



Australian Government
Defence

2024–28 Defence Corporate Plan



Acknowledgement of Country

Defence acknowledges the Traditional Custodians of Country throughout Australia. Defence recognises their continuing connection to traditional lands and waters and would like to pay respect to their Elders both past and present. Defence would also like to pay respect to the Aboriginal and Torres Strait Islander peoples who have contributed to the defence of Australia in times of peace and war. CREDIT: Nicole Mankowski



Greg Moriarty AO
Secretary of the
Department of Defence
August 2024

Statement of preparation

I, as the accountable authority of Defence, present the 2024–28 *Defence Corporate Plan* as required under paragraph 35 (1)(b) of the *Public Governance, Performance and Accountability Act 2013*.



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Foreword

A new era of strategic competition is reshaping our world and our region.

As a new Government, we believed that this was a moment that demanded foundational thinking.

We commissioned a root and branch review of the strategic landscape and our force posture and structure — the *Defence Strategic Review*, delivered in April last year.

This is our strategic blueprint for the future.

The *Defence Strategic Review* made the case for instituting the *2024 National Defence Strategy* — the first in Australian history — alongside a complete rebuild of the Integrated Investment Program, which together would align and focus our strategy, capability, and resources on the strategic problems articulated by the *Defence Strategic Review* itself.

These bodies of work have now been delivered and their implementation engages every corner of the Defence enterprise.

In recognition of the fact that industry is Defence's critical partner in achieving these priorities, we have also introduced the *Defence Industry Development Strategy* to rebuild the nation's sovereign defence industrial base and reform the way Defence does business with industry. This is the first time that an Australian government has articulated the kind of defence industry we will need to underpin our future force, and it provides unprecedented clarity and certainty to Australian defence industry, and to Defence itself as it partners with industry over the years ahead.

People remain Defence's most important asset, and the Government acknowledges the joint effort of the Australian Defence Force and Australian Public Service workforce in delivering these reforms. We share the gratitude of all Australians for the willingness of members of the Australian Defence Force to shoulder the potential risk to their own lives in defending and protecting our country.

To achieve the generational uplift required to meet the demands of our strategic circumstances, we are focused on attracting and retaining the highly specialised and skilled workforce required to meet Defence's capability needs. In doing so, we are supporting Defence in delivering the positive and inclusive cultural change that is essential to ensuring that Defence is an organisation that people want to join and where they want to stay.

There are many lessons we can learn from the Royal Commission into Defence and Veteran Suicide, enabled by the courage of those who have come forward and given their testimony. Defence has implemented the Commission's interim recommendations, and is actively measuring the benefits of the implemented recommendations, with the Government's full support. The Government will carefully consider the findings of the forthcoming final report of the Royal Commission, which will include informing strategies to improve Defence's culture.

The ambitious but necessary reforms the Government is making across Defence require significant investment to ensure their timely realisation.

In the last budget, we allocated \$5.7 billion of additional funding to Defence over the Forward Estimates. This is the most significant increase in Defence funding over a four-year cycle in decades.

Australia's annual defence spending will almost double over the coming decade to \$100 billion, over 2.3 per cent of GDP.

We have made the hard reprioritisation decisions to realise the Defence Force which will guide us through a very difficult future in a way that will keep Australians safe.

There is now one job at hand: transforming our future capability so that we can maintain our way of life in a much less certain region and world. That purpose underlies the *2024–28 Defence Corporate Plan*, and I commend the Plan to you.



The Hon Richard Marles MP

Deputy Prime Minister
and Minister for Defence

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

A CAC CA-18 Mustang flanked by an F-35 Lightning II aircraft from No. 77 Squadron, during the Warbirds Over Scone 2024 airshow. CREDIT: Mark Jessop



In the first six months of 2024, the Government released the inaugural *2024 National Defence Strategy*, the rebuilt *2024 Integrated Investment Program* and a new *Defence Industry Development Strategy*.

Together, they present foundational reforms that impact every aspect of the Defence enterprise, focusing our collective effort toward ensuring Defence is fit for purpose for the challenging strategic circumstances outlined in the *Defence Strategic Review*.

The *2024 National Defence Strategy* is founded on the concept of National Defence, a coordinated, whole-of-government and whole-of-nation approach that harnesses all arms of national power to defend Australia and advance our interests.

The adoption of National Defence means the Australian Defence Force (ADF) will shift from a balanced force to an integrated, focused force designed to address the nation's most significant strategic risks.

The Government has directed Defence to adopt a Strategy of Denial as the new cornerstone of Defence planning, designed to deter a potential adversary from taking actions that would be inimical to Australia's interests and regional stability. This will be achieved by increasing the range and lethality of the ADF, strengthening Australia's national resilience and focusing Defence's international engagement efforts on enhancing interoperability and collective deterrence.

The *2024 Integrated Investment Program* sets out the specific defence capabilities the Government will invest in to give effect to the *2024 National Defence Strategy*. In rebuilding the Integrated Investment Program, the Government has

made tough, but necessary decisions to cancel, divest, delay or re-scope projects or activities that are less critical to delivering the force our strategic circumstances require. This reprioritisation has enabled Defence to accelerate new, more potent immediate and longer-term priority projects and capabilities.

The Government has established for Defence a clear and priority-driven approach to implementing this ambitious reform program.

Delivering whole-of-nation priorities like Australia's conventionally armed, nuclear-powered submarine capability, the Guided Weapons and Explosive Ordnance Enterprise and the Naval Shipbuilding and Sustainment Enterprise require Defence to engage more deeply and develop stronger partnerships with other government agencies, with different levels of government and with defence industry.

Industry is our critical partner in the delivery of these priorities. The Government has instituted the *Defence Industry Development Strategy* to guide significant reforms to the way Defence does business with industry in order to build, maintain and sustain our capabilities and build the nation's sovereign defence industrial base in areas of priority.

Our existing workforce has demonstrated willingness, flexibility and determination in its approach to delivering this necessary program of reform. People are and will remain our most important capability, and it is essential that we continue to grow and retain our highly skilled workforce.

To achieve this critical goal we are widening the aperture to increase the opportunity for potentially suitable applicants to join the ADF; streamlining the recruiting system to increase the number of people joining the ADF; improving processes to enable faster recruiting; and encouraging personnel to stay and serve longer through retention initiatives.



Culture is essential to the achievement of our mission, and Defence is continuing to work to foster a culture that prioritises the wellbeing of our people who strive every day to contribute to our common goals.

While the body of work directly supporting the Royal Commission into Defence and Veteran Suicide is coming to a close as the Commission moves toward delivering its findings, the work to achieve positive cultural reform will continue over the life of this Corporate Plan, as will the outcomes of the Afghanistan Inquiry Reform Program. While the Program has closed, Defence will continue to implement and sustain the lessons learned.

Positive and inclusive change to our workplace culture is being driven by the Defence Culture Blueprint and Action Plan. Full implementation of the Defence Culture Blueprint and Action Plan will continue to be integral to the achievement of every priority across the organisation. Both will be integrated into the new, comprehensive workforce plan that will be aligned with the National Defence Strategy and the Integrated Investment Program in order to deliver an effective and achievable approach to workforce planning.

Greg Moriarty AO

Secretary of the
Department of Defence
August 2024



To ensure the Defence enterprise is fit to deliver what is demanded of us by the Government, Defence is implementing an Enterprise Transformation Plan based on the principles of workforce optimisation, simplification and digitisation to ensure our organisation is able to meet our challenges, both now and beyond our immediate horizons. These reforms will be rolled out in tranches in parallel with the Corporate Plan, as part of the overarching approach to ensure the ongoing alignment of strategy, capability and resources.

The Government has committed to updating the National Defence Strategy, Integrated Investment Program and associated plans and strategies every two years to ensure they remain fit for purpose. The *Defence Industry Development Strategy* will evolve in tandem with the National Defence Strategy.

This represents a fundamental shift away from the approach of intermittent Defence white papers to a continuous and conscious process of weighing the foundation strategies against changes in the strategic environment and evaluating Defence's capabilities against these developments.

Work is well advanced on establishing this function and ensuring the enterprise feeds in the best data and analysis to ensure this body of work is robust and ready for Government consideration in a timely way. In 2024–28, Defence will continue to strive to fulfil its mission: to defend Australia and its national interests in order to advance Australia's security and prosperity.

We are pleased to present the *2024–28 Defence Corporate Plan*, which covers the period 2024–28 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*.

David Johnston AC

Admiral
Chief of the Defence Force
August 2024





AUSTRALIA DAY 2024

Royal Australian Navy's HMAS *Choules* was the shining centre-piece at Sydney Cove, during Australia Day 2024 celebrations. The Royal Australian Army fired a 21-gun salute from Olympic Park, Milsons Point and a Royal Australian Air Force F-35A Lightning II aircraft demonstrated its aerial capability, followed by a spectacular display by the RAAF Roulettes. CREDIT: Leading Seaman Imagery Specialist David Cox

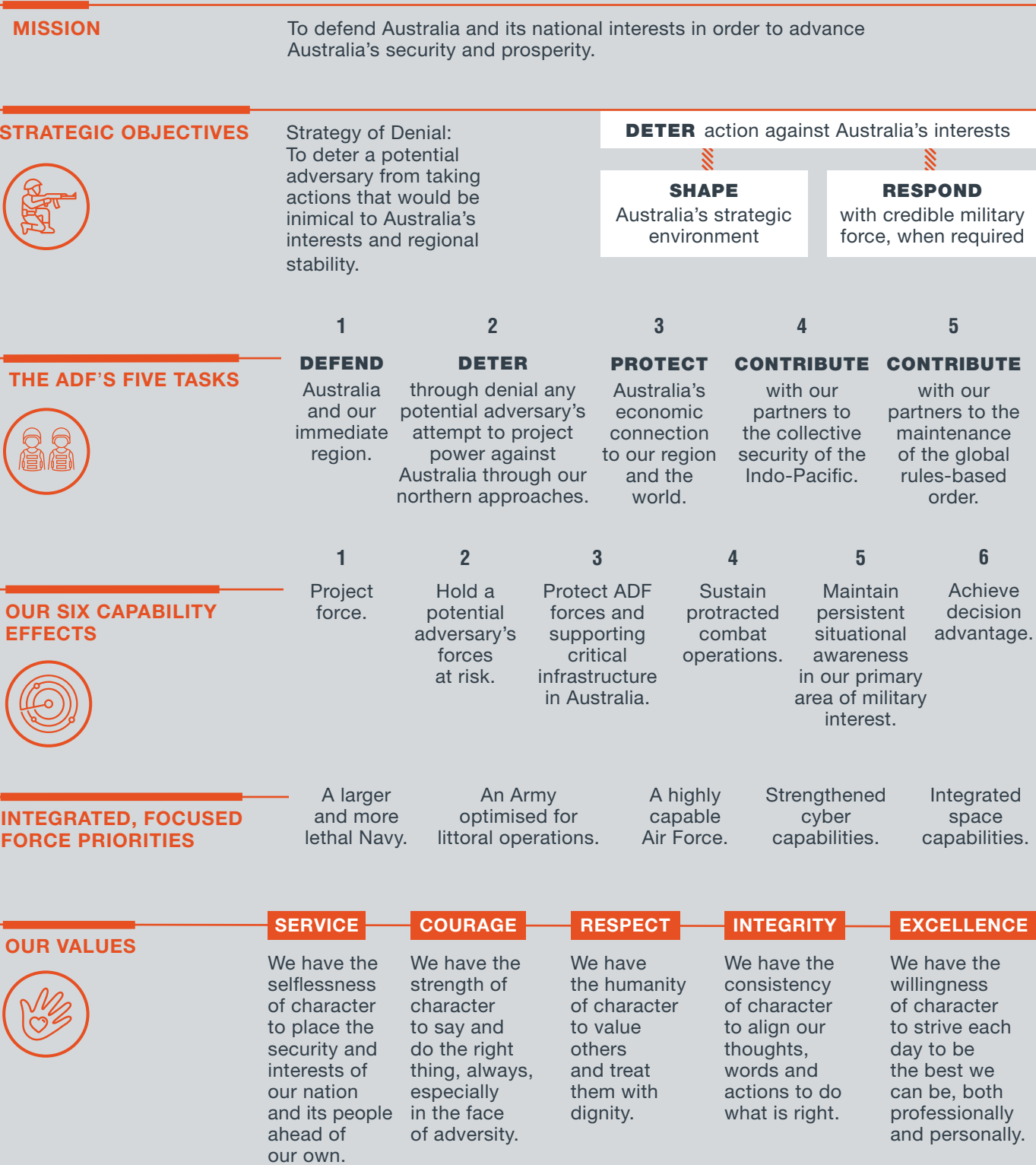


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Plan on a page — 2024–28 Defence Corporate Plan

Defence’s contribution to the whole of nation *National Defence*.



OUR BEHAVIOURS

Act with purpose for Defence and the nation.

Be adaptable, innovative and agile.

Collaborate and be team-focused.

Be accountable and trustworthy.

Reflect, learn and improve.

Be inclusive and value others.

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.

KEY ACTIVITIES



Conduct operations and deployments to defend Australia and advance its national interests.

Be a strategy-led organisation.

Enable intelligence-informed strategic policy and overseas operations.

Invest in Defence people.

Promote regional and global security and stability.

Deliver future capability.

Develop the sovereign defence industrial base required for our national security.

PERFORMANCE MEASURES

1.1

Defence maintains ready forces, plans and conducts operations, activities and actions as directed by Government to achieve Defence's strategic objectives.

1.2

Defence commits ADF and/or Australian Public Service (APS) assistance to whole-of-Government disaster and emergency response, as directed by government.

2.1

Defence develops internal policy guidance to implement government direction.

3.1

Defence intelligence assessments and products inform the planning and conduct of overseas operations and the development of strategic policy.

4.1

Defence attracts and retains an ADF and APS workforce with the necessary culture, skills and capabilities to contribute to Australia's national interests.

4.2

Defence supports ADF members and their families by providing access to support services and programs having regard to lifetime wellbeing.

5.1

Defence builds and maintains relationships with international partners that promote regional and global security and stability.

5.2

Defence conducts operations, activities and investments, which provide presence and posture in the Indo-Pacific.

6.1

Defence is delivering the right future capability at the right time within the Integrated Investment Program to ensure it is equipped to respond to future security challenges as directed by the *2024 National Defence Strategy*.

7.1

Defence strengthens the sovereign defence industry base across the critical industrial capabilities identified in the detailed Sovereign Defence Industrial Priorities (SDIPs).

1 – No. 2 Squadron personnel operate an aircraft de-icing machine to remove ice and snow from an E-7A Wedgetail before flight during Operation Kudu, Germany. CREDIT: Leading Aircraftman Adam Abela

2 – Soldiers and officers of Headquarters 3rd Brigade and the 3rd Combat Signal Regiment operate a command post during Exercise Brolga Walk at Townsville Field Training Area, Queensland. CREDIT: Trooper Dana Millington

3 – Leading Seaman Maritime Personnel Operator Britni Martin performs a general salute during HMAS *Stalwart*'s Official Reception while berthed alongside Sasebo, Japan during a regional presence deployment. CREDIT: Leading Seaman Imagery Specialist Daniel Goodman

4 – Dive team members from Australian Clearance Diving Team One prepare to conduct a mine countermeasure during Exercise Dugong 24. CREDIT: Leading Seaman Imagery Specialist Sittichai Sakonpoonpol



Our Strategic Direction

Australia faces the most complex and challenging strategic environment since the Second World War. It demands a coordinated, whole-of-government and whole-of-nation approach to Australia's defence. The *2024 National Defence Strategy* recognises that since the release of the *Defence Strategic Review*, Australia's strategic environment has continued to deteriorate.

Australia no longer enjoys the benefit of a ten-year window of strategic warning time for conflict. Increasing major power strategic competition in the Indo-Pacific is playing out in military and non-military ways, including economic and diplomatic.

The Government has therefore adopted a Strategy of Denial to become the cornerstone of Defence planning. The Strategy of Denial aims to deter any conflict before it begins, prevent any potential adversary from succeeding in coercing Australia through force, support regional security and prosperity, and uphold a favourable strategic balance.

The *2024 National Defence Strategy* also outlines the re-weighting of the three extant Strategic Defence Objectives: to **shape** Australia's strategic environment, **deter** actions against Australia's interests, and **respond** with credible military force, when required. While these objectives had previously been weighted equally in Australia's strategic settings, **deterrence** is now Australia's primary Strategic Defence Objective.

The *2024 National Defence Strategy* and the *2024 Integrated Investment Program* are designed to ensure the ADF has the capacity to:

- 1 Defend Australia and our immediate region;
- 2 Deter through denial any potential adversary's attempt to project power against Australia through our northern approaches;
- 3 Protect Australia's economic connection to our region and the world;
- 4 Contribute with our partners to the collective security of the Indo-Pacific; and
- 5 Contribute with our partners to the maintenance of the global rules-based order.

The Government's adoption of a whole-of-government, whole-of-nation approach to *National Defence* means the ADF will shift from a balanced force capable of responding to a range of contingencies, to an integrated, focused force designed to address Australia's most significant strategic risks. The Government has reset defence capability priorities to deliver this fundamental change. This reset has involved a complete ground-up rebuild of the Integrated Investment Program to ensure it is a coherent, logical and affordable plan for defence capability.

In rebuilding the Integrated Investment Program, the Government has made decisions to prioritise and fund the acquisition of key capabilities to bolster Australia's deterrence capabilities. The Government also made the tough, but necessary, decisions to cancel, divest, delay or re-scope projects or activities that are not critical to delivering the force our strategic circumstances require. This reprioritisation has enabled the Government to accelerate new, immediate and longer-term priority projects and capabilities.

More broadly, Defence continues to ensure that its policy is agile and adaptive, and can flexibly respond to strategic risks in a rapidly changing strategic environment through a biennial National Defence Strategy cycle. The Defence Strategy Framework, endorsed by the Secretary of the Department of Defence and the Chief of the Defence Force, outlines this cycle and the process by which strategy cascades throughout the organisation.

The biennial National Defence Strategy is Defence's highest-level strategic guidance. It informs the context, preparation and alignment of subsidiary planning documents across policy, enterprise planning, force employment, force generation and force design. The National Defence Strategy implements Cabinet decisions and updated Government direction, identifies priorities and provides guidance on the tasks that need to be undertaken to achieve the Strategy of Denial.

The Government's commitment to a biennial National Defence Strategy cycle will ensure Defence's policy, strategy, capability and planning keep pace with the rapidly evolving strategic environment, respond to Australia's national security priorities and provide clarity to defence industry. The next National Defence Strategy will be delivered in 2026.

Strategic Reform

As outlined in the *2024 National Defence Strategy*, Defence is adopting significant and ongoing strategic and enterprise reform aimed at gaining and sustaining a competitive advantage in our current strategic environment. Strategic Reform will transform core elements of Defence that deliver effects. It will also ensure Defence is holistically working towards the Strategy of Denial.

To deliver enterprise reform, the Defence enterprise will be underpinned by the application of three foundational principles.



Simplification to reduce the complexity in processes, structures and systems to improve efficiency, reduce costs and enhance agility.



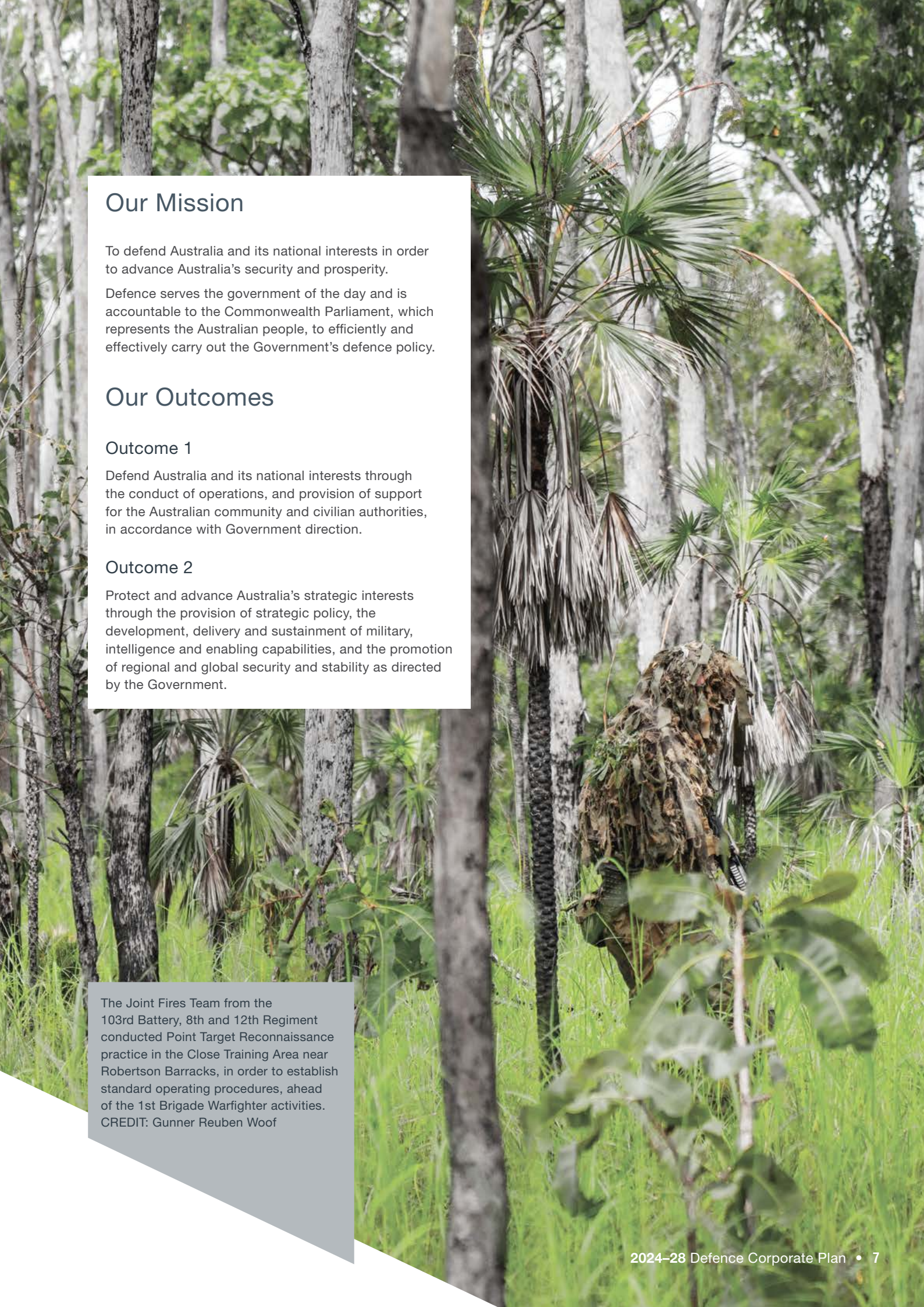
Workforce optimisation to strategically align people and resources with business objectives to enhance productivity, APS employee and ADF personnel satisfaction and performance.



Digitisation to convert manual data, processes and operations into a digital format, leveraging technologies to enhance efficiency, accessibility and innovation.

Defence encompasses all of the Groups and Services within Defence, their functions, outputs and people — military, Australian Public Servants and defence industry. Together, we will implement the *2024 National Defence Strategy* and *2024 Integrated Investment Program*.



A full-page background image showing a soldier in a ghillie suit, designed for camouflage, standing in a lush green forest. The soldier is positioned in the center-right of the frame, partially obscured by the dense foliage and tall, thin trees. The lighting is natural, suggesting daylight. The overall tone is professional and focused on military operations.

Our Mission

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

Defence serves the government of the day and is accountable to the Commonwealth Parliament, which represents the Australian people, to efficiently and effectively carry out the Government's defence policy.

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 the Government.

The Joint Fires Team from the 103rd Battery, 8th and 12th Regiment conducted Point Target Reconnaissance practice in the Close Training Area near Robertson Barracks, in order to establish standard operating procedures, ahead of the 1st Brigade Warfighter activities. CREDIT: Gunner Reuben Woof

Our Key Activities

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

Defence conducts operations and deployments both within Australia and overseas, in accordance with direction from the Government. When required, Defence responds with military force to defend Australia and its national interests. Defence also works in close collaboration with our international partners and federal, state and territory governments to support our response to crises and disasters at home and abroad.



Soldiers from the 8th/12th Regiment, Royal Australian Artillery prepare to move a Zodiac during an on-board Operate Small-Watercraft Course for members deployed on Operation Resolute in the Kimberley Marine Park, Western Australia. CREDIT: Captain Annie Richardson

Key Activity 2: Be a strategy-led organisation

Defence is a strategy-led organisation and sets strategic objectives in line with Government direction in order to achieve our mission. The *2024 National Defence Strategy* encompasses a comprehensive outline of Defence policy, planning, capabilities and resourcing. It is Defence's key strategic policy document and focuses the enterprise to achieve government objectives.

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

Classified intelligence assessments and products support Defence and the Government to make informed decisions on matters that may affect Australia's national interests, including Defence's strategic policy and overseas operations.

Key Activity 4: Invest in Defence people

Defence has an integrated workforce comprised of ADF members, APS employees and contractors. We are committed to investing in the growth and retention of a highly skilled workforce to meet Australia's defence and national security requirements. Defence will enhance the culture of the organisation and improve wellbeing.

In 2024–25, Defence will reduce outsourcing of core work in line with the APS Strategic Commissioning Framework. Our targets for 2024–25 focus on reduced outsourcing of project management, procurement and contract management, information and communication technology and finance work, with an expected reduction of \$471 million in 2024–25 in outsourcing expenditure.

Key Activity 5: Promote regional and global security and stability

In our current strategic circumstances, it is more important than ever for Defence to promote regional and global security and stability so that Australia contributes to the strategic balance of power that keeps the peace in our region, making it harder for countries to be coerced against their interests.

Key Activity 6: Deliver future capability

Defence will accelerate the development of important capabilities over the next decade to build an integrated, focused force across the maritime, land, air, space and cyber domains. This will ensure the ADF has the capacity to defend Australia and its national interests in our evolving strategic circumstances and deter adversaries through a Strategy of Denial.

Key Activity 7: Develop the sovereign defence industrial base required for our national security

The Government's significant investment in Defence over the coming decade will advance Australia's prosperity through expenditure on defence capabilities, support to new and existing defence industries and the creation of jobs.

Our performance measures and targets are detailed in the Performance section of this Corporate Plan and will be included in the next Defence Portfolio Budget Statements.

Our Integrated Focused Force

Defence Force Structure

The ADF is shifting from a balanced force capable of responding to a range of contingencies, to an integrated, focused force designed to address the nation's most significant strategic risks. This force must be more capable of the impactful projection of military power across five domains — maritime, land, air, space and cyber.

Through the Strategy of Denial, the ADF must have the ability to deter a potential adversary from projecting force against Australia and, if required, sustain operations during a crisis or conflict and have the ability to withstand, endure and recover from disruption.

Defence Force Posture

Preparedness and resilience are central to effective deterrence. This is an important part of the broader approach to enhancing national resilience, emergency management and crisis response and recovery capabilities.

To deliver this, the ADF structure, posture and preparedness will evolve over three critical time periods in order to achieve a more capable and integrated force. These are:

- Now until 2025 — **Enhanced Force-in-Being** will focus on immediate enhancements that can be made to the current force.
- 2026 to 2030 — **Objective Integrated Force** will see the accelerated acquisition of critical capabilities.
- 2031 and beyond — **Future Integrated Force** will see the delivery of an ADF that is fit for purpose across all domains and enablers.

By introducing next-generation capabilities as soon as possible, the *2024 Integrated Investment Program* is focused on transforming Defence in the medium to long-term. An uplift in Defence's capabilities will provide enhanced ability to implement the Strategy of Denial.

Defence will focus on delivering six key capability effects.

- 1 Project force.** The ADF will be optimised for impactful projection to deter any attempts to project power against Australia. This includes ensuring the ADF has the ability to rapidly deploy and employ forces in response to direct threats to our national security.
- 2 Hold a potential adversary's forces at risk.** The ADF requires the ability to hold at risk any potential adversary forces that could target our interests during a conflict, complicating their cost and risk calculus.
- 3 Protect ADF forces and supporting critical infrastructure in Australia.** The ability to protect personnel, critical facilities and information in Australia underpins the ADF's ability to defend Australia, project force and hold the forces of any potential adversary at risk. The ability to withstand and recover from attack signals to any potential adversary the extent of Australia's resolve to defend itself.
- 4 Sustain protracted combat operations.** The ADF must be able to sustain protracted operations during a conflict, including in circumstances involving disruptions to command and control networks, infrastructure, logistics networks, and communications systems. Defence's ability to sustain protracted operations despite these disruptions underpins the ability to credibly respond to threats.
- 5 Maintain persistent situational awareness in our primary area of military interest.** Defence, with other government agencies, must be able to maintain persistent situational awareness of our primary area of military interest. This includes an awareness of the strategic intent and capability of any potential adversary in order to provide warning time and decision-making space for the Government.
- 6 Achieve decision advantage.** Defence must be able to exercise effective command and control during conflict. This ability must be able to withstand disruption to enable the ADF to achieve its operational objectives when and where needed. At the same time, Defence must also be able to undermine a potential adversary's ability to exercise its own effective command and control in order to complicate its cost and risk calculus.

Security, Estate and Infrastructure

Security

Defence takes security very seriously and has put in place a comprehensive, robust and layered approach to ensure the security of our people, systems, facilities and capabilities. Defence is facing increasingly sophisticated and persistent threats from Foreign Intelligence Services collection in Australia and overseas, with hostile foreign intelligence activity occurring at an unprecedented scale in Australia and our region. Defence works closely with intelligence and law enforcement partners to understand and counter this threat, as well as insider threats and threats from ideologically motivated extremism.

We are continuing to strengthen Defence Security, including the security of industry and supply chain partners. Security enhancements including an improved vetting system, an expanded industry security program, and the new Defence Act Safeguarding Australia's Military Secrets legislation, are making Defence and our secrets a harder target for adversaries.

We will reinforce Australia's cyber security through a comprehensive framework for managing operations in the cyber domain, and enhance cyber security arrangements in close collaboration with the Australian Signals Directorate and the National Office of Cyber Security. National security and resilience relies on the broader elements of infrastructure such as ports, airfields and supply routes. Ready access to nationally critical infrastructure such as transport, water, communications and energy are equally as powerful in supporting regional economies and communities as they are in supporting Defence operations.

Estate and Infrastructure

The Defence Estate is the Commonwealth's largest landholding — at 3.8 million hectares over 70 major bases, and with more than 72 training areas and ranges and over 30,000 built structures. The *Defence Strategic Review* identified the need for a network of well-established bases and facilities in the south-east of Australia to provide a level of depth to ADF basing and the national support base.

To deliver on the priorities of the *2024 National Defence Strategy*, we are creating a network of resilient bases, predominantly across Northern Australia, to strengthen Australia's national resilience. These upgrades will also enable Defence's international engagement efforts and enhance interoperability and collective deterrence.

Continued investment in Defence's bases will ensure the ADF can generate operational capability. Defence has prioritised upgrades and development of Australia's northern network of bases, ports and barracks to support implementation of the *2024 National Defence Strategy* and the *2024 Integrated Investment Program*.

The upgrades will also benefit regional and remote areas of Australia's north from the economic opportunities generated by improving northern base infrastructure. In May 2023, the Government announced \$3.8 billion for the period 2023–24 to 2026–27 to improve the ADF's ability to operate from Australia's northern bases. The *2024 Integrated Investment Program* provides \$14–\$18 billion for northern bases over the decade from 2024–25 to 2033–34.



Able Seaman Maritime Personnel Operator Sophie Marriott leads HMAS *Harman* Ship's Company as they exercise their Freedom of Entry to the City of Queanbeyan, as part of their 80th anniversary celebrations. CREDIT: Petty Officer Imagery Specialist Jake Badior

As outlined in the *2024 Integrated Investment Program*, \$17–\$22 billion will be invested in infrastructure across key Defence facilities. This investment includes:

- significant upgrades to training institutions in southern Australia to support workforce growth, meet training needs and provide living-in accommodation;
- the Riverina Redevelopment Program — to deliver three discrete projects to provide base infrastructure upgrades and meet training and accommodation needs;
- enhancements to HMAS *Stirling*, Gallipoli Barracks, Holsworthy Barracks and HMAS *Harman*;
- significant investment in the Edinburgh Defence Precinct and RAAF Bases Amberley, Pearce and Richmond;
- Defence's bases, which provide a home for Navy, Army and Air Force units; and
- national capital works upgrades to sites supporting command, control and communication functions and investment in initiatives to address environmental management and energy security.

These projects will provide new and refurbished facilities and infrastructure works to sustain the existing Defence estate, support current and future capability requirements, support Government initiatives, and ensure compliance with legislative obligations.

In response to the *Defence Strategic Review*, the Commonwealth directed an enterprise-wide audit to ensure Defence's estate is best structured to support the force posture, force generation and resourcing of Defence in response to Australia's strategic circumstances. The audit was undertaken by two independent co-leads who visited more than 70 Defence sites across every state and territory, and conducted a series of stakeholder engagements within Defence, across two tiers of government and with industry representatives. The audit will develop recommendations to optimise the Defence estate to support the Australian Defence Force's posture and basing requirements to meet the nation's future security needs and to support the long-term management and sustainment of the Defence estate.

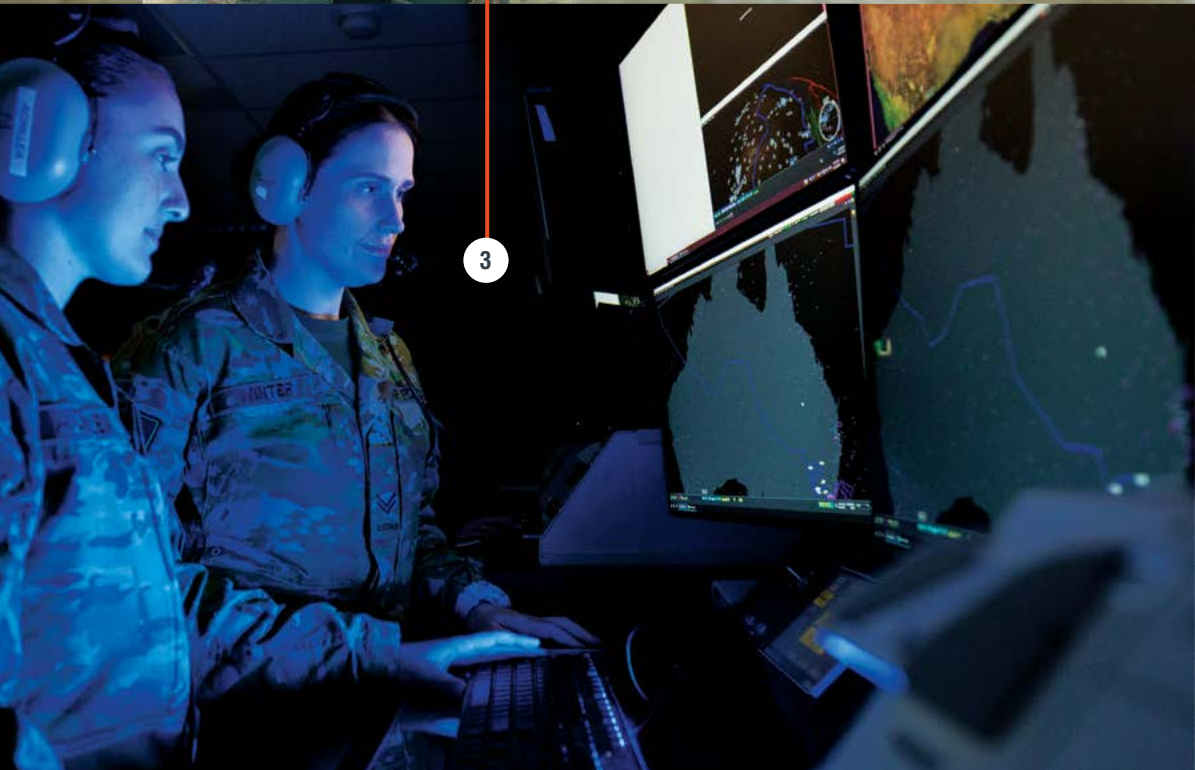


1 – Officers and sailors from HMAS *Hobart* pass through Salamanca in Hobart, Tasmania, during a Freedom of Entry march.

CREDIT: Able Seaman Imagery Specialist Lucinda Allanson



2 – Commander of 16th Aviation Brigade, Brigadier Fern Thompson CSC, in Cairns, Queensland, as part of the ongoing ADF support to Far North Queensland. CREDIT: Leading Seaman Imagery Specialist Jarrod Mulvihill



3 – Air Surveillance Operators Corporal Emma Winter and Aircraftwoman Olympia Achillea, (left), conduct taskings during Exercise Diamond Shield 24, No. 3 Control and Reporting Unit, RAAF Base Williamtown. CREDIT: Leading Aircraftman Kurt Lewis

Our People

Our people are critical for Defence to achieve its mission at home and overseas. As the ADF transforms from a balanced force to an integrated, focused force, Defence's workforce plans will change to effectively respond to the workforce crisis it faces.

To achieve the objectives of *National Defence*, Defence continues to focus on recruiting, retaining and growing the highly specialised and skilled workforce required to meet Defence's capability needs into the future.

As the ADF is currently around 4,400 personnel under strength, Defence must address immediate workforce needs while also building a long-term workforce pipeline. Defence is placing a strong focus on enhancing the culture of the organisation and improving wellbeing. Defence is also prioritising suicide prevention programs, and is positioned to respond with urgency to the Government's agreed recommendations from the Royal Commission into Defence and Veteran Suicide (RCDVS).

The RCDVS provides insights to sharpen and strengthen our approach to improving and protecting the overall mental health and wellbeing of our people. We are committed to ensuring that Defence personnel have access to the right support, at the right time, especially those who are vulnerable or at risk.

Together with the Department of Veterans' Affairs, Defence will finalise the *Defence and Veteran Family Wellbeing Strategy 2024–29* and *Defence and Veteran Mental Health and Wellbeing Strategy 2024–29*. The implementation of the *Defence Strategy for Preventing and Responding to Family and Domestic Violence 2023–28*, *Veteran Transition Strategy* and *Defence Work Health and Safety Strategy 2023–2028* remains a key focus for Defence.

Recruitment and Retention

As identified in the *2024 National Defence Strategy*, growth and retention of a highly skilled Defence workforce is an immediate priority. Consistent with the broader national workforce challenges, the highly competitive national labour market across all sectors, and record low levels of unemployment, continue to put pressure on Defence's ability to attract and retain the right people.

To be more competitive in the employment market, Defence is fundamentally transforming and contemporising its recruitment and retention systems to achieve its workforce priorities. Defence is focused on recruitment, retention and skilling initiatives to grow the workforce and make Defence an even more attractive employer.

To achieve our workforce priorities Defence will also focus recruiting and retention efforts on:



Widening eligibility criteria to enable more people to join the ADF;



Streamlining the recruiting system to translate this wider pool of eligible applicants into an increase in the number of ADF recruits;



Improving internal processes to enable faster targeted recruiting for critical skills gaps; and



Encouraging current personnel, who have the skills and expertise the ADF needs to **serve longer** through retention initiatives.

Future workforce requirements

While the Defence workforce is becoming more representative of wider society, to achieve an uplift in capabilities there must be diverse teams across all segments of Defence's workforce. This involves greater representation of gender, First Nations people, those from culturally and linguistically diverse backgrounds, and people with a range of experiences to strengthen collaboration, problem solving and decision-making.

Defence is finalising a new workforce plan to build capability of our people to deliver the *2024 National Defence Strategy*. The workforce plan will also be informed by the work of the Royal Commission into Defence and Veteran Suicide.

The new workforce plan will focus on:



Optimised design and demand of the integrated workforce;



ADF recruitment;



Partnering with defence industry to support the workforce;



Workforce transformation: skilling and professionalisation;



Managing the integrated workforce: career management, total workforce strength and retention;



Culture, mental health and wellbeing;



ADF Health; and



Support to Defence families and transitioning members.

Defence will also continue to progress targeted recruitment of APS personnel with skills and experience in Science, Technology, Engineering and Mathematics (STEM) related fields and project management. Ongoing skilling and professionalisation of the APS workforce will continue as Defence reduces its reliance on contracted staff and develops its APS workforce with the agility to meet future capability needs.

Culture

Culture remains fundamental to delivering the Defence mission and implementing the *2024 National Defence Strategy*.

Defence's culture vision is "A culture that values its people and serves to defend Australia". The Defence Culture Blueprint Program recognises the evolution of culture takes time and develops through incremental changes. This program gives Defence the framework to achieve our desired end state, while taking immediate action, highlighting the Defence Culture Vision that is critical to ensure Defence has the culture in place to maximise capability and to deliver on Defence's core mission. We will continue to implement the Defence Culture Blueprint and focus on addressing cultural challenges, prioritising suicide prevention programs and initiatives, while promoting a positive, inclusive and psychologically safe workplace.

Defence will continue to invest in and support its people, the essential component of its capability to protect Australia's security, interests and way of life.



Our Capability

To deliver an integrated, focused force and achieve the six key capability effects set out in the *2024 National Defence Strategy*, the Government has reset the Integrated Investment Program.

Integrated Investment Priorities

The *2024 Integrated Investment Program* sets out the specific capabilities the Government will invest in to give effect to the *2024 National Defence Strategy*.

In rebuilding the Integrated Investment Program, the Government has made decisions to prioritise and fund the acquisition of key capabilities to bolster Australia's deterrence. The Government also made tough, but necessary, decisions to cancel, divest, delay or re-scope projects or activities that are not critical to delivering the force our strategic circumstances require. This reprioritisation has enabled the Government to accelerate new, immediate and longer-term priority projects.

Defence will receive an additional \$5.7 billion over the next four years to 2027–28, and \$50.3 billion over the next decade to 2033–34, above the previous trajectory. This investment will see the Defence budget grow over the next ten years to an estimated \$100 billion by 2033–34. The total funding of \$765 billion over the decade includes \$330 billion in allocated funding for the capabilities set out in the Integrated Investment Program. This funding has been allocated to Defence by the Government through the 2024–25 Budget process.

To ensure our investment plans remain aligned with our strategic settings and take account of advances in technology and developments in our strategic environment, Defence will update the Integrated Investment Program biennially for Government consideration, as part of the National Defence Strategy cycle.

Across the coming decade, investment in the integrated, focused force will be extended to deliver increases in combat and enabling abilities in the following capability priorities:



Undersea warfare;



Maritime capabilities for sea denial and localised sea control operations;



Targeting and long-range strike;



Space and cyber capabilities;



Amphibious capable combined-arms land system;



Expeditionary air operations;



Missile defence;



Theatre logistics;



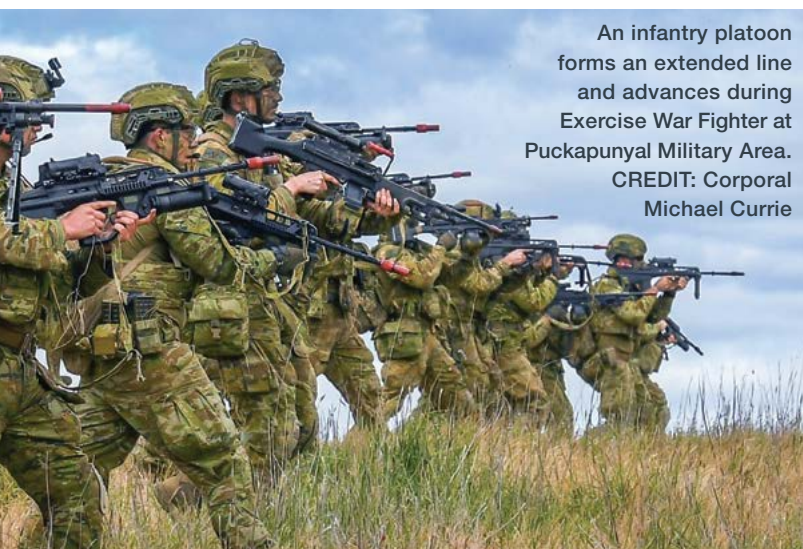
Theatre command and control;



Guided Weapons and Explosive Ordnance (GWEO); and



Enhanced and resilient northern bases.



An infantry platoon forms an extended line and advances during Exercise War Fighter at Puckapunyal Military Area.
CREDIT: Corporal Michael Currie

The AUKUS partnership between Australia, the United Kingdom and the United States presents a generational opportunity to modernise and enhance longstanding partnerships and support security and stability in the Indo-Pacific and beyond.

Under AUKUS Pillar I, Australia is acquiring conventionally armed, nuclear-powered submarines that will enhance our ability to deter aggression and contribute to stability in the Indo-Pacific. In addition, AUKUS Pillar II is accelerating the development and delivery of advanced military capabilities and stepping up collaboration between our trilateral defence innovation and industry sectors. The alignment of our National Defence strategies, anchored by our shared values, is facilitating unprecedented collaboration in advanced technologies.

Innovation, Science and Technology

Delivering on *National Defence* includes ensuring that Australia's research and innovation sector supports the most pressing defence and security priorities to accelerate the delivery of next-generation capabilities to the ADF.

Given regional military modernisation and the rapid pace of technological change, innovation, science and technology are fundamental in ensuring that Defence is properly equipped, prepared and positioned to take full advantage of next-generation technologies in ways that provide an asymmetric military advantage; and to maximise the human potential of our combat power, optimising Australian Defence Force resilience and readiness through the application of human sciences to gain a competitive advantage.

The strategic objectives of the Defence Innovation Science and Technology ecosystem is to: contribute a Strategy of Denial; generate asymmetric advantage; accelerate innovative solutions into capability; and, grow our national Innovation Science and Technology ecosystem through strategic partnerships. Defence innovation, science and technology priorities include:

- conventional and nuclear powered submarines;
- hypersonics;
- directed energy;
- trusted autonomy;
- quantum technology;
- information warfare;
- long-range fires; and
- humans as a capability.



The Undersea Support Vessel *ADV Guidance* participates in Exercise Dugong 24, Eden, New South Wales. CREDIT: Leading Seaman Imagery Specialist Sittichai Sakonpoonpol

The ability for Innovation, Science and Technology to deliver asymmetric advantage relies on a strong ecosystem built on partnerships with industry, research organisations and international partners, access to specialised infrastructure, and a highly skilled workforce. Defence's science and technology infrastructure will be enhanced through investment in critical digital, technical and estate capabilities needed to support *National Defence* priorities. This will include the delivery and refresh of high-performance computing, specialised experimental facilities and digital infrastructure systems to capture, analyse and share research. Underpinning Defence's ability to realise capability is a skilled workforce, especially in high-demand Science, Technology, Engineering and Mathematics (STEM) areas.

Advanced Strategic Capabilities Accelerator

Through the Integrated Investment Program, the Government is investing up to \$3.8 billion over the next decade in Advanced Strategic Capabilities Accelerator (ASCA). ASCA will translate asymmetric technologies into defence capability in close collaboration with defence industry, including Australian primes, small and medium sized businesses and research organisations. ASCA's priorities will be driven by the National Defence Strategy and AUKUS Pillar II — Advanced Capabilities. Additionally, the Government will prioritise those areas of research and development that align with the National Defence Strategy, and that will deliver enhanced military capability at the earliest opportunity.

Reforms to capability acquisition

Defence's enterprise reform agenda includes reform to acquire and integrate critical capabilities, and to grow and sustain the defence industrial base.

Defence's capability acquisition, sustainment and procurement will be transformed through:



A cultural shift empowering greater initiative to achieve agreed capability outcomes with speed;



Earlier and more substantive engagement by delivery group specialists in Capability Development planning;



Systems, processes and tools to improve the implementation risk assessments that underpin procurement decisions;



A more efficient and flexible procurement and contracting framework to improve speed to delivery, to facilitate continuous capability development, and to reduce the cost and complexity of solicitation and source selection for Defence and industry;



Improved project assurance and oversight activities, including greater visibility for the Government on project performance;



Establishment of a sustainable and integrated education and training system to support the career development of acquisition and sustainment personnel; and



Legislative reforms to strengthen the development, testing, manufacturing, sustainment and security of Defence capabilities.

The concept of minimum viable capability is integral through the development of the *2024 Integrated Investment Program*. While minimum viable capability is about getting new Defence capabilities into service faster, Defence retains a focus on value for money, through processes that deliver greater speed to acquisition. This approach also supports innovation and developmental projects and will allow Defence to embrace risk and continue to work closely with Australian industry on iterative upgrades.

Enterprise data and information and communications technology

Investing in enterprise data and information and communications technology will strengthen security and resilience and improve the ability to share data efficiently and at scale. The ability to acquire, move and use data is a foundational enabler for Defence. High quality, secure data is critical to decision advantage, preparedness, operations, enterprise services and advanced targeting capabilities.

The integration of automated processes, such as artificial intelligence and machine learning, will enable a greater volume of data to be processed, exploited and disseminated faster, including the following.

- The delivery of modern, secure and survivable networks and applications capable of fulfilling current and future corporate, intelligence and warfighting needs.
- The delivery of the One Defence Data Platform, which will improve the storage, management, discovery and use of data.
- The establishment of a consolidated Enterprise Resource Planning and management system that will simplify and integrate core business functions and standardise information processes including logistics, maintenance, human resources and finance. This will improve the efficiency, agility and speed of Defence's business operations.
- Digital Engineering will be harnessed to deliver an evolved digital ecosystem that enables authoritative data to be used to rapidly inform decisions and reduce risk. This will see Defence move from traditional Defence engineering practices to a collaborative, digitally enabled approach to reduce development timelines and costs and to enhance collaboration and integration with industry

Our Partnerships

International Partnerships

To respond to the strategic environment we face, Defence is working closely with our international partners to maintain regional peace and prosperity and ensure a favourable regional strategic balance. These partnerships are critical to protecting Australia's economic connection to the world and supporting the global rules-based order. International engagement remains a critical function of Defence. With our key partners, Defence is working to maintain a stable, secure and prosperous region that is free from coercion.

Australia's security and prosperity are inextricably linked to developments in the Indo-Pacific. Australia continues to benefit from the economic dynamism of the region and the defence of Australia lies in the collective security of the region. The Government will continue to strengthen defence engagement with Indo-Pacific partners, embracing bilateral, minilateral and multilateral opportunities to support mutual interests, build trust, deepen cooperation and maintain peace, security and prosperity in the region.

Defence will continue to integrate with the United States and key partner defence forces — particularly the United Kingdom, Japan, Indonesia, India, the Republic of Korea, France, Germany, New Zealand, Singapore, Malaysia and the Philippines — to coordinate our collective strengths and minimise gaps in our global security engagement.

Australia's alliance with the United States remains fundamental to our national security. We will continue to deepen and expand our defence engagement with the United States, including by pursuing greater scientific, technological and industrial cooperation, as well as enhancing our cooperation under Force Posture Initiatives.

Industry Partnerships

Defence is establishing a number of enduring strategic partnerships with industry. Strategic industry partnerships provide long-term opportunities, spanning up to decades, to work with Defence on progressive capability development and innovation. The *Defence Industry Development Strategy* highlights the need to pursue closer industrial collaboration and integration with our trusted partners. These partnerships provide greater certainty to industry on their long-term investment, incentivise growth in the workforce and support small and medium businesses through the expansion of supply chains.

Australia's deteriorating strategic environment demands prioritisation within our sovereign defence industrial base, which must be capable, resilient, competitive and innovative in developing and sustaining Defence capabilities in areas of strategic priority.

The Government has identified the following seven Sovereign Defence Industrial Priorities, which represent the industrial capabilities Defence requires in Australia:

- maintenance, repair, overhaul and upgrade of ADF aircraft;
- continuous naval shipbuilding and sustainment;
- sustainment and enhancement of the combined-arms land system;
- domestic manufacture of guided weapons, explosive ordnance and munitions;
- development and integration of autonomous systems;
- integration and enhancement of battlespace awareness and management systems; and
- test and evaluation, certification and systems assurance.

Targeted support will be delivered to Australian defence industry by tailoring Government grants to grow industrial capabilities in areas identified in the Sovereign Defence Industrial Priorities. The new Defence Industry Development Grant will replace the Sovereign Industry Capability Priority, Skilling Australia's Defence Industry, Defence Global Competitiveness and Capability Improvement grants. This new approach will simplify grant arrangements by giving Australian businesses a single access point.

Industry innovation is critical for Australia to preserve and grow our technological edge, adapt to evolving threats, improve operational efficiency, and enhance force protection. By embracing Australian industry innovation and research and development, Defence can effectively develop disruptive technologies and create asymmetric advantage to ensure the security and wellbeing of Australia and our interests.

The Government will also support Australian defence industry to pursue export opportunities based on our strategic priorities, including through an increased focus on government-to-government sales.

The Government will work to integrate Australian companies into global supply chains, including through co-design, co-development, co-production and co-sustainment activities, as well as through the Global Supply Chain Program. This will bring scale, resilience and sustainability to Australia's industrial base and mitigate challenges that can result from companies having Australia's Department of Defence as their only customer.

Defence will reshape its communication with industry to promote genuine partnerships and collaborative work to address the most sensitive and complex challenges of our time.



OPERATION RESOLUTE

Australian Army soldiers from the 5th Battalion, Royal Australian Regiment, pose for a group photo while aboard different watercraft in the Kimberley Marine Park, North Western Australia. CREDIT: Corporal Madhur Chitnis



1 – HMAS *Dechaineux* visited the Port of Melbourne as part of their planned activity schedule. Whilst in port, HMAS *Dechaineux* provided submarine tours to the Australian Navy Cadets as part of their ongoing learning and familiarisation.
CREDIT: Petty Officer Imagery Specialist Christopher Szumlanski

2 – United States Army 17th Field Artillery Brigade High Mobility Artillery Rocket Systems (HIMARS) during the Exercise Talisman Sabre 2023 firepower demonstration at Shoalwater Bay Training Area, Queensland.
CREDIT: Corporal Jacob Joseph

Naval Shipbuilding and Sustainment

The *Defence Industry Development Strategy* identifies continuous naval shipbuilding and sustainment as one of Defence's seven Sovereign Defence Industrial Priorities.

Naval shipbuilding and sustainment is a whole-of-nation endeavour critical to our national security and sovereignty, requiring a significant uplift in Australia's shipbuilding workforce, industry and infrastructure to generate a modern and capable naval capability.

The Government is committed to supporting the growth of a productive and resilient sovereign shipbuilding and sustainment industrial enterprise, including its underpinning supply chains and workforce through building, sustaining and upgrading naval vessels and maritime capabilities, and nuclear-powered submarines.

The Government's shipbuilding investment includes major changes to Defence shipbuilding that will result in a Navy equipped with a major surface combatant fleet twice as large as previously planned. The consolidation of the Henderson precinct in Western Australia will set the conditions for eight new general purpose frigates to be built at Henderson and provide a pathway to build six new Large Optionally Crewed Surface Vessels in the 2030s.

The implementation of Australia's Naval Shipbuilding and Sustainment Enterprise Strategy will be detailed in an updated Naval Shipbuilding and Sustainment Plan to be released in 2024–25. Future iterations of the Naval Shipbuilding and Sustainment Plan and the Shipbuilding Forecast will be released in line with the biennial *National Defence Strategy* cycle.

Guided Weapons and Explosive Ordnance

The conflict in Ukraine has highlighted how vital the supply of munitions is to modern armed forces, how quickly stockpiles can be depleted in conflict, and the fragility of supply chains for global weapons. The Government is pursuing a comprehensive approach to build Defence's Guided Weapons and Explosive Ordnance (GWEO) stocks, strengthening supply chains and supporting a domestic manufacturing capability.

As outlined in the *Defence Industry Development Strategy*, the domestic manufacture of GWEO and munitions is one of Defence's seven Sovereign Defence Industrial Priorities. By prioritising the domestic manufacture of GWEO and munitions, the Government is ensuring Defence has a resilient and secure GWEO supply chain that will enhance the ADF's ability to sustain its strike capabilities in conflict. The Government's investments in GWEO will complement the targeting and long-range strike investments in the *2024 Integrated Investment Program*.

Australia's contribution to the international munitions industrial base it shares with the United States and other key partners is being strengthened. The GWEO Enterprise will establish Australia's access to the technical data, processes and training needed to develop our own guided weapons manufacturing capability and integrate Australian businesses into global guided weapons supply chains.

Defence is working with industry to develop further options for the domestic manufacture of selected GWEO. Further information on the Government's plan for GWEO will be in the forthcoming GWEO Enterprise Plan, which will be released in 2024.

Our Climate Commitment

The effects of climate change are amplifying existing stressors across the region. The increasing frequency of climate events is placing higher demands on the ADF for humanitarian assistance and disaster relief operations regionally and domestically, placing greater stress on ADF capability, capacity and infrastructure.

With over 70 other nations, including our closest allies, the Australian Government has committed to reduce carbon emissions to net-zero by 2050.

As the Government's largest landholder and largest user of fossil fuels, Defence has a significant role to play in achieving this commitment. To reduce greenhouse gas emissions, Defence is investing in renewable energy to support Australia's national target.

The *Defence Future Energy Strategy* provides the framework for Defence to take a measured and coherent approach to transitioning to future energy sources for our deployable capabilities. It is critical that Defence invests in its implementation so that we can maintain our operational capabilities and improve our preparedness.

In order to deliver our mission and implement *National Defence*, Defence must:

- be resilient to climate change;
- be prepared to respond to climate disasters and security threats compounded by climate change;
- reduce its emissions to meet legislated targets, whilst maintaining and enhancing capability; and
- strengthen its fuel and energy security in a manner that is climate-conscious, risk-informed, and does not compromise capability or preparedness.

As outlined in the *2024 Integrated Investment Program*, Defence's infrastructure investments aim to strengthen our ability to withstand disruption in crisis or conflict, adopt climate adaptation strategies, and improve energy resilience.

Defence will accelerate its transition to clean energy, with a plan scheduled for Government consideration by 2025. A net-zero strategy will guide Defence's action in response to climate change.

This will enable Defence to continue to defend Australia and its national interests while contributing to a net-zero emission future.



A new solar farm is installed at RAAF Base Darwin as part of Australian Defence Force's commitment to clean energy in the Northern Territory. CREDIT: Corporal Madhur Chitnis

Our Portfolio Structure

In addition to the Department of Defence and the ADF, the Defence portfolio contains other entities, including Defence Housing Australia; and a number of statutory offices, canteens, trusts and companies. Collectively they are responsible for supporting the defence of Australia and its national interests in order to advance Australia’s security and prosperity.

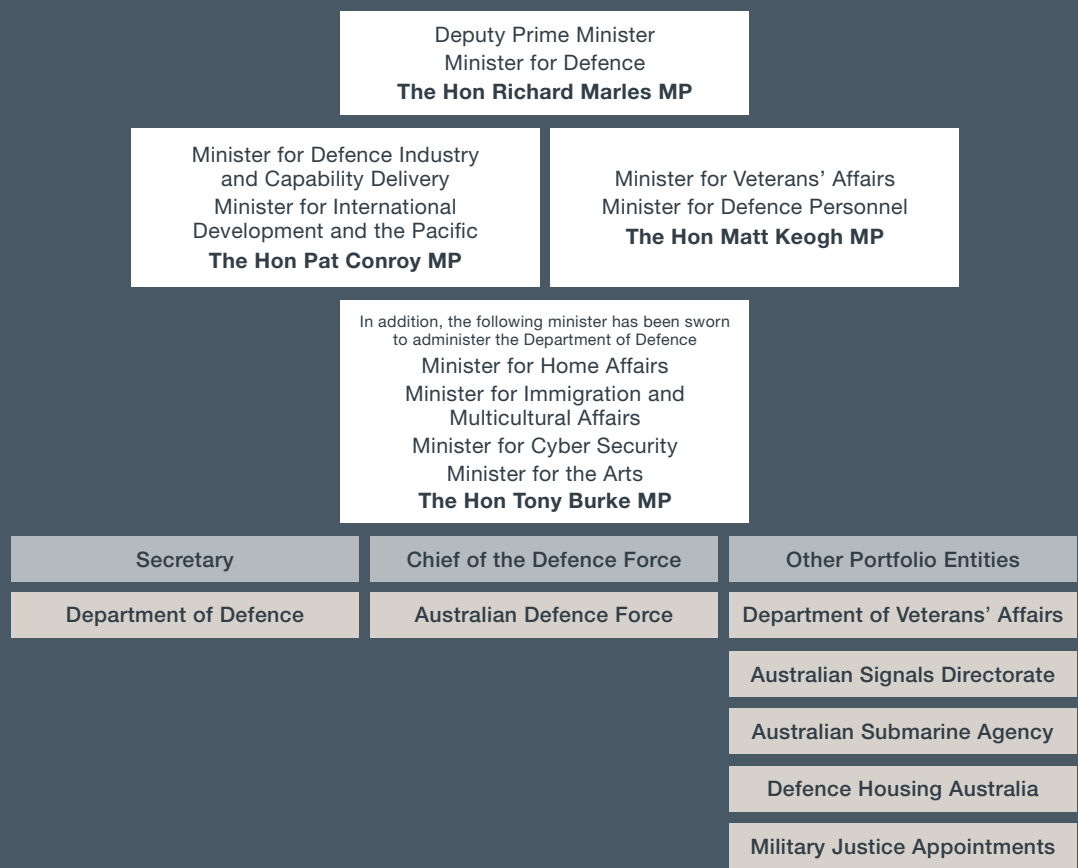
The Secretary of the Department of Defence and the Chief of the Defence Force jointly manage Defence as an integrated enterprise under a unique Commonwealth public service governance structure known as a ‘diarchy’. The Secretary has primary responsibility for providing timely policy advice to the Government, budget and resource allocation, and stewardship of the APS workforce.

The Chief of the Defence Force has primary responsibility for the command of the ADF, and is the principal military adviser to the Deputy Prime Minister and Minister for Defence on matters that relate to military activity, including military operations.

The ADF is constituted through the *Defence Act 1903*. Defence is established as a Department of State under the Administrative Arrangements Order. Defence operates under the *Public Service Act 1999* and is a non-corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013*.

Some organisations and entities within the Defence portfolio publish their own planning documents.

FIGURE 1: Defence portfolio structure as at 29 July 2024*.



* The Prime Minister has made the following non-ministerial appointments:
Mr Luke Gosling MP — Special Envoy for Defence, Veterans' Affairs and Northern Australia; and Mr Andrew Charlton MP — Special Envoy for Cyber Security and Digital Resilience.

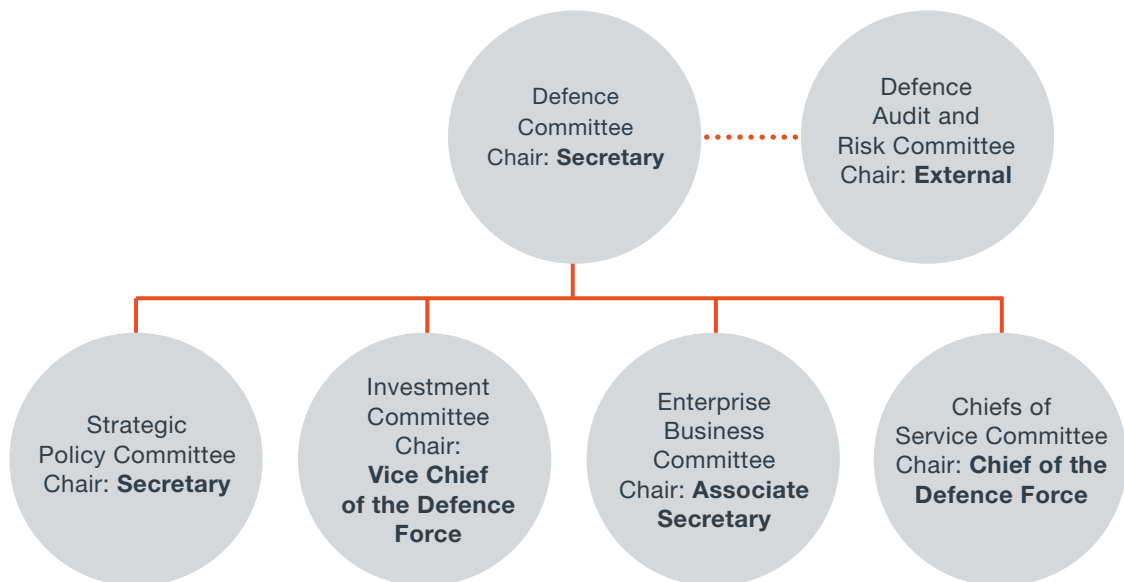
Our Governance

Our enterprise committees

Defence’s enterprise committees enable effective enterprise decision-making and set the organisation’s strategic direction aligned to the Government’s objectives. In a complex, multifaceted organisation, our enterprise committees bring together our most senior leaders to make decisions that ensure Defence delivers on our mission, and government priorities.

The Defence Audit and Risk Committee provides independent advice to the Secretary of the Department of Defence and the Chief of the Defence Force on the appropriateness of Defence’s financial and performance reporting; system of risk oversight and management; and system of internal controls.

FIGURE 2: Defence enterprise committees as at 1 July 2024.



Our Risk Management

Our risk oversight and management

Defence recognises risk is inherent in our work and can present both opportunities and threats to the achievement of our strategic objectives. To meet the challenges of the changing strategic environment, with rising global competition and risk of military escalation, the *Defence Risk Management Policy* and the *Defence Risk Management Framework* set the approach and expectations for managing risk in line with the *Commonwealth Risk Management Policy* and align risk at all levels to meet Defence’s strategic objectives.

Risk is managed at all levels of our business and is embedded into decision-making activities. Defence’s risk appetite, as articulated by the Defence Risk Appetite Statement, informs our decision-making and supports a culture of effective risk management that enables calculated risks to be taken when needed and supports proper use of public resources.

Defence focuses on five particular areas of risk to support the achievement of enterprise priorities. Each of these focus areas is overseen by an appointed risk steward who maintains mechanisms of internal control and management. These risks, and the operation of the internal controls, are periodically reviewed by Defence enterprise committees.

FIGURE 3: Defence core risk categories.



Our Performance

This Defence Corporate Plan provides amendments to our performance measures and targets published in the *2023–27 Defence Corporate Plan*, to align with the *2024 National Defence Strategy*. We anticipate that through initiatives such as the One Defence Data Platform and the Enterprise Resource Planning Program, the way we measure our performance will continue to evolve alongside our data maturity.

We also anticipate amendments to our performance measures and targets following the Government’s response to the Royal Commission into Defence and Veteran Suicide, as we prioritise initiatives to prevent suicide and continue to work with the Department of Veterans’ Affairs to improve lifetime health and wellbeing for ADF members and veterans.

These performance measures focus on assessing the delivery of our key activities at the whole-of-Defence level. For the duration of the *2024–28 Defence Corporate Plan*, we will assess and measure our 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.
KEY ACTIVITY 1		Conduct operations and deployments to defend Australia and its national interests
1.1	PERFORMANCE MEASURE	Defence maintains ready forces, plans and conducts operations, activities and actions as directed by Government to achieve Defence’s strategic objectives.
	TARGET	Defence responds to Australian Government requirements and conducts operations as directed. This will change year on year.
1.2	PERFORMANCE MEASURE	Defence commits ADF and/or APS assistance to whole-of-government national disaster and emergency response, as directed by Government.
	TARGET	Defence responds to Australian Government direction as required. This will change year on year.

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.
KEY ACTIVITY 2		Be a strategy-led organisation
2.1	PERFORMANCE MEASURE	Defence develops internal policy guidance to implement Government direction.
	TARGET	Defence implements the National Defence Strategy as directed by Government.
KEY ACTIVITY 3		Enable intelligence-informed strategic policy and overseas operations
3.1	PERFORMANCE MEASURE	Defence intelligence assessments and products inform the planning and conduct of overseas operations and the development of strategic policy.
	TARGETS	• 100 per cent of overseas operations — both in planning and conduct — are informed by Defence intelligence assessments and products. • 100 per cent of strategic policy products — are informed by relevant Defence intelligence assessments and products.
KEY ACTIVITY 4		Invest in Defence people
4.1	PERFORMANCE MEASURE	Defence attracts and retains an ADF and APS workforce with the necessary culture, skills and capabilities to contribute to Australia's national interests.
	TARGET	Defence makes progress against recruitment and retention milestones, as directed by Government.
4.2	PERFORMANCE MEASURE	Defence supports ADF members and their families by providing access to support services and programs having regard to lifetime wellbeing.
	TARGETS	• Defence continues to strengthen support for whole-of-life health, wellbeing and safety outcomes for ADF members and families. • ADF members and families are able to access support services, which they are satisfied with and have been provided in a timely manner.
KEY ACTIVITY 5		Promote regional and global security and stability
5.1	PERFORMANCE MEASURE	Defence builds and maintains relationships with international partners that promote regional and global security and stability.
	TARGETS	• International engagement activities are directed and focused to maintain a regional balance of power in the Indo-Pacific through regular review of international engagement policies to align resourcing and prioritisation of effort. • Defence relationships are strengthened through established ministerial dialogues. This will be demonstrated by at least 80 per cent of Defence-led outcomes from 2+2 (Foreign Affairs and Defence) ministerial meetings being on track to be delivered.
5.2	PERFORMANCE MEASURE	Defence conducts operations, activities and investments, which provide presence and posture in the Indo-Pacific.
	TARGETS	• The ADF has a persistent operational presence in the Indo-Pacific through regional presence deployments. This will be demonstrated by at least 80 per cent of planned regional presence deployments being conducted. • Defence invests in international partnerships through personnel exchange and overseas representational network. This will be demonstrated by the percentage of personnel exchanges directed towards the Indo-Pacific compared to the previous year.

KEY ACTIVITY 6		Deliver future capability
6.1	PERFORMANCE MEASURE	Defence is delivering the right future capability at the right time within the Integrated Investment Program to ensure it is equipped to respond to future security challenges as directed by the <i>2024 National Defence Strategy</i> .
	TARGETS	80 per cent or more of approved Integrated Investment Program projects by Domain are on track to deliver the scope approved by Government. 80 per cent or more of approved Integrated Investment Program projects by Domain are on track to deliver within the schedule approved by Government. 80 per cent or more of approved Integrated Investment Program projects by Domain are on track to deliver within the cost (including contingency) approved by Government.
KEY ACTIVITY 7		Develop the sovereign defence industrial base required for our national security*
7.1	PERFORMANCE MEASURE	Defence strengthens the sovereign defence industry base across the critical industrial capabilities identified in the detailed Sovereign Defence Industrial Priorities (SDIPs).
	TARGETS	- Defence supports the development of the sovereign defence industrial base to make it capable, resilient, competitive and innovative in developing and sustaining Defence capabilities, with a focus on the Sovereign Defence Industrial Priorities. - Defence supports Australian defence industry in international markets. This will be demonstrated by: - An increase in Australian industry applications to attend international trade shows with Team Defence Australia. - An increase in the number of Australian suppliers engaged under the Global Supply Chain Program and the number of contracts. - Defence direct economic contribution to the Australian economy. This will be demonstrated by the percentage of Defence's contribution compared to the previous year. - Defence drives investment in innovation, science and technology to deliver against defence priorities as set by government. - Percentage of Defence's contracts to Indigenous enterprises to meet the annual portfolio targets as calculated by the National Indigenous Australians Agency to comply with the <i>Indigenous Procurement Policy</i>. 2024–28 — Australian Government annual targets for volume and value.

*Since the publication of the *Portfolio Budget Statements 2024–25* Key Activity 7 has been amended through the development of the *2024–28 Defence Corporate Plan*.

Portfolio Budget Statements Programs

TABLE 1: Key Activities and Portfolio Budget Statements Programs.

PROGRAMS	KEY ACTIVITIES	1	2	3	4	5	6	7
		Conduct operations and deployments to defend and advance Australia's national interests	Be a strategy-led organisation	Enable intelligence-informed strategic policy and international operations	Invest in Defence people	Promote regional and global security and stability	Deliver future capability	Develop the sovereign defence industrial base required for our national security
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 & Industry		✓			✓		✓
2.2	Defence Executive Support (including Governance Group)				✓		✓	
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 & Sustainment (including Guided Weapon & Explosive Ordnance Group)						✓	✓
2.10	Security & Estate						✓	
2.11	Defence Digital						✓	
2.12	Defence People (including Chief of Personnel)	✓			✓			
2.13	Defence Science & Technology						✓	✓
2.14	Defence Intelligence			✓			✓	
2.15	Naval Shipbuilding & Sustainment						✓	
2.16	Nuclear-Powered Submarines						✓	
2.19	Defence Trusts & Joint Accounts							
2.20	Defence Force Superannuation Benefits				✓			
2.21	Defence Force Superannuation Nominal Interests				✓			
2.22	Housing Assistance				✓			
2.23	Other Administered				✓			

Changes since the 2023–27 Defence Corporate Plan

Since the publication of the 2023–27 *Defence Corporate Plan*, Defence has refined its 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 our mission.

These changes have been made in alignment with the *Public Governance, Performance and Accountability Act 2013* and the *Public Governance, Performance and Accountability Rule 2014* requirements.

List of Requirements

The 2024–28 *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 2: Requirements met by the 2024–28 *Defence Corporate Plan* and the page references for each requirement.

TOPIC	REQUIREMENTS	PAGE(S)
Introduction	• A statement that the plan is prepared for paragraph 35(1)(b) of the <i>Public Governance, Performance and Accountability Act 2013</i>; • The reporting periods for which the plan is prepared; and • The reporting periods covered by the plan.	A message from the Secretary of the Department of Defence and the Chief of the Defence Force, page ii .
Purpose	• The purposes of the entity.	Our Mission, page 7 .
Key Activities	• The key activities that the entity will undertake in order to achieve its purposes.	Our Key Activities, page 8 .
Operating context	• The environment in which the entity will operate; • The strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes; • 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; • Details of any organisation or body that will make a significant contribution towards achieving the entity's purposes through cooperation with the entity, including how the cooperation will help achieve those purposes; and • How any subsidiary of the entity will contribute to achieving the entity's purposes (not applicable).	A message from the Secretary of the Department of Defence and the Chief of the Defence Force, page ii. Our Strategic Direction, page 5. Our Integrated Focused Force, page 8. Our People, page 13. Our Capability, page 15. Our Partnerships, page 18. Our Climate Commitment, page 21. Our Portfolio Structure, page 22. Our Governance, page 23. Our Risk Management, page 24.
Performance	• Details of how the entity's performance in achieving the entity's purposes will be measured and assessed through: – Specified performance measures for the entity that meet the requirements of section 16EA of the <i>Public Governance, Performance and Accountability Rule 2014</i>. – Specified targets for each of those performance measures to which it is reasonably practicable to set a target.	Our Performance, page 25. Outcome 1, page 25. Outcome 2, page 26.



Defend Australia and its national interests in order to advance
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