Feedback on the *Strategy Planning Framework Handbook* is welcome. Users are invited to make comment, including proposals for amendment to the procedures contained in the handbook. People wishing to comment are requested to direct their comments to:

Director Strategic Guidance  
Strategic Policy Division  
Russell Offices, R1-1-B005  
Canberra ACT 2600
Foreword

This is the first edition of the Strategy Planning Framework Handbook. The handbook is companion to the Defence Capability Development Manual 2006 and it seeks to unify the functions of formulating strategic guidance, deliberate planning for operations and capability development. The handbook aims to create a framework for Defence’s strategic documents so they are congruent, coherent and comprehensive. The framework will lead to better, integrated staff work and decision-making at the strategic level.

The intention for the first edition is to initiate the strategic planning framework so it is functional and so it can be the basis for further improvement. No doubt suggestions for modifications will arise from staff and decision-makers as they become familiar with the new system. Improvement suggestions are welcome and should be sent to the Director of Strategic Guidance in Strategic Planning Division.

Looking ahead, the 2007 edition is likely to incorporate:
- further alignment with the Defence Capability Development Manual and resource management planning procedures,
- refinement of the strategic planning model,
- updates to the details of specific strategic plans,
- a broad description of the strategic planning working groups and processes, and
- a schematic to show how strategic planning is annually synchronised.

We commend the Strategy Planning Framework Handbook 2006 to you and leave you with the words of General Dwight Eisenhower: “plans are nothing; planning is everything.”

MICHAEL PEZZULLO
Deputy Secretary Strategy

D.J. HURLEY
Lieutenant General
Chief, Capability Development Group

Department of Defence
CANBERRA ACT 2600

17 May 2006
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Intent

1. The intent of the Strategy Planning Framework is to have a set of strategic-level documents and processes that are congruent, coherent and comprehensive. A Strategy Planning Framework with these characteristics enables informed and balanced decision-making for today and the future. Ultimately, the Strategy Planning Framework supports senior decision-makers in delivering the Chief of Defence Force’s (CDF’s) vision that the Australian Defence Force (ADF) is ‘a balanced, networked and deployable force, manned by dedicated and professional people, which excels at joint and coalition operations.’ The framework assists in the achievement of this vision by unifying the functions of strategy development, deliberate planning for operations and capability development. The interdependent relationship between these functions is shown at Figure 1.

![Figure 1: The Strategy Planning Framework](image)

2. One of the jobs of the Strategy Planning Framework is to integrate planning functions that are often separated by organisational boundaries. To that end, the Strategy Planning Framework assists all three categories of Departmental Executives - namely Output, Support and Enabling (see Figure 2) - to assimilate strategy planning and better integrate their own work into a larger framework. CDF and Secretary directed the creation of the Strategy Planning Framework to enhance the unity of effort for strategic-level plans, decisions and execution. Joint sponsorship for the Strategy Planning Framework has been delegated to Deputy Secretary Strategy (DEPSEC S) and Chief Capability Development Group (CCDG).

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Chapter 1 - Introduction

Scope

3. This handbook provides an overview of the Strategy Planning Framework and concentrates on giving a description of the key documents and their interrelationship. However, it is beyond the scope of this handbook to give a detailed description of the process whereby the documents are formulated. Instead, each particular group or author within the Strategy Planning Framework takes responsibility for the form, content and derivation of their particular documents. Group responsibilities for each document are identified in the annexes to this handbook.

4. A partner to this handbook is the Defence Capability Development Manual, which details the capability development process. The Strategy Planning Framework Handbook and Defence Capability Development Manual are supported by two Australian Defence Doctrine Publications, The Foundations of Australian Military Doctrine (ADDP-D) and Preparedness and Mobilisation (ADDP-00.2). These ADDPs describe deliberate planning for operations and preparedness management respectively. Such doctrine provides supporting detail to the processes described in this handbook. This handbook does not seek to duplicate the ADDPs.
Chapter 1 - Introduction

Intended Users

5. This handbook is an internal Defence publication with two audiences in mind:
   a. Senior Defence decision makers, who need to understand the context of any decision they may be called on to make in senior Defence committees. The Strategy Planning Framework Handbook provides a guide to the set of documents that comprise the Defence Strategy Planning Framework, including the interrelationship between these documents. Senior decision makers informed by the full set of documents within the Strategy Planning Framework can position their decision on issues against a congruent, coherent and comprehensive context of strategy planning.
   b. Staff within Defence who need to understand the Strategy Planning Framework and how to prepare the associated documents to be effective in their work. To that end, the handbook enables staff to develop strategy documents and strategic thinking processes that directly aid decision-making for senior leadership.

6. The Strategy Planning Framework Handbook is not intended to create a rigid mechanical process to deliver prescribed outcomes, rather it is intended to describe the set of tools that decision makers can use to position their decisions in the strategic context.

Outcomes

Organisational outcomes

7. Articulating the Strategy Planning Framework enables Defence to have:
   a. clear linkages to Government’s strategic priorities;
   b. strategy-led policy-making and planning;
   c. defined linkages between strategic intent and operational planning, providing a shared, coherent basis for operational level decision-making;
   d. capability planning that is understandable for stakeholders, both within and external to the Department;
   e. a concept-led capability development process; and
   f. staff that understand how strategy is developed in the Department, and can therefore position their own work more effectively.

Operational outcomes

8. The Strategy Planning Framework enables operational outcomes by providing an:
   a. ADF able to meet Government’s military strategic operational objectives and commitments, and
   b. evolving ADF, enabling Defence to anticipate and define Australia’s emergent military needs in a way that accounts for budgetary constraints.
Measures of effectiveness

9. At its core, the Strategy Planning Framework is about assisting key decision-makers to make wise strategic choices. The system success should be measured by the degree to which strategic options are anticipated, evaluated and selected. In the vernacular, it means choosing the right means for the right reasons and in a timely fashion. A measure of the effectiveness of the Strategy Planning Framework in assisting Defence decision making will be the extent to which the plans and intents inherent within the Strategy Planning Framework’s documents are reflected in the funding priorities and allocations expressed in the Defence Management and Finance Management Plan (DMFP). This is an important measure of effectiveness as only policy decisions that are appropriately resourced will be successful.

Components and Dimensions of the Strategy Planning Framework

10. The underpinning concept of the Strategy Planning Framework is to define and link the strategic components and dimensions. The framework has the three components, strategy development, deliberate planning for operations and capability development. These three components are further defined by a template of three dimensions: purpose, timeframe and classification. The dimensions are explained further in paragraph 11. Figure 3 illustrates the relationship between the components and dimensions that, when taken together, constitute the Strategy Planning Framework.

![Figure 3: Components and Dimensions of the Strategy Planning Framework](image-url)
11. The documents in the Strategy Planning Framework can be defined by their purpose, timeframe and classification. These dimensions are summarised below:

   a. **First Dimension: Strategic Intent or Strategic Plan.** Each document within the Strategy Planning Framework serves a specific purpose. The document will either express an intent or detail a plan. The further towards the apex of the framework the more likely the document will be expressing a strategic intent. As the hierarchy progresses downwards, the purpose of documents will evolve into strategic plans. Generally, strategic intent documents set out the goals and commitments and are cognizant of Government’s policy directions, whereas strategic plans provide more detail and explain how means and resources will be orchestrated to achieve the strategic intent.

   b. **Second Dimension: Timeframe - Present or Future.** The Strategy Planning Framework has a temporal dimension. As such, strategic assessments serve two purposes. In one form, the strategic assessments assist decision making for current operations. Another form of strategic assessments is used for the longer timeframe associated with capability development. The Strategy Planning Framework enables shared, congruent planning such that decisions for today and tomorrow are drawn from a common foundation. There are three timeframes used in the Strategy Planning Framework. These are:

      (1) 0 to 5 years, ie., the short term, largely reflecting a timeframe where the current force-in-being is the dominant actor. Only limited action is possible under the Rapid Adaptation Cycle (see paragraph 12) to tailor the force-in-being for specific circumstances as these arise.

      (2) 5-15 years, ie., the medium term, reflecting a timeframe where the future force being built under the current Defence Capability Plan is the dominant actor. How different this future force is from the force-in-being is largely a factor of the allocation of resources and the programming in the Defence Capability Plan. Given the commitment of resources to the Defence Capability Plan, only limited flexibility remains to planners to adjust resources to build a different future force from the planned one within this timeframe. Even the commitment of additional resources by Government would have limited effect within this timeframe due to planning and delivery lead times.

      (3) 15-25 years, ie., the longer term, reflects a timeframe, which offers more flexibility in resourcing to develop the future force to meet predicted circumstances. This flexibility is available because this timeframe falls outside the commitments imposed by the Defence Capability Plan’s allocation of resources to capability. The further out we look, however, the less predictable is the future, and the less certain we can be about the specific capabilities required and their associated costs. In this timeframe, strategic risk management will be needed to allocate the limited resources available to sustain and acquire the capabilities required to match the wider diversity of risks possible.

   c. **Third Dimension: Classification - Classified or Unclassified.** The Strategy Planning Framework has documents in both classified and unclassified dimensions. Unclassified policy or documentation may sometimes be released by the Department or Government into the public arena to meet external communication needs.
12. Linking the three components across the dimensions are three cycles:

a. **Deliberate Planning Cycle.** Strategic deliberate planning deals with the current security environment. Deliberate Planning for Operations addresses risk arising from world events, either realised or anticipated, with a view to reconsidering our military posture. To assist this function the Australian Defence Organisation (ADO) runs both quarterly and yearly strategic review cycles, which are further explained in Chapter 2.

b. **Capability Planning Cycle.** Capability planning deals primarily with future needs. It helps decision-makers decide on the particular military capabilities Australia requires to meet the exigencies of the future strategic environment. Capability planning is further explained in Chapter 3.

c. **Rapid Adaptation Cycle.** The third cycle in the framework is Rapid Adaptation, which lies between deliberate and capability planning. It has to do with making any changes to the organisation, training or equipment of the force-in-being to allow it to quickly adapt to emergent operations. Accordingly, rapid adaptation is part of the immediate planning process,³ which is not within the scope of this handbook. The Rapid Prototyping, Development and Experimentation (RDP & E) program is an example of a Rapid Adaptation process.

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³ Immediate Planning. Time-sensitive planning for the employment of assigned forces and resources that occurs in response to a developing situation that may result in military operations. This planning is informed by the products of deliberate planning, with assumptions and projections replaced with facts as the situation unfolds. Source: The Australian Defence Glossary, accessed 12 September 2005.
Integration

13. The outcome of a top-down flow from strategic intent to strategic plans is deliberate planning for operations, essentially for the ADF of today, and capability development, for the ADF of tomorrow. Of course, as with any complex system, the reality is that strategy planning is not a pure, linear, top-down process. Instead, there is a constant, interactive dialogue between all the components of the Strategy Planning Framework. This handbook tries to present a simplified description of what is actually a highly dynamic set of relationships.

Summary

14. Each component of the Strategy Planning Framework - strategy development, deliberate planning for operations and capability development - is populated by documents that express our intentions and plans. This handbook focuses on describing the documents that occupy the framework as they are the visible and authoritative outputs of staff efforts and decision-making. Some of these documents are enduring and provide a foundation for strategic thinking (eg. Defence 2030), and some are snapshots in time, usually on a regular update cycle (eg. the Quarterly Strategic Review). Irrespective, each document is the product of a departmental process to prepare, draft, review and endorse it using wide consultation to ensure it is comprehensive in its analysis and prescriptions.

15. The documents produced under the Strategy Planning Framework gain their value by the degree to which they provide sound analysis to support Defence decision-making, or by the way they record, amplify and relay to a wider audience the outcomes of Defence decision-making.

16. Where each document is placed in one of the three components of the Strategy Planning Framework is based on a range of characteristics. Such characteristics are the degree to which the document represents an intent or a plan, deals with the present or the future or both, or is classified or unclassified.

17. The next chapters will build each component of the Strategy Planning Framework. Later the components will be linked to show the interdependent nature of their relationship.
Chapter 2

Strategy Development
18. Strategy development in Defence involves analysing Australia’s strategic environment and subsequently formulating policy and plans. These policies and plans guide subordinate planning and action within the Australian Defence Organisation (ADO) to meet the Government’s current and future national security objectives. As a function, strategy plays a critical role in ensuring that threats and opportunities are identified and prioritised. Also, the role of strategy development is to ensure that Defence is structured, equipped and prepared to respond to and shape Australia’s security environment in accordance with Government’s commitments. The formulation of strategic plans and policy is a dynamic process. On occasions it evolves at a measured pace, but sometimes quickly to reflect rapidly changing circumstances. The output of Strategy development is a set of documents, to support decision-making, that focus on Australia’s security requirements for the near and longer terms.


20. Defence also offers advice concerning the military dimension of Australia’s national power to Government. The military strategy is a distillation of the military aspects of Government’s security strategy, forming part of a whole-of-government approach. Increasingly, the whole-of-government approach encompasses the need to synchronise Defence plans and actions with other government agencies, and at times non-government or foreign government agencies.

21. Guidance to Defence regarding national security comes from a variety of sources that includes both public policy statements and classified communications. Higher guidance is not described exhaustively in this document, but generally guidance from public policy includes Government white papers and prime-ministerial and ministerial decisions. Usually, public and classified security policy align, although it must be noted that any written policy or strategy is just a snapshot in time and may, and often must, be adapted to changes in Australia’s circumstances. For security reasons there are some aspects of strategic policy that are not widely shared.

22. From higher guidance, the strategy development process shapes the employment of the ADF for current operations, and simultaneously shapes the ADO to deliver a future force able to meet the military dimension of Australia’s security needs. Strategy development delivers these outcomes through a range of hierarchical documents described in the next section. The document descriptions in this chapter are further detailed at Annex A.

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4 **Strategy**: The chosen course of action, selected from various options, which is designed to achieve the organisations goals efficiently and effectively.

**Military strategy**: That component of national or multinational strategy, presenting the manner in which military power should be developed and applied to achieve national objectives or those of a group of nations. Source: The Australian Defence Glossary, accessed 12 September 2005.
Strategy Development Documents

Classified Strategy Development Documents

23. The documents at the classified level of strategy development that support, to varying degrees, both deliberate planning and capability development are, in order of precedence:
   a. Defence Planning Guidance (DPG);
   b. Australia’s Military Strategy (AMS);
   c. Future Joint Operating Concept (FJOC);
   d. Defence International Engagement Strategic Plan (DIESP); and
   e. Quarterly Strategic Review (QSR).

24. Strategy judgements arising from these documents are tested under the auspices of Defence Experimentation and Strategic Wargaming, which are described later in this chapter. Defence’s principal experimentation documents are the Defence Experimentation Policy, the Defence Experimentation Plan and the Program of Major Defence Experimentation. Illustrative scenarios provide the context for the conduct of experimentation.

25. Figure 5 presents relationship between these classified documents, and the outputs of the strategy development process.

Figure 5: Classified Strategy Development Documents
Strategy Planning Processes

26. The DPG is updated annually, and is approved by CDF and the Secretary, with advice from the Defence Committee (DC). The QSR is reviewed quarterly by the COSC, along with relevant Defence Strategic Estimates (DSE). COSC decisions arising from the QSR are taken to the Defence Committee for consideration of the resource implications, supported by the relevant DSE and an assessment of preparedness derived from the Defence Performance Summary-Section 1 (DPS-ST1) for the previous quarter (see Chapter 3 for DSE and DPS). This link allows the CDF and Secretary, through the Defence Committee, to make decisions regarding the ADF’s capability to meet emergent contingencies, to adjust the ADF’s posture as necessary, and address resource allocation. As a strategy, AMS is intended to be a longer term enduring document, however it is reviewed annually to ensure it continues to conform to the DPG.

Unclassified Strategy Development Documents

27. The strategy development documents at the unclassified level that support planning are, in order of precedence:

a. the Defence White Paper and Updates;

b. The Foundations of Australian Military Doctrine (ADDP-D); and

28. Figure 6 presents the relationship between these unclassified documents.

Figure 6: Unclassified Strategy Development Documents

---

5 The CDF undertakes this responsibility within the Ministerial delegation, the authority, jurisdiction and accountability specified by the Minister for Defence.

6 Outside of this review cycle, a QSR that revealed a significant unanticipated change in the strategic environment might invalidate AMS and require significant immediate revision.
Classified Document Descriptions

29. The nature and consequence of strategy planning necessitates a level of secrecy. Information must be shared internally within the planning process, but this is on a need-to-know basis, and access by the public, allies, and, certainly, potential adversaries is closely controlled.

Defence Planning Guidance

30. The classified Defence Planning Guidance (DPG) is the ADO's lead strategy document. The DPG articulates the strategic priorities that guide the ADO to produce the military outcomes sought by Government. It also describes the connection between strategy development from the perspective of the Output Executives and corporate activities undertaken by the Support and Enabling Executives (refer to Chapter 1, Figure 2, regarding the Executive organisation).

31. The DPG includes analysis of the future strategic environment, identifying the contingencies Australia might face in the bracketed timeframes of 0 to 5, 10 to 15 and 20 or more years. The description of the Future Strategic Environment within the DPG is intended to directly guide both deliberate and capability planning. Contingencies judged as high priority are developed further into Australian Illustrative Planning Scenarios (AIPS), which are used to test concepts and capabilities under Defence's experimentation framework. The DPG identifies the relative priority for a Defence capability to respond to or shape the Future Strategic Environment and likely contingencies.

32. The DPG identifies the objectives and relative priorities to guide relationships with organisations outside the ADO, including allies, international partners, other government agencies and the national support base.

33. The outcome of the DPG is an informed strategic planning community able to prepare plans for the ADO across the fundamental inputs to capability. This allows delivery of those capabilities and response options judged best able to meet Government military security objectives and priorities.

34. Aspects of the classified DPG should be reflected in future editions of the unclassified Defence White Paper and Updates.

Quarterly Strategic Review

35. The classified Quarterly Strategic Review (QSR) advises CDF and COSC of changes in Australia's strategic environment. In particular, the QSR assesses the likelihood that the ADF may be required to undertake operations or change its posture over the next six to twelve months. The QSR is presented to the CDF and COSC each quarter packaged with appropriate DSEs and an assessment of preparedness informed by DPS-S1. It is important to note that the QSR process strives to provide COSC with strategic advice of impending contingencies and consequences. The QSR should seek to anticipate both a credible range of future events and likely Government responses.

36. The outcome of COSC consideration of the QSR with DSE and the assessment of preparedness drawn from the DPS is that deliberate planning for operations is strategic in focus. Furthermore, the COSC can direct ADF preparedness and posture for emergent operations from a well-informed perspective.
37. The QSR process is critical to fine-tuning the ADF’s preparedness and, as such, has the following features:
   a. the QSR process is overseen by a cross-functional steering committee;
   b. the QSR is cognizant of, but not limited to, the most recent Defence Intelligence Organisation (DIO) Outlook document;
   c. the QSR should inform analysis on the concurrency of operations;
   d. the QSR assists the fine-tuning and setting of near-term priorities for preparedness;
   e. the QSR helps to shape the timing of deployments;
   f. there is a strong link between the QSR and the DSE processes;
   g. the QSR is a practical process to inform immediate decision-making by exposing risk; and
   h. the QSR assists in formulating key messages used in international engagement, liaison and shaping activities.

Australia’s Military Strategy

38. The classified document entitled Australia’s Military Strategy (AMS) is intended to describe how the military power of the nation might be applied to achieve the Government’s national security policy objectives within a whole of government framework. As such, AMS seeks to align the use of military power with all the components of national power by thinking through how to apply military force to Australia’s strategic circumstance to ensure that forces are available and prepared both physically and doctrinally to execute military strategic plans crafted to particular contingencies.

39. AMS considers alternative approaches to potential contingencies and evaluates the type of operations the ADF must prosecute to achieve national security objectives successfully. The AMS is responsive to the Defence Planning Guidance and articulates:
   a. military strategy judgements;
   b. how various military strategies (like the maritime strategy) will achieve these strategic objectives;
   c. the military response options to underpin force-in-being preparedness;
   d. the relative priority for various military effects in the context of strategic objectives; and
   e. the method of warfare most beneficial to the achievement of strategies.

40. The military response options in the AMS guide the preparedness of the force-in-being and the shape of the future force. Hence, the Preparedness Management System and CDF’s Preparedness Directive are closely linked to AMS.

41. AMS also guides the formulation of the classified Future Joint Operating Concept, and the supporting joint environmental operating concepts. These concepts describe how AMS could be executed at the operational level of war using joint forces, directed by an integrated command. The unclassified Defence 2030 will also draw strategies from AMS to describe how the ADF might be employed 20-25 years into the future.

42. AMS is intended to be an enduring document that has long-term relevance to the use of Australia’s military power at the strategic level. It is reviewed annually, but can be adjusted if the QSR process suggests a major shift in the strategic environment.

---

7 The Future Maritime Operating Concept, Future Land Operating Concept and Future Air and Space Operating Concept respectively.
43. The outcome of AMS will be a shared understanding within the strategic planning community of how military power could be applied to meet Australia’s national security objectives within a whole of government framework. This shared understanding will guide the development of subordinate deliberate and capability plans.

44. Future Defence White Papers and Updates might include an unclassified description of aspects of AMS.

**Future Joint Operating Concept**

45. The *Future Joint Operating Concept (FJOC)*, and its supporting joint environmental operating concepts, describes how the ADF of 20 years into the future might fight at the operational level of war to achieve the objectives of the strategies from Australia’s *Military Strategy*. These operating concepts will assist in articulating the future roles, missions and methods for the ADF. They also inform the longer-term development of the ADF’s combat capabilities by indicating how current capabilities may need to be augmented to successfully prosecute operations in the future.

46. AMS and *D2030* will guide the formulation of the *FJOC*, and the supporting joint environmental operating concepts. The *FJOC* will also be informed by the outcomes of joint experimentation. Experiments will indicate weaknesses in existing or planned operating concepts and so shape decisions about potential capabilities that could address these weaknesses.

47. The *FJOC* and the supporting joint environmental operating concepts are intended to be enduring documents that have a long-term relevance. These concepts will be reviewed at intervals normally not exceeding three years to ensure that they remain current.

48. The outcome of the *FJOC* will be a shared understanding within the strategic planning community of how the ADF will fight in the future at the operational level. This shared understanding will guide operational planning and capability development for the ADF of the future.

49. Whilst the classified *FJOC* is not intended for public release, selected aspects may be included in the unclassified and publicly available future Defence White Papers and Updates, Defence 2015 and Defence 2030.

**Defence International Engagement Strategic Plan**

50. The intent of the classified *Defence International Engagement Strategic Plan (DIESP)* is to develop an understanding of how the Defence International Engagement Objectives (DIEO) contribute to the strategic objectives articulated in the *Defence Planning Guidance* and the *Defence White Paper* and any Updates. It is designed to build a shared vision of what Defence aims to achieve through its international engagement programs, maintaining focus on fundamental long term goals to shape a constantly changing and complex policy environment, characterised by crises, contingencies and short term events, and providing a common framework for planning and reporting on Defence’s international engagement.

51. The *DIESP* has at least a ten year outlook. As such, it is designed to be an enduring product that is reviewed when the underpinning guidance changes, for example when a new DPG or Defence White Paper is produced.

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8 The supporting environmental concepts are, the *Future Maritime Operating Concept*, *Future Land Operating Concept* and *Future Air and Space Operating Concept* respectively.
Unclassified Document Descriptions

Defence White Papers and Updates

52. Unclassified Defence White Papers and subsequent Updates are Australia’s principal public policy documents regarding defence. The White Paper presents the Government’s long-term strategic direction and commitments for the ADO and capability requirements for the ADF over the longer term. The White Paper publicly enunciates policy guidance regarding the outcomes of Defence’s strategy, capability and resource allocation processes, and apportions Defence resources to achieve strategic interests and goals in accordance with priorities.

53. The White Paper and other guidance provided by the Government inform the development of more detailed planning, capability, workforce, preparedness and financial guidance. This guidance, alongside that from classified documentation, sets the parameters for the development of the annual Defence Management and Finance Plan.

54. The outcome from White Papers and Updates is public transparency and accountability for Defence policy and plans, both nationally and abroad. White Papers and Updates are produced as deemed necessary by Government.

The Foundations of Australian Military Doctrine

55. The unclassified ADDP-D The Foundations of Australian Military Doctrine outlines the strategic military doctrine of the ADF and the Australian approach to warfare, providing strategic guidance for the development and employment of ADF capability.

56. ADDP-D is an enduring document written from a strategic perspective and describing the underpinnings of Australia’s military doctrine. ADDP-D provides professional military guidance to the planning and conduct of ADF operations at all levels. It is reviewed as needed.

Defence 2030

57. The unclassified Defence 2030 (D2030) outlines the challenges the ADF will face in the far future. D2030 amalgamates future concepts, components of the future strategic environment and longer term capability judgements and proposals. It sets the bounds within which the future ADF will need to be able to operate effectively.

58. Defence 2030 is a publicly shared concept for how the ADO will be structured to operate effectively in the far-future strategic environment. D2030 is intended to become a catalyst for public debate regarding how Australia will meet the military dimension of its future security needs.

Defence Experimentation

Experimentation Policy

59. Experimentation Policy establishes the framework and supporting management arrangements for the effective and efficient application of Defence experimentation. The intended outcome is shared understanding of the requirements, merits and likely outcomes of competing solutions to operational problems, thereby allowing better decision-making for concept and capability development. That is especially true in situations where particular problems have complex or contested solutions, and prioritising is difficult.
60. *Defence Experimentation Policy* is the reference that provides more detail on Defence’s experimentation process. The *Defence Experimentation Plan* is a rolling five year plan endorsed by the Defence Experimentation Board, which sets out the program of approved experiments and direct how to conduct these experiments. It is reviewed annually.

**Experimentation Methodology**

61. Defence experimentation uses wargaming and simulation, lessons learned from operations, studies from operations research and history, and military judgement to assist strategic guidance to drive capability development. Wargaming and simulation are conducted at four broad levels: strategic, campaign, tactical and system. At the strategic and campaign levels, experimentation refines concepts, identifies the characteristics of capability and identifies potential capability gaps across the joint force. The Services supplement joint experimentation by the development and implementation of their own experimentation strategies and programs under the aegis of the *Defence Experimentation Policy*. Taken together, results from experimentation inform capability development.

**Experimentation Enablers**

62. Experimentation is implemented by the Concept Development and Experimentation (CD&E) Plan, through the Program of Major Defence Experimentation. It is exercised through a suite of enabling tools, including Australian Illustrative Planning Scenarios (AIPS), Threat Capability Assessments, Strategic Wargaming and many other simulation and modelling tools. Of these, AIPS are described here because of their direct linkage to strategy development. AIPS provide a mechanism for testing proposed capability and concepts from the Defence Capability Strategy (DCS), Defence Capability Plan (DCP) and FJOC against the judgements of DPG and the strategies of AMS. Strategic Wargaming is also described as it is part of the deliberate planning aspect of strategy development.

**Australian Illustrative Planning Scenarios**

63. The classified *Australian Illustrative Planning Scenarios (AIPS)* provide a basis for capability and conceptual options planning and testing at a broad strategic level. The AIPS are a collection of scenarios linked to higher priority contingencies in the DPG and reflect realistic applications of the Future Joint Force. Each of the AIPS will consist of a scenario, whole-of-government campaign plan and threat model. The AIPS are designed to provide a measurable and consistent baseline for analysis. Use of the scenarios is controlled by Strategy Group to prevent any misuse that may skew experimental results and hence decision-making. The scenarios are not predictive and are designed to stretch the force. They do reflect the nature and dimensions of future threats, including threats arising from a strategic discontinuity, placed in real geographic contexts.

64. The AIPS must be used in accordance with their associated business rules. ‘Best practice’ use of the AIPS would ideally involve selection of a range of scenarios, as approved by Strategy Group, to provide sound and informative conclusions. The AIPS are reviewed annually by Strategic Planning Branch based on the DPG.

---

10 This is the Program of Major Defence Experimentation, part of the Defence Experimentation Plan.
Strategic Wargaming

65. The Directorate of Contingency Planning conducts classified seminar wargames. These are strategic tools utilised by the CDF. The game program, drawn directly from DPG and Defence White Paper guidance, is approved by the CDF. The primary purpose of strategic games is to use reality-based scenarios to test and improve immediate planning outcomes as well as the provision of military advice to Government. These wargames have frequently involved representatives from other Government departments and have assisted participants in gaining a better understanding of strategic issues that may ultimately impact on planning and capability development.
Chapter 3
Deliberate Planning for Operations
Chapter 3 - Deliberate Planning for Operations

66. Decisions made through the strategic planning component of the Strategy Planning Framework enable deliberate planning for operations. As illustrated in Figure 7, the outcomes of deliberate planning for operations are:
   a. the ADF prepared for anticipated military operations, via the Preparedness Management System (PMS); and
   b. the ADO conducting defence international engagement operations to shape Australia’s strategic environment to our ends, via the Defence International Engagement Plan (DIEP).

67. For deliberate planning, the broad document descriptions are supported by detailed descriptions at Annex B.

Deliberate Planning process

Classified Documents and Systems

68. As shown in Figure 7, the classified products that support deliberate planning are:
   a. Defence Strategic Estimates (DSE);
   b. the Preparedness Management System (PMS); and
   c. the Defence International Engagement Plan (DIEP).

Figure 7: Deliberate Planning for Operations
Chapter 3 - Deliberate Planning for Operations

Process Flow for Deliberate Planning

69. Decisions regarding deliberate planning for military and international engagement operations are enabled through an annual and quarterly process of strategic review. As discussed in Chapter 2, annual review is through Defence Planning Guidance (DPG), and quarterly review through a package of the Quarterly Strategic Review (QSR), Defence Strategic Estimates (DSE) and an assessment of preparedness informed by the latest Defence Performance Summary -Section 1 (DPS - S1).

Unclassified Documents

70. There are no unclassified deliberate planning documents. The wider ADO, Government Departments and agencies, and the public are made aware of impending operations and potential deployments, by internal Defence and Government communications on a need-to-know basis and by public announcements by Government.

Classified Document Descriptions

Defence Strategic Estimates

71. The classified Defence/Military Strategic Estimates (DSE) are produced by Strategic Policy Division, and used to provide Strategic Command Group (SCG) and COSC with analysis of specific issues, scenarios or contingencies and issues associated with Defence responses. Focussed upwards, DSE assist senior leaders in the provision of timely military advice to Government. DSE address issues with a twelve months plus warning time, but can also be called for on short notice in response to emerging contingencies.

72. DSEs are taken to the COSC quarterly with the QSR (or more frequently as required) and an assessment of preparedness informed by the latest DPS - S1, to enable decision-making about force posture for military or shaping operations.

Defence/Military Strategic Planning Guidance

73. Defence/Military Strategic Planning Guidance (D/MSPG) is produced by Strategic Policy Division (SPD). In contrast to DSE (that provide analysis to the Strategic Command group to inform their advice to government), D/MSPGs provide planning guidance to the operational level.

74. D/MSPGs provide the military strategic objectives and end states for situations that may require an ADF response. The Deliberate Planning Group, chaired by Director Contingency Planning (DCP) in Strategic Policy Branch, produces DSPGs in consultation with stakeholders which include single Service Headquarters, Strategy and International Policy Division, DIO, and HQ JOC, Coordination and Public Affairs, and other Defence agencies as appropriate. The D/MSPG provides a framework for operations planners to build upon, and provide directives to initiate planning.

75. Where a particular scenario has been addressed by a D/MSPG, the D/MSPG adds value to the immediate planning process by providing SCG endorsed guidance to inform planning in the strategic planning group (SPG) in Strategic Operations Division (SOD).
Chapter 3 - Deliberate Planning for Operations

The Preparedness Management System

76. For the purpose of this handbook, the PMS is treated as a single entity under deliberate planning. This section describes the PMS in overview. In reality, the PMS is a complex system in itself, and is more fully described in ADDP-00.2 Preparedness and Mobilisation.

77. The PMS is informed through strategic guidance, including the Defence Planning Guidance (DPG), the Defence White Paper and Updates, budgetary information, Australia’s Military Strategy (AMS).

78. The Government’s expectation is that the ADO is prepared to conduct military activities to defend Australia and its national interests. Preparedness is a measure of the ADF’s ability to undertake specified military operations. It describes the combined outcome of readiness and sustainability across all the fundamental inputs to capability\(^{11}\), and must translate smoothly into the conduct and sustainment of operations.

79. The Preparedness Management System (PMS) is a deliberate planning process that separates preparedness activities from the immediate response of operational activities. The PMS also accommodates the reality that deliberate planning for operations must be balanced against current operations from within a budget.

80. The PMS’s purpose is to provide a mechanism for the translation of Government strategic guidance into detailed directions to the Outcome Executives for the levels of preparedness that are to be maintained. The system also provides a basis for detailed guidance in the allocation of resources to the Outcome Executives and Enabling Groups to achieve directed levels of preparedness.

81. The PMS works as a component of the Defence Capability Update process to inform the management and development of current and future Capability.

82. The system comprises four continuous phases, Development, Implementation, Reporting and Review.

Preparedness Management Implementation

83. The implementation phase of the Preparedness Management System provides the mechanism to ensure:
   a. an adequate and appropriately skilled and organised workforce is available;
   b. adequate and serviceable equipment is available;
   c. adequate and serviceable facilities are available;
   d. adequate resources are available to maintain the Directed Level of Capability;
   e. training activities are undertaken to ensure the Directed Level of Capability is maintained;
   f. resources are available for forces to transition from the Directed Level of Capability to a specified Operational Level of Capability when required; and
   g. resources for sustainability are planned for and will be available when required.

\(^{11}\) The Fundamental Inputs to Capability (FIC) is the standard list for consideration of what is required to generate ‘capability’. The list of the elements comprising the FIC is: Organisation, Personnel, Collective Training, Major Systems, Supplies, Facilities, Support, and Command and Management.
84. The Chief of Defence Force’s Preparedness Directive (CPD) is the principal mechanism to direct the implementation of preparedness management, and:
   a. sets preparedness goals along with explanations of how they will be met from within available resources, and includes measures of effectiveness;
   b. directs the Commander Joint Operations Command to provide the Joint Operations Command Operational Preparedness Requirement, detailing the role and operational outcome for each Force Element against the contingencies articulated in the DPG; and
   c. charges the Service Chiefs with the responsibility for the level of capability, training and resourcing attributed to their respective Service components to facilitate the achievement of the CPD and Joint Operations Command Operational Preparedness Requirement.

Preparedness Management Reporting
85. The Defence Performance Summary (DPS) is the information mechanism used by the Defence Committee to monitor performance within the ADO. The DPS is used primarily by the Defence Committee as a strategic level performance indicator and for the resolution of major resource management issues.
86. Through the DPS, Joint Operations Command provides an assessment of the ADF’s ability to carry out the contingencies and levels of performance specified in the DPG and the CPD.
87. Through the DPS, Outcome Executives report on their Output performance achieved against their directed targets articulated in their individual performance agreements with the Secretary and the CDF.

Preparedness Management Review
88. The review phase ensures that preparedness levels remains appropriate to guidance.
89. Ongoing monthly reviews by the Defence Committee of the DPS-S1 are conducted to assess reported achievement against agreed preparedness levels, and to ensure that known deficiencies are dealt with in a timely and appropriate manner.
90. Current capability reviews are completed through the annual Defence Capability Update (DCU) process, described in Chapter 4.
91. Strategic reviews are conducted to monitor the changing strategic environment and to ensure that preparedness levels remain appropriate, as described in Chapter 2. The DPG is reviewed quarterly, via the COSC, through the examination of the QSR, DSE and an assessment of preparedness informed by DPS-S1.
92. The outcomes of these reviews are the decision to adjust the ADF’s posture and ensure that resources, through the Support and Enabling Executives, are available and assigned to make the adjustments required.
93. Monthly, quarterly and annual reviews and the whole-of-Defence decision-making enable strategy, capability, preparedness and international engagement to remain aligned and congruent with national security objectives.
Defence International Engagement Plan

94. The classified *Defence International Engagement Plan (DIEP)* is part of the deliberate planning process. The *DIEP* is the plan for Defence to achieve the Defence International Engagement Mission. It provides strategic-level, Defence-wide prioritisation of our international relationships. The *DIEP* also provides specific guidance to enable the ADF to fulfil its combined operational preparedness requirements, and for our overseas attachés for operational level engagement through the Services. To do the latter, it refers to the annual *Program of Major Service Activities (PMSA)*.

95. The *DIEP* is produced through close consultation with the Defence International Engagement Group (DIEG). Key members of the DIEG, particularly the Services, write their own engagement plans to implement the *DIEP*’s guidance, and to ensure that they maintain their appropriate preparedness levels. Each Service has its own subordinate International Engagement Plan.

96. The outcomes of the *DIEP* are that Defence’s engagement and shaping operations are linked to and aligned with national objectives, and that Defence can trace international engagement activities from guidance to operational level tasking. The *DIEP* covers a five-year period and is updated annually.
Chapter 4
Capability Development
97. Capability Development translates strategic priorities into capabilities that can be employed by Defence within resource constraints. The art of strategy and capability development is to minimise strategic risk and exploit strategic opportunities consistent with Government’s priorities.

98. The capability development model at Figure 8 aligns the Strategy Planning Framework with the Capability Systems Life Cycle described in the *Defence Capability Development Manual (DCDM)*, via the Table 1 matrix:

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<tr>
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<td>CEO DMO / Capability Managers</td>
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<td>In Service Phase</td>
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<tr>
<td></td>
<td>Disposal Phase</td>
<td>CDG</td>
</tr>
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</table>

Table 1: Aligning Strategy and Capability Development

99. Strategy development—the initial part of the capability development Needs Phase—is described in Chapter 2 of this handbook. The key contributions from strategy development for capability development are:

a. the identification of strategic priorities, and
b. concept development and evaluation.
100. The first part of Capability Development (the remainder of the Needs phase) takes this guidance and:
   a. articulates capability goals;
   b. develops programs and plans which show how the organisation will be transformed in the future; and
   c. assesses the performance of the current force and that to be provided by the planned force.

101. The Requirements Phase takes the initiatives identified in plans and programs and further refines them to the stage where a new capability can be acquired. The Requirements Phase is described in the DCDM and will not be described in this chapter.

102. For capability planning, the broad document descriptions listed next are supported by summary descriptions at Annex C.

### Capability Development Documents

**Classified Documents**

103. The products from the Capability Development component of the Strategy Planning Framework are:
   a. *Defence Capability Strategy* (DCS);
   b. Capability Roadmaps;
   c. *Defence Capability Plan* (DCP);
   d. *Defence Management and Finance Plan* (DMFP); and
   e. a linked process, the *Defence Capability Update*.

104. Figure 9 presents the relative position between these classified documents.

![Figure 9: Classified Capability Development Documents](image_url)
105. **Defence Management and Finance Plan (DMFP).** The DMFP is described in more detail at paragraphs 115 to 118. Strictly speaking, the DMFP is not a capability development document; rather it is Defence’s principal financial management document. However, the DMFP is critically important to any strategy, capability or operational decision Defence makes, as the DMFP is the mechanism through which decisions are funded. The DMFP is placed in this Chapter because it is linked more directly to the capability development cycle than any other component in the Strategy Planning Framework. Capability development decisions must be affordable and funded under the DMFP within the guidance (noting budgetary allowances) provided by Government.

### Unclassified Documents

106. The unclassified outputs from Capability Development are:

1. **Defence 2015**; and
2. **Defence Capability Plan - Public Version (DCP-PV).**

107. Figure 10 presents the relative position between these unclassified documents.

![Figure 10: Unclassified Capability Development Documents](image)

### Classified Document Descriptions

**Defence Capability Strategy**

108. The classified **Defence Capability Strategy (DCS)** sets the vision for the transformation of the ADF into the future and sets out capability goals along with explanations of how they will be met from within available resources. It details what capabilities will be acquired, retained or disposed of in future. While it covers all fundamental inputs to capability, it will also specifically explain how the **DCP** is linked to strategic guidance. The **DCS** is the starting point for all other Group/Service capability-related plans and roadmaps (e.g. workforce, industry, single-Service capability plans, etc).
109. The outcome from the DCS is comprehensive guidance to capability managers regarding the priorities for and balance between particular capabilities, linked through strategic guidance to national and military security objectives.

110. DCS is reviewed annually as part of the Defence Capability Update process.

**Capability Roadmaps**

111. Capability Roadmaps describe the proposed course of development within a particular capability area (defined by an effect such as strike, or a technology such as unmanned aerial vehicles). They add detail to what is provided in the DCS and can act as a focus of analysis.

112. Capability Roadmaps are produced at the direction of the Chief, Capability Development Group as needed. They will be linked to each other so that ADF capability is developed to focused, efficient and complementary ends, with this result reflected through the DCS and DCP.

**Defence Capability Plan**

113. The classified Defence Capability Plan (DCP) is the ten-year program of new major capital equipment investment. The plan is reviewed annually as part of the DCU process to take account of changing strategic circumstances, new technologies and changed priorities, in the context of the overall Defence budget.

114. There is also an unclassified version of the DCP for public release. DCP is reviewed annually as part of the DCU process.

**Defence Management and Finance Plan**

115. The classified Defence Management and Finance Plan (DMFP) is the basis of the ADO’s budgeting system. It is designed to ensure that Defence fulfils the requirements of the Government’s budget process and also meets the ADO’s internal resource management needs. It forms part of the ADO’s submission for the Annual Budget and Forward Estimates along with new policy submissions for funding supplementation. The DMFP is considered by Cabinet as part of the annual budget process. It provides the ADO with a 10-year funded plan that details performance and resourcing levels and provides a benchmark for achievement.

116. The process flow for the DMFP is shown in Figure 11.
117. Complementing this guidance is the *Defence Workforce Plan*, the annual CDF’s *Preparedness Directive (CPD)* and financial guidance from the Chief Finance Officer that is drawn from the endorsed *DMFP* and the published *Forward Estimates*. Based on this guidance, the DCIC is able to set Defence priorities for the development of the *DMFP* both in terms of the balance between current capability and future investment, and between Investment, Personnel and Operating components of the budget.

118. The outcome of the *Defence Management and Finance Plan* process is an agreed and funded ten year performance plan for the ADO. It details budget allocations to Defence Groups and Government endorsed and funded investment plans, including the *Defence Workforce Plan*. The *DMFP* is based on earlier iterations and the *Five Year Defence Plan*. It is replaced annually by each subsequent version of the *Defence Management and Finance Plan*.

119. A measure of the success of the Strategy Planning Framework will be the degree to which the decisions that define the priorities and resource allocations within the *Defence Management and Finance Plan* are informed by the set of documents and processes that comprise the Strategy Planning Framework.

### Defence Capability Update

120. The *Defence Capability Update (DCU)* is an annual process that reviews Defence’s capability plans from the perspective of strategy, operations and budget to ensure capability priorities meet need and are affordable. The *DCU* may result in a revised *DCS* and *DCP*, or provide inputs for CD&E activities.

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12 Chief Financial Officer website, Defence intranet, 15 Sep 05.
Unclassified Document Descriptions

Defence 2015
121. The unclassified Defence 2015 (D2015) is a public version of the Defence Capability Strategy. The purpose of Defence 2015 is to:
   a. explain the vision, goals and development of key capabilities within the Fundamental Inputs to Capability;
   b. provide an understanding of what the ADF will look like in 2015; and
   c. assist in understanding how the ADF is going to fight in 2015;
   d. describe the ADO’s vision for force transformation.

Defence Capability Plan - Public Version
122. The purpose of the unclassified Defence Capability Plan - Public Version (DCP-PV) is to meet Government’s commitment to keep Australian industry informed of Defence’s acquisition planning so that it can effectively perform its role as a crucial component of our national Defence capability.
Chapter 5
Management of the Framework
Re-assembly
123. So far, this handbook has explained the three principal components, strategy planning, deliberate planning in support of operations and capability development. Each of those components has been described in terms of its documents and basic processes. Re-assembled at the classified level, the whole framework is presented in Figure 12.

Figure 12: The Strategy Planning Framework - Classified Level

124. The unclassified dimension of the framework is depicted at Figure 13.

Figure 13: The Strategy Planning Framework - Unclassified Level
Outcomes

125. The intent of the framework is to enable strategy planning for Defence that is congruent, coherent and comprehensive. Systemically, those outcomes will be met by:
   a. maintaining the relationships between documents, as described in this handbook;
   and consequently
   b. maintaining the relationship between components, as shown in Figure 14.

126. Visibility across the framework is enabled by internal departmental liaison between Group sponsors and also through the Committee system.

Management

127. Deputy Secretary Strategy and Chief, Capability Development Group. Deputy Secretary Strategy and Chief, Capability Development Group, via the Directorate of Strategic Guidance, are assigned the responsibility to meet the outcomes listed in paragraph 125, and ensure the congruence, coherence and comprehensiveness of the Strategy Planning Framework, by:
   a. designing the Strategy Planning Framework in consultation with stakeholders
   b. maintaining the effectiveness of the Strategy Planning Framework by ensuring linkages between components are maintained, by periodically reviewing it and amending it where appropriate, and
   d. publishing and communicating the Strategy Planning Framework so that staff and decision-makers are aware of the functionality of the system.
128. **Group Responsibilities.** The Strategy Planning Framework is centrally directed through this handbook. However, to maintain operational coherence in the framework, sponsors of each component are responsible for ensuring that updates to their part are drawn from superior guidance and are reflected in lateral and subordinate parts. Group sponsors should work proactively with the Directorate of Strategic Guidance to ensure the Strategy Planning Framework remains coherent and relevant to the needs of senior decision-makers.
Annexes
List of Annexes

Annex A - Strategy Development Documents

**Classified**
- Defence Planning Guidance (DPG)
- Australia’s Military Strategy (AMS)
- Future Joint Operating Concept (FJOC)
- Defence International Engagement Strategic Plan (DIESP)
- Quarterly Strategic Review (QSR)
- Australian Illustrative Planning Scenarios (AIPS)

**Unclassified**
- Defence White Paper and Updates
- The Foundations of Australian Military Doctrine (APDD-D)
- Defence 2030

Annex B - Deliberate Planning Documents

**Classified**
- Defence Strategic Estimates (DSE)
- Defence / Military Strategy Planning Guidance (D/MSPG)
- Defence International Engagement Plan (DIEP)

Annex C - Capability Planning Documents

**Classified**
- Defence Capability Strategy (DCS)
- Defence Capability Plan (DCP)
- Defence Management and Finance Plan (DMFP)

**Unclassified**
- Defence 2015
Strategy Development
Summary Document Descriptions

Defence Planning Guidance

Defence Planning Guidance Characteristics:

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Defence Planning Guidance Data:

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<tr>
<td><strong>Abbreviated Name:</strong></td>
<td>DPG</td>
</tr>
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| **Intent:** | • Articulates the strategic priorities that guide the ADO  
• Shapes unclassified strategic guidance  
• Identifies the contingencies Australia might face in the 0-5 yr timeframe, 10-15 year timeframe and at a 20+ year horizon. (Higher priority contingencies will be fleshed out as AIPS to guide the development of operational concepts, capabilities and experimentation to test these).  
• Identifies the relative priority for providing a Defence response to contingencies  
• Identifies objectives and relative priorities to guide relationships with organisations outside ADO including allies, international partners, other government agencies and the national support base.  
• Considers all Fundamental Inputs to Capability (FIC)  
• Includes security environment analysis for the future |
<p>| <strong>Outcome:</strong> | An informed ADO strategic planning community able to prepare plans for the ADO across all FICs that generate capabilities and response options to meet Government objectives and priorities |</p>
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<tr>
<th>Product Timeframe:</th>
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Australia’s Military Strategy

Australia’s Military Strategy Characteristics:

Placement within Strategy Planning Framework

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Australia’s Military Strategy Data:

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<tbody>
<tr>
<td>Abbreviated Name:</td>
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Intent: • Articulates the national military strategy to achieve Government’s national security policy objectives.

Outcome: • A shared understanding within the strategic planning framework of the way military power might be applied to meet Australia’s national security objectives.

Product Timeframe: Covers all three timeframes of the SPF, ie. short term (0-5 years), medium term (5-15 years), and long term (15-25 years). Aligned with DPG.

Sponsor: DEPSEC S

Drafter: DMS&C

Drafting Group Participants: ASSP, DGSP, DGNCPP, DGNSPF, DGFLW-A, DGPP-A, DGSP-AF, DGCM-AF, ASCCR-I&S, DGJOP, DGSL, RLSC, ASISF, DGIPP, DGWPRR, DGCP

Review Group Participants: HSP, COS ADHQ, DCN, DCA, DCAF, ASCCR I&S, DCJOPS, CJLOG, CDSAD, FASPERS, DGCP

Endorsed by: COSC

Content Outline: • Grand Military Strategy: military strategy judgments and descriptions of the fundamental strategies.
• Strategic Direction: military response options, force-in-being preparedness, priorities for strategic capabilities, and methods of warfare.
### Process Relationships

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<td>Partner:</td>
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<tr>
<td>Successors:</td>
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**Superseded products:** Earlier versions of AMS

**Product Access (Classified/Unclassified):** CLASSIFIED

- A future White Paper might incorporate an unclassified description of components of AMS

**Product Review:** Likely to be reviewed at intervals not exceeding three years, but dependent on DPG judgements.
Future Joint Operating Concept

Future Joint Operating Concept Characteristics:

Dimensions of Strategy Planning Framework

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</tr>
</thead>
<tbody>
<tr>
<td>Abbreviated Name:</td>
<td>FJOC</td>
</tr>
</tbody>
</table>

Intent:  
- Explains how the future ADF might fight.  
- Articulates future roles, missions and methods.  
- Informs the longer term development of ADF combat capability.

Outcome:  
- A shared understanding within the strategic planning community of the way the future force might conduct operations.  
- A shared understanding of what capabilities might be required to enable the future force to conduct successful operations.

Product Timeframe:  
Set in long term (ie. 15-25 years) timeframe of SPF.

Sponsor:  
- DEPSEC S  
- Lead Capability Manager for FMOC (CN), FLOC (CA), and FASOC (CAF)

Drafter:  
- DMS&C for FJOC  
- NHQ for FMOC  
- AHQ for FLOC  
- AFHQ for FASOC

Drafting Group Participants:  
ASSP, DGSP, DGNSPF, DGFWL-A, DGSP-AF, ASCCR-I&S, DGJOP, DGSL, DGPG, RLSC, ASISF, DGIPP, DGWPRR, DGCP

Review Group Participants:  
HSP, DCN, DCA, DCAF, ASCCR I&S, DCJOPS, CJLOG, CDSAD, FASPERS, DGCP

Endorsed by:  
COSC (including FMOC, FLOC and FASOC)
Content Outline:

- Set 20 years in the future
- Subordinate Joint environmental operating concepts provide more detailed descriptions of future war-fighting concepts for each environment.

Process Relationships:

<table>
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<tr>
<th>Predecessors</th>
<th>Partner</th>
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<tbody>
<tr>
<td>AMS</td>
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<tr>
<td>Joint Experimentation Framework (for concept experimentation)</td>
<td>- Future Joint Maritime Operating Concept,</td>
</tr>
<tr>
<td></td>
<td>- Future Land Operating Concept, and</td>
</tr>
<tr>
<td></td>
<td>- Future Air and Space Operating Concept.</td>
</tr>
</tbody>
</table>

Successors:

- Joint Integrating and Supporting Operating Concepts
- Joint Experimentation Framework (for concept validation)

Superseded products:

Future Warfighting Concept

Product Access (Classified/Unclassified):

- UNCLASSIFIED, not publicly available
- Selected aspects may be included in the publicly available future White Papers, Defence 2015 and Defence 2030

Product Review / Production:

- Reviewed at intervals not exceeding three years, dependent upon DPG and AMS judgments.
- FMOC, FLOC and FASOC also updated every three years.
## Defence International Engagement Strategic Plan

### Defence International Engagement Strategic Plan Characteristics:

#### Dimensions of Strategy Planning Framework

<table>
<thead>
<tr>
<th>Document Type</th>
<th>Strategic Intent</th>
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### Defence International Engagement Strategic Plan Data:

<table>
<thead>
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<th>Product Name</th>
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<tbody>
<tr>
<td>Abbreviated Name</td>
<td>DIESP</td>
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</table>

**Intent:**
- Develop an understanding of how Defence International Engagement Objectives (DIEO) contributes to the strategic objectives articulated in DPG, AMS, Defence White Paper and Updates, and the operational objectives of the PMS.
- Build a shared vision of what Defence aims to achieve through its engagement programs.
- Maintain focus on fundamental long term goals in a constantly changing and complex policy environment, characterised by crises, contingencies and short term events.
- Provide a common framework for planning and reporting on Defence’s International Engagement.

**Outcome:**
- Ensures that Defence international engagements are synchronised to Defence policy objectives drawn from enduring Defence guidance.

**Product Timeframe:**
The DIESP covers the medium term (ie. 5-15 years) timeframe of the SPF.

**Sponsor:**
DEPSEC S

**Drafter:**
Director Policy Coordination

**Drafting Group Participants:**
Defence International Engagement Group (DIEG)

**Review Group Participants:**
HSP, COS ADHQ, DCN, DCA, DCAF, ASCCR I&S, DCJOPS, CJLOG, CDSAD, FASPERS, DGCP
<table>
<thead>
<tr>
<th>Endorsed by</th>
<th>Defence Committee</th>
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<tbody>
<tr>
<td>Content Outline</td>
<td>Defence International Engagement Objectives</td>
</tr>
<tr>
<td>Process Relationships</td>
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<td>Predecessors</td>
<td>DPG Defence White Paper, Defence Update</td>
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<td>AMS</td>
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<td>Superseded products</td>
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<td>The DIESP is an enduring document that is reviewed when the underpinning guidance changes from DPG and White Paper and Updates</td>
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Quarterly Strategic Review

Quarterly Strategic Review Characteristics:

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Quarterly Strategic Review Data:

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<tbody>
<tr>
<td>Abbreviated Name:</td>
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**Intent:**
- Advise COSC of recent changes in strategic environment that affect the likelihood and circumstances in which the ADF may be required to undertake operations for the following six to twelve month period.
- Identify emerging issues that COSC should be aware of and highlight those which may require action.
- Ensure current operational planning is strategic in focus.
- Identify preparedness issues that might require response.

**Outcome:**
- A strategic planning community and ADO prepared to provide response options to meet Government objectives to deal with foreseen contingencies over the next 12 months.

**Product Timeframe:**
Set in the short term (ie. 0-5 years) timeframe of the SPF and generally covers 6 - 12 months from current date

**Sponsor:** DEPSEC S

**Drafter:** ASSP
### Drafting Group Participants:
The QSR is coordinated by Strategic Policy Branch in cooperation with the QSR Core Group which consists of representatives from International Policy Division, Strategic Operations Division, Capability Group (Preparedness), Army, Navy, Air Force, DIO and Strategic Logistics.

### Review Group Participants:
QSR Steering Group. This consists of DEP SEC S, VCDF, CCDG, DDIO and HSP.

### Endorsed by:
CDF

### Content Outline:
CLASSIFIED

### Process Relationships:

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<th>Partner</th>
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<tbody>
<tr>
<td>DPG, DIO Strategic Outlook</td>
<td>Defence Strategic Estimates, Defence Performance Summary-Section 1</td>
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</tbody>
</table>

### Successors:
None

### Superseded products:
Earlier QSRs

### Product Access (Classified/Unclassified):
CLASSIFIED

### Product Review / Production:
Quarterly
### Australian Illustrative Planning Scenarios

#### Australian Illustrative Planning Scenario Characteristics:

**Dimensions of Strategy Planning Framework**

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#### Australian Illustrative Planning Scenario Data:

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<tr>
<td>Abbreviated Name</td>
<td>AIPS</td>
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</table>

**Intent:**
- Provide a classified/strategic testing tool for capability development and broad strategic planning/analysis.
- Provide specific illustrations of contingencies described in strategic guidance (DPG, White Paper)

**Outcome:**
- Enable components of defence to make broad capability and conceptual conclusions by using a standardised set of scenarios with an updated threat context in real geographic terms.

**Product Timeframe:**
Set in the long term (ie. 15-25 years) timeframe of the SPF.

**Sponsor:** DEPSEC S

**Drafter:** DMS&C

**Drafting Group Participants:**
ASSP, DGSP, DGNSPF, DGFLW-A, DGSP-AF, ASCCR-I&S, DGJOP, DGSL, DGPG, RLSC, ASISF, DGWPRR

**Review Group Participants:**
HSP, DCN, DCA, DCAF, ASCCR I&S, DCJOPS, CJLOG, CDSAD, FASPERS, DGCP

**Endorsed by:** COSC

**Content Outline:** N/A

**Process Relationships:**
- **Predecessors:** DPG, White Paper and Updates,
- **Partner:** AMS
- **Successors:** FJOC, DCS
<table>
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Defence White Paper and Defence Updates

Defence White Paper and Defence Updates Characteristics:

Placement within Strategy Planning Framework

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</table>

Document Availability

| Classified | Unclassified ✓ |

Defence White Paper and Defence Updates Data:

Product Name: Defence White Paper and Defence Updates

Abbreviated Name: NA

Intent:
• Articulate the strategic priorities that guide the ADO
• Provides unclassified strategic guidance
• Identifies the contingencies Australia might face in the 0-5 yr timeframe and at a 20 year horizon
• Identifies the relative priority for providing a Defence response to contingencies
• Identifies objectives and relative priorities to guide relationships with organisations outside ADO incl. allies, international partners, other government agencies and the national support base.
• Considers all FIC
• Includes security environment analysis for the future

Outcome: An informed ADO, national support base, Australian public and allies cognizant of Government national security objectives and guidance on how to meet these.

Product Timeframe: Covers all timeframes of the SPF, short (0-5 years), medium (5-15 years), and long (15-25 years) term, giving planning components in the short term and intent components in the long term.

Sponsor: MINDEF

Drafter: DEPSEC S
Drafting Group Participants: ASSP, DGSP, DGNCPP, DGNSPF, DGFLW-A, DGPP-A, DGSP-AF, DGCM-AF, ASCCR-I&S, DGJOP, DGSL, DGPG, RLSC, ASISF, DGIPP, ASPB, DGWPRR, ASSPED, DGCP

Review Group Participants: HSP, COS ADHQ, DCN, DCA, DCAF, ASCCR I&S, DCJOPS, CJLOG, CDSAD, FASBFP, FASCIR FASPERS, HID, DGCP, then DC, then MINDEF

Endorsed by: NSC/CABINET through DC

Content Outline:

| Process Relationships | Predecessors: | Current DPG and Defence White Paper and other strategic updates, budgetary information, Gov announcements |
| Partner: | DPG, AMS |
| Successors: | Many |
| Superseded products: | Earlier editions of the Defence White Paper |
| Product Access (Classified/Unclassified): | The Defence White Paper reflects those portions of the DPG guidance that can be publicly released in an UNCLASSIFIED document. |
| Product Review / Production: | Periodic as directed by MINDEF. |
## ADDP-D Foundations of Australian Military Doctrine

### ADDP-D Foundations of Australian Military Doctrine Characteristics:

#### Dimensions of Strategy Planning Framework

<table>
<thead>
<tr>
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### ADDP-D Foundations of Australian Military Doctrine Data:

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<tbody>
<tr>
<td>Abbreviated Name</td>
<td>ADDP-D</td>
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</table>

**Intent:**
- Outlines the strategic military doctrine of the ADF and the Australian approach to warfare.
- Provides strategic guidance for the development and employment of ADF capability, including the development and application of subordinate doctrine.
- Although written from a strategic perspective, this publication provides professional military guidance to the planning and execution of ADF operations at all levels.
- This publication also describes the relationship between national policy and ADF operations with regard to:
  - national security and strategic policy issues applicable to Australia;
  - the nature of international conflict, and the application of armed force in international affairs; and
  - the constitutional, political, legal, and administrative contexts and arrangements within which, and under which, Australia may use armed force.

**Outcome:**
- ADDP-D is the capstone manual of a comprehensive series of doctrine describing how the ADF will fight.
- It places all subordinate doctrine in a strategic context congruent with the SPF.
### Product Timeframe:
ADDP-D is aimed to be an enduring document describing the strategic underpinnings of Australia’s doctrine as foreseen at the time of writing. Covers all three timeframes of the SPF, ie. short term (0-5 years), medium term (5-15 years), and long term (15-25 years).

### Sponsor:
HSP

### Drafter:
ADFWDC

### Drafting Group Participants:
SPD, COMDT ADFWC, CA, CAF, CN, HSO, DEPSEC I&S, HDPE, COMAST, CJLOG, CIO, LWDC, Aerospace Studies Centre, SSC

### Review Group Participants:
JODG (chaired by VCDF)

### Endorsed by:
COSC

### Content Outline:
- Role of Doctrine
- National Security and Military Power
- Conflict and War
- Australia’s Principles of War
- The Australian Approach to War
- Applying Military Power: Australian Warfighting Concepts
- Applying Military Power: Legal and Public Policy Aspects
- Applying Military Power: Strategic Level
- Preparedness and Mobilisation

### Process Relationships:

<table>
<thead>
<tr>
<th>Predecessors:</th>
<th>AMS, FJOC</th>
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<td>ADDP-D.1 Australian Approach to Warfare, ADDP-D.2 Force 2020, ADDP-D.3 Future Warfighting Concept, ADDP-D.3.1 Network Centric Warfare, ADDP 00.2 Preparedness and Mobilisation</td>
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### Superseded products:

### Product Access (Public / Protected):
UNCLASSIFIED

### Product Review / Production:
# Defence 2030

## Defence 2030 Characteristics:

### Placement within Strategy Planning Framework

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## Defence 2030 Data:

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<tr>
<td>Abbreviated Title</td>
<td>D2030</td>
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</table>

**Intent:**
- Outlines all the challenges we might face in the distant future
- Amalgamates future concepts, components of the future strategic environment from the DPG, longer term capability judgement and proposals.
- Sets the bounds within which the ADO will need to be able to operate to be effective
- DOES NOT detail a specific future development path

**Outcome:** A publicly shared, inspirational, concept for how the ADO will be structured and operate to be effective in the far-future strategic environment.

**Product Timeframe:** Set in the long term (15-25 years) timeframe of the SPF.

**Sponsor:** DEPSEC S

**Drafter:** ASSP

**Drafting Group Participants:** DGSP, DGNCPP, DGNSPF, DGFLW-A, DGPP-A, DGSP-AF, DGCM-AF, ASCCR-I&S, DGJOP, DGSL, RLSC, ASISF, DGIPP, DGWPRR, DGIC, ASSPED, DGMD, DGLD, DGAD, DGICD, ASIA, DGCP

**Review Group Participants:** HSP, COS ADHQ, DCN, DCA, DCAF, ASCCR I&S, DCJOPS, CJLOG, CDSAD, FASBFP, FASPERS, DCEO DMO, HID, HCS, DGCP

**Endorsed by:** CDF and Secretary
Content Outline:

- Positioning Defence for the future
- The use of force
- The Australian Way of War
- ADF Vision/Mission/Values
- Environmental scan
- The national power model of 2030
- Operational world of 2030 - virtual/networked
- Leveraging information
- Personnel/demographic/skills issues
- Delivering precision, stealth and lethality
- Real time targeting
- Professionalism and Performance
- Force disposition and basing
- C2 and Governance
- Defence Engagement 2030
- Capability Definition 2030
- Way forward

<table>
<thead>
<tr>
<th>Process Relationships</th>
<th>Predecessors: DPG, AMS, DIESP</th>
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<tbody>
<tr>
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<tr>
<td>Successors:</td>
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</table>

Superseded products: Force 2020


Product Review: Defence 2030 will be reviewed approximately every 5 years to ensure that it remains situated approximately 20-25 years into the future.
Deliberate Planning for Operations
Summary Document Descriptions

Defence Strategic Estimates

Defence Strategic Estimate Characteristics:

Dimensions of Strategy Planning Framework

<table>
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<tr>
<th>Document Type</th>
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Defence Strategic Estimate Data:

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</thead>
<tbody>
<tr>
<td>Abbreviated Name</td>
<td>DSE</td>
</tr>
</tbody>
</table>

Intent: DSE exist for use of the upper echelon of military strategic planners to aid decisions on likely ADF operations and posture.

Outcome:
- CDF and SCG/COSC/VCDF are better able to provide appropriate advice to government on the issue/scenario/contingency.
- The DSE is a tool that provides analysis to inform CDF and SCG/COSC/VCDF advice to government.
- Force preparedness and posture is amended.

Product Timeframe: Set in the short term (0-5 years) timeframe of the SPF. Although ideally a deliberate planning product (most often examining issues with a 12 months+ warning time), they are also called for in response to emergent contingencies and scenarios - with the result that the product timeframe draws in to the immediate future.

Sponsor: HSP

Drafter: DCP

Drafting Group Participants: ASSP, DGSP, DGNCPP, DGPP-A, DGCM-AF, ASCCR-I&S, DGJOP, DGSL, DGPG, RLSC, DGIPP, DGWPRR, ASSPED, DGCP
Review Group Participants: COSC/SCG/VCDF - All relevant subordinate stakeholders (such as relevant ADO Groups, Single Service and Joint HQs and DIO) are consulted prior to delivery of Drafts for review by COSC/SCG/VCDF.

Endorsed by: COSC/SCG/VCDF

Content Outline: DSE can include a strategic intelligence assessment, and identify constraints, options, sustainability and concurrency issues, and other matters relevant to Defence's contributions either to a continuing situation/contingency or possible future scenario/contingency.

- Background
- Aim
- Scope
- National Strategy
- National Strategic Objectives
- Australian National End-state
- Key components of Australian National Strategy
- Strategic Centre of Gravity
- Strategic Vulnerabilities
- Strategic Intelligence Estimate (From DIO)
- Types of ADF Contributions
- Issues With ADF Contributions
- Support
- Capability Issues
- Legal Bases and Issues
- National Command, Control and Co-ordination
- Conclusions
- Recommendations

Process Relationships:

Predecessors: Direction from COSC/VCDF/SCG, DIO Strategic Outlook and/or I&W changes

Partner: QSR and Defence Performance Summary-Section 1

Successors: Strategic and Operational Plans, as well as being a possible starting point for the production of a related MSPG

Superseded products: May remain current until replaced by subsequent editions of DSE covering similar area.

Product Access (Classified/Unclassified): CLASSIFIED with controlled access.

Product Review / Production: Quarterly, as a package with QSR and DSR-Section 1, or as required by CDF.
Defence / Military Strategic Planning Guidance

Defence / Military Strategic Planning Guidance Characteristics:

Dimensions of Strategy Planning Framework

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Defence / Military Strategic Planning Guidance Data:

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<tr>
<td>Abbreviated Name</td>
<td>D/MSPG</td>
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</tbody>
</table>

Intent: D/MSPG provide guidance and direction for operational level HQ and other defence agency planning.

Outcome:

- D/MSPGs also provide the military strategic objectives and end states for a scenario that potentially requires an ADF response.
- D/MSPGs provide directives to operational level HQ to initiate operational level plans/AOC development, and immediate planning (planning for operations).
- Where a particular scenario has been addressed by a D/MSPG, the D/MSPG adds value to the immediate planning process by providing SCG endorsed guidance to inform planning in the Strategic Planning Group (SPG) in Strategic Operations Division (SOD).

Product Timeframe: Set in the short term (0-5 years) timeframe of the SPF. Although ideally a deliberate planning product (most often examining issues with a 12 months+ warning time), they are also called for in response to emergent contingencies and scenarios - with the result that the product timeframe draws in to the immediate future.

Sponsor: HSP

Drafter: DCP

Drafting Group Participants: As required.
Review Group Participants: COSC/SCG/VCDF - All relevant subordinate stakeholders (such as relevant ADO Groups, Single Service and Joint HQs, DOIL, IP and DIO et al) are consulted prior to delivery of Drafts for review by COSC/SCG/VCDF.

Endorsed by: COSC/SCG/VCDF

Content Outline: D/MSPG includes a strategic intelligence assessment, and identify constraints, options, sustainability and concurrency issues, and all other matters relevant to Defence’s contributions either to a continuing situation/contingency or possible future scenario/contingency.

- Background
- Aim
- Scope
- National Strategy
- National Strategic Objectives
- Australian National End-state
- Key components of Australian National Strategy
- Strategic Centre of Gravity
- Strategic Vulnerabilities
- Strategic Intelligence Estimate (From DIO)
- Types of ADF Contributions
- Issues With ADF Contributions
- Support
- Capability Issues
- Legal Bases and Issues
- National Command, Control and Co-ordination
- Directives

Process Relationships:

| Predecessors: | DSE, Direction from COSC/VCDF/SCG, DIO Strategic Outlook and/or I&W changes |
| Partner: | QSR and Defence Performance Summary-Section 1, development of the I&W problem |
| Successors: | Operational Plans, AOCS |

Superseded products: May remain current until replaced by subsequent editions of D/MSPG covering similar area.

Product Access (Classified/Unclassified): CLASSIFIED.

Product Review / Production: Quarterly, as a package with QSR and DSR-Section 1, or as required by CDF.
Defence International Engagement Plan

Defence International Engagement Plan Characteristics:

Dimensions of Strategy Planning Framework

<table>
<thead>
<tr>
<th>Document Type</th>
<th>Strategic Intent</th>
<th>Strategic Plan</th>
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<tr>
<th>Setting</th>
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<tbody>
<tr>
<td>Cycle</td>
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Defence International Engagement Plan Data:

<table>
<thead>
<tr>
<th>Product Name</th>
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<tbody>
<tr>
<td>Abbreviated Name</td>
<td>DIEP</td>
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</table>

Intent:
- Indicates priorities for international defence relationships.
- Provides strategic-level guidance for our overseas attaches.
- Provides strategic-level guidance outlining the type of interoperability and standardisation that we seek to establish with our international partners; and
- Articulates and develops, with a five-year outlook, a hierarchy of objectives, performance measures and initiatives for Defence's program of international engagement.

Outcome:
A synchronisation of international engagement activities (shaping operations) across the ADO to meet the Government national security objectives.

Product Timeframe:
Set in the short term (0-5 years) timeframe of the SPF, the DIEP looks five years into the future from the current date.

Sponsor:
DEPSEC S

Drafter:
Director Policy Coordination

Drafting Group Participants:
Defence International Engagement Group (DIEG)

Review Group Participants:
HSP, COS ADHQ, DCN, DCA, DCAF, ASCCR I&S, DCJOPS, CJLOG, CDSAD, FASPERS, DGCP

Endorsed by:
<table>
<thead>
<tr>
<th>Content Outline:</th>
<th>CLASSIFIED</th>
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<tbody>
<tr>
<td>Process Relationships:</td>
<td>Predecessors: DIESP</td>
</tr>
<tr>
<td></td>
<td>Partner: Program of Major Service Activities, DFAT</td>
</tr>
<tr>
<td>Superseded products:</td>
<td>Earlier editions of the DIEP</td>
</tr>
<tr>
<td>Product Access (Classified/Unclassified):</td>
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<tr>
<td>Product Review / Production:</td>
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</table>
Capability Development
Summary Document Descriptions

Defence Capability Strategy

Defence Capability Strategy Characteristics:

Dimensions of Strategy Planning Framework

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Defence Capability Strategy Data:

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<tr>
<th>Product Name</th>
<th>Defence Capability Strategy</th>
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<tbody>
<tr>
<td>Abbreviated Name</td>
<td>DCS</td>
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</table>

Intent:  
- Explains how the DCP is linked to strategic guidance.  
- Provides the vision for the transformation of forces.  
- Describes the capability goals along with explanations of how they will be met from within available resources.  
- Details what capabilities will be acquired retained or disposed of in the future.

Outcome:  
- It provides guidance to capability managers as well as explaining the DCP link to strategic guidance.  
- It is the starting point for all other Group/Service capability related plans and roadmaps.

Product Timeframe:  
Set in the medium term (5-15 years) timeframe of the SPF.

Sponsor:  
CCDG

Drafter:  
DGCP

Drafting Group Participants:  
ASSP, DGSP, DGNCPP, DGNSPF, DGFLW-A, DGPP-A, DGSP-AF, DGCM-AF, ASCCR-I&S, DGJOP, DGSL, RLSC, ASISF, DGIPP, DGWPRR, DGIC, ASSPED, DGMD, DGLD, DGAD, DGICD, ASIA, DGCP
Review Group Participants: HSP, DCN, DCA, DCAF, ASCCR I&S, DCJOPS, CJLOG, CDSAD, FASBFP, FASCIR, FASPERS, DCEO, DMO, HID, HCS, DGCP

Endorsed by: DCIC

Content Outline:
- Capability transformation through time
- Describes the capability vision and strategy
- Derives capability implications from strategic guidance
- Defines capability goals
- Identifies resource guidance
- Provides advice on capabilities to be acquired, reduced or retained
- Identifies residual capability risks and risk mitigation strategies
- Provides links to other capability plans and roadmaps

Process Relationships: Predecessors:
- DPG
- AMS
- White Paper and Updates
- Defence 2030
- FJOC and other concepts

Partner: Defence 2015 provides an unclassified version of the Defence Capability Strategy (DCS is produced first)

Successors: DCP
Workforce, industry, single-Service Capability plans, roadmaps

Superseded products: Earlier iterations of the DCS

Product Access (Classified / Unclassified): CLASSIFIED
Selected aspects may be included in the publicly available Defence 2015

Product Review: Annually, reflecting the outcomes of DPG and the Defence Capability Update process.
## Defence Capability Plan

### Defence Capability Plan Characteristics:

**Dimensions of Strategy Planning Framework**

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<tbody>
<tr>
<td>Abbreviated Name</td>
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</tbody>
</table>

#### Intent:
- A costed, detailed development plan for Australia’s military capabilities.
- Sets out the capability goals along with explanations of how they will be met from within available resources.

#### Outcome:
- Resourced capability projects and capability roadmaps.
- Guidance to capability managers, CDG and the DMO on resourcing and priorities for the acquisition of capabilities by Defence.

#### Product Timeframe:
Set in the short (0-5 years) and medium (5-15 years) term timeframe of the SPF, the DCP covers capability programming over a 10-year timeframe.

#### Sponsor:
CCDG

#### Drafter:
DGCP

#### Drafting Group Participants:
ASSP, DGSP, DGNSPF, DGFLW-A, DGCM-AF, ASCCR-I&S, DGJOP, DGPG, ASISF, ASPB, DGWPRR, DGIC, ASSPED, DGMD, DGLD, DGAD, DGICD, ASIA, DGCP

#### Review Group Participants:
HSP, DCN, DCA, DCAF, ASCCR I&S, DCJOPS, CJLOG, CDSAD, FASBF, FASPERs, DCEO DMO, HID, HCS, DGCP

#### Endorsed by:
NSC of CABINET, through MINDEF and DCIC
Content Outline: The plan sets out the proposed investment in new equipment under seven capability goals:
- land forces,
- air forces,
- maritime forces,
- strike
- support,
- intelligence and
- information capability.

<table>
<thead>
<tr>
<th>Process Relationships:</th>
<th>Predecessors:</th>
<th>DCS</th>
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<tbody>
<tr>
<td>Partner:</td>
<td>DCP - Public Version</td>
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<tr>
<td>Successors</td>
<td>DMFP capability development / acquisition aspects Workforce, industry, single-Service Capability plans, roadmaps</td>
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</table>

Superseded products: Earlier iterations of the DCP

Product Access (Classified / Unclassified): DCS is a CLASSIFIED document. Selected aspects may be included in the publicly available DCP - Public Version

Defence Management and Financial Plan

Defence Management and Financial Plan Characteristics:

**Dimensions of Defence Management and Financial Plan (DMFP)**

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</table>

**Intent:**
- Provides Defence with 10 year funded plan detailing performance and resourcing levels, and providing a benchmark for achievement.
- Forms the basis of Defence’s budgeting system and is designed to ensure that Defence fulfils the requirements of the Government’s budget process and meets Defence’s internal resource management needs.
- Forms part of Defence’s submission for the Annual Budget and Forward Estimates along with new policy proposals for funding supplementation, for consideration by Cabinet as part of the annual budget process.

**Outcome:**
- An agreed and funded 10 year performance plan
- Budget allocations to Groups
- Funded and Government endorsed Defence investment plans and Defence Workforce Plan

**Product Timeframe:**
- It covers the short (0-5 years) and medium (5-15 years) term timeframes of the SPF, providing a ten year budgeting and financial management plan.

**Sponsor:** CFO

**Drafter:** FASBFP (PB Branch)
### Drafting Group Participants:
ASSP, DGSP, DGNCPP, DGNSPF, DGFLW-A, DGPP-A, DGSP-AF, DGCM-AF, ASCCR-I&S, DJOP, DGSL, RLSC, ASISF, DGIPP, DGWPRR, DGIC, ASSPED, DGMD, DGLD, DGAD, DGICD, ASIA, DGCP

### Review Group Participants:
- Internally, HSP, COS ADHQ, DCN, DCA, DCAF, ASCCR I&S, DCJOPS, CJLOG, CDSAD, FASBFP, FASCIR, FASPERS, DCEO DMO, HID, HCS, DGCP
- Externally, Central Agencies (DoFA, Treasury, PM&C)

### Endorsed by:
SEC, Minister, and Cabinet

### Content Outline:
- Overview of Strategic Environment
- Current Defence Capabilities
- Future Defence Capabilities
- Estate Management and Housing Accommodation
- Workforce/People
- Other Operating Costs
- Defence Management and Savings
- Defence Materiel Organisation
- Future Financial Strategy and Government Decisions Sought
- Performance Compendium

### Process Relationships:
- **Predecessors:** Defence Financial and Management Plan
  Five Year Defence Plan
- **Partner:** Part of Portfolio Budget Submission
- **Successors:** None planned

### Superseded products:
Earlier DMFP

### Product Access (Classified / Unclassified):
CLASSIFIED

### Product Review:
A new DMFP is produced annually.
## Defence 2015

### Defence 2015 Characteristics:

#### Placement within Strategy Planning Framework

<table>
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<tr>
<td>Abbreviated Name:</td>
<td>D2015</td>
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</table>

**Intent:**
- Unclassified version of the DCS.
- How the ADF will fight in 2015.
- What the ADF will look like in 2015.
- Explain vision, goals and development of key capabilities within all FIC areas to a 10-15 year horizon.
- ADO vision for transformation.
- ADO vision for values.

**Outcome:**
A publicly shared concept for how the ADO will be structured and operate to be effective in the near-future strategic environment.

**Product Timeframe:**
Set in the medium term (5-15 years) timeframe of the SPF.

**Sponsor:**
CCDG

**Drafter:**
DGCP

**Drafting Group Participants:**
ASSP, DGSP, DGNCPP, DGNSPF, DGFLW-A, DGPP-A, DGSP-af, DGCM-AF, ASCCR-I&S, DGJOP, DGSL, RLSC, ASIF, DGIPP, DGWPRR, DGIC, ASSPED, DGMD, DGLD, DGAD, DGICD, ASIA, DGCP

**Review Group Participants:**
HSP, COS ADHQ, DCN, DCA, DCAF, ASCCR I&S, DCJOPS, CJLOG, CDSAD, FASBF, FASPERS, DCEO DMO, HID, HCS, DGCP

**Endorsed by:**
CDF and Secretary
## Content Outline:
- Linking Strategy to Capability
- Dedicated and Professional People
- A Balanced, Networked and Deployable Force
- Excelling at Joint and Coalition Operations

## Process Relationships:

<table>
<thead>
<tr>
<th>Predecessors:</th>
<th>Defence Capability Strategy</th>
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<tbody>
<tr>
<td>Partner:</td>
<td>Defence Capability Strategy is the classified version that is produced prior to Defence 2015</td>
</tr>
</tbody>
</table>

## Superseded products:
- Force 2020

## Product Access (Classified/Unclassified):
- UNCLASSIFIED, wide public availability.

## Product Review / Production:
- Annually, reflecting changes to the Defence Capability Strategy