

Embarked Australian Army and Republic of Fiji Military Forces, engineers, medical and other personnel worked side-by-side supporting clean-up efforts on Atata Island.

Royal Australian Navy replenishment ship HMAS Supply delivered more than half a million litres of fuel and humanitarian and disaster relief stores, as well as resupplying other ships to help sustain vessels from partner nations.

Royal Australian Air Force support included air reconnaissance to assess damage using P-8A Poseidon maritime patrol aircraft, while more than 119 tonnes of humanitarian and disaster relief stores were delivered using C-17A Globemaster III and C-130J Hercules transport aircraft. CREDIT: Petty Officer Imagery Specialist Christopher Szumlanski



## Our Environment

Australia and the broader Indo-Pacific are facing the most significant shift in geo-strategic circumstances since World War II. Great power competition has entered a new, more acute phase. Coupled with rapid military modernisation and the use of grey-zone tactics, the potential for, and consequences of, miscalculation are increasing.

We are also in the midst of increasing technological advancement. Just as developments in artificial intelligence, automation and quantum computing are altering Australian society, these technologies are also driving new military capabilities. This includes the translation of disruptive technologies into weapons such as hypersonic missiles, autonomous robotics, anti-satellite weapons, cyber operations and unmanned systems. The profound impacts of these technologies are driving militaries to consider current and future force design, capability investments and military objectives – Australia is no exception.

The Government has determined Australia will take greater responsibility for its own security. This includes enhancing Defence's sovereign capabilities and the lethality of the Australian Defence Force to increase our ability to deter threats to Australia, and to make stronger contributions to our partnerships in the Indo-Pacific. This includes holding potential adversaries at risk at greater distance with new capabilities and working with partners to prevent coercive or grey-zone activities that undermine regional resilience and sovereignty.

Defence is continually refining its approach to capability acquisition to identify, develop and acquire capabilities quickly enough to respond to new technologies and our changing strategic environment. Strengthening our industry partnerships and continuing to build and grow sovereign defence industry is critical as is addressing supply chain vulnerabilities exacerbated by COVID-19 and the war in Ukraine. Defence's Sovereign Industrial Capability Priorities focus on investing in areas that are operationally critical to the Defence Mission. This includes priorities within the Integrated Investment Program over a three to five-year period and those in need of more dedicated monitoring, management and support due to their industrial complexity, government priority or requirements across multiple capability programs. Defence investment in Australian businesses will benefit the economy and increase Australia's supply chain resilience.

Defence industry will be vital to delivering the products, skills and expertise that Defence needs to achieve our ambitious capability program. The Defence Industry workforce will need to grow by 10–20 per cent over the next five years to deliver on Defence's current Integrated Investment Program, along with thousands of additional jobs across other projects in cyber, systems solutions and intelligence.

**Defence National Manufacturing Priority road map**

Defence and the Department of Industry, Science and Resources are collaborating on the Defence National Manufacturing Priority road map. The road map is promoting innovation, and encouraging businesses to generate scale and productivity to meet international demand and opportunities by adopting Industry 4.0 technologies. The road map will make a concerted effort to develop enduring Australian Industry Capability, particularly relating to the Sovereign Industrial Capability Priorities.

Defence is working closely with industry and academia to develop the future workforce through the following programs:

- Defence Industry Skilling and Science, Technology, Engineering and Mathematics (STEM) Strategy;
- Skilling Australia's Defence Industry Grant Program;
- Defence Industry Internship Program;
- School Pathways Program;
- Defence Industry Pathway Program;
- National Defence Industry Skills Office; and
- Office of Defence Industry Support.

Defence continues to strengthen engagement with Australia's international partners. We do this through strong relationships with our Pacific neighbours, Southeast Asian partners, and other close partner nations in the Indo-Pacific region. We are enhancing cooperative engagement and interoperability to meet shared challenges. Defence continues to conduct operations and exercises in the region, including with allies and partners, to underpin the international rules-based order and maintain regional security and stability.

The Alliance with the United States has never been more important and deep US engagement is critical to stability and prosperity in the Indo-Pacific. Defence is continuing to deepen Australia's Alliance with the United States through enhanced force posture cooperation, announced at AUSMIN 2021.

New partnerships like AUKUS are accelerating Defence's existing efforts to deliver on our strategic objectives. AUKUS builds on the longstanding and ongoing bilateral ties Australia has with the United States and the United Kingdom. Defence is working closely with AUKUS partners to identify the optimal pathway for Australia to acquire a conventionally armed nuclear powered submarine capability.

In September 2021, Defence established the Nuclear Powered Submarine Taskforce. This taskforce is a whole-of-government effort. It is staffed with representatives from the Australian Nuclear Science and Technology Organisation, Australian Radiation Protection and Nuclear Safety Agency, Australian Radioactive Waste Agency, the Departments of the Prime Minister and Cabinet, Foreign Affairs and Trade, Education, Skills and Employment, Industry, Science and Resources, Attorney-General's and the Australian Security Intelligence Organisation.

Defence is focused on developing targeted advanced capabilities critical to meeting the emerging threats of today and tomorrow. AUKUS is guiding accelerated development of advanced defence capabilities where they will have most impact – both for deterrence and our operational effectiveness.



## OPERATION FLOOD ASSIST 2022

Australian Army soldier Private Jamie Tabb assists the public in separating water-damaged belongings in Lismore, New South Wales.

The Australian Defence Force deployed personnel and assets to support New South Wales Government response to the flood emergency.

Australian Defence Force support was coordinated and prioritised through State Emergency Operations, with tasks including sand bagging, aerial search and rescue, damage assessments and clean up. CREDIT: Leading Aircraftman Samuel Miller

These capabilities are being augmented with work on information sharing and innovation to significantly enhance pathways for joint capability development by AUKUS partners. Our combined efforts with the United States and United Kingdom through AUKUS will make Australia a more capable security partner that is better able to support a safe and secure Indo-Pacific.

Our bilateral engagement is complemented by our many minilateral and multilateral exercises and agreements, such as the Pacific Islands Forum, Five Power Defence Arrangements, Quadrilateral Security Dialogue, the Five Eyes partnership, and ASEAN Defence Ministers' Meeting.

Australia will continue to be an active and vocal advocate for a rules-based international order designed to support economic growth, security, prosperity and our values. This includes support for laws and treaties, such as the United Nations Convention on the Law of the Sea, and international institutions that help constrain the exercise of coercive power and support collective responses to challenges such as terrorism and the proliferation of weapons of mass destruction.

We are strengthening our whole-of-government, state and territory relationships to enhance responses to regional and domestic disasters and emergencies.

The impacts of climate risks – such as catastrophic natural disasters, pandemics and growing water and food scarcity – are further complicating the dynamics in the Indo-Pacific. They alter the context in which regional actors make decisions, and influence the strategies they pursue to achieve their goals. These factors also contribute to state fragility and the risk of strategic miscalculation. Defence has a key role in supporting the Australian Government's climate and disaster resilience agenda and integrating climate risk into the planning and conduct of activities and operations.

Defence also collaborates with other government agencies through our linked programs. We work with the Departments of Home Affairs, Foreign Affairs and Trade, and Industry, Science and Resources and many others to deliver programs such as the Enhanced Pacific Engagement Program, and Centre for Counter-Terrorism Coordination. We contribute to countering foreign intelligence services, counter-terrorism, cyber security, maritime security and other domestic security activities.

Defence is undertaking continual reform to ensure that the organisation can achieve its objectives in a dynamic and rapidly changing strategic environment. Defence must be agile, adaptive, effective and integrated to succeed. In 2020, the *Defence Transformation Strategy* outlined a tranche of initiatives to deliver on these goals. This program of work will conclude at the end of 2022 having laid the foundations for a more resilient and adaptive Defence and the implementation of an enduring transformation system. This systemic approach to transformation will ensure Defence continues to change the way it operates, driven by our evolving strategic environment.

To ensure our organisation, strategy, force posture, capability investment, workforce and funding remain fit for purpose, the Australian Government announced the Defence Strategic Review on 3 August 2022.

The Review due to be delivered in early 2023 will:

- Outline the future strategic challenges facing Australia that may require an Australian Defence Force operational response;
- Identify and prioritise the estate, infrastructure, disposition, logistics and security investments required to provide Australia with the Defence force posture it needs by 2032–33;
- Consider all elements of the Integrated Investment Program and provide recommendations for the Program's reprioritisation, particularly in light of recently announced large-scale projects, to provide Australia with the force structure required by 2032–33;
- Outline the investments required to support Defence preparedness and mobilisation needs to 2032–33; and
- Outline funding needs to 2032–33 to ensure long-term strategic investments are progressed.

The Defence Strategic Review may result in significant changes for Defence and, if required, these will be reflected in the *2023–27 Defence Corporate Plan*.



## EXERCISE TALISMAN SABRE 2021

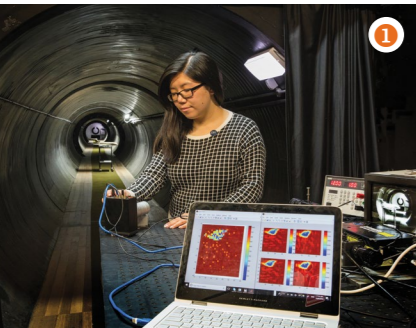
An Australian Light Armoured Vehicle disembarks HMAS Canberra's Landing Craft, Forrest Beach, Queensland, as part of an amphibious assault activity.

Exercise Talisman Sabre is the largest bilateral training activity between Australia and the United States.

Held every two years, it aims to test Australian interoperability with the United States and other participating forces in complex warfighting scenarios.

In addition to the United States, Talisman Sabre 2021 involved participating forces from Canada, Japan, Republic of Korea, New Zealand and the United Kingdom. The exercise included a Field Training Exercise incorporating force preparation activities, amphibious landings, ground force manoeuvres, urban operations, air combat and maritime operations.

Exercise Talisman Sabre 2021 was a major undertaking for all attending nations and demonstrated the combined capability to achieve large-scale operational outcomes within a COVID-19 safe environment. CREDIT: Corporal Madhur Chitnis



1

## Defence Science and Technology

Defence science and technology plays a critical role in defending Australia and its national interests. *More Together*, the Defence Science and Technology Strategy 2030, provides guidance to ensure the national science and technology enterprise is strengthened and explicitly leveraged to achieve scale and address the strategic and geopolitical challenges we face.

It includes initiatives to focus resources on Defence's highest science and technology priorities and supports the transitioning of good technological ideas into capability. It is delivering enhanced operational capability to Defence through streamlined and secure innovation pathways.

To support the Strategy, Defence is playing a stronger role in enabling and coordinating support from the national science and technology enterprise, which includes other publicly funded research agencies, universities, large companies, small to medium enterprises and entrepreneurs.



2

## Our People

Our people are Australian Defence Force members, Australian Public Servants and contractors dedicated to delivering on our Mission.

**"Our diverse workforce is united by shared values and behaviours. In 2020, we launched the Defence Values and Behaviours that highlight how we strive to live our values every day."**

We continue to build on *Pathway to Change: Evolving Defence Culture 2017-22* and move toward a unified vision and shared sense of identity and purpose.

The Australian Government announced the formal establishment of the Royal Commission into Defence and Veteran Suicide on 8 July 2021. Defence is cooperating fully with the Royal Commission and supports its people to engage and share their stories. Defence welcomes the Royal Commission as an opportunity to learn and strengthen our approach to mental health and wellbeing and to transition from the Australian Defence Force.

The Royal Commission's interim report was released in August 2022 with a final report due in June 2024. We continue to implement the Afghanistan Inquiry Reform Program with many of the Inquiry Recommendations now closed.

Defence must continue to grow its workforce by approximately 18,500 Australian Defence Force and Australian Public Service personnel by 2039-40. This growth supports the introduction of new capabilities, delivering on the capability investment outlined in the *2020 Force Structure Plan*, and ensures Defence can respond to future challenges.

The emerging capabilities identified in the *2020 Force Structure Plan* require new occupations, roles and skills and will change the nature of work and operational service. Defence must recruit, reshape and reskill our integrated workforce. This will enable us to transition to new platforms and systems and build capacity in enterprise capabilities such as cyber, information warfare, data, intelligence, artificial intelligence, electronic warfare, logistics, health, space and nuclear technology and engineering.

1 – Defence Science and Technology researcher, Joyce Mau, setting up the new Single Photon Avalanche Diode camera for low light and 3D imaging in the testing tunnel at Defence Science and Technology's Edinburgh facility. CREDIT: Mr Peter Hoare

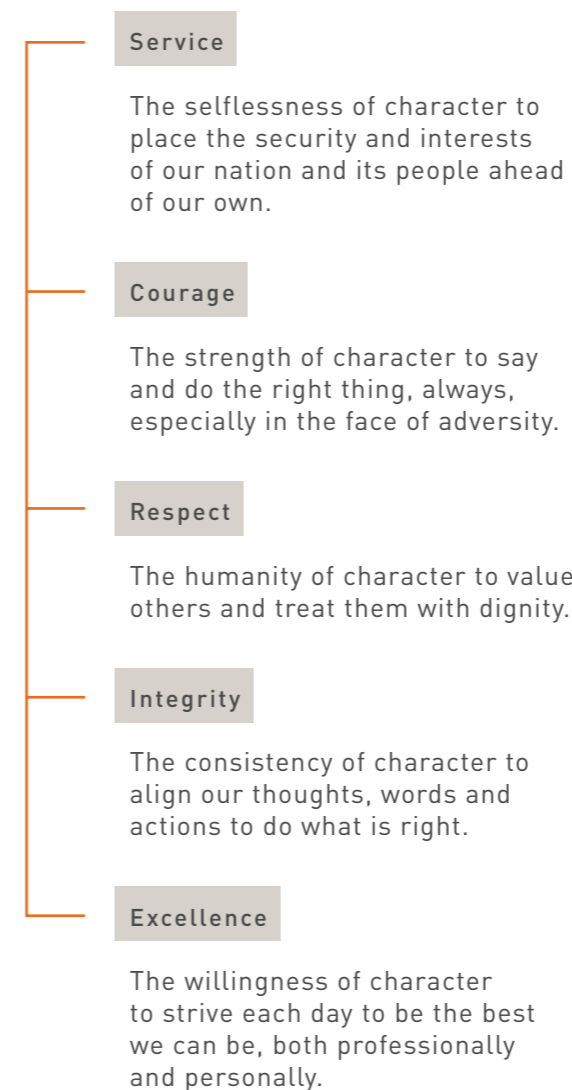
2 – Headquarters Joint Operations Command Australian Defence Force and a member from the New Zealand Defence Force, and Public Service personnel, pose for a photograph after completing 'The Push-Up Challenge' at HQJOC, Bungendore, New South Wales. CREDIT: Sergeant Matthew Bickerton

Nuclear submarines, space and technology, and modern manufacturing will be vital for Defence to operate with partners within the strategic environment over the next two decades. Defence will not be able to deliver on these key areas without our people. Defence has implemented a number of workforce initiatives including the Defence Strategic Workforce Plan 2021-40 to enhance the way we recruit and retain our people. These initiatives will increase workplace flexibility and continue to make Defence an organisation of choice for Australians.

Defence also continues to adopt new approaches to education and training to generate and sustain the skills we need in our workforce to adapt to rapidly changing technologies and meet preparedness requirements. In 2022, the Australian Government announced the creation of more than 300 scholarships across the next five years to grow Australia's nuclear science and engineering workforce to support our AUKUS partnership.

Figure 2: Defence values and behaviours.

## Our values



## Our behaviours

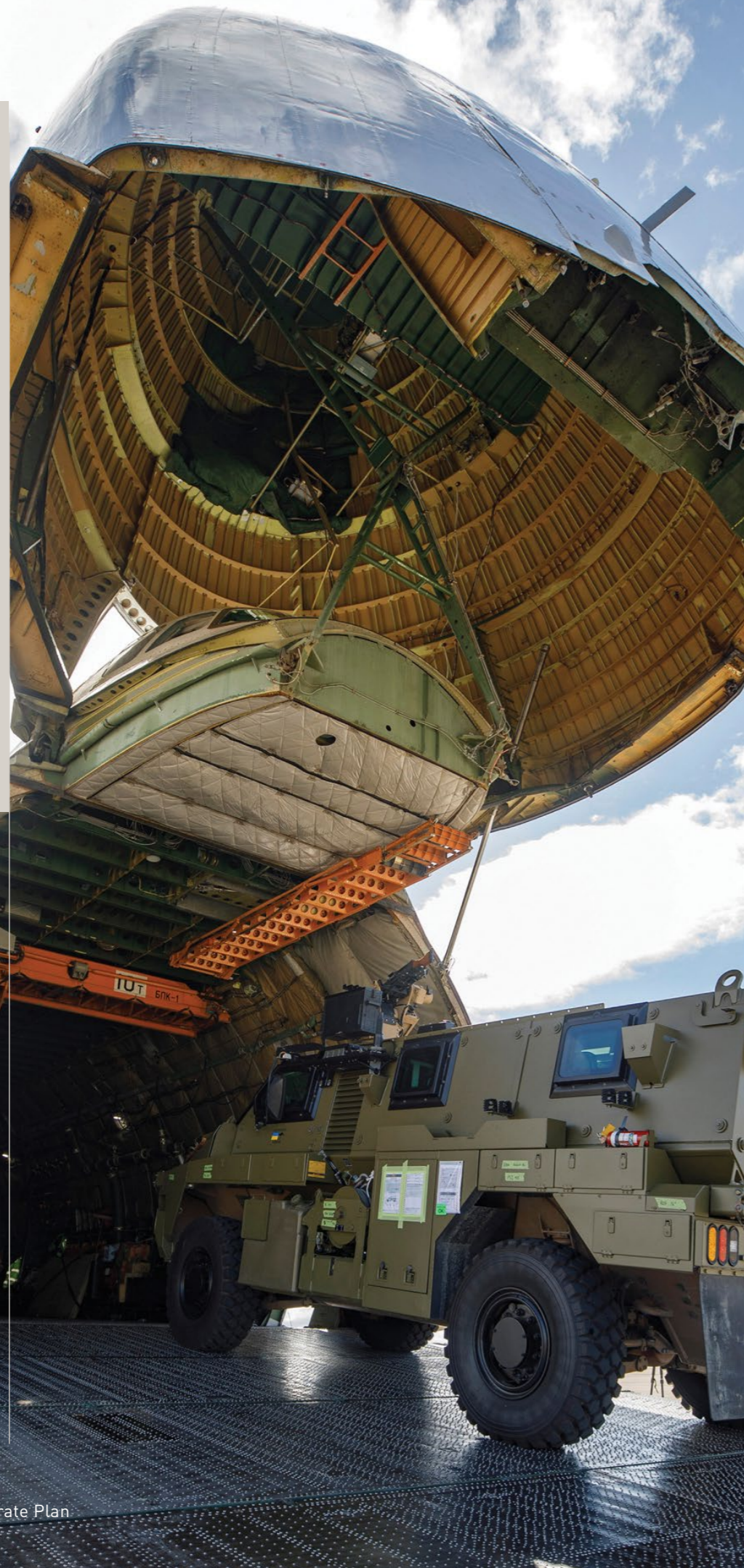


## THE WAR IN UKRAINE

An Australian Government-donated Bushmaster protected mobility vehicle bound for Ukraine is loaded onto an Antonov AN-124 cargo aircraft at RAAF Base Amberley, Queensland.

Australia's total military assistance contribution to Ukraine is approximately \$388 million as at July 2022.

This includes M777 155mm lightweight, towed howitzers and 155mm howitzer ammunition, Bushmaster protected mobility vehicles, armoured personnel carriers, protected weapons systems, anti-armour weapons and ammunition, military equipment, combat rations and medical supplies and financial contributions. CREDIT: Corporal Jesse Kane



## Defence ICT and Data Modernisation

Data and technology underpin the ability to make rapid and informed decisions and are critical to everything Defence does.

Defence has one of the largest and most complex ICT undertakings in Australia. As well as supporting more than 100,000 Defence personnel ICT requirements, we deliver mission-critical systems, services and strategic communications to enable the warfighting capabilities of the Australian Defence Force globally. Defence is investing in modern, resilient, secure information technology capabilities and services through the *2022 Defence Information and Communications Technology Strategy* and the *Defence Cybersecurity Strategy* so that Defence is ready to fight and win in the digital age.

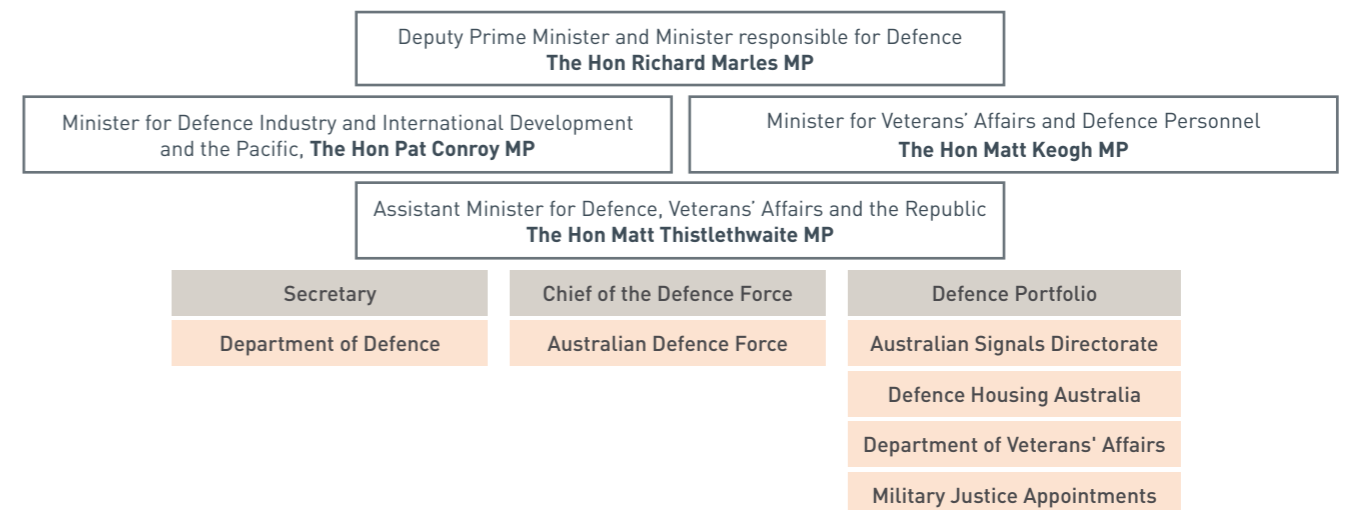
In August 2021, Defence launched its first *Defence Data Strategy*. The Strategy outlines the pillars, practical initiatives and priority data areas that are driving Defence's uplift in data governance management and analytics. In 2022, we appointed our inaugural Chief Data Integration Officer and established a new Data Division at the centre of the organisation to drive the implementation of the Strategy's 27 initiatives and embed data literacy as a cultural norm across the organisation.

## Portfolio Structure

The Defence portfolio brings together component organisations that are collectively responsible for the defence of Australia and its national interests and the care and support for our people.

The Secretary of the Department of Defence and the Chief of the Defence Force jointly lead Defence as an integrated enterprise, with collective responsibility for strategy, capability and continuous transformation. The Secretary holds responsibility for financial management and stewardship of the Department of Defence. The Chief of the Defence Force holds responsibility for command and stewardship of the Australian Defence Force. This arrangement is known as the Diarchy and recognises the combined and unique leadership responsibilities of these two roles. Organisations within the Defence portfolio publish their own planning documents.

**Figure 3:** Defence Portfolio structure in-line with 1 July 2022 Administrative Arrangements Order.



## JUNGLE TO URBAN

The Royal Australian Regiment's Bravo Company conducting Exercise Kalimantan, a training activity in preparation for their participation on Joint Army Training Team – Philippines.

The soldiers were uplifted by 5th Aviation Regiment MRH90 helicopters and taken from Lavarack Barracks to Tully Far-North Queensland before conducting jungle offensive operations, jungle to urban clearances, and basic jungle survival and medical treatment. CREDIT: Bombardier Guy Sadler

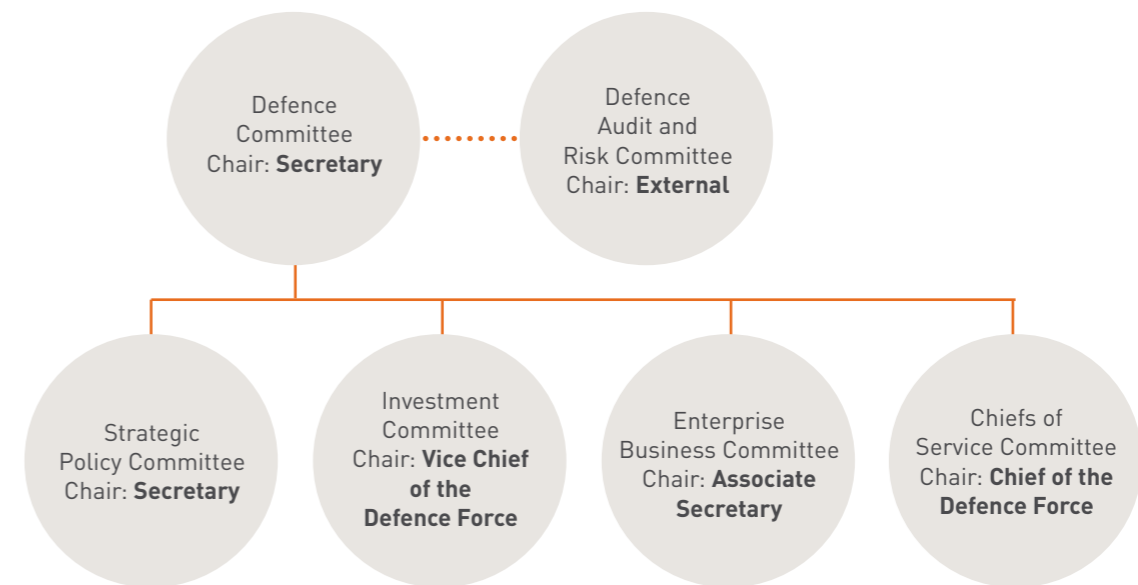


## Governance

As a complex, multifaceted organisation, our management committees bring together our most senior leaders to make the critical decisions that ensure Defence delivery on the Mission and Government priorities. Defence management committees play a central role in setting priorities, managing risk, monitoring performance and aligning resources.

The independent Defence Audit and Risk Committee provides advice to the Secretary and Chief of the Defence Force our performance, risk management and internal audit.

**Figure 4:** Defence Management Committees as at August 2022.



## Risk Management

Effective risk management is integral to achieving our Mission and promoting a positive risk management culture. Our enterprise-level risks focus on the operations of the organisation and risks to implementation of Government priorities and achievement of Defence's strategic objectives. The Defence Risk Management Policy and Framework set expectations for managing risk in line with the Commonwealth Risk Management Policy. The Framework defines Defence's appetite for risk.

Defence's Framework empowers our people to develop policies, processes and reporting mechanisms for specialist areas of risk. Defence continually reviews and enhances its Risk Management Framework.

**TABLE 1:** Enterprise risks.

Risk	Management mechanisms
<b>Capability</b> — Defence is unable to develop, deliver and sustain military, intelligence and enabling capabilities as directed by Government.	The Defence Investment Committee reviews the risks to delivering capability and uses One Defence Capability System as guidance for the management of capability delivery.
<b>Preparedness</b> — Defence is unable to defend Australia and its national interests through the conduct of operations and provision of support for the Australian community and civilian authorities in accordance with Government direction.	The Chiefs of Service Committee reviews and manages risks to preparedness, supported by the Defence Preparedness Management System and the Defence Preparedness Management Policy.
<b>Finance</b> — Defence’s finance frameworks do not adequately respond to emerging budget pressures and support compliance with legislative obligations.	The Accountable Authority Instructions and Defence Financial Delegations provide the mechanism to manage Commonwealth funding allocated to Defence.
<b>Transformation</b> — Defence does not adequately implement and embed reforms and manage the changes required to deliver efficient and effective outcomes.	The Defence Transformation Program manages transformation assurance through reporting to the Enterprise Business Committee. The Enterprise Business Committee reviews the risks to transform supported by Defence Transformation Program reporting.
<b>Work health and safety</b> — Defence does not protect our people against harm to their health, safety and welfare, so far as is reasonably practicable.	The <i>Defence Work Health and Safety Strategy</i> and associated policies and processes, support the management of physical and mental health risks.
<b>People</b> — The Defence workforce does not have the capability and capacity to meet required outcomes.	The <i>Defence Strategic Workforce Plan 2016–26</i> , and <i>Pathway to Change: Evolving Defence Culture 2017–22</i> support effective people management in Defence.
<b>Security</b> — Inadequate security threatens the defence and advancement of national and strategic interests.	The <i>Defence Cybersecurity Strategy</i> and <i>Defence Security Principles Framework</i> manage security in Defence.
<b>Information</b> — Defence’s information systems do not enable the information required to conduct business, including decision-making, planning and operations.	The <i>Defence Information and Communications Technologies Strategy</i> , <i>Defence Cybersecurity Strategy</i> , <i>Defence Data Strategy 2021–23</i> , and the Information Security Manual support Defence to manage information and data systems.
<b>Estate</b> — Defence’s estate and infrastructure do not effectively support Defence’s required outcomes.	Defence estate and infrastructure is managed through the Defence Estate Strategy Implementation Plan, Defence Environmental Strategy and Plan and the Defence Security Principles Framework.
<b>Stakeholder engagement</b> — Defence does not adequately foster and maintain relationships that support effective stakeholder and international engagement.	Defence stakeholder engagement is managed through Defence strategic policy, the Defence International Engagement Policy, the Defence Industry Policy, the Contestability Model and Handbook and the Capability Life Cycle Manual and Design Guidance.



**1** – Aviators from No. 2 Operational Conversion Unit, Squadron Warrant Officer Wayne Wilson (left) and Armament Technician Corporal Lawson Alick, at RAAF Base Darwin Northern Territory, during Exercise Diamond Storm 2022. CREDIT: Leading Aircraftman Sam Price



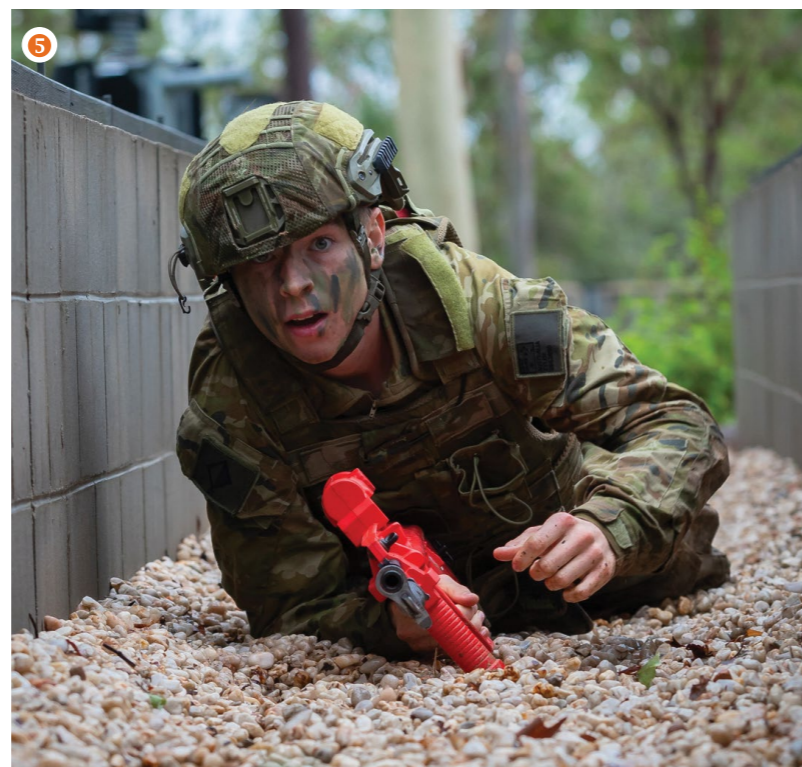
**2** – Flying Officer Melinda Cannavo's face is painted with ochre from the sacred land of the local Adnyamathanha people during a cultural immersion tour as part of 'WINGS in the Eyre 2022' Women's Integrated Networking Groups adventure-networking expedition. CREDIT: Corporal Melina Young



**3** – Royal Australian Navy sailor Able Seaman Aviation Support Lynton Robbins plays the didgeridoo during the commissioning ceremony for HMAS Encounter at Torrens Parade Ground, Adelaide, South Australia. CREDIT: Able Seaman Imagery Specialist Susan Mossop



**4** – Australian Defence Force Public Service personnel from Defence Space Command and Defence Science and Technology Group, work alongside an industry team led by SABER Astronautics in the Responsive Space Operations Centre, LOT 14 in Adelaide, as part of the Pacific Cell for the April 2022 Sprint Advanced Concept Training event. CREDIT: Mr Peter Hoare



**5** – Australian Army soldier Private Joshua Tyler from the 4th Regiment, Royal Australian Artillery, leopard crawls through the Bayonet Assault course at Lavarack Barracks, Townsville, Queensland during Resilience Week 2022. CREDIT: Gunner Gregory Scott

The 2022–26 Defence Corporate Plan introduces ten new performance measures and associated targets linked to our key activities and programs. These performance measures focus on assessing the delivery of our key activities at the whole-of-Defence level. For the duration of the 2022–26 Defence Corporate Plan, Defence will assess and measure its performance through a mix of qualitative and quantitative data.

**OUTCOME 1**

Defend Australia and its national interests through the conduct of operations and provision of support for the Australian community and civilian authorities in accordance with Government direction.

<b>KEY ACTIVITY 1</b>	Conduct operations and deployments to defend Australia and its national interests
<b>1.1 PERFORMANCE MEASURE</b>	Defence maintains ready forces, plans and conducts operations, activities and actions as directed by Government to achieve Defence's strategic objectives.
<b>TARGET</b>	A target is not appropriate for this measure. Defence responds to Australian Government requirements and conducts operations as directed. This will change year on year.
<b>1.2 PERFORMANCE MEASURE</b>	Defence deploys Australian Defence Force and Australian Public Service personnel to Australian government departments and agencies and whole-of-government task forces to support national disaster and emergency response, as directed by Government.
<b>TARGET</b>	A target is not appropriate for this measure. Defence responds to Australian Government requirements and deploys personnel to Australian government departments and agencies and whole-of-government task forces as directed. This will change year on year.

<b>OUTCOME 2</b>	Protect and advance Australia’s strategic interests through the provision of strategic policy, the development, delivery and sustainment of military, intelligence and enabling capabilities, and the promotion of regional and global security and stability as directed by Government.
<b>KEY ACTIVITY 2</b>	Be a strategy-led organisation
<b>2.1 PERFORMANCE MEASURE</b>	Defence develops internal policy guidance to implement the strategic objectives of Shape, Deter and Respond.
<b>TARGET</b>	Percentage of subsidiary documents referencing the Defence Planning Guidance. <ul style="list-style-type: none"> <li>• 2022–23 – Baseline to be developed</li> <li>• 2023–26 – Target set against baseline</li> </ul>
<b>KEY ACTIVITY 3</b>	Enable intelligence-informed strategic policy and international operations
<b>3.1 PERFORMANCE MEASURE</b>	Defence intelligence assessments and products inform the planning and conduct of international operations and the development of strategic policy.
<b>TARGET</b>	Percentage of international operations – both in planning and conduct, that are informed by Defence intelligence assessments and products. <ul style="list-style-type: none"> <li>• 2022–23 – Baseline to be developed</li> <li>• 2023–26 – Target set against baseline</li> </ul> Percentage of strategic policy products that are informed by defence intelligence assessments and products. <ul style="list-style-type: none"> <li>• 2022–23 – Baseline to be developed</li> <li>• 2023–26 – Target set against baseline</li> </ul>
<b>KEY ACTIVITY 4</b>	Invest in Defence people*
<b>4.1 PERFORMANCE MEASURE</b>	Defence is an employer of choice, attracting and retaining talented and skilled people from across Australia to the Australian Defence Force and Australian Public Service.
<b>TARGET</b>	Defence makes progress against recruitment and retention milestones to meet 2039–40 workforce growth requirements. <ul style="list-style-type: none"> <li>• 2022–23 – Baseline to be developed</li> <li>• 2023–26 – Targets set against baseline</li> </ul>
<b>4.2 PERFORMANCE MEASURE</b>	Defence supports ADF members and their families by providing access to the right support, at the right time, enabling service personnel to be Fit to Fight, Fit to Work and Fit for Life.
<b>TARGET</b>	Defence continues to strengthen support for whole-of-life health, wellbeing and safety outcomes for current and former Australian Defence Force members and families through the delivery of support services that address the Defence and Department of Veterans’ Affairs Wellbeing Framework. <ul style="list-style-type: none"> <li>• 2022–23 – Baseline to be developed</li> <li>• 2023–26 – Progress benchmarks set against baseline</li> </ul>

\*Consideration will be given to the inclusion of additional targets following review of the interim and Final Report from the Royal Commission into Defence and Veteran Suicide.

<b>KEY ACTIVITY 5</b>	Promote regional and global security and stability
<b>5.1 PERFORMANCE MEASURE</b>	Defence fosters and maintains relationships with international partners that enable effective promotion of regional and global security and stability.
<b>TARGET</b>	International engagement activities align with Defence strategic objectives and priorities to deliver on Australia’s national interests. <ul style="list-style-type: none"> <li>• 2022–23 – Baseline to be developed</li> <li>• 2023–26 – Targets set based on baseline</li> </ul> Defence relationships are strengthened through partnership agreements, including programs of international engagements, activities, exercises, capability development and acquisition and a network of representational staff. <ul style="list-style-type: none"> <li>• 2022–23 – Baseline to be developed</li> <li>• 2023–26 – Targets set based on baseline</li> </ul>
<b>5.2 PERFORMANCE MEASURE</b>	Defence regional cooperation contributes to improving collective responses to common security challenges.
<b>TARGET</b>	The international education and training program contributes to strong people-to-people links with regional security partners. <ul style="list-style-type: none"> <li>• 2022–23 – Baseline to be developed</li> <li>• 2023–26 – Targets set based on baseline</li> </ul> Secondments of international personnel with the Australian Defence Force establishes professional relationships with partner militaries. <ul style="list-style-type: none"> <li>• 2022–23 – Baseline to be developed</li> <li>• 2023–26 – Targets set based on baseline</li> </ul> Defence bilateral, trilateral and multilateral partnerships are strengthened through the establishment and implementation of partnership agreements. <ul style="list-style-type: none"> <li>• 2022–23 – Baseline to be developed</li> <li>• 2023–26 – Strengthened targets set based on baseline</li> </ul>

**KEY ACTIVITY 6** Deliver future capability

**6.1 PERFORMANCE MEASURE** Defence delivers the right capability at the right time within a balanced Integrated Investment Program to ensure it is equipped to respond to future security challenges.

**TARGET** Percentage of approved Integrated Investment Program capability programs and projects across all domains on track to deliver the capability approved by Government.

- 2022–23 – Baseline to be developed
- 2023–26 – Targets set based on baseline

Percentage of approved Integrated Investment Program capability programs and projects by domain that are within Government approved schedule.

- 2022–23 – Baseline to be developed
- 2023–26 – Targets set based on baseline

Percentage of approved Integrated Investment Program capability programs and projects by domain that remain within Government approved costs.

- 2022–23 – Baseline to be developed
- 2023–26 – Targets set based on baseline

**KEY ACTIVITY 7** Advance Australia’s prosperity

**7.1 PERFORMANCE MEASURE** Defence contributes to Australia’s prosperity through the inclusion of Australian businesses and enterprises in supply chains for capability and services.

**TARGET** Defence direct economic contribution to the Australian economy.

- 2022–23 – Baseline to be developed
- 2023–26 – Targets set based on baseline

Defence contributes to strengthening sovereign defence industry.

- 2022–23 – Baseline to be developed
- 2023–26 – Targets set based on baseline

Australian defence industry exports.

- 2022–23 – Baseline to be developed
- 2023–26 – Targets set based on baseline

Defence invests in the national science and technology enterprise to support Defence priorities.

- 2022–23 – Baseline to be developed
- 2023–26 – Targets set based on baseline

Percentage of Defence’s procurement through Indigenous businesses is maintained or increased in-line with Australian Government Indigenous procurement targets.

- 2022–26 – Australian Government annual targets for volume and value

**AIR FORCE DRONE RACING TOURNAMENT EXHIBITION**

The annual Air Force Drone Racing Tournament hosted at RAAF Base Amberley, invited all racers within the Australian Defence Force to test their skills and compete to qualify for a spot in the Australian Drone Nationals. Civilian drone operators from around Brisbane were invited to watch and to display their own innovative inventions during the exhibition.

The Air Force Drone Racing Team competes in both military and civilian drone racing competitions, conducts public demonstrations, and teaches drone racing to cadets and schools. CREDIT: Leading Aircraftwoman Kate Czerny



**TABLE 2:** Key Activities and Portfolio Budget Statements Programs.

## Portfolio Budget Statements Programs

KEY ACTIVITIES							
	1: Conduct campaigns and operations to defend and advance Australia's national interests	2: Be a strategy-led organisation	3: Enable intelligence-informed strategic policy and international operations	4: Invest in Defence people	5: Promote regional and global security and stability	6: Deliver future capability	7 Advance Australia's prosperity
PROGRAMS							
1.1	Operations contributing to the safety of the immediate neighbourhood	✓					
1.2	Operations supporting wider interests	✓					
1.3	Defence contribution to national support tasks in Australia	✓					
2.1	Strategy, Policy and Industry		✓		✓		✓
2.2	Defence Executive Support			✓		✓	
2.3	Defence Finance					✓	✓
2.4	Joint Capabilities	✓		✓		✓	
2.5	Navy Capabilities	✓				✓	
2.6	Army Capabilities	✓				✓	
2.7	Air Force Capabilities	✓				✓	
2.8	Australian Defence Force Headquarters	✓				✓	
2.9	Capability Acquisition and Sustainment					✓	✓
2.10	Security and Estate					✓	
2.11	Chief Information Officer					✓	
2.12	Defence People	✓		✓			
2.13	Defence Science and Technology					✓	✓
2.14	Defence Intelligence		✓			✓	
2.20	Defence Force Superannuation Benefits			✓			
2.21	Defence Force Superannuation Nominal Interests			✓			
2.22	Housing Assistance			✓			
2.23	Other Administered			✓			

## Changes since the 2021–25 Defence Corporate Plan

Since the publication of the *2021–25 Defence Corporate Plan*, Defence has updated all key activities, performance measures and targets. These changes have been designed to better demonstrate to the Australian Government, and the Australian public how Defence effectively uses its resources to deliver on the Mission. These changes have been made in alignment with *Public Governance, Performance and Accountability Act 2013* and *Public Governance, Performance and Accountability Rule 2014* requirements.


### List of requirements

The *2022–26 Defence Corporate Plan* has been prepared in accordance with the requirements of:

- Subsection 35(1) of the *Public Governance, Performance and Accountability Act 2013*, and
- Section 16E of the *Public Governance, Performance and Accountability Rule 2014*.

**TABLE 3:** Requirements met by the *2022–26 Defence Corporate Plan* and the page references for each requirement.

Topic	Requirements	Page(s)
Introduction	<ul style="list-style-type: none"> <li>• A statement that the plan is prepared for paragraph 35(1)(b) of the <i>Public Governance, Performance and Accountability Act 2013</i>.</li> <li>• The reporting periods for which the plan is prepared.</li> <li>• The reporting periods covered by the plan.</li> </ul>	<ul style="list-style-type: none"> <li>– Message from the Secretary of Defence and the Chief of the Defence Force, <b>page iii</b>.</li> </ul>
Purpose	<ul style="list-style-type: none"> <li>• The purposes of the entity.</li> </ul>	<ul style="list-style-type: none"> <li>– Our Mission and Purpose, <b>page 4</b>.</li> </ul>
Key Activities	<ul style="list-style-type: none"> <li>• The key activities that the entity will undertake in order to achieve its purposes.</li> </ul>	<ul style="list-style-type: none"> <li>– Key Activities, <b>page 6</b>.</li> </ul>
Operating Context	<ul style="list-style-type: none"> <li>• The environment in which the entity will operate.</li> <li>• The strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes.</li> <li>• A summary of the risk oversight and management systems of the entity, and the key risks that the entity will manage and how those risks will be managed.</li> <li>• Details of any organisation or body that will make a significant contribution towards achieving the entity's purposes through cooperation with the entity, including: <ul style="list-style-type: none"> <li>– How the cooperation will help achieve those purposes.</li> <li>– How any subsidiary of the entity will contribute to achieving the entity's purposes (not applicable).</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>– Message from the Secretary of Defence and the Chief of the Defence Force, <b>page iii</b>.</li> <li>– Our Strategic Objectives, <b>page 5</b>.</li> <li>– Our Environment, <b>page 9</b>.</li> <li>– Defence Science and Technology, <b>page 14</b>.</li> <li>– Our People, <b>page 14</b>.</li> <li>– Defence ICT and Data Modernisation, <b>page 17</b>.</li> <li>– Risk Management, <b>page 19</b>.</li> </ul>
Performance	<ul style="list-style-type: none"> <li>• Specified performance measures for the entity that meet the requirements of section 16EA of the <i>Public Governance, Performance and Accountability Rule 2014</i>.</li> <li>• Specified targets for each of those performance measures to which it is reasonably practicable to set a target.</li> </ul>	<ul style="list-style-type: none"> <li>– Our Performance, <b>page 21</b>.</li> <li>– Outcome 1, <b>page 23</b>.</li> <li>– Outcome 2, <b>page 24</b>.</li> </ul>



Defend Australia and its  
national interests in order to  
advance Australia's security  
and prosperity.

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