



Australian Government
Defence

2023–27

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.

Indigenous cultural performers conduct a smoking ceremony during the Indigenous Veterans Commemoration Service in Hyde Park, Sydney. The annual ceremony commemorates the service and sacrifice of Aboriginal and Torres Strait Islander veterans. CREDIT: Leading Seaman Imagery Specialist Susan Mossop

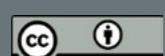


Statement of preparation

I, as the accountable authority of Defence, present the *2023–27 Defence Corporate Plan* as required under paragraph 35 (1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

A handwritten signature in black ink.

Greg Moriarty
Secretary of the
Department of Defence
August 2023



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Foreword

Australia faces the most challenging set of strategic circumstances since the end of the Second World War.

Australia's region, the Indo-Pacific, is seeing growing competition across multiple levels — economic, military, strategic and diplomatic — alongside competing values and narratives.

To meet these challenges, the Albanese Government has set an agenda for ambitious, but necessary, reform to Defence's posture and structure. The *Defence Strategic Review* is the most significant review of the Defence enterprise in over 35 years. The Government's response sets out a blueprint for Australia's defence policy, planning and resourcing over the coming decades.

Defence is making steady progress in implementing the outcomes of the *Defence Strategic Review*. But this is just the start of the journey — realising the ambition of the *Defence Strategic Review* will require long-term reform that will affect every part of Defence. The inaugural *National Defence Strategy* in 2024 will be a pivotal part of this journey.

In line with the priorities the Government has identified, we are committed to acquiring conventionally-armed, nuclear-powered submarines through AUKUS — the single largest capability acquisition in Australia's history.

We're focused on enhancing the Australian Defence Force's ability to precisely strike targets at longer range and on manufacturing munitions in Australia. We're improving the Australian Defence Force's ability to operate from Australia's northern bases. And we're working closely with industry to lift our capacity to rapidly translate disruptive new technologies into Australian Defence Force capability.

Underpinning these reforms is Defence's most important capability — its people. Those in the Australian Defence Force risk their lives to defend Australia and protect our national interests. To support our people, the Government is investing in the growth and retention of a highly skilled Defence workforce and is committed to ensuring it is adequately trained, appropriately equipped and fully prepared to carry out its duties. The Government deeply appreciates those who have served our country and those who have given their lives in service to our nation, as well as their families and loved ones who have supported them.

We will also continue to deepen our engagement with our partners and regional neighbours to address shared challenges in our strategic environment. We will work together to shape an open, stable and prosperous region, operating by agreed rules and where sovereignty is respected.

These reforms will ensure Defence has the capabilities it needs to defend Australia and our national interests. Accordingly, building on the Government's commitment to implement the recommendations of the *Defence Strategic Review*, Defence spending as a proportion of Australia's gross domestic product will lift above its current trajectory to be 0.2 per cent higher by 2032–33.

Collectively, these actions set the course for the defence of Australia over the coming decades in a manner that promotes peace and stability, and helps keep Australians safe. I am pleased to launch the *2023–27 Defence Corporate Plan*.



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

On 24 April 2023, the Prime Minister, the Hon Anthony Albanese MP, and the Deputy Prime Minister and Minister for Defence, the Hon Richard Marles MP released the *Defence Strategic Review* and the *National Defence Statement 2023*.

The *Defence Strategic Review* acknowledged the strategic challenges outlined in Australia's 2020 *Defence Strategic Update* continue to accelerate. Our region is being reshaped and our strategic environment is becoming more challenging. There is increasing competition economically, militarily, strategically and diplomatically, alongside a contest of values and narratives. Our region is experiencing a large-scale military build-up without transparency or strategic reassurance, and rising tensions and reduced warning times are contributing to the risk of military escalation or miscalculation. The effects of climate change are amplifying these challenges.

The Government's response to the *Defence Strategic Review* will be the blueprint for Australia's defence policy, planning and resourcing over the coming decades. It demonstrates Australia's continued commitment to working seamlessly with our closest partners; maintaining our technological edge; operating in a manner consistent with our domestic and international legal obligations; and demonstrating transparency with partners about how our evolving defence posture contributes to our shared vision for the region.

In response to the *Defence Strategic Review*, government has directed that Defence must have the capacity to defend Australia and our immediate region, including to deter through denial any adversary's attempt to project power against Australia through our northern approaches. Defence must have the capacity to protect Australia's economic connection to our region and the world and contribute with our partners to the collective security of the Indo-Pacific and the maintenance of the international rules-based order.

OPERATION KUDU ROT-1

Australian Army soldiers instruct and mentor Ukrainian trainees performing a section attack during a field phase of Operation KUDU, which is the Australian Defence Force's commitment to the training of Armed Forces of Ukraine recruits in the United Kingdom. The training conducted under this operation will generate additional capacity within the Armed Forces of Ukraine and will focus on basic infantry tactics for urban and wooded environments, helping Ukrainian recruits gain the military skills needed to defend their homeland.

CREDIT: Corporal Jonathan Goedhart



Defence is focused on enhancements to Defence's capabilities in the following six priority areas identified by the Government for immediate action:

- the acquisition of conventionally-armed, nuclear-powered submarines through our partnership with the United Kingdom and the United States, known as AUKUS;
- developing the Australian Defence Force's ability to precisely strike targets at longer range and manufacture munitions in Australia;
- improving the Australian Defence Force's ability to operate from Australia's northern bases;
- investing in the growth and retention of a highly skilled Defence workforce;
- lifting our capacity to rapidly translate disruptive new technologies into defence capability, in close partnership with Australian industry; and
- deepening our diplomatic and defence partnerships with key partners in the Indo-Pacific.

We will require significant reform across the Defence enterprise to deliver on the Government's direction. As part of its response to the *Defence Strategic Review*, the Government directed Defence to move away from white papers and instead produce a *National Defence Strategy* on a biennial basis, with the first to be delivered in 2024.

The delivery of the 2024 *National Defence Strategy* will be a pivotal part of Defence's reform journey. The *National Defence Strategy* will set out a holistic, comprehensive reform of Defence policy, planning, capabilities and resourcing, including reprioritisation of the Integrated Investment Program in line with the recommendations of the *Defence Strategic Review*.

Defence is at a critical point of transition throughout 2023–24. Defence must meet government direction with a focused sense of urgency whilst remaining agile and responsive to support the development of the 2024 *National Defence Strategy*.

To maximise deterrence, denial and response options for the Government, we will strengthen the Australian Defence Force into a fully integrated and focused force and deliver enhanced and joined-up combat power across the maritime, land, air, space and cyber domains.

Defence's success in operating the capabilities that we are acquiring and carrying out our mission lies in the character of our people and the culture of our teams, underpinned by our unified Defence values and behaviours. They are at the heart of all that we do and are the most important component of our military capability.

We are facing significant challenges to recruit and retain elements of our workforce, particularly in occupations where national competition for skills is high. There are also increased operational demands on our people both within Australia and overseas. We will continue to look for opportunities to improve our employee value proposition and workplace conditions.

Defence is committed to supporting our personnel at all stages of their Defence journey and fostering positive workplace experiences. To create the necessary conditions for this culture to flourish, it is essential that we acknowledge and confront those occasions when we have failed to live up to the standards that we and the wider Australian community expect of our nation's defence force.

Supporting the Royal Commission into Defence and Veteran Suicide as it heads into its final year is a priority for Defence. The Royal Commission is an opportunity for Defence to further understand the complex issue of suicide and our approach to mental health, wellbeing and welfare, and how we can better reduce the associated risks for our people. Every effort is being made to encourage and support current and former serving Australian Defence Force members to come forward and share their experiences.

Defence is also fully committed to responding to all of the findings and recommendations of the Inspector-General of the Australian Defence Force Afghanistan Inquiry report, through the Afghanistan Inquiry Reform Program. Work being delivered through the reform program goes beyond simply addressing Inquiry recommendations; it is considering and responding to the range of complex issues raised by the Inquiry.

We are confident the significant work that is now underway in Defence, and with our allies and partners, is setting the conditions for Defence's success in ensuring Australia's security and prosperity into the future.

In 2023–27, 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 *2023–27 Defence Corporate Plan*, which covers the period 2023–27 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*.



The handwritten signature of Greg Moriarty in black ink.

Greg Moriarty

Secretary of the
Department of Defence
August 2023



The handwritten signature of Angus J Campbell in black ink.

Angus J Campbell AO DSC

General
Chief of the Defence Force
August 2023

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1 – F-35A Lightning II
aircraft from
No. 75 Squadron fly
from RAAF Base Tindal
in the Northern Territory
to Royal Malaysian
Air Force Base Butterworth
for the air-to-air fighter
interaction Exercise
Elangaroo 22. CREDIT:
Leading Aircraftman
Adam Abela

2 – An Australian
Army gunner from
the 4th Regiment,
Royal Australian Artillery,
waits for an airlift during
Exercise Brolga Run 23
at the Townsville Field
Training Area, Queensland.
CREDIT: Lance Corporal
Riley Blennerhassett

3 – After five months
in Western Australia
preparing for service,
patrol boat Australian
Defence Vessel *Cape*
Naturaliste departs
Fleet Base West to sail
to her homeport of Darwin,
Northern Territory. CREDIT:
Petty Officer Imagery
Specialist Craig Walton

4 – United States Navy
Virginia Class submarine
USS Mississippi arrives at
Fleet Base West, Western
Australia, for a routine visit
to provide respite for the
crew. CREDIT: Chief Petty
Officer Imagery Specialist
Yuri Ramsey

5 – First-year trainee
officers at the Australian
Defence Force Academy in
Canberra are marched on
to the main parade ground
to join their squadrons for
the annual Chief of the
Defence Force Parade.
CREDIT: Thomas Lucraft

6 – Defence Space
Command participating
for the first time at the
Australian International
Airshow 2023 at Avalon
Airport, Victoria. CREDIT:
Leading Aircraftwoman
Kate Czerny

2023–27 Defence Corporate Plan

MISSION AND 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.

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.

STRATEGIC OBJECTIVES:



Shape Australia's strategic environment

Deter action against Australia's interests

Respond with credible military force, when required

Our capacity to shape, deter, and respond must be focused and integrated through the lens of a strategy of denial.

KEY ACTIVITIES:



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

Enable intelligence-informed strategic policy and overseas operations

Promote regional and global security and stability

Advance Australia's prosperity

Be a strategy-led organisation

Invest in Defence people

Deliver future capability

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 purpose, and strategic objectives.



Defence encompasses all of the Groups and Services within Defence, their functions, outputs and their people — military, Australian Public Service and contractors. Together, we will implement the directions coming out of the *Defence Strategic Review*.

Our Mission and Purpose

Defence's mission and purpose is 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 government.

Command of HMAS *Canberra* was handed over from Captain Jace Hutchison, RAN to Captain Brendan O'Hara, RAN during a ceremony onboard the ship's flight deck while alongside Fleet Base East in Sydney, New South Wales. CREDIT: Leading Seaman Imagery Specialist Matthew Lyall



1 – French Air and Space Force members assist the crew of a Royal Australian Air Force C-27J Spartan to unload cargo during Exercise Croix Du Sud 2023 in New Caledonia. CREDIT: Corporal Dustin Anderson

2 – Australian Army soldiers from the 3rd Battalion, The Royal Australian Regiment, conduct an assault on the enemy main defensive position during Exercise Brolga Run 23 at Townsville Field Training Area, Queensland. CREDIT: Lance Corporal Riley Blennerhassett

Our Strategic Objectives

Our strategic objectives operationalise the delivery of our mission and purpose. Our strategic objectives are to: shape Australia's strategic environment; deter actions against Australia's interests; and respond with credible military force, when required. These strategic objectives will be supported through the development of the 2024 *National Defence Strategy*.

Shape Australia's strategic environment

Australia is an advocate for stability, security and sovereignty in our region.

Defence works closely with other government agencies and international partners to shape Australia's strategic environment. Defence continues to expand its diplomacy, cooperation and capacity building activities, supporting shared interests with our Indo-Pacific partners.

Deter actions against Australia's interests

Defence is strengthening its posture and defence capabilities so no potential aggressor can ever conclude that the benefits of conflict outweigh the risks.

Respond with credible military force, when required

Defence is able to respond, including with credible force when required and in support of regional partners in times of need. Defence will continue to enhance its lethality and readiness, as well as improve the logistical support required for high-intensity warfighting.

Our Key Activities

In 2022, Defence commenced a major review and update of its performance measurement and reporting system. We streamlined our approach to better align our mission and purpose, outcomes, strategic objectives, the key activities and priorities we undertake to deliver on them, and the performance measures and targets that help us determine whether we are successful.

In 2023, we have further refined our key activities to align with the Government's response to the *Defence Strategic Review*.

We expect to make more substantial changes in the *2024–28 Defence Corporate Plan* following the release of the *2024 National Defence Strategy*.

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.

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 and purpose. The *Defence Strategic Review* highlighted the strategic circumstances faced by Defence and government. The *2024 National Defence Strategy* will encompass a comprehensive outline of Defence policy, planning, capabilities and resourcing. It will become Defence's key strategic policy document and focus the enterprise to achieve government objectives. The *Defence Strategy Framework* informs how strategy cascades through the enterprise, and will be revised in line with the Government's directions in response to the *Defence Strategic Review*.

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

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

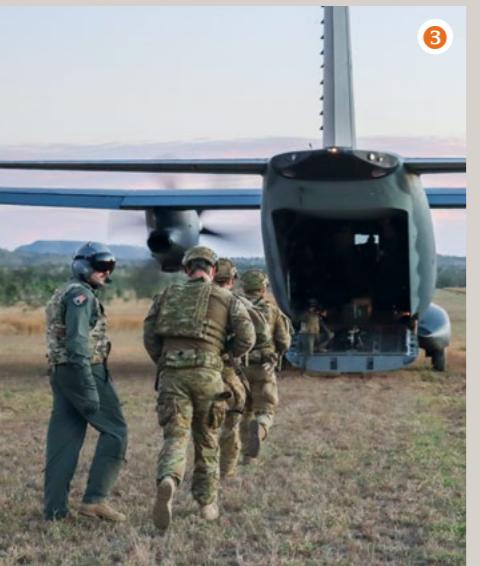
1



2



3



4



Captions for page 6:

1 – Australian Defence Vessel Cape Naturaliste after completing officer of the watch manoeuvres with HMAS Broome while deployed on Operation RESOLUTE to support whole-of-government efforts to protect Australia's borders and offshore maritime interests. CREDIT: Acting Sub Lieutenant Elise Cowley

2 – Priscilla Thwaites, Dr Bianca Capra, Dr Stacy Oerder, Harbans Mann and Samantha Williams at Russell Offices in Canberra. CREDIT: Kym Smith

3 – No. 35 Squadron loadmaster, Corporal Jakeb Thorogood, loads soldiers from the Australian Army's 3rd Brigade on a Royal Australian Air Force C-27J Spartan at Cormorant Airfield, west of Townsville, Queensland, during Exercise Ready Spartan Prove. CREDIT: Flight Lieutenant Greg Hinks

4 – A CH-47 Chinook hovers over the water off Townsville, Queensland, as Australian Army soldiers from the 2nd Battalion, The Royal Australian Regiment, and the 5th Aviation Regiment conduct helo-casting activities during Exercise Black Cutlass 2023. CREDIT: Corporal Daniella Volling

Key Activity 4: Invest in Defence people

Defence has an integrated workforce comprised of Australian Defence Force members, Australian Public Service 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.

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 Australian Defence Force 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: Advance Australia's prosperity

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 Defence Corporate Plan.



REGIONAL ENGAGEMENT

1 – Australian aid pallets are unloaded from a Royal Australian Air Force C-17A Globemaster III at Wattay International Airport in Laos during Indo-Pacific Endeavour 2022. CREDIT: Sergeant David Said

2 – Personnel from HMAS Anzac and Royal Malaysian Navy KD Gempita compete in a tug-of-war during Exercise Bersama Shield 2023 on Tioman Island, Malaysia. CREDIT: Leading Seaman Imagery Specialist Jarryd Capper

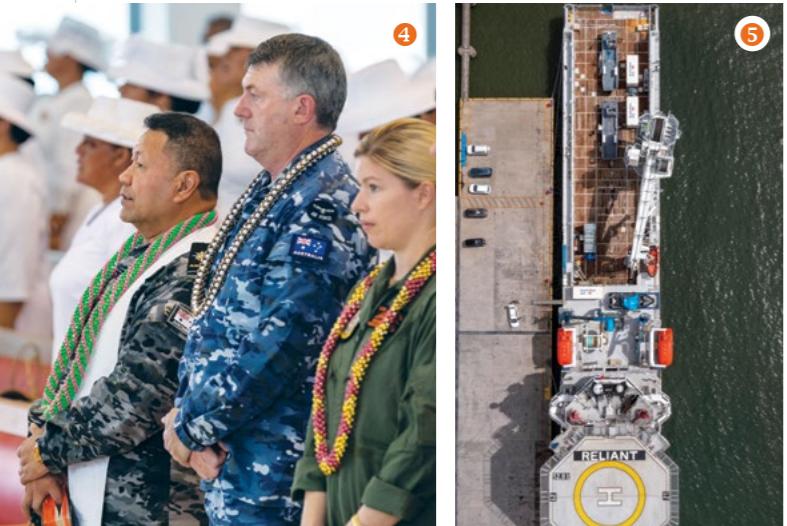
3 – The Australian Army's 1st Brigade soccer team play with children from St Mateus School in Dili, Timor-Leste, during Indo-Pacific Endeavour 2022. CREDIT: Corporal Brandon Grey

4 – Australian Defence Force personnel deployed on Operation SOLANIA 2023 attend a church service at the Methodist Church, Ekalesia Metotisi, Fale'ula, Samoa. CREDIT: Corporal David Cotton

5 – Australian Defence Vessel *Reliant* at the Port of Apia, Samoa during its inaugural deployment through the Pacific region to enhance Australia's support to our Pacific family. CREDIT: Sergeant Jarrod McAneney

6 – Australian Army soldiers from the 2nd Battalion, Royal Australian Regiment, and members from the Royal Brunei Armed Forces conduct a joint military exercise during Indo-Pacific Endeavour 2022. CREDIT: Leading Seaman Imagery Specialist Jarryd Capper

7 – HMAS *Hobart*'s embarked MH-60R helicopter practices deck landings in the Indonesian Archipelago during a regional presence deployment. CREDIT: Leading Seaman Imagery Specialist Daniel Goodman



Our Strategic Environment

Australia and the broader Indo-Pacific region is facing the most complex and challenging strategic environment since the Second World War. Our strategic circumstances are rapidly evolving and the risks we face as a nation are now radically different from those we have faced in the past.

The return of great power competition in the Indo-Pacific has become a defining feature of our region and time. As articulated in the *National Defence Statement 2023*, Australia's region, the Indo-Pacific, faces increasing competition that operates on multiple levels — economic, military, strategic and diplomatic.

A large-scale conventional and non-conventional military build-up, along with the rapid translation of emerging and disruptive technologies into military capability without strategic reassurance, is contributing to the most challenging strategic circumstances our region has faced in decades. Combined with rising tensions and reduced warning time for conflict, the risks of military escalation or miscalculation are rising.

While the direct invasion of Australia is only a remote possibility, a strategic balance underpinned by a region that is open, stable and prosperous remains central to our national interests. However, potential remains for Australia's interests to be negatively affected throughout the region, including our sea lines of communication and in parts of our exclusive economic zone.

At the same time, the effects of climate change across the region are amplifying our challenges, while other actions that fall short of kinetic conflict, including economic coercion, are encroaching on the ability of countries to exercise their own agency and decide their own destinies.

Since the 1980s, globalisation and the opening of the Australian economy have given rise to decades of growth and increased prosperity for the Australian people. Australia's economy has become more interconnected with the Indo-Pacific and the world. In turn, this means Australia has a fundamental interest in protecting our connection to the world and in the international rules-based order upon which global trade depends.

In this environment, the Government has directed Defence to sharpen its focus on what our interests are, and how to uphold them. This focus needs to be on: how we ensure our fate is not determined by others; how we ensure our decisions are our own; and how we protect our way of life, our prosperity, our institutions, and our economy.

These interests require strong sovereign defence capabilities with the aim of changing the risk calculus of potential aggressors so that they never conclude that the benefits of conflict outweigh the risks.

To protect Australia's interests and meet our strategic challenges, the Government directed in the *National Defence Statement 2023* that Defence must have the capacity to:

- defend Australia and our immediate region;
- deter through denial any adversary's attempt to project power against Australia through our northern approaches;
- protect Australia's economic connection to our region and the world;
- contribute with our partners to the collective security of the Indo-Pacific; and
- contribute with our partners to the maintenance of the global rules-based order.

Workforce

Our people and culture are fundamental to all we can and must achieve. Consistent with the broader national context, Defence faces significant workforce challenges. Defence remains committed to building a capable and diverse workforce that reflects the Australian community we serve.

The *Defence Strategic Review* highlighted the need for investment in the growth and retention of a highly skilled, integrated Defence workforce. The *Defence Strategic Review* emphasised the need for a new Defence people system, which brings together a number of personnel functions to best focus on, enable and support all of our people. Our future Defence People System must enable a One Defence and whole-of-government approach while ensuring we are positioned to meet our global and regional security challenges.

The Defence People System will deliver the required whole-of-enterprise effects needed from Defence's most valuable capability — its people.

EXERCISE KEEN SWORD 2022

Personnel from HMAS *Hobart* cover a burst water pipe during a damage control exercise during Exercise Keen Sword 2022. The exercise was part of HMAS *Hobart*'s regional presence deployment through the Indo-Pacific region, undertaking exercises and engagements to enhance our regional partnerships and ability to operate with partner nations.

CREDIT: Leading Seaman Imagery Specialist Daniel Goodman



2024 National Defence Strategy

As outlined in the *Defence Strategic Review*, Defence must adopt a whole-of-government and whole-of-nation approach to security, focused on statecraft and diplomacy in our region — a *National Defence* approach.

Defence's role in this whole-of-nation strategy is critical. To inform this, Defence is developing an inaugural *National Defence Strategy* to be delivered in 2024. The 2024 *National Defence Strategy* will provide a comprehensive outline of Defence policy, planning, capabilities and resourcing, including reprioritisation of the Integrated Investment Program, in line with the strategic intent of the *Defence Strategic Review*.

Partnerships

Australia continues to strengthen regional and international partnerships as we navigate our increasingly complex security environment. We are committed to working with partners, especially in the Pacific and Southeast Asia, to maintain a peaceful and prosperous region, where sovereignty is respected. Australia will use all levers of statecraft to deter conflict and maintain strategic balance, encouraging great powers to manage competition responsibly.

Our partnerships in the Indo-Pacific are central to Australia's security. The *Defence Strategic Review* identified that deepening our diplomatic and defence partnerships with key partners in the Indo-Pacific is a priority. We continue to enhance cooperative engagement and interoperability to meet shared challenges. On 1 July 2023, Defence established a Pacific Division to deliver enhanced support for Pacific security priorities, including defence cooperation, infrastructure, and maritime security.

We support leadership of regional architecture in the Indo-Pacific. The Association of Southeast Asian Nations (ASEAN) and the Pacific Islands Forum are central to the region, and we continue to contribute to the collective responses to security issues derived from these forums.

Participation in regional exercises is part of Defence's enduring commitment to working alongside Indo-Pacific partner nations. Exercise Bersama Shield — a biannual military exercise with Five Power Defence Arrangements nations — is a valuable opportunity to enhance combat readiness and interoperability between Australian forces and our partners.

Likewise, Exercise Talisman Sabre — now in its 10th iteration — is a bilateral exercise with the United States involving more than 30,000 military personnel from 13 nations, including Canada, Fiji, France, Germany, Indonesia, Japan, New Zealand, Papua New Guinea, the Republic of Korea, Tonga and the United Kingdom. India, the Philippines, Singapore and Thailand also attended as observers. Exercise Talisman Sabre is an opportunity to exercise high-end, multi-domain warfare capabilities, build and affirm military-to-military ties and interoperability, and strengthen strategic partnerships across the region.

As emphasised in the *Defence Strategic Review*, Australia has a strong alliance with the United States. The alliance is becoming even more important and remains central to Australia's security and strategy as we pursue greater advanced scientific, technological and industry cooperation, as well as an enhanced United States rotational force posture in Australia.

Our commitment to the enhanced trilateral security and technology sharing partnership between Australia, the United Kingdom and the United States — known as AUKUS — is gathering pace. Under AUKUS, Australia will acquire conventionally-armed, nuclear-powered submarines and cooperate on crucial advanced defence capabilities.

Through AUKUS Advanced Capabilities, we will fast-track the delivery of leading edge warfighting capabilities into the hands of the Australian Defence Force, maintaining its capability edge and modernising capability development across the three nations. The six key areas chosen for advanced capabilities — undersea capabilities, electronic warfare, hypersonics and counter-hypersonics, advanced cyber, quantum technologies, and artificial intelligence and autonomy — are those that will make the most significant contribution to future warfighting. Developing targeted advanced capabilities such as these are vital for Defence to meet emerging threats. Our collaboration with partners to accelerate the delivery of these capabilities is a prudent response to our changing strategic environment.

Australia's continued support for Ukraine as it defends its people, its territory, and its sovereignty demonstrates our commitment to promote stability and protect the international rules-based order. We continue to work with the Ukrainian Government to provide assistance that addresses Ukraine's needs and complements support provided by our partners. Defence contributes to the Australian Government's response through military assistance to deliver important capabilities and supplies to the Armed Forces of Ukraine. Defence, along with other partners, is also providing critical training to Ukrainian troops.

Climate change and support to domestic and international disaster relief

Climate change is a national and regional security issue. Countries across the world are experiencing increased frequency and severity of climate-related disasters. The effects of extreme and severe climate events — such as rising sea levels and temperatures — are amplifying geostrategic challenges in the Indo-Pacific. If climate change accelerates over the coming decades, it has the potential to increase the challenges for Australia and Defence — such as mass migration, increased demands for peacekeeping and peace enforcement, and intrastate and interstate conflict.

As climate change is the greatest threat to the livelihoods, security and wellbeing of the peoples of the Pacific, Australia is committed to continuing to take a regional approach to humanitarian relief and strengthening support for disaster preparedness, working closely with our Pacific family to support their responses to crises. We remain steadfast in our commitment to and support for the *2050 Strategy for the Blue Pacific Continent*.

COMBINED UNIT TRAINING ACTIVITY

Australian Army riflemen from the 6th Battalion, The Royal Australian Regiment, take part in the final assault during 7th Brigade's combined unit training activity at Shoalwater Bay Training Area, Queensland.

CREDIT: Private Dean Armstrong



Industry

Defence industry continues to play a vital role in equipping and sustaining the Australian Defence Force. We need to continue to work together, pivoting our workforces, to deliver the priorities our nation requires. A strong defence industry is part of our national power and contributes to regional stability. The *Defence Industry Development Strategy* will establish the framework and principles for the direction of defence industry policy for what will be an important decade in Australia's national security.

Force posture and force integration

The defence of Australia's national interests lies in the protection of our economic connection with the world and the maintenance of the international rules-based order. To maximise deterrence, denial and response options for the Government, the Australian Defence Force harnesses effects across all five domains: maritime, land, air, space and cyber.

The Australian Defence Force's operational success will depend on the ability of the integrated force to apply critical capabilities, including:

- undersea warfare capabilities (crewed and uncrewed) optimised for persistent, long-range sub-surface intelligence, surveillance and reconnaissance, and strike;
- an enhanced integrated targeting capability;
- an enhanced long-range strike capability;
- a fully enabled, integrated amphibious-capable combined-arms land system;
- enhanced, all-domain, maritime capabilities for sea denial operations and localised sea control;
- a networked expeditionary air operations capability;
- an enhanced integrated air and missile defence capability;
- a joint expeditionary theatre logistics system with strategic depth and mobility;
- a theatre command and control framework that enables an enhanced integrated force; and
- a developed network of hardened and resilient northern bases to provide a platform for logistics support, denial and deterrence.



Our People

Our diverse, committed and capable Defence workforce is our first priority. Stewards of Australia's Defence capability, our people are critical for Defence to achieve its mission and purpose at home and overseas. Defence is focused on attracting and retaining people within its workforce, regardless of background, gender, age, culture, religion, ability or sexual orientation.

The *Defence Strategic Review* highlighted significant workforce challenges for Defence. In response, the Government has committed to grow and retain a highly skilled Defence workforce as a priority for immediate action. Defence is responding to the Government's commitment with efficiency, focused on building a workforce that is stronger, more integrated and more effective. Defence will deliver innovative people solutions to grow our workforce and support and enable our people.

The establishment of a new and integrated Defence People System is a once in a generation reform to bring together a number of personnel functions. This includes the appointment of the inaugural Chief of Personnel to lead the Military Personnel Organisation, focused on building a single, integrated system of Australian Defence Force personnel management and supporting people through the career lifecycle. The new Defence People System will challenge the existing approaches and structures around design, planning and management of our workforce, and the experiences of our people. Through the Defence People System, led in partnership by Deputy Secretary Defence People and the Chief of Personnel, we will ensure Defence is positioned to meet the nation's security challenges now and into the future. We will ensure a workplace culture where our recruited, trained and educated people are provided support to be professional sailors, soldiers, aviators and public service personnel that deliver the Defence mission and purpose.

Defence has committed to reducing its reliance on external contractors and increasing its Australian Public Service workforce. Defence aims to reduce its contractor workforce by 2,000, or approximately 20 per cent, by the end of 2024. The reduction will be focused on contractors who are engaged for skills that would normally be maintained within the Australian Public Service. It will not include consultants with specialist skills or outsourced service providers.

Consistent with broader national workforce challenges, Defence needs to remain competitive in attracting and retaining the necessary workforce to implement the *Defence Strategic Review*. This includes planning for the increased workforce growth of an additional 18,500 people by 2040. We will prioritise both the growth and retention of a highly skilled workforce, through a range of workforce initiatives that support government direction on the *Defence Strategic Review*. These measures will assist in establishing the preliminary workforce actions for the 2024 *National Defence Strategy*.

Defence is committed to modernising and reflecting contemporary practices across our workforces, including through pay and conditions, education and different ways of working. Defence will continue to make enhancements to its employee value proposition, including through the Australian Defence Force Employment Offer Modernisation Program and piloting a continuation bonus payment for eligible Australian Defence Force members as an ongoing investment in our junior ranks.

Our people now also have increased access to tertiary and vocational education through Studybank for Australian Public Service employees and the Defence Assisted Study Scheme for Australian Defence Force members.



1 – Warrant Officer Liz Crean takes a selfie with outgoing Warrant Officer of the Air Force Fiona Grasby in front of Recruit Course 18/22 at the changeover ceremony for the Warrant Officer of the Air Force in Canberra. CREDIT: Nicole Mankowski

2 – Royal Australian Navy Chaplain Simon Edds, the first Buddhist chaplain in the Australian Defence Force, meditates in the Spirit House at the Art Gallery of New South Wales in Sydney. CREDIT: Leading Seaman Imagery Specialist Daniel Goodman

The mental health and wellbeing of our workforce is critical and we must maintain and promote a culture where people are supported. The Government is continuing its investment in the ADF Family Health Program, including doubling the annual allowance to \$800 per dependant and expanding services that families can claim.

Work has also commenced on the development of a national *Defence and Veteran Family Support Strategy* to improve the experience of Defence families, who play a vital role in supporting Defence members and veterans.

With the nominal end to the *Pathway to Change: Evolving Defence Culture 2017–2022* strategy, Defence has been developing the next culture strategy, the *Defence Culture Blueprint* which will be launched in 2023–24. The *Defence Culture Blueprint*, and our focus on mental health and wellbeing, will play key roles in supporting recruitment and retention and are critical to enabling the workforce to remain agile in complex operating contexts.

To ensure our workforce reflects the diverse community we serve, we are enhancing our Australian Defence Force recruitment framework to improve the eligibility pool of potential applicants and to align service recruitment requirements to military employment, particularly in key technical and specialist trades. Working closely with a new recruiting capability partner, Defence is building a modernised recruiting system that introduces new practices to increase recruitment volume, decrease application processing times and provide a positive candidate experience to all who choose the rewarding path of an Australian Defence Force career.

These investments in our people are important to ensure that Defence meets its workforce growth goals and we have the highly skilled workforce needed to keep Australians safe.

FIGURE 2: Defence values and behaviours.

Our values

Service	The selflessness of character to place the security and interests of our nation and its people ahead of our own.
Courage	The strength of character to say and do the right thing, always, especially in the face of adversity.
Respect	The humanity of character to value others and treat them with dignity.
Integrity	The consistency of character to align my thoughts, words and actions to do what is right.
Excellence	The willingness of character to strive each day to be the best we can be, both professionally and personally.

Our behaviours

The Defence values are underpinned by these 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

OPERATION RESOLUTE

Australian Defence Force soldiers from the Regional Force Surveillance Unit deployed on Operation RESOLUTE regroup while conducting water patrols on Maret Island in remote Western Australia. The patrols searched the islands for foreign fishing vessels and evidence of illegal activities by conducting foot patrols, water patrols, observation posts, and information gathering. Operation RESOLUTE is the Australian Defence Force's contribution to the whole-of-government effort to protect Australia's borders and offshore maritime interests. CREDIT: Sergeant Jarrod McAneney



Our Capability

Strengthening our defence capabilities fundamentally contributes to our ability to shape and respond to our strategic environment and deter conflict. Due to the significant changes in Australia's strategic circumstances, Defence will invest in capabilities that are relevant to the risks we face. We will accelerate important capability development and reprioritise capabilities that are no longer fit-for-purpose.

The Australian Defence Force will continue to evolve as an integrated, focused force across the maritime, land, air, space and cyber domains. Our Navy must have enhanced lethality through its surface fleet and conventionally-armed, nuclear-powered submarines, reinforced by a continuous naval shipbuilding program. Our Army must be optimised for littoral operations in our northern land and maritime domains and continue to provide a long-range strike capability. Our Air Force must provide the air support for integrated operations in our north by conducting surveillance, air defence, strike and air transport. Our space and cyber capabilities must continue to expand to assure our access to these critical domains.

The Government is investing \$9 billion over four years in conventionally-armed, nuclear-powered submarines through the AUKUS partnership; and nearly \$150 million to provide the skills and training for a home-grown workforce to build and maintain Australia's nuclear-powered submarines. We will also develop the *AUKUS Submarine Workforce and Industry Strategy* and update the *National Naval Shipbuilding Enterprise Strategy* and supporting *Naval Shipbuilding and Sustainment Plan*.

Long-range strike and other guided weapons are fundamental to the Australian Defence Force's ability to hold a potential adversary at risk. Over the next four years, the Government is investing in long-range strike capabilities, including the establishment of an Australian missiles and munitions industry.

The 2024 *National Defence Strategy* will set out a comprehensive plan for Defence capabilities and resourcing, including reprioritisation of the Integrated Investment Program in line with government direction.

In 2023, the Government will release a *Defence Industry Development Strategy* in order to build the defence industry needed to support Defence. Defence is committed to removing unnecessary barriers to acquisitions; streamlining strategically important projects and low-complexity procurements; making faster decisions in the delivery of Defence projects; and developing practical solutions in close consultation with defence industry.



Our Innovation, Science and Technology

Defence innovation, science and technology has a significant impact on the character of warfare and deterrence, and is critical to enhance and accelerate capability development in order to defend Australia and its national interests.

Defence will continue to develop innovation, science, technology and research through collaboration with industry, academia, our partners and international agencies.

Our strategic circumstances require us to adapt our approach to innovation. In line with the Government's response to the *Defence Strategic Review*, Defence will focus on new disruptive technology and asymmetric advantage to ensure we maintain parity or a qualitative advantage in critical military technology areas.

The *More, Together: Defence Science and Technology Strategy 2030* is being refreshed 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.

The Government is investing \$3.4 billion over the next decade to fund Defence's new innovation entity, the Advanced Strategic Capabilities Accelerator, which became operational on 1 July 2023. It will be guided by senior Defence leaders, take a flexible and agile approach to procurement, and deliver vital capabilities that will give the Australian Defence Force an asymmetric advantage to deter future conflicts.

Within the innovation, science and technology program we will prioritise hypersonics, directed energy, trusted autonomy, quantum technology, information warfare and long-range fires. The development of these technologies in Australia will grow advanced technology companies in Australia, creating more jobs for Australians in defence industry.

To help secure an innovation, science and technology workforce that better represents the diverse talent of our nation, Defence will work towards achieving a 50 per cent target for women's participation across key research and innovation career pathways.

1 – Lachlan Symonds and Monique Hollick during a Buccaneer Main Mission cube-satellite orbit simulation. CREDIT: Peter Hoare

2 – Australian Army soldiers with the School of Armour train on the Ghost Robotics Vision 60 'robot dogs', being charged through the electronic Protected Mobility Vehicle, in the Puckapunyal Military Training Area, Victoria. CREDIT: RD Consulting

Our Security, Estate and Infrastructure

Enhanced security, estate and infrastructure are essential to strengthen Defence's posture to defend and protect Australia's national security.

Security

Defence is committed to protecting Australian-developed capabilities and ensuring our continued access to sensitive partner technologies through the provision of layered protective security, robust information and communications technology security, and effective security vetting of personnel. As global strategic competition increases, we are strengthening Defence and defence industry protective security to meet increasing threats to our people, systems, capabilities and assets.

Defence is making security an even greater priority through security culture, resources and vetting to ensure the Government has the trusted workforce required. We ensure robust security behaviours are part of Defence's culture, as well as for the industries that work alongside us.

We will reinforce Australia's cyber security, develop 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.

Estate and infrastructure

Defence is the largest landholder in the Commonwealth with more than 2.8 million hectares, 70 major bases, over 100 training ranges, and more than 1,000 leased or owned properties. Defence will conduct an enterprise-wide audit of the Defence estate by the end of 2023.

A key priority of the *National Defence Statement 2023* is to improve the ability of the Australian Defence Force to operate from Australia's northern bases. The Government is investing \$3.8 billion to upgrade and develop our northern network of bases, ports and barracks over the next four years. This includes:

- \$2 billion for critical air bases from RAAF Base Learmonth to the Cocos (Keeling) Islands, as well as air bases in the Northern Territory and northern Queensland;
- \$1 billion for upgrades to land and joint estate capabilities such as facilities, infrastructure and engineering services;
- \$600 million in maritime estate investments including HMAS *Coonawarra*, HMAS *Cairns* and the Harold E Holt Naval Communications Station; and
- \$200 million towards the acceleration of additional projects.

Work across northern air bases will include upgrades to runway and apron capacity, fuel supply and storage, accommodation and security. Investment in land and joint estate will be centred on major training area upgrades in the Northern Territory, and upgrades at Robertson Barracks in Darwin and Lavarack Barracks in Townsville. Infrastructure will also be delivered to support United States Force Posture Initiatives across the Defence estate at Robertson Barracks, and RAAF Bases Darwin and Tindal in the Northern Territory.

Defence will work closely with the newly established Australian Submarine Agency as they develop infrastructure to support the optimal pathway with an initial priority focus on HMAS *Stirling* in Western Australia.

The Base Services Transformation Program is in a procurement phase for the delivery of capability-enabling people, estate and facility infrastructure services. Transition to new base services contracts will commence in 2024.

Defence will continue to evolve the Defence estate to provide modern facilities across Australia for our personnel to work, train and live.

Our Climate Commitment

The *National Defence Statement 2023* affirms that the effects of climate change across the Indo-Pacific are amplifying our strategic challenges.

Defence supports the Government's climate agenda and is committed to reducing greenhouse gas emissions, accelerating its transition to clean energy, and building national and regional climate resilience.

The *Defence Strategic Review* recognises climate change as a national security issue. The effects of climate change will heighten challenges for Defence, including harsher conditions within which to operate, and increased humanitarian assistance and disaster relief pressures at home and overseas.

The *Defence Strategic Review* recognises that Defence is not structured to concurrently act as a domestic disaster recovering agency and achieve its core function to defend Australia. The Government will work with states and territories to develop national resilience and response measures for adverse climate change impacts, with the aim of reducing dependencies on Defence.

As the Government's largest landholder and energy user, Defence is committed to reducing greenhouse gas emissions and investing in renewable energy to support Australia's national target. We are focused on minimising Defence's impact on the environment, building climate resilience and a pathway to a carbon-neutral future.

Defence is developing a net zero strategy to provide a clear path on how Defence will reach net zero greenhouse gas emissions. Defence will move to renewable energy across the Defence estate, improve building and transport efficiency, transition to alternate lower emission fuel types, and use carbon insets to mitigate the remaining emissions produced by capability-based assets.

As agreed in the Government's response to the *Defence Strategic Review*, Defence will accelerate its transition to clean energy to increase our national resilience, with a plan to be presented to the Government by 2025. As we modernise our bases and military platforms, lower emission fuels and renewable energy will be part of making Defence more resilient while meeting the Government's emission reduction targets, and boosting clean energy throughout Australia.

The Defence Renewable Energy and Energy Security Program is contributing to our mission to reduce emissions, make Defence more energy secure, alleviate stress on local energy grids, and save money that we can redirect towards Defence capability.

HMAS STIRLING WALK TO WORK DAY 2022

Defence personnel and their families cross the 6.4km causeway to HMAS Stirling in Western Australia for their annual Walk to Work Day to promote regular exercise and a cleaner environment.
CREDIT: Chief Petty Officer Imagery Specialist Yuri Ramsey



Our Portfolio Structure

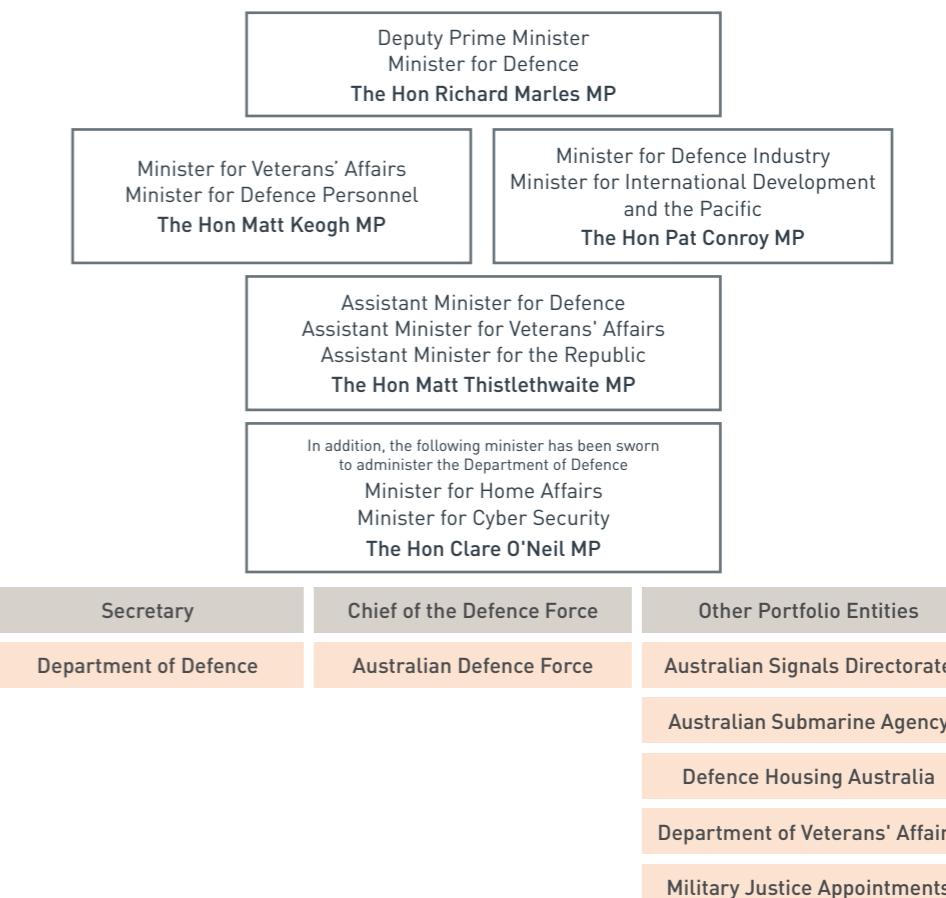
The Defence portfolio consists of a number of component organisations that are collectively responsible for supporting the defence of Australia and its national interests in order to advance Australia's security and prosperity.

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 government, budget and resource allocation, and stewardship of the Australian Public Service workforce.

The Chief of the Defence Force has primary responsibility for the command of the Australian Defence Force, 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.

Defence also contains a number of smaller entities, including some statutory agencies and offices, and various trusts and companies. In 2023, three new entities were announced. On 1 July 2023, the Nuclear-Powered Submarine Taskforce transitioned to the Australian Submarine Agency and the Advanced Strategic Capabilities Accelerator became operational (within Defence) with a phased start up over the first 18 months. Legislation to establish the independent statutory Australian Nuclear-Powered Submarine Safety Regulator is expected to be brought before the Australian Parliament during 2023–24. Organisations and entities within the Defence portfolio publish their own planning documents.

FIGURE 3: Defence portfolio structure as at 1 July 2023.



EXERCISE LA PEROUSE 2023

Able Seaman Marine Technician Chloe Halley conducts routine inspections in the engine room onboard HMAS Perth during the French-led multilateral maritime Exercise La Perouse 2023 in the Bay of Bengal. The exercise involved ships, aircraft and personnel from Australia, France, India, Japan, the United Kingdom and the United States. Participating nations conducted officer of the watch manoeuvres, live fires, replenishment at sea approaches and engagement activities such as ship visits, receptions and personnel cross-decks. CREDIT: Leading Seaman Imagery Specialist Sittichai Sakonpoonpol



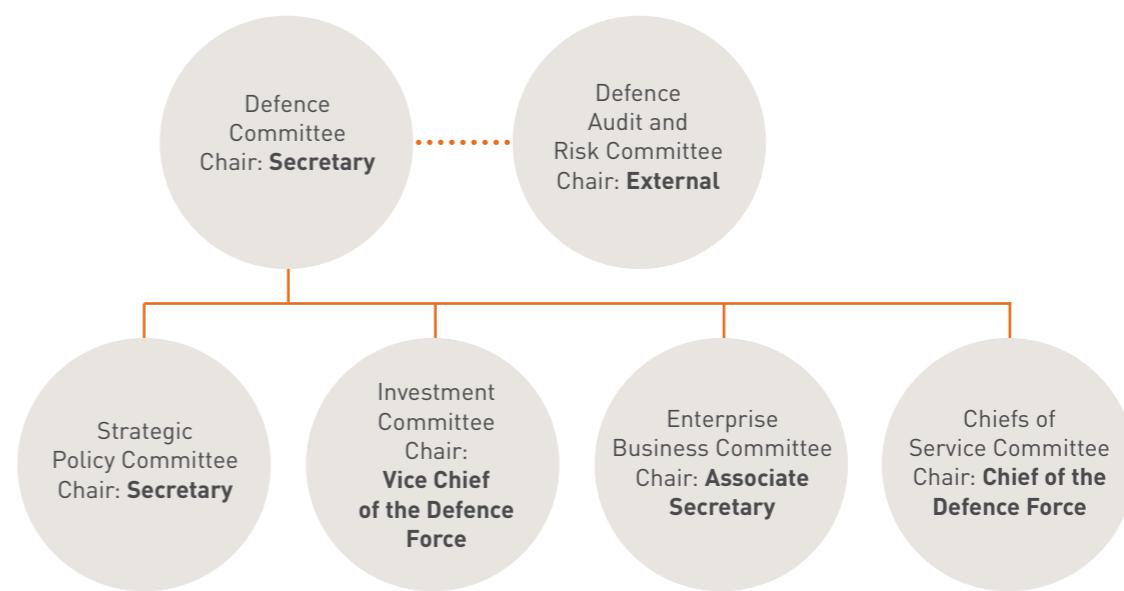
Our Governance

Our enterprise committees

Defence's enterprise committees facilitate enterprise decision-making and set the organisation's strategic direction. As a complex, multifaceted organisation, our enterprise committees bring together our most senior leaders to make the critical decisions that ensure Defence delivers on our mission and purpose, 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 4: Defence enterprise committees as at July 2023.



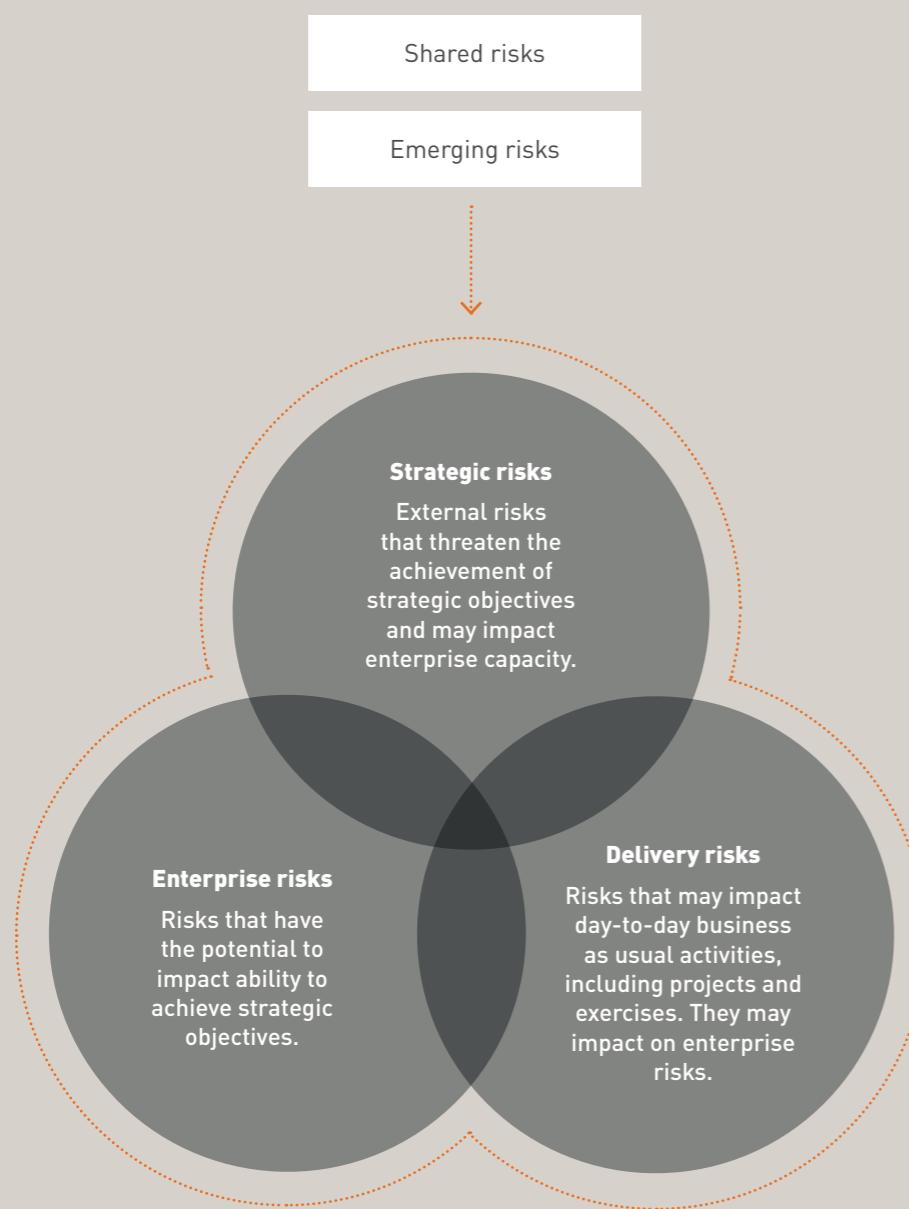
Our risk management

Defence recognises risk is inherent in our work and can present both opportunities and threats to the achievement of our strategic objectives. 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 aligns risk at all levels to meet Defence's strategic objectives.

Defence's risk appetite, as articulated by the *Overall Defence Risk Appetite Statement*, informs and guides our decision-making and supports a culture of effective risk management that enables calculated risks to be taken when prudent to do so, and supports proper use of public resources.

These framework documents are supported by risk tolerances that operationalise Defence's risk appetite by specifying the levels of risk-taking that are acceptable across key focus areas of risk.

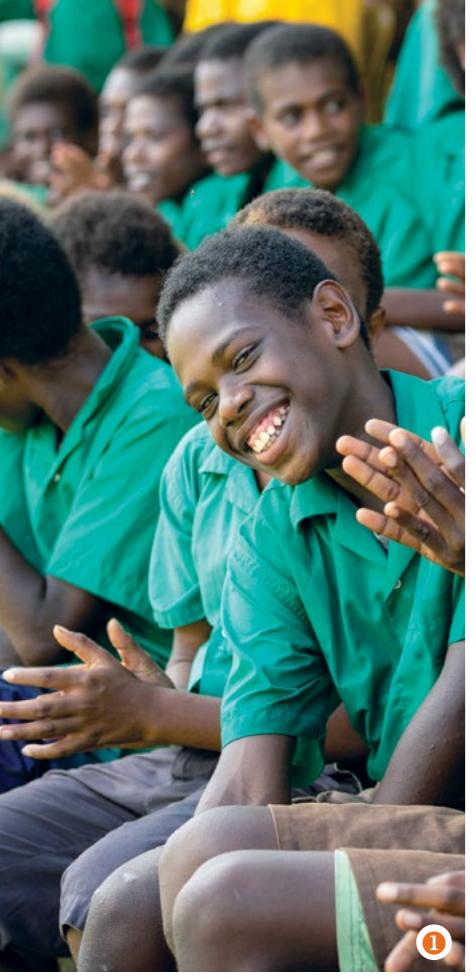
FIGURE 5: Defence risk ecosystem.



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 6: Defence risk focus areas.





OPERATION VANUATU ASSIST 2023

More than 600 Australian Defence Force personnel deployed on Operation VANUATU ASSIST 2023 as part of the Australian Government's response to support Vanuatu following Tropical Cyclones Judy and Kevin. The Australian Defence Force delivered humanitarian aid and provided support, including hydrographic reconnaissance, route clearance, emergency medical evacuations, transport of local government officials, and clean-up and remediation of local infrastructure.

1 – Students of the Etas Grace Primary School in Port Vila during a completion of engineering works ceremony at the school. CREDIT: Leading Seaman Imagery Specialist Matthew Lyall

2 – An Australian Army CH-47 Chinook takes off from HMAS *Canberra* near the coast of Futuna Island, Vanuatu, to conduct a vertical replenishment. CREDIT: Leading Seaman Imagery Specialist Matthew Lyall

3 – Members of Australian Clearance Diving Team One conduct a salvage diving operation in Port Vila Harbour. CREDIT: Able Seaman Communications and Information Systems Michaela Bennett

4 – Personnel from the Vanuatu Mobile Forces unload Australian aid from a Royal Australian Air Force C-17A Globemaster III aircraft at Port Vila International Airport. CREDIT: Sergeant David Gibbs

5 – Australian Army soldiers from the 5th Aviation Regiment load a flyaway toolkit aboard a CH-47 Chinook helicopter at RAAF Base Townsville in Queensland, ahead of its deployment to Vanuatu. CREDIT: Warrant Officer Class 2 Max Bree



Our Performance

The 2023–27 Defence Corporate Plan enhances the 10 performance measures and associated targets published in the 2022–26 Defence Corporate Plan. The enhancements provide alignment to the Defence Strategic Review. These performance measures focus on assessing the delivery of our key activities at the whole-of-Defence level. For the duration of the 2023–27 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.	
	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 Australian Defence Force and Australian Public Service 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.
TARGETS		<ul style="list-style-type: none"> Defence revises the Strategy Framework. Defence develops the <i>National Defence Strategy</i> for government agreement as directed by the <i>Defence Strategic Review</i>.
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		<ul style="list-style-type: none"> 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 is able to attract and retain an Australian Defence Force and Australian Public Service workforce with the necessary culture, skills and capabilities to contribute to Australia's national interests.
TARGET		Defence makes progress against recruitment and retention milestones to meet 2039–40 workforce growth requirements.
4.2 PERFORMANCE MEASURE		Defence supports Australian Defence Force members and their families by providing access to support services and programs.
TARGETS		<ul style="list-style-type: none"> Defence continues to strengthen support for whole-of-life health, their wellbeing and safety outcomes for Australian Defence Force members and families. Increased Australian Defence Force member and family satisfaction with support services and programs.
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		<ul style="list-style-type: none"> 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. This will be demonstrated by Defence international engagement bilateral and regional policies being reviewed at least annually through the Defence International Engagement Committee. Defence relationships are strengthened through established ministerial dialogues. This will be demonstrated by at least 80 per cent of outcomes from 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		<ul style="list-style-type: none"> The Australian Defence Force has a persistent operational presence in the Indo-Pacific through regional presence deployments. This will be demonstrated by at least 90 per cent of planned regional presence deployments being conducted. The Australian Defence Force conducts exercises with Northeast Indian Ocean, Southeast Asia and Pacific partners throughout the year. This will be demonstrated by the majority of Australian Defence Force exercises being conducted with Indo-Pacific partners. 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	<p>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 described by the <i>Defence Strategic Review</i>.</p>
TARGETS	<ul style="list-style-type: none"> • 80 per cent of approved Integrated Investment Program projects by domain are on track to deliver the scope approved by government. • 80 per cent of approved Integrated Investment Program projects by domain are on track to deliver within the schedule approved by government. • 80 per cent of approved Integrated Investment Program projects by domain are on track to deliver within the cost (including contingency) approved by government.
KEY ACTIVITY 7	Advance Australia's prosperity
7.1 PERFORMANCE MEASURE	<p>Defence contributes to Australia's prosperity through the inclusion of Australian businesses and enterprises in supply chains for capability and services.</p>
TARGETS	<ul style="list-style-type: none"> • Defence direct economic contribution to the Australian economy. A target to demonstrate performance will be set during the reporting period. • Defence contributes to strengthening sovereign defence industry. This will be demonstrated by an increase in the Australian contract expenditure of Capability Acquisition and Sustainment Group and Naval Shipbuilding and Sustainment Group contracts. • Australian defence industry exports. Defence's facilitation of defence industry exports will be demonstrated by: <ul style="list-style-type: none"> – 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 – an increase in the number of approved export permits, noting that permits granted do not equate to actual exports. • Defence invests in innovation, science and technology as approved 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>. <ul style="list-style-type: none"> – 2023–27 — Australian Government annual targets for volume and value.



AUSTRALIAN INTERNATIONAL AIRSHOW 2023
A Royal Australian Air Force F/A-18 Super Hornet during an air display at the Australian International Airshow 2023 at Avalon Airport, Victoria. The Australian International Airshow is the southern hemisphere's premier showcase for military aviation and the aerospace industry. The Australian Defence Force showcased its current capabilities and future concepts to government, military allies and partners, defence industry, and the Australian public. CREDIT: Leading Aircraftwoman Kate Czerny

Portfolio Budget Statements Programs

TABLE 1: Key activities and Portfolio Budget Statements programs.

KEY ACTIVITIES							
	1: Conduct operations and deployments to defend Australia and its national interests	2: Be a strategy-led organisation	3: Enable intelligence-informed strategic policy and overseas 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			✓		✓		
2.15 Naval Shipbuilding and Sustainment					✓		
2.16 Nuclear-Powered Submarines					✓		
2.19 Defence Trusts and 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 2022–26 Defence Corporate Plan

Since the publication of the *2022–26 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 and purpose.

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 *2023–27 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 *2023–27 Defence Corporate Plan* and the page references for each requirement.

Topic	Requirements	Page(s)
Introduction	<ul style="list-style-type: none"> • 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. • The reporting periods covered by the plan. 	<ul style="list-style-type: none"> – A message from the Secretary of the Department of Defence and the Chief of the Defence Force, page ii.
Purpose	<ul style="list-style-type: none"> • The purposes of the entity. 	<ul style="list-style-type: none"> – Our Mission and Purpose, page 4.
Key Activities	<ul style="list-style-type: none"> • The key activities that the entity will undertake in order to achieve its purposes. 	<ul style="list-style-type: none"> – Key Activities, page 6.
Operating context	<ul style="list-style-type: none"> • 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. • How any subsidiary of the entity will contribute to achieving the entity's purposes (not applicable). 	<ul style="list-style-type: none"> – A message from the Secretary of the Department of Defence and the Chief of the Defence Force, page ii. – Our Strategic Objectives, page 5. – Our Strategic Environment, page 9. – Our People, page 14. – Our Capability, page 17. – Our Innovation, Science and Technology, page 18. – Our Security, Estate and Infrastructure, page 19. – Our Climate Commitment, page 20. – Our Governance, page 23.
Performance	<ul style="list-style-type: none"> • Details of how the entity's performance in achieving the entity's purposes will be measured and assessed through: <ul style="list-style-type: none"> – 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. 	<ul style="list-style-type: none"> – Our Performance, page 27. – Outcome 1, page 28. – Outcome 2, page 28.



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