

Centre for Defence Industry Capability

Review Discussion Paper | April 2020

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Foreword

The Minister for Defence Industry, the Hon Melissa Price MP, has commissioned the co-chairs of the Centre for Defence Industry Capability (CDIC) Advisory Board to lead a review of the CDIC and provide a report with recommendations to her by mid-2020.

The review will examine the CDIC against its objectives and in the context of other industry programs and initiatives currently available. Through the provision of business advisory and facilitation services, the CDIC is seeking to improve business capability as well as support Australian industry at the national level. The CDIC plays a vital role in the Defence-industry relationship; therefore we need to ensure that it is future-fit and has clarity about its purpose to deliver a robust defence industry that it is sustainable and internationally competitive.

The review will assess the current operational model and ensure it can continue supporting the enduring growth of Australian sovereign defence industry and defence capabilities into the future. The review will also offer an opportunity to strengthen CDIC delivery, clarify its role and assess its capacity to continue to support and meet the needs of small and regional businesses looking to enter the defence market or grow their defence industry footprint.

We are interested in hearing from a wide range of stakeholders from the private sector and public sector, including small businesses in metro and regional areas, industry associations, state and territory governments and individuals or groups with an interest in the CDIC. We want to hear about your CDIC experiences and perceptions. What is the role of the CDIC? What works well, and what could be done better? Is the current model the best way to support the defence industry, and what would a successful defence industry support organisation look like in the future?

We understand how valuable your time is, especially in the current circumstances. We have provided several options for you to engage with the review from a brief comment; reflecting on the Terms of Reference, to a more detailed written submission with the aid of the summary discussion paper. We are also providing the option of verbal consultations for those who would prefer that mode. We look forward to hearing from you.



Ms Kate Carnell AO
Co-chair of the CDIC Advisory Board
(Industry Representative)



Mr Tony Fraser AO CSC
Co-chair of the CDIC Advisory Board
(Defence Representative)

About this paper and how to approach your submission

We are seeking stakeholder input on the framework of programs and functional operation of the Centre for Defence Industry Capability (CDIC) that collectively makes up its core defence industry development function.

This discussion paper provides a summary of the **three core activities** performed by the CDIC as outlined in the *2016 Defence Industry Policy Statement* and further clarified in recent defence industry policy statements:

- Develop Australian industry
- Facilitate defence specific business competitiveness and exports
- Facilitate innovation

This discussion paper is a guide only; a summary of historical information and is not intended to be prescriptive. Your submission may go beyond the issues raised in the discussion paper if they are relevant to the Terms of Reference.

Questions have been incorporated in the paper to prompt thought and to guide discussion on critical issues and options for consideration.

You may wish to comment only on areas of interest or issues raised in the Terms of Reference, which can be accessed at: https://www.defence.gov.au/CASG/Multimedia/CDIC_Review_terms_of_reference.pdf

You may wish to make a brief comment based on the following statement:

An unprecedented \$200 billion is being invested by the Coalition Government to modernise Australia's defence capability and securing our nation while strengthening our defence industry and creating Australian jobs. In the next few years and beyond, the demand on Australian industry will increase.

The demands for CDIC advisory and facilitation services will continue to rise. The time is prudent for the Government to ask if the CDIC operating model is still appropriate and effective enough to enable the CDIC to deliver against its strategic objectives.

In addition to the specific questions asked throughout this discussion paper, the broad questions that this review is seeking to answer are:

- Is the current defence funding and resources focused on the right priorities, particularly for small businesses?
- How could the CDIC be more effective in growing prosperous Australian businesses supporting the Australian Defence Force?
- How can the quality of the services provided by the CDIC be enhanced?
- Should there be a greater focus on business advisory services in regional areas?

Review Governance

The Minister for Defence Industry commissioned the co-chairs of the CDIC Advisory Board to lead the review and report to the Minister by mid-2020. Kate Carnell (Australian Small Business and Family Enterprise Ombudsman) and Tony Fraser (Deputy Secretary, Capability Acquisition and Sustainment Group) are independent of the Department of Industry, Science, Energy and Resources (DISER), but have significant interest and commitment to the long-term success of the CDIC. The CDIC Advisory Board's primary role is to bring together Australian defence industry leaders and senior public sector representatives to provide guidance and strategic direction for the CDIC.

The co-chairs have appointed an external consulting firm to conduct the review to ensure the independence of the review from the CDIC, DISER and the Department of Defence (Defence). The consultants will lead the stakeholder engagement; analyse feedback, draft recommendations and report to the co-chairs.

Supporting the co-chairs leading the review, and the consultants conducting the review, is a small Secretariat consisting of staff from ASBFEO, DISER and Defence who will provide planning, research, quality assurance, stakeholder management, communications and logistics.

Consultation and how to contribute

All interested parties are invited to provide written submissions to the review based on the Terms of Reference and or this discussion paper.

There are three ways to contribute:

Make a brief comment via email to CDIC.REVIEW@defence.gov.au.

Make a written submission by providing a more substantial written submission to the review of the CDIC. Submissions should be lodged via email to CDIC.REVIEW@defence.gov.au. For accessibility reasons, please submit responses in Word or PDF format.

We encourage you to provide your submission as early as possible as this feedback will shape our thinking and inform further consultation as the review progresses.

Closing date for brief comments and written submissions: Sunday 24 May 2020.

Meet with us by registering your interest in meeting with us. You can email CDIC.REVIEW@defence.gov.au with your name and contact details. We will try to meet with as many people and businesses as possible during our consultation period.

* Due to COVID-19 pandemic, the meetings will be conducted via telephone or video conference.

For enquiries, please contact CDIC.REVIEW@defence.gov.au

Your submission will be treated confidentially and will have no detrimental impact on any current or future grant funding. Please note that we do not intend to publish comments or submissions.

We will also not release confidential comments or submissions to anyone without your consent unless required by law. In the case of a request under the Freedom of Information Act 1982 (Cth) there are likely to be relevant exemptions to production (including for material obtained in confidence and personal information). We would consult you about any FOI request before any decision is made about releasing information.

Setting the scene

The 2016 Defence White Paper (DWP), together with the accompanying 2016 Integrated Investment Program (IIP) and 2016 Defence Industry Policy Statement (DIPS) set out the Government’s strategic vision to enhance the partnership and collaboration between Defence and Australian defence industry.¹ The DWP acknowledged the critical role that the Australian defence industry would play in delivering world-class defence capabilities and enhancing competitiveness.

The DIPS outlines that the strategic purpose of the CDIC is to transform the Defence-industry partnership through a single governance framework to help consolidate a range of industry programs and provide a ‘transparent, focused’ link between Defence and Australian industry.² To achieve this, the CDIC would focus on three core activities.

- **Industry Development**
- **Business Competitiveness and Exports**
- **Facilitating Innovation**

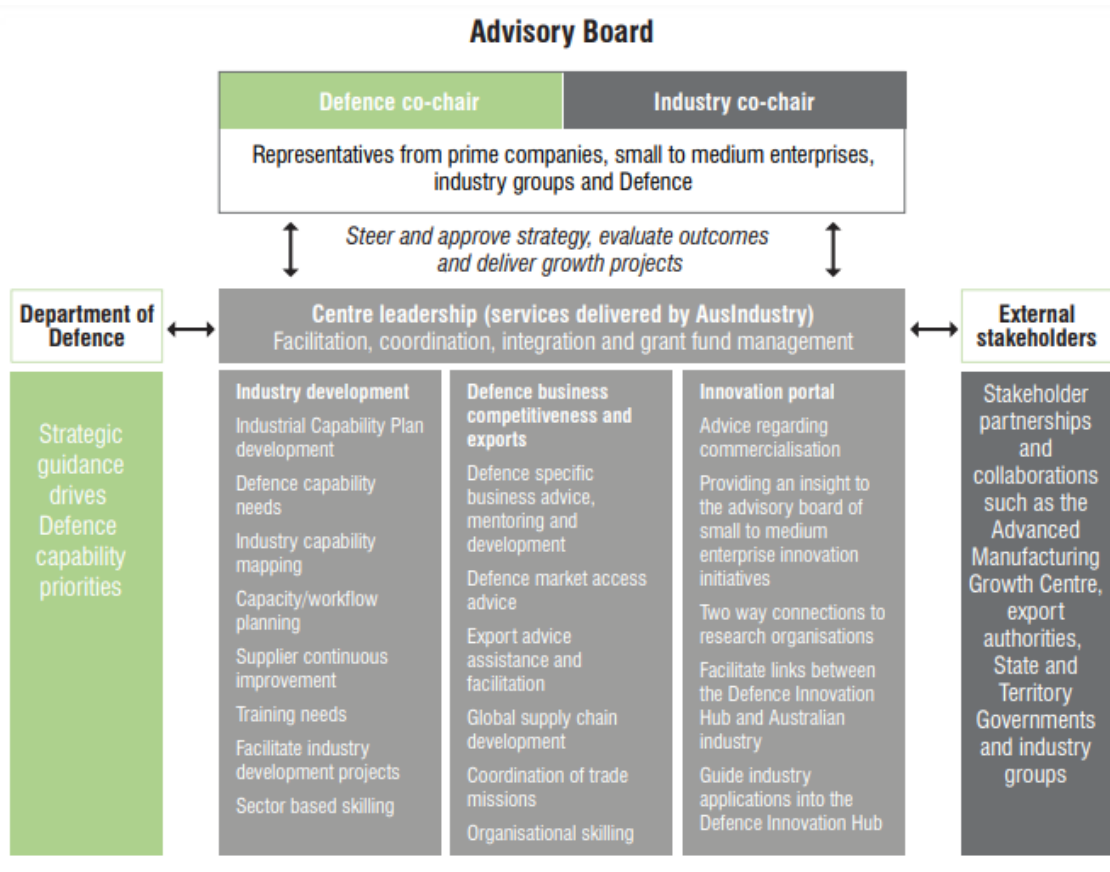


Figure 1: Functions and relationships of the Centre for Defence Industry Capability³

¹ Department of Defence, [Defence White Paper](#), 2016, pp. 20-21

² Department of Defence, [Defence Industry Policy Statement](#), 2016, p. 69

³ Department of Defence, [Defence Industry Policy Statement](#), 2016, p. 18

In December 2016, the Minister for Defence Industry launched the CDIC as an entry point for connecting Australia’s defence industry with Defence and generate economic benefits, deliver jobs and encourage innovation across Australia.⁴ The CDIC was to work with Defence and Australian industry to build a world-class, globally competitive Australian defence sector.

The Defence Industry Innovation Centre (DIIC), the Business Access Offices (BAOs), the Global Supply Chain Program (GSC), among other industry programs, were redesigned, reviewed and consolidated into the CDIC.

Defence, through the Defence Industry Policy Division, is responsible for providing policy settings, strategic guidance, funding and supporting resources. DISER, through AusIndustry-Industry Capability and Research Division, is responsible for the operation and administration of the CDIC.

Operating under a Memorandum of Understanding (MOU) between DISER and Defence, the CDIC combines the program delivery and industry expertise of DISER with funding and strategic guidance from Defence, allowing it to identify and harness the capability and capacity of Australian defence industry to meet the needs of the Australian Defence Force.

The CDIC draws on DISER’s whole-of-government service delivery solutions – consistent with the Digital Transformation Agenda and using these solutions to provide consistently high-quality services that satisfy industry needs.

The Government subsequently released broader Defence industry policy statements and initiatives to support industry as a Fundamental Input to Capability:

- 2017 Naval Shipbuilding Plan
- 2018 Defence Export Strategy
- 2018 Defence Industrial Capability Plan
- 2019 Defence Policy for Industry Participation
- 2019 Defence Industry Skilling and STEM Strategy
- 2019 Sovereign Industrial Capability Priority Implementation Plan and Industrial Strategy for:
 - Munitions and small arms research, design, development and manufacture
 - Combat clothing survivability and signature reduction technologies



Figure 2: Defence Industry Policy Agenda⁵

⁴ Department of Defence, [The Centre for Defence Industry Capability Media Release](#), 2016

⁵ Department of Defence, [Combat Clothing Survivability and Signature Reduction Technologies Industry Plan](#), 2019

KEY FACTS & FIGURES



Figure 3: CDIC Key Facts and Figures as at 31 March 2020 (GST exclusive)⁶

⁶ With effect from 1 July 2018, funding program decreased by \$2 million per year with the transfer of Team Defence Australia to Defence under the Defence Export Strategy. In addition, funding of \$21.9 million over 10 years to 2021-22 has been provided for the administration of the New Air Combat Capability Industry Support Program (NACC-ISP). The NACC-ISP has been administered by the CDIC since 2016.

The role of the CDIC

Questions:

One of the objectives in establishing the CDIC model was to assist in improving capability and innovation in the Australian defence industry sector.

- What innovative approaches could the review consider that could efficiently and effectively improve the intended outcomes of the CDIC?
- What would improve governance arrangements? The decision-making structures and the transparency of decisions?

Strategic framework

The CDIC is the cornerstone of the Government’s strategy to build a partnership with Defence industry as a Fundamental Input to Capability.

The CDIC assists Australian businesses to navigate the defence sector landscape and strengthen their ability to meet current and future Defence requirements. It provides a single access point for industry to access both Defence and industry-related assistance programs, supply chains and Defence innovation opportunities, and assists Australian small businesses with the tools to take advantage of new opportunities and create mutually beneficial relationships with Defence.

Having the CDIC located within DISER harnesses the valuable expertise of AusIndustry’s existing service and program delivery infrastructure. This delivery model allows CDIC Defence Business Advisers and Facilitators to refer businesses to DISER’s other broader range of advisory and whole-of-government services, such as the Cooperative Research Centres, the Research and Development Tax Incentive program, the Entrepreneurs program, and the National Innovation and Science Agenda.



Figure 4: CDIC’s National Presence within AusIndustry’s existing service and program delivery infrastructure

A geographically dispersed team of Defence Business Advisers and Facilitators assist Australian businesses to navigate the defence market; improve their business capability; participate in domestic and international supply chains; innovate for the defence market; and identify export opportunities.

The CDIC facilitates access for small businesses to Defence innovation programs, the Defence Innovation Hub (the Hub) and the Next Generation Technologies Fund (NGTF). The CDIC does this by publishing innovation opportunities on its website, including information about Defence's innovation priorities, and hosting the Defence Innovation Portal through which businesses can submit innovation proposals. The Hub and NGTF are both key business innovation programs of the Department of Defence.

The CDIC has an Advisory Board and a Steering Group with distinct roles in terms of strategy, overseeing the performance and operations of the CDIC and providing advice to the Minister for Defence Industry. For more information on the CDIC governance framework, see Attachment A.

Core Activities

1. Industry Development

Questions:

The CDIC provides defence-specific advisory services to help businesses improve their productivity and global competitiveness in areas of particular interest to Defence.

- What could the CDIC do to improve the mentoring and guidance of businesses to develop and improve their productivity and international competitiveness through the available export programs?
- Should the CDIC Defence Business Advisers be aligned geographically or be aligned to specific defence industry sectors such as aerospace and maritime?
- What is your experience in accessing defence industry grants programs through the CDIC and what, if anything could be done to improve your experience?

The CDIC provides a range of business advice and support to Australian businesses either working in or looking to enter the defence sector. The purpose of these services is to improve businesses' capability, participate in local defence industry networks, participate in domestic and international supply chains, identify export opportunities, and take advantage of growth and collaboration opportunities within the defence sector. The team also connects businesses to defence-related innovation opportunities in the Hub and NGTF and works with businesses to commercialise promising technologies.

The CDIC provides business advisory services and broader Government skilling and STEM initiatives to help build businesses capacity to deliver future Defence capability. The CDIC delivers a range of specific Defence industry-related grants to support Australia's industry capability uplift. For more details on the Defence industry grant programs see Attachment B.

Outreach activities are critically important in the delivery of defence capability and fostering closer collaboration between Defence and industry. The CDIC is building the capability and capacity of Australian industry to support the delivery and sustainment of Defence projects and is playing a critical role in developing the national supply chain to support the continuous naval shipbuilding programs. For more information on CDIC's outreach activities, see Attachment C.

The CDIC outreach model aligns with the 2016 DIPS objectives to build and ensure defence capability, drive innovation and entrepreneurship, and champion Australian industry competitiveness and exports. The CDIC also supports events organised by the Department of Defence, industry associations and prime contractors across Australia.

The CDIC has specialised Defence Business Advisers and Facilitators represented in every state and territory to ensure that Australia's defence industry can access the information, support and advice it needs. CDIC's business advisory and facilitation services are targeted to small business in metro and regional areas.

The CDIC's Defence Business Advisers are highly qualified staff, recruited from the private and public sectors, who possess significant industry experience and skill to provide advice and services to industry across the country.⁷

⁷ Department of Defence, [Defence Industry Policy Statement](#), 2016, p. 17

2. Business Competitiveness and Exports

Questions:

The Government is committed to promoting competitiveness in Australian business internationally.

- How can the CDIC adequately and successfully guide and mentor Australian businesses to improve their international competitiveness through Defence exports programs?
- Should advisory services to assist defence industry in becoming 'export-ready' and globally competitive be re-focused?
- How effective has the GSC program been in providing real opportunities to enter international supply chains?

The Australian Government is committed to promoting internationally competitive Australian business; where barriers to the global economy still exist, the collaboration between Government and industry will be critical to overcoming these challenges.⁸

Defence has unique requirements and limited demand, and this means achieving economies of scale can be difficult if Australian defence industry relies only on Defence. New markets and opportunities to diversify are required to help Australian industry to grow, innovate, and support Defence's future needs.

The 2016 DIPS intended that the CDIC will guide and mentor Australian businesses to improve their international competitiveness through exports program. The *2018 Defence Export Strategy* recognised the critical role of CDIC in developing Australian industry to achieve export success and as the lead for industry advice, assistance and development.

As the 'front door for industry to Defence', the CDIC provides business advisory services and grants to help Australian businesses better position themselves for export opportunities.⁹ It works closely with the Australian Export Office, located within Defence Industry Policy Division, on defence export and global supply chain initiatives to provide a seamless experience for industry. Some of the tailored advice and assistance to business include:

- Export readiness assessments and supply chain improvement advice
- An entry point to tradeshows and missions to key markets overseas with Team Defence Australia (TDA)
- Facilitated access to the defence multinational primes and Defence's Global Supply Chain (GSC) Program
- Advice on complying with export controls
- Market research and advice, and testing the market, before committing to export activities
- Options for financial assistance.¹⁰

Prior to the release of the Defence Export Strategy in 2018, the GSC Program and the Team Defence Australia (TDA) program were managed by the CDIC. The TDA program has since transitioned back to Defence in 2018.

⁸ Department of Defence, [Defence Industry Policy Statement](#), 2016, p. 44

⁹ Department of Defence, [Defence Export Strategy](#), 2018, p. 17

¹⁰ Business.gov.au, [Export in Defence](#), 2020

Defence Major Projects

The CDIC provides dedicated support to Defence major projects. The CDIC has developed a partnership with the JSF Industry Team within the Department of Defence. Under this partnership, the CDIC delivers tailored JSF industry advice, leads engagement activities with the Australian JSF industry, supports engagement activities with primes and Original Equipment Manufacturers (OEMs). It leverages the support of other CDIC and DISER programs, services and expertise. It also provides support for the New Air Combat Capability Industry Support Program (NACC-ISP), for more details on the NACC-ISP see Attachment B.

Global Supply Chain Program

The GSC Program is a key defence export initiative designed to increase the number of Australian companies supplying into the defence prime's international supply chains. Since its establishment in 2016, the CDIC has managed the GSC Program on behalf of Defence and is the central point of contact and entry for Australian industry into the Program.

GSC PROGRAM KEY FACTS AND FIGURES

8 PRIMES CURRENTLY INVOLVED IN THE GSC PROGRAM

SINCE THE PROGRAM WAS TRIALLED WITH BOEING IN 2007, PARTICIPATING PRIMES HAVE COLLECTIVELY AWARDED:

AWARDED OVER **1,200**
CONTRACTS TO
194 AUSTRALIAN
ORGANISATIONS TOTTALLING
AU\$1.290 BILLION

OVER **95%** OF THESE
CONTRACTS HAVE BEEN
AWARDED TO AUSTRALIAN
BUSINESSES AND
UNIVERSITIES

UNDER THE DEFENCE EXPORT
STRATEGY, AN ADDITIONAL
AU\$3.2 MILLION WAS
ALLOCATED TO ENHANCE AND
EXPAND THE GSC PROGRAM.

Figure 5: Global Supply Chain Program key figures and facts as at February 2020

The GSC Program, along with the Australian Industry Capability (AIC) program, are Australia's alternative to traditional offset programs. The GSC team works closely with the Defence Export Office and AIC unit within the Department of Defence to drive economies of scale across projects and further leverage the acquisition process for the benefit of small businesses. It does this by supporting businesses to identify, assess and qualify capable Australian companies to be part of the Defence global supply chain.

The release of the initial 10 Sovereign Industrial Capability Priorities (SICPs) in 2018, provided an opportunity for the GSC Program to become more relevant in growing the SICPs. With two of the 10 SICP Implementation Plans and Industrial Strategies released, there is an opportunity in the future to shape the GSC Program to help identify defence export opportunities and promote Australian local industry as contributors to global supply chains.

3. Facilitating Innovation

Questions:

The Government is committed to making it easier for industry, research institutions and academics to engage with Defence innovation programs.

- Has the Innovation Portal provided the vital connections between small businesses and Defence, helping them to understand Defence capability needs and supporting their ability to contribute to Defence innovation requirements?
- What can the CDIC do to improve the capability and innovation in the Australian defence industry sector?

Innovation is critical to advancing Defence capability and providing opportunities for Australian industry to grow. The CDIC plays an important role in working with industry to enhance its business processes, assist with innovation proposals and facilitate discussion with Defence.¹¹

The DIPS announced a new approach to fostering Defence innovation, where the CDIC plays an important role by functioning as the front door for companies and researchers wanting to work with two key business units in the Department of Defence, the Hub and NGTF via the Defence Innovation Portal (the Portal) on www.business.gov.au.

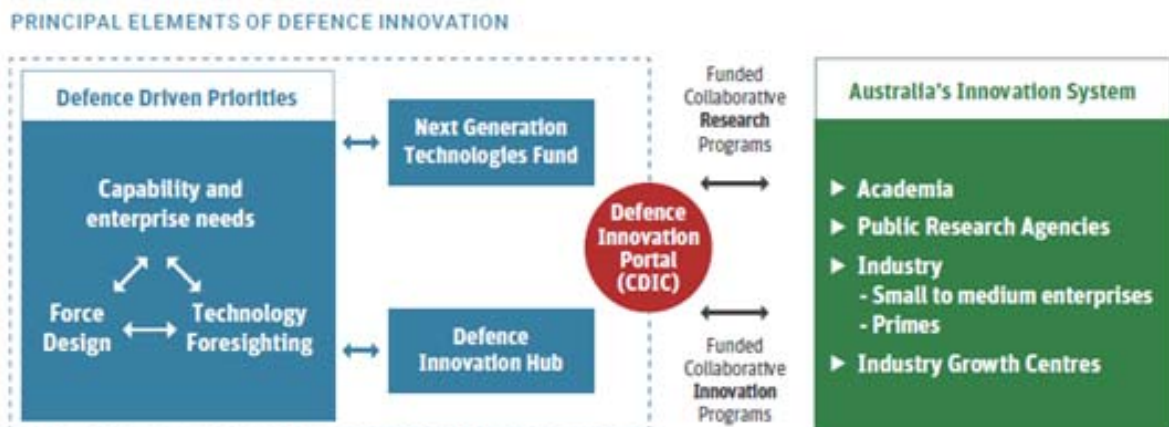


Figure 6: Principal Elements of Defence Innovation¹²

The CDIC does not have a role in the assessment of innovation proposals. The clear separation of roles between the CDIC and the Hub and the NGTF provides the CDIC with the opportunity to assist Australian business to understand Defence's priorities and requirements and help them to develop quality innovation proposals.

The CDIC Defence Business Advisers work closely with industry. They provide advice on:

- Aligning a business proposal with Defence's innovation priorities
- Understanding the Defence innovation process, including the intellectual property and contract framework
- Developing proposals.

¹¹ Department of Defence, [Defence Industry and Innovation Programs Update](#), 2017, p. 87

¹² Department of Defence, [Defence Industry and Innovation Programs Update](#), 2017-2018, p. 87

Conclusion

The *2016 Defence Industry Policy Statement* outlined the importance of the CDIC and established a statement of intent and key goals and milestones. Almost four years since its establishment, the time is right for a review to assess how well the CDIC has met that intent and to consider how the demands and needs of the defence sector have changed during this time.

Your suggestions on how best to meet the needs and demands of the sector, while staying true to the intent, will be key in developing recommendations that set the CDIC on the right course for the future.

Governance

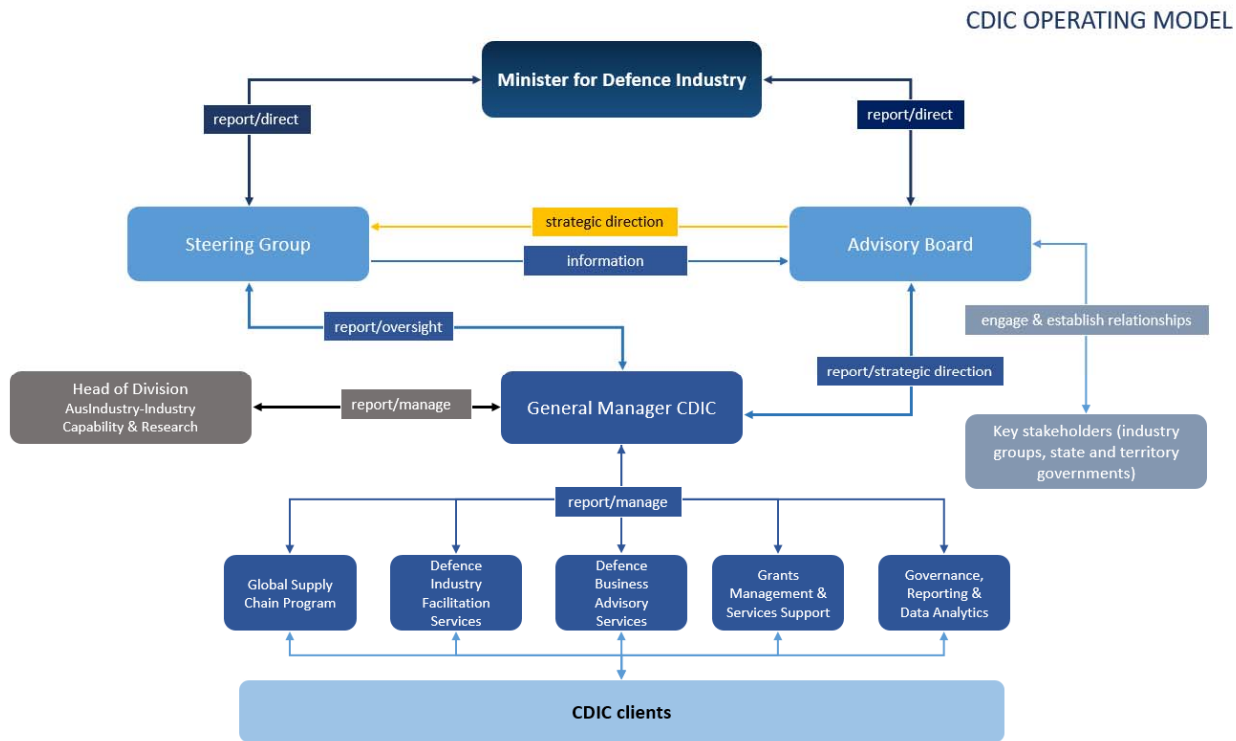


Figure 6: CDIC Operating Model

An Advisory Board and a Steering Group have been established with distinct roles in terms of strategy, overseeing the performance and operations of the CDIC and providing advice to the Minister for Defence Industry.

Steering Group

The Steering Group is responsible for and approves the CDIC activities and its budget. It oversees the relationship between the CDIC, Defence and industry. It identifies issues for the Advisory Board to consider. First Assistant Secretary Defence Industry Policy (Defence) and Head of Division – AusIndustry- Industry Capability and Research (DISER) lead the Steering Group.

Advisory Board

The Advisory Board is a non-statutory, independent, skills-based board that reviews and provides advice to the Minister for Defence Industry, the Steering Group and the CDIC General Manager on the strategic direction of the CDIC, including:

- Engage with key stakeholders across Government, state and territories, Defence, DISER and defence industry
- Establish strategic relationships with the selected domestic and international stakeholders
- Communicate the role of the CDIC at relevant forums and to relevant stakeholder groups
- Provide guidance and strategic direction for the CDIC to assist it to meet its objectives and achieve outcomes

- Provide strategic oversight of the CDIC through advice to Government and recommendations to the CDIC General Manager
- Brief the Minister for Defence Industry as appropriate and provide advice to Government, including on the development of sustainable defence industrial capability, in line with Australia's defence priorities
- Request information from, and make recommendations to, the Steering Group on any matter relating to the CDIC
- Receive reports and information from the Steering Group and CDIC General Manager.¹³

¹³ Business.gov.au, [CDIC Advisory Board](#), 2020

Grants for defence industry

The CDIC delivers a range of grants to support defence industry businesses. These grants help small Australian businesses grow their capacity to meet Defence capability needs and join global defence industry supply chains.

Capability Improvement Grants of between \$2,500 and \$150,000 are available to eligible businesses on a 50-50 co-contribution basis to implement recommended business improvements related, directly or indirectly, to enhancing the capacity of the business to meet Defence's need for a product or service, such as product and service development, strategic business issues, internal systems, and human resource issues.

Sovereign Industrial Capability Priority Grants of between \$50,000 and \$1 million are available to eligible businesses on a 50-50 co-contribution basis to invest in projects that build capabilities aligned to one of the 10 Sovereign Industrial Capability Priorities. Grants can be used to fund capital equipment (including specialist software and security infrastructure), design and engineering, or workforce training and accreditations.

Defence Global Competitiveness Grants of between \$15,000 and \$150,000 are available to eligible businesses on a 50-50 co-contribution basis to invest in projects that build defence export capability. Grants can be used to fund capital equipment (including specialist software and security infrastructure), design and engineering, or workforce training and accreditations.

New Air Combat Capability – Industry Support Program (NACC-ISP) Grants of up to \$1 million are available to eligible businesses and research organisations on a 50-50 co-contribution basis to support the development of new or improved capabilities that may help them win work in the JSF Program supply chain.

Outreach program for defence industry

The CDIC provides a range of outreach activities to help small Australian businesses grow their capacity to meet Defence capability needs and join global defence industry supply chains.

CDIC information roadshows and workshops - are targeted, informative, accessible, timely and highly advantageous to small businesses. They are a cost-effective way to disseminate information and address common knowledge gaps amongst defence small businesses in a one-to-many environment, especially in key regional areas. Events delivered include New to Defence seminars, Cybersecurity, Defence Business seminars, Support for Indigenous Businesses, Successful Tradeshows and US Export Control Workshops.

CDIC electronic resources - provide a range of web resources and information for businesses on topics such as entering the defence industry, cybersecurity, business continuity, exporting in the defence industry, and priority innovation needs.

AusIndustry outreach partnership presentations - the CDIC participates in AusIndustry business acceleration information sessions throughout the year. These presentations provide access to businesses that may not have previously considered entering the defence market and are hosted in both capital cities and regional centres. The CDIC's involvement typically consists of briefings on CDIC services and Defence programs, conducting one-on-one meetings between interested businesses.

Defence industry outreach events - CDIC Defence Business Advisers and Facilitators, regularly attend and participate in a range of third party stakeholder engagement events, including in regional areas. These include industry workshops, Regional Development Australia meetings, local organisation events, Defence Materials Technology Centre (DMTC) Industry Capability Development projects, state or local government regional events and prime contractor supply chain events. CDIC Defence Business Advisers and Facilitators use these events to give businesses an overview of the CDIC, its advisory services and associated grant programs, and general advice on doing business in the defence sector, and to make initial contact with regional businesses who may be interested in CDIC services and grants.