



Australian Government
Defence

2026–30 DEFENCE CORPORATE PLAN



Defence acknowledges the Traditional Custodians of Country throughout Australia. Defence recognises their continuing connection to traditional lands and waters, and would like to pay respect to their Elders both past and present.

Defence also pays respect to the Aboriginal and Torres Strait Islander peoples who have contributed to the defence of Australia in times of peace and war.

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Contents

Foreword	4
Purpose	5
1 Operating environment	6
2 Capability	9
3 Cooperation	14
4 Our people as capability	15
5 Climate change	16
6 Governance and risk	17
7 Regulatory performance	20
8 Performance	21
9 Portfolio Budget Statements	49
10 Changes and requirements	50

Foreword

Australia faces its most challenging strategic environment since the Second World War.

The 2026 National Defence Strategy makes clear that Defence must transform to strengthen Australia's security, sovereignty and prosperity.

While our mission—to defend Australia and its national interests—remains unchanged, the way we deliver it must continue to evolve. The strategic environment demands a Defence portfolio that is integrated, agile, resilient and capable of generating and sustaining military and national power at greater speed, scale and effectiveness.

Across 2026–30, we will undertake several significant reforms.

A central element is the creation of the Defence Delivery Agency, which will strengthen our ability to deliver capability through clearer accountabilities and governance. These reforms extend beyond capability delivery and military preparedness to strengthen the way the Defence Department and portfolio is structured, governed and operates, to ensure that our people, processes and decision-making frameworks are modern, agile and dynamic.

We will continue implementing the Government-agreed recommendations of the Royal Commission into Defence and Veteran Suicide, by strengthening our leadership, culture and wellbeing support. And we will also continue implementing the Government-agreed recommendations outlined in the *Delivering the Future Estate: Defence Estate Audit Report* to transform planning, management and investment across the estate.

Success will require leadership and accountability at every level. Every group, service and portfolio agency has a role in delivering reform, fostering innovation and driving continuous improvement, in order to maximise the deterrence and warfighting potential of the Defence Force. We will strengthen partnerships across government, industry and with international partners to build sovereign capability, improve supply chain resilience and advance shared security interests.

Our people remain central to the delivery of our mission. We are committed to fostering a culture consistent with Defence values: service, courage, respect, integrity and excellence.

The 2026–30 Defence Corporate Plan is our primary planning document. It outlines how we will deliver the Government's priorities and implement the National Defence Strategy, demonstrating our commitment to a modern, integrated and future-ready organisation capable of meeting Australia's strategic challenges.

We are pleased to present the 2026–30 Defence Corporate Plan, prepared in accordance with paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* and section 16E of the *Public Governance, Performance and Accountability Rule 2014*.

We look forward to reporting on our progress through the annual report.

Meghan Quinn PSM
Secretary of the
Department of Defence
August 2026

Mark D Hammond AO RAN
Admiral
Chief of the Defence Force
August 2026

Purpose

Mission **To defend Australia and its national interests in order to advance Australia’s security and prosperity.**

Outcomes	Key activities
1 Defend Australia and its national interests through the conduct of operations and the provision of support for the Australian community and civilian authorities in accordance with Government direction.	1 Conduct domestic and international operations and exercises to defend Australia and its national interests and provide operational presence in Australia’s immediate region.
2 Protect and advance Australia’s strategic interests through the provision of strategic policy, the development, delivery and sustainment of military, intelligence and enabling capabilities, and the promotion of regional and global security and stability as directed by Government.	2 As a strategy-led organisation, Defence implements the Government-directed biennial National Defence Strategy.
	3 Invest in Defence people through recruitment and retention, and growth in skills and capabilities.
	4 Improved culture, mental health and wellbeing support, and support to ADF families.
	5 Support a strategy of denial in our primary area of military interest through international engagement with our partners.
	6 Deliver future capability.
	7 Advance Australia’s interests through a strengthened sovereign defence industrial base.
	8 Support improved regulatory performance, capability and culture through regulatory stewardship in line with the Government’s commitment to Australian Public Service reform.
	9 Enable intelligence-informed decision-making.

- Defence values**
- > **Service**
The selflessness of character to place the security and interests of our nation and its people ahead of my own.

> **Courage**
The strength of character to say and do the right thing, always, especially in the face of adversity.

> **Respect**
The humanity of character to value others and treat them with dignity.

> **Integrity**
The consistency of character to align my thoughts, words and actions to do what is right.

> **Excellence**
The willingness of character to strive each day to be the best I can be, both professionally and personally.

- Defence behaviours**
- > Act with purpose for Defence and the nation.

> Be adaptable, innovative and agile.

> Collaborate and be team-focused.

> Be accountable and trustworthy.

> Reflect, learn and improve.

> Be inclusive and value others.

- The Australian Defence Force’s five tasks**
- > **Defend** Australia and our immediate region.

> **Deter** through denial any potential adversary’s attempt to project power against Australia through our northern approaches.

> **Protect** Australia’s economic connection to our region and the world.

> **Contribute** with our partners to the collective security of the Indo-Pacific.

> **Contribute** with our partners to protecting and upholding global rules and norms.

1 Operating environment

Responding to a changing strategic landscape

Australia's current strategic environment is characterised by increasing uncertainty, intensifying strategic competition, and a reduced warning time for potential conflict.

The 2026 National Defence Strategy highlights that the Indo-Pacific is experiencing the most significant changes to its strategic circumstances since the end of the Second World War, driven by rapid military modernisation, coercive statecraft, technological disruption, and growing competition among major powers.

The rules-based order that we rely on for our security and economic prosperity is under increasing pressure, with some states openly challenging the rules, norms and conventions that have granted relative peace to our region for more than 80 years. These developments are increasing the risk of military miscalculation and instability. At the same time, challenges such as cyber threats, foreign interference and threats to critical infrastructure are becoming more complex and persistent.

Australia can no longer rely on lengthy warning times to prepare for conflict, and must maintain an Australian Defence Force (ADF) that is ready to respond at short notice to complex security challenges, while at the same time contributing to whole of Australian Government efforts to deter conflict.

Our priorities are clear. We must prioritise diplomacy and do everything we can to support the prevention of conflict, while we prepare the ADF to defend Australia and its national interests. This is our commitment to the people of Australia.

Securing Defence against emerging threats

Sophisticated foreign intelligence collection activities have become increasingly persistent. Potential adversaries are continuously seeking new ways to access sensitive information that relates to Australia's security. Espionage and foreign interference are already at extreme levels, posing intensifying threats to Australia's security and sovereignty.

These activities target our people, systems, facilities and supply chains.

Hostile actors are operating at an unprecedented scale across Australia and the Indo-Pacific, requiring close coordination with intelligence and law-enforcement partners and other Australian Government departments to counter foreign interference, insider threats, and ideologically motivated extremism, while supporting national resilience measures.

These circumstances demand that we treat security as one of our highest priorities. We will continue to focus on enhancing security vetting, uplifting security governance, and expanding the Industry Security Program, while hardening the security culture of our people through the 'Defence.Secured' campaign.

National Defence Strategy

The 2026 National Defence Strategy is the Australian Government's principal strategic guidance for safeguarding the nation's security, sovereignty and prosperity in an increasingly contested Indo-Pacific region.

The central tenet of the National Defence Strategy is the concept of *National Defence*, which directs a coordinated, whole-of-government and whole-of-nation approach to meeting the strategic challenges that Australia faces, including the threat of conflict and the prospect of coercion. It harnesses all elements of Australia's national power to establish a holistic, integrated and focused approach to protect our national security and advance our national interests.

While Defence is not the sole custodian of Australia's national security, we make an essential and unique contribution to *National Defence*. This contribution is reflected in our core mission: defending Australia and its national interests in order to advance Australia's security and prosperity. Defence is the only arm of Government that generates and employs military power.

This mission requires Defence-wide transformation to build a more modern and agile enterprise capable of delivering the priorities of the 2026 National Defence Strategy.

A key element is continuing to transform the ADF into an integrated and focused force designed for Australia's most significant strategic tasks. Success also depends on reforming the broader Defence enterprise, including our workforce, processes, systems, investment decisions and ways of working. It requires the Defence Department and wider portfolio to work with other government departments and agencies, industry and international partners to leverage each other's strengths, collaborate to solve complex problems, and optimise every effort and dollar of investment to achieve mission success.

The 2026 National Defence Strategy maintains three strategic objectives:

1. Deter actions against Australia's interests.
2. Shape Australia's Strategic Environment.
3. Respond with credible military force when required.

These, and the ADF's five tasks (below), will continue to inform our priorities for 2026–30.

	Defend Australia and our immediate region.	The most consequential task for the ADF is the defence of our nation and its interests against military attack. This includes defending Australia's sovereign territory, people and economic connections against attacks by any potential adversary.
	Deter through denial any potential adversary's attempt to project power against Australia through our northern approaches.	The ADF must deter acts of military aggression. This involves both demonstrating that Defence has the capability, capacity and resolve to defend against any potential adversary's attempt to project power against Australia and working with our allies and partners to contribute to collective deterrence in the Indo-Pacific.
	Protect Australia's economic connection to our region and the world.	The ADF must safeguard Australia's interests, including protecting Australia's economic connection to our region and the world from coercion and harm. This includes ADF contributions to protecting Australia's maritime approaches and responding to domestic and international threats.
	Contribute with our partners to the collective security of the Indo-Pacific.	The ADF will contribute, with allies and partners, to regional stability in the Indo-Pacific. This includes through enhancing maritime domain awareness, regional training and exercises and responding to regional crises through disaster relief and humanitarian assistance.
	Contribute with our partners to protecting and upholding global rules and norms.	The ADF must remain agile and prepared to contribute with allies and partners to protecting the rules and norms of the multilateral system. This includes exercising Australia's rights under international law and activities in support of global peace and security.

Reform

The Defence Department and wider portfolio is undertaking a significant program of reform. This reform is guided by the 2026 National Defence Strategy, the 2026 Integrated Investment Program and a suite of other reports. We are reshaping the way we develop capability, make investment decisions and deliver outcomes, ensuring we can provide an integrated, focused force that is fit for Australia's strategic circumstances.

This transformation extends beyond capability and investment. We are pursuing enterprise-wide reforms across capability, culture, infrastructure, governance, workforce, financial management, and business processes. These reforms are designed to remove barriers, simplify ways of working and strengthen our ability to deliver for government, while creating a better experience for our people.

This ambitious reform agenda requires us to adapt our structures, priorities and decision-making processes to meet current and future challenges. Through these reforms, we will create stronger accountabilities, a more agile enterprise, one that better equips, supports and empowers our people to effectively deliver our mission.

We are committed to driving better decision-making to improve efficiency, effectiveness, fiscal management, cost estimation and project assurance to strengthen the organisation and to foster trust with Government and the Australian people.

Building financial literacy for better decision-making

Improving financial literacy is a critical component of our broader stewardship and accountability reforms, ensuring that our leaders at all levels understand the resource implications of decisions and can effectively manage public resources. We will improve financial literacy by equipping personnel with the knowledge and skills needed to make informed financial decisions and understand their financial responsibilities. We will continue to improve cost estimates for capability investment by: having greater input to cost estimates being developed by Integrated Project Teams arranged by the Capability Development Division; expanding Contestability Division analysis in submissions to the Capability Investment Board to include analysis of cost risks to the Commonwealth; undertaking longitudinal studies on projects to understand variations from estimates to actuals; and collecting benchmark metrics to support the future estimation of projects.

In addition, we will work closely with the Department of Finance's new Assurance Branch to look at cost estimates from an internal and Department of Finance perspective.

2 Capability

Delivering capability that supports our mission

We will continue to develop and deliver an integrated, focused and credible force capable of responding to Australia's most significant strategic challenges. Consistent with the 2026 National Defence Strategy, we will prioritise capabilities that strengthen deterrence, enhance readiness, and increase the ADF's ability to project and sustain effects across Australia's area of strategic interest. Our approach will ensure that capability is developed and employed as part of a connected and integrated force, enabling greater operational effectiveness across all domains.

The Integrated Investment Program sets out deliberate strategic choices that give substance to the National Defence Strategy. It considers the types of conflict the ADF might be involved in and the capabilities required to respond.

The 2026 Integrated Investment Program sets out the Government's capability investment priorities over the next decade across all domains (maritime, land, air, space and cyber) and critical enablers (logistics, estate, workforce, ICT, systems and enabling equipment). The Government has allocated around \$425 billion over the decade to deliver these priorities. This investment will accelerate capability delivery, increase the ADF's self-reliance, strengthen Australia's contribution to regional deterrence, enhance the resilience of the sovereign industrial base, and support stronger international industrial partnerships and supply chains.

There are 11 Government-directed capability investment priorities, which together are designed to deliver an integrated, focused force capability of operating effectively across all domains:



Undersea warfare



Maritime capabilities for sea denial and localised sea control operations



Targeting and long-range strike



Space and cyber



Amphibious capable combined-arms land system



Expeditionary air operations



Missile defence



Theatre logistics and health



Theatre command and control



Guided weapons and explosive ordnance



Enhanced and resilient northern bases

Capability reforms and establishment of the Defence Delivery Agency

We are implementing significant reforms to capability development, delivery and sustainment to respond to Australia's strategic circumstances and strengthen our ability to deliver the capabilities required by the ADF. The reforms are designed to restore alignment between strategic demand and the Defence portfolio's ability to deliver, with the objective of delivering the right capability to the warfighter on time, on budget, and with decisive effect.

The reforms have three central components: establishment of the Defence Delivery Agency (DDA), led by the National Armaments Director; consolidation of capability development functions for the five warfighting domains under the Vice Chief of the Defence Force; and a redesigned Defence Capability System that clarifies accountabilities and re-establishes decision discipline, supported by stronger contestability and improved cost estimation and assurance.

From 1 July 2026 to 30 June 2027, we have commenced a transition year to establish the foundations for the DDA. During this period, the Defence Delivery Group will operate within the Department of Defence as a single organisational structure bringing together capability delivery functions from the Capability Acquisition and Sustainment Group, Naval Shipbuilding and Sustainment Group, and Guided Weapons and Explosive Ordnance Group. The transition year will be used to establish the legal, governance, financial, workforce, shared services and operating arrangements required for the DDA to commence with the operating model, resources and autonomy needed to deliver effectively from 1 July 2027.

The DDA will deliver the acquisition, sustainment and disposal of military capability for the ADF while uplifting Australia's industrial base. It will do this through five key functions: delivery of maritime, land, air and space capabilities in line with the National Defence Strategy; independent advice to portfolio Ministers on delivery feasibility; stewardship of the domestic industry; professionalisation of the delivery workforce; and the specialist shared services and partnerships required to support capability development and delivery.

The redesigned Defence Capability System provides an integrated end-to-end decision-making model for prioritising, developing, costing, delivering, sustaining and disposing of capability across its lifecycle. It strengthens governance by establishing clearer roles, responsibilities and accountabilities, including one accountable owner for force design, one accountable authority for capability development, and one accountable authority for capability delivery. It supports disciplined management of capability projects through improved decision-making, assurance and contestability processes, strengthened early-stage planning, accountable Integrated Project Teams, and disciplined trade-off decisions throughout the lifecycle. By improving the management of cost, schedule, risk and capability outcomes, the system supports the delivery of capability that is achievable, affordable and sustainable, aligned with our strategic priorities.

Over the life of this Corporate Plan, these reforms are intended to support the Defence portfolio to operate as a more integrated system that translates strategy into executable capability. This will be pursued through clearer accountabilities, stronger decision-making, improved cost and schedule discipline, more reliable delivery performance, and greater confidence in our collective ability to meet capability commitments.

Intelligence

Strengthening *National Defence* through intelligence

In an increasingly complex and contested strategic environment, accurate and timely intelligence is essential to providing strategic warning and decision advantage for the Government and Defence. As strategic competition in the Indo-Pacific intensifies, the Defence Intelligence Enterprise plays a critical role through the collection, analysis and dissemination of intelligence that enables informed decision-making and supports the objectives of the 2026 National Defence Strategy.

The Defence Intelligence Enterprise brings together intelligence capabilities across Defence, including the Australian Geospatial-Intelligence Organisation, Defence Intelligence Organisation, and joint and Service intelligence functions. Operating as a single enterprise enables more effective coordination of resources, the delivery of integrated intelligence outcomes, and a more agile and responsive approach to emerging threats.

To meet growing demand, we will continue to invest in our workforce, ensuring intelligence personnel are designed, trained and equipped to operate at the speed and scale required by the future operating environment. Continued investment in modern intelligence capabilities, integrated networks, interoperable systems and emerging technologies will strengthen the collection, analysis and sharing of intelligence across Defence and Government.

Over the next four years, we will continue to deepen collaboration with the National Intelligence Community, Five Eyes partners and other international stakeholders to maximise Australia's value as a trusted security partner, contribute to regional stability and strengthen collective deterrence.

Operations

Delivering operations and national security outcomes

Every day, Defence personnel, both ADF and APS, contribute to protecting Australia's interests and supporting the Government's priorities. This is made possible by the collective efforts of our people, who contribute their skills, expertise and commitment across Australia and around the world. Our people work alongside international partners, federal, state and territory governments, and non-government organisations to support responses to disasters, emergencies and crises, helping communities when they need it most.

To support these outcomes, we will invest in maintaining a ready force and an integrated, agile enterprise. Every role contributes to this effort, from those planning and conducting operations, to those managing workforce, finance, logistics, infrastructure, technology and capability. Together, these contributions enable us to deliver the right effects at the right time.

The *Theatre Campaign Plan* directs operations and activities to ensure our workforce delivers the objectives of the 2026 National Defence Strategy. Through operations, activities and partnerships, our people help deter conflict, respond to emerging threats, strengthen regional security, contribute to collective security, and support a stable and rules-based international environment.

Our people regularly participate in operations, exercises and activities both within Australia and overseas. These experiences help strengthen our capability, build interoperability with partners, and ensure our people are prepared for the challenges of an increasingly complex strategic environment. Exercises also provide opportunities to learn, innovate and continuously improve how we deliver our mission.

Logistics and sustainment

Strong logistics and sustainment capabilities are essential in supporting an integrated, focused force capable of operating across Australia's primary area of military interest. Consistent with the 2026 National Defence Strategy, we will improve our ability to project, move and sustain forces during crises, contingencies and protracted operations. This includes strengthening logistics networks, strategic fuel resilience, supply chain security, distribution systems and enabling infrastructure that support force generation and operational readiness. Working closely with government, industry and international partners, we will build a more resilient and responsive logistics system that enhances preparedness, supports national resilience and enables Defence to operate through disruption, while sustaining military effects when and where required.

Estate

Driving estate transformation and infrastructure investment

The Defence estate is complex and geographically dispersed. We are the largest landholder in the Commonwealth, with over 3.8 million hectares across more than 70 major sites.

Consistent with the priorities of the 2026 National Defence Strategy and the 2026 Integrated Investment Program, we will deliver a substantial program of infrastructure investment to support an integrated and focused force. This includes developing and upgrading bases, training areas, wharves, airfields, logistics facilities, fuel infrastructure, weapons storage, communications networks and accommodation precincts. These projects will strengthen our ability to operate across Australia's northern network, improve preparedness and resilience, and support the introduction and sustainment of new capabilities across the maritime, land, air, space and cyber domains.

We will deliver on the Government's commitment to ensure the estate is fit-for-purpose and serves current and future needs through implementing the Government-agreed recommendations outlined in the *Delivering the Future Estate: Defence Estate Audit Report*. This is more than just transforming the estate - it is fundamentally about our people. It is where our people live, work and train. It will create workplaces that better support our workforce, enhance workplace experience, and enable reinvestment in the people and capabilities we require. This involves a targeted program of consolidation, rationalisation and whole or partial divestment of 67 Defence holdings which do not align with current or future capability priorities.

Innovation, science and technology

Innovating solutions for complex problems

We will continue to modernise our approach to innovation, science and technology to ensure that we are positioned to take full advantage of next-generation technologies in ways that provide a military advantage. As emerging technologies continue to reshape the strategic environment, we will strengthen our ability to identify, develop and transition innovative solutions into operational capability, supporting a more integrated and focused force.

Through implementation of the *2026 Defence Innovation, Science and Technology Strategy*, we will focus our efforts over the next four years on long-range fires and hypersonic weapons, high-energy lasers, autonomous systems, quantum technologies, artificial intelligence and undersea warfare. These priorities align research, innovation and technology investments with capability requirements and the objectives of the National Defence Strategy.

The Advanced Strategic Capabilities Accelerator will continue to drive the rapid development and transition of high-priority technologies through mission-focused programs and targeted challenges, reducing the time between innovation and capability delivery.

The Defence Capability System will embed science, technology and industry expertise throughout the capability lifecycle, improving decision-making, reducing risk and supporting the adoption of emerging technologies. Working with government, industry, academia and international partners, we will strengthen an integrated innovation ecosystem that delivers capability advantage, builds sovereign capability and supports Australia's long-term national security interests.

Data, information and communication technology

Delivering a secure, integrated and scalable digital environment

As technology evolves at an unprecedented pace, we must modernise our digital foundations to remain secure, resilient, interoperable and mission-ready. This includes accelerating cloud transformation, strengthening cyber security, improving enterprise data management, and accelerating the adoption of artificial intelligence (AI), machine learning and advanced analytics. Together, these capabilities will enhance situational awareness, improve operational and business outcomes, optimise resource use and provide decision advantage.

Defence must also safeguard critical information and enable trusted collaboration with government, industry and international partners. Defence will strengthen a secure Single Information Environment through a modern, integrated digital environment, to improve resilience, responsiveness and strategic advantage in an increasingly contested and technology-enabled world.

Defence signed a multi-year agreement with Google Australia to deliver an enhanced, secured and air-gapped, hyperscale cloud capability for Defence's ICT environment.

We will continue to progress the priorities outlined in the *2025 Defence Digital Strategy and Roadmap* to deliver a secure, resilient, and scalable digital environment, centred on:

- A cloud-enabled digital backbone.
- Secure-by-design ICT aligned with Australian Signals Directorate requirements.
- Modernisation and retirement of legacy systems.
- Trusted enterprise data to support integrated decision-making.
- Responsible adoption of AI and advanced analytics to improve military and business outcomes.
- Greater interoperability and integration across Defence, government, industry and international partners.

We will also invest in developing a digitally skilled workforce capable of sustaining mission-ready ICT, cyber, data and AI capabilities over the next four years and beyond.

Data is a strategic asset that underpins our capability and operations. We will continue to mature our enterprise data environment to ensure data is trusted, accessible and interoperable, creating the foundations required to adopt AI safely and effectively at scale. AI-enabled capabilities will provide decision advantage through improved insights, automation, intelligent assistance and predictive analysis, while remaining lawful, ethical, secure and aligned with Australian Government frameworks for responsible AI.

3 Cooperation

Defence industry – a critical national security partner

A resilient and sustainable industrial base is fundamental to *National Defence*. We will continue to partner with industry to deliver the priorities of the *2026 Defence Industry Development Strategy*, advancing the Government's commitment to strengthen Australia's sovereign industrial base, boost national self-reliance, and ensure industry can provide the capabilities, skills and sustainment needed.

The DDA, working across the portfolio, will provide stewardship for the domestic industry, support whole-of-government industrial policies, and strengthen sovereign resilience and delivery readiness.

Through targeted investment in critical enabling infrastructure, we will continue to uplift fit-for-purpose facilities at the Osborne Naval Shipyard in South Australia and the Henderson Defence Precinct in Western Australia, as well as Regional Maintenance Centres in Sydney, Perth, Darwin and Cairns, and through the next iteration of the *Naval Shipbuilding and Sustainment Plan*.

Building on our shared commitment to sovereign capability, we will continue to work with industry to progress priorities for guided weapons and explosive ordnance. This includes the delivery of a domestic munitions manufacturing capability and sovereign supply chain, while supporting the implementation of priorities and actions identified in the forthcoming *Guided Weapons and Explosive Ordnance Plan*.

In partnership with allies and international partners, we will strengthen industrial collaboration through government-to-government arrangements. These arrangements will foster rapid acquisition, grow export markets and streamline the complex regulatory frameworks governing export controls and technology partnerships.

We will also continue to work with international industry partners to co-develop, co-produce and co-sustain capabilities, especially to support the transfer of technology and skills to the Australian sovereign industrial base.

International engagement

Working together to advance collective deterrence

Our region — the Indo-Pacific — is home to more than half of the world's population and generates around 60 per cent of global gross domestic product and two-thirds of global economic growth. The security and stability of the Indo-Pacific region is not only of great consequence to Australia, but also to the rest of the world.

Our deterrence efforts and capacity to shape our region in line with our interests are more successful when we work in concert with our international partners. Over the next four years, with an ever-greater focus, Defence (with whole-of-government) will target engagement with allies, partners, and regional networks to build collective deterrence and increase Australia's self-reliance. This will include:

- The United States (US), as Australia's closest ally and principal strategic partner, to bolster the ADF's capacity to generate, sustain and project credible military capability and maintain collective deterrence and regional stability in the Indo-Pacific.
- Indo-Pacific partners to support mutual interest, build trust and deepen cooperation as well as maintain peace and prosperity in the Indo-Pacific.
- Australia, the United Kingdom (UK) and the US (AUKUS) partners, as a technology and capability-sharing partnership, to enhance our capability and contribute to stability and security across the Indo-Pacific.
- Regional defence and security partners and organisations through exercises and defence diplomacy to demonstrate resolve and contribute to regional stability.
- Global partners to contribute to Indo-Pacific stability, shared global interests and advancing capability and defence industry outcomes.

We will deepen our engagement in ways that address security challenges transparently, give primacy to regional and Pacific-led frameworks that uphold governance and international rules, and enable greater regional resilience to threats of coercion.

4 Our people as capability

Growing a high performing team

Our people are fundamental to Defence capability. We will continue to attract, develop and retain the workforce needed to generate, sustain and employ Defence capability, ensuring we remain ready to defend Australia and protect our national interests. This will be delivered through the next iteration of the *Defence Workforce Plan*.

Defence's workforce comprises ADF personnel and APS employees whose skills, professionalism and dedication contribute to the defence of Australia's national interests. As Defence transforms to meet a more challenging strategic environment, we will build workforce capacity through targeted recruitment, retention, skills development and wellbeing initiatives. Workforce reforms will grow the permanent ADF, develop critical skills and strengthen Defence's position as an employer of choice.

We will invest in education, training, health services and the ADF Reserve workforce to enhance readiness, force expansion and organisational agility. Over the next four years, we will have a particular emphasis on developing skills in priority areas, including capability development and cost analysis, cyber, AI, autonomous systems and other emerging technologies critical to future capability.

Support to Defence families remains a focus, recognising the contribution they make to Australia's national security, and the unique support needs due to the nature of service life. We will continue to implement the *2025–30 Defence and Veteran Family Wellbeing Strategy and Action Plan*, providing targeted support to keep Defence families informed, engaged, supported and secure.

We operate in line with the APS Strategic Commissioning Framework and continue to uplift APS capability through professionalisation, enhanced career pathways and improved learning and development. We have implemented our definition of core APS work and have commenced the transition of core functions in-house. Initial efforts have focused on the Accounting and Finance, Administration and Customer Service, ICT, Procurement and Contracting, and Project Management job families. These efforts strengthen APS capability and support our ongoing reduction in reliance on contractor and consultancy services.

Driving a culture that supports *National Defence* and a supported workforce

A strong, values-based culture is essential to our effectiveness and capability. We will continue to strengthen a professional, inclusive, accountable and high-performing workforce that enables its people to contribute their best and supports the delivery of *National Defence* objectives.

We recognise that culture is reflected through behaviours, leadership and workplace experiences. Through ongoing implementation of the *Defence Culture Blueprint*, we will focus on ensuring our culture is a capability and performance enabler, strengthens our organisational performance, builds workforce resilience, and supports us to attract, develop and retain a skilled workforce.

We will continue to implement the Government-agreed recommendations on the *Final Report of the Royal Commission into Defence and Veteran Suicide*, with a focus on improving the wellbeing of current and former ADF members and their families, while supporting workforce attraction, retention and readiness.

We will also continue to implement initiatives under the *Respect@Work Framework* to foster a safe, respectful and inclusive workplace. This includes meeting legislative obligations to prevent sexual harassment, sexual assault and other inappropriate workplace behaviours, and promoting a culture in which all personnel are treated with dignity and respect.

These initiatives will strengthen wellbeing, trust and performance across Defence, ensuring our people are prepared to meet current and future security challenges.

5 Climate change

We will continue to demonstrate good global citizenship through our support to the Australian Government's commitment to addressing climate change. We are committed to identifying, prioritising and managing climate risks and opportunities to reduce emissions and strengthen energy resilience and transition.

The *Defence Net Zero Strategy* provides the framework for reducing emissions and mitigating the impacts of climate change, while maintaining and enhancing our capability. We will continue to accelerate emissions reduction initiatives through increased adoption of renewable energy, transition to lower-emissions fuels, and exploration of carbon abatement opportunities across the Defence estate. The *Defence Future Energy Strategy* will guide how we maintain warfighting capability and interoperability, while adopting low carbon energy sources.

We will also continue to work with our Indo-Pacific partners to address shared climate security challenges and enhance regional resilience, recognising the heightened vulnerability of Pacific nations to climate change and climate-related extreme weather events.

6 Governance and risk

Portfolio structure

The Defence portfolio comprises a number of entities, including the Department of Veterans' Affairs, Australian Signals Directorate, Australian Submarine Agency, Defence Housing Australia and Australian Naval Nuclear Power Safety Regulator, as well as statutory offices, canteens, trusts and companies. From 1 July 2027, it will also include the Defence Delivery Agency.

The Department of Defence and the ADF operate as a single Defence entity. Reflecting the integrated nature of Defence, the Secretary of the Department of Defence and the Chief of the Defence Force share responsibility for strategy, capability and the ongoing development of Defence to meet future national security requirements. We operate within the framework established by the Administrative Arrangements Order, *Public Service Act 1999* and *Defence Act 1903*.

Defence Portfolio Ministers



THE HON RICHARD MARLES MP
DEPUTY PRIME MINISTER
MINISTER FOR DEFENCE



THE HON PAT CONROY MP
MINISTER FOR DEFENCE INDUSTRY
MINISTER FOR PACIFIC ISLAND AFFAIRS



THE HON MATT KEOGH MP
MINISTER FOR VETERANS' AFFAIRS
MINISTER FOR DEFENCE PERSONNEL



THE HON PETER KHALIL MP
ASSISTANT MINISTER FOR DEFENCE



THE HON TONY BURKE MP
MINISTER FOR HOME AFFAIRS
MINISTER FOR IMMIGRATION AND CITIZENSHIP
MINISTER FOR CYBER SECURITY
MINISTER FOR THE ARTS

Defence diarchy



MEGHAN QUINN PSM
SECRETARY OF THE
DEPARTMENT OF DEFENCE



ADMIRAL MARK HAMMOND AO RAN
CHIEF OF THE DEFENCE FORCE

Other portfolio entities

- Australian Naval Nuclear Power Safety Regulator
- Australian Signals Directorate
- Australian Submarine Agency
- Defence Delivery Agency†
- Defence Housing Australia
- Department of Veterans' Affairs
- Defence and Veterans' Services Commission
- Military Justice appointments
- Trusts, canteens, companies and other statutory offices and entities

* The Prime Minister made the following non-ministerial appointments for Mr Luke Gosling OAM MP – Special Envoy for Defence, Veterans' Affairs and Northern Australia.

† Effective 1 July 2027.

Fit-for-purpose governance and accountability

Strong governance is critical to maintaining public trust and confidence. It enables us to achieve our purpose, fulfil our legislative, regulatory, financial and other obligations, and ensure that decisions on the use of public resources are transparent, accountable and attributable.

Reforms across the Defence Department and the broader portfolio will establish clear and enduring accountabilities across responsibility for strategic leadership, military requirements, capability delivery and capability operation. Supported by strengthened governance arrangements and clear directives for senior leaders, these reforms will improve organisational performance and accountability.

We will enhance decision-making and oversight by reducing duplication, clarifying responsibilities and strengthening performance reporting. Through a culture of responsibility, transparency and continuous improvement, we will enable our workforce to manage risk effectively, make informed decisions and deliver agreed priorities and outcomes with confidence and accountability.

Decision-aiding forums

Decisions by accountable leaders are enabled by a tiered governance structure. The newly established Defence Portfolio Board will strengthen alignment of strategy, clarify independent accountabilities and improve coordination across organisational boundaries. It will consider strategic matters that require portfolio level alignment across entities and across time.

The new Capability Investment Board, replacing the Investment Committee, is a focused advisory forum to provide strategic advice and decision support to the Vice Chief of the Defence Force, as the lead for military capability development. It will provide oversight and assurance that capability proposals are fit for purpose, affordable, provide value for money, are deliverable and costed accurately, and aligned with strategic priorities.

The Defence Audit and Risk Committee provides independent advice to the Secretary of the Department of Defence and the Chief of the Defence Force, including reviewing the appropriateness of Defence's financial reporting, performance reporting, risk oversight and management system, and system of internal control. All members are external to the department.



* The Secretary is the Accountable Authority of the Department of Defence under the *Public Governance, Performance and Accountability Act 2013*. The Chief of the Defence Force has Command of the Defence Force under the *Defence Act 1903*.

Managing risk

Risk is inherent in our mission, purpose and activities, and must be carefully and deliberately mitigated to achieve Government-directed objectives, and to protect our people, capability, and Australia's sovereignty and reputation.

We adopt a proactive and enterprise-wide approach to risk management that supports informed decision-making, responsible risk-taking and the effective stewardship of public resources.

Enterprise risks arise from our operations and may affect our ability to achieve outcomes and implement the Government's decisions. To ensure consistent and effective management of risk across our activities, we apply a standardised approach through 11 Enterprise Risk categories:



Over the next four years, we will deliver a refreshed risk management policy, framework and supporting resources to strengthen our risk culture and drive enterprise risk management maturity across the organisation. We will refresh the Defence Risk Appetite Statement, which supported by enterprise risk tolerance statements, will enable informed decision-making, supports innovation and capability delivery, and helps us achieve our mission.

7 Regulatory performance

Defence's regulatory responsibilities support Australia's national security. These responsibilities relate to defence security, land, sensitive information, export controls, recognition, and engagement with industry and international partners.

We undertake our regulatory activities in line with Australian Government policy and guidance on regulator performance, including the Department of Finance's Resource Management Guide – Regulator Performance (RMG 128).

Over the next four years, we will continue to align our regulatory approach with the three principles of regulator best practice outlined in RMG 128:

1. Continuous improvement and building trust.
2. Risk based and data driven.
3. Collaboration and engagement.

8 Performance

Changes are expected to the 2027–28 performance information with the establishment of the Defence Delivery Agency on 1 July 2027.

Outcome 1

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

Key activity 1

Conduct domestic and international operations and exercises to defend Australia and its national interests and provide operational presence in Australia's immediate region.

Performance measure 1.1

Defence conducts operations as directed by Government to achieve Defence's mission.

Target 1.1a

100 per cent of operations conducted or being conducted as directed by Government.

2026–27	2027–28	2028–29	2029–30
100%	100%	100%	100%

> Rationale

Defence deploys ADF personnel overseas and within Australia to defend Australia and its national interests to advance Australia's security and prosperity through the conduct of operations. This measure intends to demonstrate how Defence contributes to Government's strategic priorities by providing support to our allies. This performance measure is an output measure.

> Methodology

Defence will calculate the percentage of operations assessed as conducted or being conducted in accordance with Government direction at the end of the reporting period using the following criteria.

- **Achieved:** 100 per cent.
- **Substantially achieved:** Between 80 and 99 per cent, inclusive.
- **Partially achieved:** Between 60 and 79 per cent, inclusive.
- **Not achieved:** Less than 60 per cent.

Operations which are sensitive in nature will be excluded from reporting against this performance measure.

> Data sources

Military operational orders, status updates and post-activity reports.

> Changes from the previous year

Nil.

Performance Measure 1.2

Defence maintains ready forces through the conduct of exercises.

Target 1.2a

100 per cent of exercises conducted achieve planned objectives.

2026–27	2027–28	2028–29	2029–30
100%	100%	100%	100%

> Rationale

The 2026 National Defence Strategy builds on the direction set out in the 2024 National Defence Strategy for the Australian Defence Force (ADF) to evolve into an integrated, focused force capable of addressing the nation's most significant strategic risks.

To maintain the operational readiness of an integrated ADF, Defence conducts joint collective training exercises that create, replicate or simulate operational conditions to rehearse, test and practice current and emerging capabilities. Through these exercises, the ADF identifies gaps and opportunities for improvement. This measure intends to demonstrate how Defence maintains forces above the agreed readiness level, through the conduct of exercises.

For the purposes of reporting against this measure, exercises refers to joint collective training exercises, which are training activities that are based on realistic circumstances and provide assurance that the joint force is able to achieve specific effects.

This performance measure is an output measure.

> Methodology

Objectives for exercises are set through planning concepts, exercise concept documents and exercise instructions. For joint collective training exercises completed during the reporting period, Defence will assess whether exercise objectives to rehearse, test and practice current and emerging capabilities are achieved, and identify gaps and areas for improvement, using the below criteria.

- **Achieved:** 100 per cent.
- **Substantially achieved:** Between 80 and 99 per cent, inclusive.
- **Partially achieved:** Between 60 and 79 per cent, inclusive.
- **Not achieved:** Less than 60 per cent.

Exercises which are sensitive in nature will be excluded from reporting against this performance measure.

> Data sources

Military exercise concept documents and instructions, and post-exercise evaluations.

> Changes from the previous year

Nil.

Performance measure 1.3

Defence assists with domestic crisis and emergency response as directed by Government.

Target 1.3a

Defence responds to 100 per cent of requests for assistance as directed by Government.

2026–27	2027–28	2028–29	2029–30
100%	100%	100%	100%

> Rationale

Defence provides support to the Australian community when the Government requests assistance through the Australian Government Crisis Management Framework, coordinated through the National Emergency Management Agency for ADF assistance, and through the Australian Public Service (APS) Commission for APS assistance.

This measure intends to demonstrate how Defence provides ADF and APS surge assistance for emergencies where significant crisis response assistance is required in accordance with Categories 2 and 3 in the Defence Assistance to the Civil Community Policy and the APS surge arrangements. Given the exact nature and number of requests for assistance cannot be anticipated in advance, the assessment is based on the completion of activities for both ADF and APS.

This performance measure is an output measure.

> Methodology

Defence will assess whether requests for assistance under the Australian Government Crisis Management Framework are met in accordance with Government direction. To undertake this assessment, Defence will analyse ADF task requests and closure advice from the National Emergency Management Agency, as well as military orders.

For the APS assistance component, Defence will calculate the number of APS requests for assistance under the APS surge reserve arrangements where Defence provided the requested support.

The ADF and APS requests will be combined to determine the total number of requests to Defence for the reporting period.

- **Achieved:** 100 per cent.
- **Substantially achieved:** Between 80 and 99 per cent, inclusive.
- **Partially achieved:** Between 60 and 79 per cent, inclusive.
- **Not achieved:** Less than 60 per cent.

> Data sources

Task requests and other correspondence from the National Emergency Management Agency, military orders and post-activity reports, and the APS Surge Reserve Portal.

> Changes from the previous year

Nil.

Performance measure 1.4

The Australian Defence Force has a near persistent presence in Australia's immediate region.

Target 1.4a

Defence maintains its regional forward force presence through ADF operations, activities and investments.

2026–27	2027–28	2028–29	2029–30
2024–25 benchmark is maintained	2024–25 benchmark is maintained	2024–25 benchmark is maintained	2024–25 benchmark is maintained

> Rationale

Defence undertakes operations, activities and investments in the region to contribute to regional security and a strategy of denial. Operations, activities and investments in our region helps Australia build interoperability and strengthen relationships with partner nations, supporting Defence's preparedness outcomes. This measure intends to demonstrate Defence's continuous presence in Australia's immediate region.

This performance measure is an output measure.

> Methodology

Defence will calculate the total number of planned operations, activities and investments executed at the end of the reporting period using the criteria below. Defence will measure against the 2024–25 benchmark as evidence of maintaining an ADF presence in Australia's immediate region in support of Defence's strategy of denial. The 2024–25 period has been selected as the benchmark year as this is the first year Defence has undertaken this measurement (under the National Defence Strategy).

- **Achieved:** Decrease of no more than 10 per cent, maintains or increases compared to the 2024–25 benchmark.
- **Not achieved:** Decrease of more than 10 per cent compared to the 2024–25 benchmark.

> Data sources

Military plans and orders, operational reports, post-operational reports and planned/executed operation, activity and investment reports.

> Changes from the previous year

Renumbered. In 2025–26, this was performance measure 5.1.

Outcome 2

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

Key activity 2

As a strategy-led organisation, Defence implements the Government-directed biennial National Defence Strategy.

Performance measure 2.1

Implementation of the 2026 National Defence Strategy.

Target 2.1a

Percentage of the 2026 National Defence Strategy Implementation Guidance Elements implemented or expected to be implemented in the reporting period.

2026–27	2027–28	2028–29	2029–30
≥90%	≥90%	To be set in accordance with the 2028 National Defence Strategy	To be set in accordance with the 2028 National Defence Strategy

> Rationale

The 2026 National Defence Strategy is the Government's principal strategic guidance for Defence, building on the 2023 Defence Strategic Review and 2024 National Defence Strategy. It focuses on strengthening Australia's capacity to protect and defend Australia and our national interests within an increasingly contested and uncertain environment. The 2026 National Defence Strategy Implementation Guidance directs how the 2026 National Defence Strategy is to be implemented across the Defence portfolio during the 2026–28 National Defence Strategy Cycle. Only the 2026 National Defence Strategy Implementation Guidance Elements allocated to Accountable Officers within the Department of Defence are in scope, not those allocated to Defence portfolio agencies. As the 2026 National Defence Strategy spans beyond the next decade, this measure demonstrates how Defence is implementing the Government's long-term strategy within the 2026–2027 Performance reporting period. The next National Defence Strategy will be released in 2028.

An achievement target of 90 per cent or more recognises that over the course of the 2026–27 reporting year, it is reasonable that a proportion of the 2026 National Defence Strategy Implementation Guidance will not be implemented or expected to be implemented, given the complexity of the Elements and the need to reprioritise efforts arising from changes in strategic circumstances.

This performance measure is an output measure.

> Methodology

To report against this measure, Defence will utilise Accountable Officers' 2026 NDS Implementation Guidance reports, including supportive evidence to determine performance. Defence will assure the Accountable Officers' 2026 NDS Implementation Guidance reports and provide recommendations to the Defence Executive Board on the status of each 2026 NDS Implementation Guidance Element. The Defence Executive Board decides whether to accept Defence's recommendations on the status of each Element. Defence Executive Board decisions will be utilised to determine whether an Element has been implemented or expected to be implemented at the end of the 2026–27 Performance reporting period.

Due to differences between the 2026 NDS Implementation and the Corporate Plan reporting cycles, Defence will utilise the Accountable Officers' 2026 NDS Implementation Guidance reports as at May 2027 to inform final 2026–27 Performance assessment.

Defence will calculate the percentage of the 2026 National Defence Strategy Implementation Guidance Elements allocated to Accountable Officers that are implemented or expected to be implemented at the end of the reporting period, and report the level of achievement using the below criteria.

- **Achieved:** 90 per cent or more, inclusive.
- **Substantially achieved:** Between 70 and 89 per cent, inclusive.
- **Partially achieved:** Between 50 and 69 per cent, inclusive.
- **Not achieved:** Less than 50 per cent.

> Data sources

Accountable Officers' 2026 NDS Implementation reports.

Defence implementation reporting to the June 2027 Defence Executive Board.

Defence Executive Board decisions on implementation reporting.

> Changes from the previous year

Performance measure 2.1 and Target 2.1a have been redesigned to report on the implementation progress of the 2026 National Defence Strategy Implementation Guidance Elements.

Key activity 3

Invest in Defence people through recruitment and retention, growth in skills and capabilities.

Performance measure 3.1

Defence recruits and retains an ADF and APS workforce required to implement the National Defence Strategy.

Target 3.1a

Defence achieves the ADF and Australian APS Budgeted Workforce Requirement as set out in the 2026–27 Portfolio Budget Statements.

	Budgeted Workforce Requirement			
	2026–27	2027–28	2028–29	2029–30
Full-time ADF	63,345	64,842	66,013	67,466
APS	20,169	20,167	20,167	20,170
Total – Full-time ADF + APS	83,514	85,009	86,180	87,636

Target 3.1b

The net flow* of the ADF and APS workforce over a 12-month period is trending positive and is positioning Defence to achieve the Budgeted Workforce Requirement over the forward estimates.

	2026–27	2027–28	2028–29	2029–30
Full-time ADF	>2.6%	>3.6%	>2.3%	>2.2%
APS	>1.9%	>0.0%	>0.0%	>0.0%

* Net flow percentages are rounded to the nearest one decimal place to maintain AFS/ASL accuracy. Net flow is calculated based on the workforce achievement. Accordingly, net flow over the forward years will be adjusted each year based on end of financial year achievements and future updates to the Budgeted Workforce Requirement.

> Rationale

People are key to achieving the Defence mission and implementing the National Defence Strategy. ADF recruitment and sustained improvement in ADF and APS retention are essential for workforce growth. This measure intends to demonstrate how Defence is progressing towards workforce targets to achieve an overall full-time ADF and APS workforce of around 100,000 by 2040. Target 3.1a represents the position of the workforce relative to the Budgeted Workforce Requirement at the end of the reporting period, whereas target 3.1b represents the direction and magnitude of workforce growth. The combination of these factors provides the most accurate measurement of the impact of Defence's recruitment and retention efforts in order to inform the future growth path.

This performance measure is an output measure.

> Methodology

Target 3.1a

To report against this target, Defence uses the average funded strength (for ADF) and average staffing level (for APS) against the Budgeted Workforce Requirement for the reporting period. The average funded strength and average staffing level represent the average number of paid military personnel and average full-time equivalent APS employees over each pay period respectively, from the commencement of the financial year.

Defence will calculate and report on the percentage of the Budgeted Workforce Requirement achieved for both the full-time ADF and APS workforce and assess the level of achievement using the below criteria. Percentages for this target will be rounded to one decimal point for the purpose of assessing the level of achievement.

- **Achieved:** Both the full-time ADF and APS Budgeted Workforce Requirement are met at the end of the reporting period.
- **Substantially achieved:** One of the full-time ADF or APS Budgeted Workforce Requirement is met, and the other is 97 per cent or greater but less than 100 per cent at the end of the reporting period; or both are 97 per cent or greater but less than 100 per cent.
- **Partially achieved:** Both the full-time ADF and APS Budgeted Workforce Requirements are 94 per cent or greater at the end of the reporting period and either one Budgeted Workforce Requirement is met and the other is less than 97 per cent, or neither Budgeted Workforce Requirement is met and at least one is less than 97 per cent.
- **Not achieved:** Either the full-time ADF or APS, or both, is less than 94 per cent of their Budgeted Workforce Requirement at the end of the reporting period.

Target 3.1b

To report against this target, Defence compares the average funded strength and average staffing level at the beginning and end of the reporting period to calculate the rate of change in each workforce. The net flow is calculated as the percentage difference between the two time periods. A positive net flow percentage indicates workforce growth, whereas a negative net flow percentage indicates a reduction in workforce.

- **Achieved:** The net flow of both the full-time ADF and APS workforce meets the rate required to reach the Budgeted Workforce Requirement at the end of the reporting period.
- **Substantially achieved:** The net flow of both the full-time ADF and APS workforce is 97 per cent or more of the rate required to reach the Budgeted Workforce Requirement at the end of the reporting period, and at least one of the full-time ADF or APS workforce is less than 100 per cent but more than 75 per cent of the rate required to reach the Budgeted Workforce Requirement.
- **Partially achieved:** The net flow of both the full-time ADF and APS workforce is 75 per cent or more of the rate required to reach the Budgeted Workforce Requirement at the end of the reporting period, and at least one of the full-time ADF or APS workforce is less than 97 per cent of the rate required to reach the Budgeted Workforce Requirement.
- **Not achieved:** The net flow of either the full-time ADF or APS workforce, or both, is less than 75 per cent of the rate required to reach the Budgeted Workforce Requirement at the end of the reporting period.

Overall performance against the measure

The assessment of both targets will be combined to provide the overall performance against the measure using the below criteria, noting the targets are equally weighted.

- **Achieved:** Both targets are achieved.
- **Substantially achieved:** Both targets are rated as substantially achieved or one target is substantially achieved while the other is achieved.
- **Partially achieved:** Both targets are rated as partially achieved or one target is partially achieved and the other is substantially achieved or achieved.
- **Not achieved:** At least one or both targets are rated as not achieved.

> Data sources

Monthly workforce reports, Personnel Management Key Solution and the HR Data Warehouse.

> Changes from the previous year

In 2025–26, this performance measure was included under key activity 4. For 2026–27, key activity 4 has been split into key activity 3 and key activity 4.

Renumbered. In 2025–26 this was performance measure 4.1.

For Target 3.1a, the Substantially achieved, Partially achieved and Not achieved thresholds have been adjusted to reflect realistic targets, while still enabling Defence to achieve its target of 69,000 permanent ADF by the early 2030s.

The thresholds for Target 3.1b have been similarly reduced.

The data source has not changed.

Performance measure 3.2

Defence grows the necessary skills and capabilities to deliver the National Defence Strategy.

Target 3.2a

The Defence workforce has the technical skills required to deliver the National Defence Strategy, as measured through achieving a full workforce against each of the ADF and APS Strategic Workforce Segments.

2026–27	2027–28	2028–29	2029–30
≥90%	To be determined	To be determined	To be determined

Target 3.2b

The net flow of the ADF and APS Strategic Workforce Segments over the financial year, measured against the Budgeted Workforce Requirement, will enable Defence to achieve its future technical skill requirements.

Target 3.2c

The Australian Submarine Agency is staffed with the required ADF personnel to deliver the Nuclear-Powered Submarine Program.

2026–27	2027–28	2028–29	2029–30
≥85%	To be determined	To be determined	To be determined

> Rationale

People are key to achieving the Defence mission and implementing the National Defence Strategy. To enable Defence in achieving its mission and purpose, Defence must ensure that its workforce has the required skills and capabilities to conduct operations and exercises, provide assistance with domestic crisis and emergency response, and deliver strategic policy, military intelligence, and enabling capabilities as directed by government.

To understand whether the Defence workforce has the skills and capabilities needed to achieve its mission, Defence uses Strategic Workforce Segments. The Strategic Workforce Segments provide a high-level approach to workforce planning, whereby ADF and APS occupations are segmented into eight broad categories representing required skills and capabilities: aviation, combat and security, communications and cyber, engineering maintenance and construction, enterprise and command support, health, intelligence, and logistics. This measure intends to demonstrate how Defence is progressing to achieve the capability and skills requirements for its future workforce.

Target 3.2a represents the position of the workforce against the eight segments, whereas target 3.2b represents the direction of workforce growth against the eight segments. Given the criticality of the nuclear-powered submarine workforce to achieve the Australian Government's national endeavour to acquire nuclear-powered submarines, an additional target 3.2c for Defence's contribution to the nuclear-powered submarine enterprise is included under this performance measure from 2025–26.

The combination of these factors provides the most accurate measurement of the impact of Defence's recruitment and retention efforts against required skills and capabilities.

This performance measure is an output measure.

> Methodology

Target 3.2a

To report against this target, Defence uses the average funded strength (for ADF) and average staffing level (for APS) against the Budgeted Workforce Requirement for the reporting period, grouped by Strategic Workforce Segments. The average funded strength and average staffing level represent the average number of paid military personnel and average full-time equivalent APS employees over each pay period, from the commencement of the financial year.

Defence will calculate the percentage of the Budgeted Workforce Requirement achieved for both the full-time ADF and APS workforce against each Strategic Workforce Segment at the end of the reporting period and assess the level of achievement using the below criteria. For the purpose of reporting against this target, the ADF and APS results are combined to provide the total achievement against the Strategic Workforce Segments.

- **Achieved:** 90 per cent or more of the full-time ADF and APS Strategic Workforce Segment Budgeted Workforce Requirements are met* at the end of the reporting period.
- **Substantially achieved:** Between 85 and less than 90 per cent of the full-time ADF and APS Strategic Workforce Segment Budgeted Workforce Requirements are met at the end of the reporting period.
- **Partially achieved:** Between 70 and less than 85 per cent of the full-time ADF and APS Strategic Workforce Segment Budgeted Workforce Requirements are met at the end of the reporting period.
- **Not achieved:** Less than 70 per cent of the full-time ADF and APS Strategic Workforce Segment Budgeted Workforce Requirements are met at the end of the reporting period.

* Met is considered the Strategic Workforce Segment being equal to or greater than 95 per cent of the target

Target 3.2b

Defence compares the average funded strength and average staffing level at the beginning and end of the reporting period to calculate the rate of change in each workforce, grouped by Strategic Workforce Segments. Segment net flow is calculated as the difference between the current segment-level 12-month average achievement and the previous year's segment-level 12-month average achievement, divided by the segment-level Budgeted Workforce Requirement and expressed as a percentage. A positive net flow percentage indicates workforce growth against the segment, whereas a negative net flow percentage indicates a reduction in workforce for the segment.

Defence will calculate the percentage of the Strategic Workforce Segments that achieved the required net flow.

- **Achieved:** The net flow of 90 per cent or more of the full-time ADF and APS Strategic Workforce Segments meets or exceeds the targeted percentage required to reach the Budgeted Workforce Requirement at the end of the reporting period.
- **Substantially achieved:** The net flow of 85 per cent or more but less than 90 per cent of the full-time ADF and APS Strategic Workforce Segments meets or exceeds the targeted percentage required to reach the Budgeted Workforce Requirement at the end of the reporting period.
- **Partially achieved:** The net flow of 70 per cent or more but less than 85 per cent of the full-time ADF and APS Strategic Workforce Segments meets or exceeds the targeted percentage required to reach the Budgeted Workforce Requirement at the end of the reporting period.
- **Not achieved:** Fewer than 70 per cent of the full-time ADF and APS Strategic Workforce Segments have a net flow that meets or exceeds the targeted percentage required to reach the Budgeted Workforce Requirement at the end of the reporting period.

Target 3.2c

The annual target for the nuclear-powered submarine enterprise is measured against capability requirements, people and positions, as opposed to Average Funded Strength and Budgeted Workforce Requirement (as with Target 3.2a and b). To report against this target, Defence will determine whether the annual workforce target for the nuclear-powered submarine enterprise has been met at the end of the reporting period by calculating the percentage of ADF positions that are filled for the nuclear-powered submarine enterprise against the annual target. Due to the sensitivity of actual and target values, Defence will report the percentage only and not the number.

Defence will report on the fill rate of ADF Australian Submarine Agency positions by calculating the number of full-time occupied ADF Australian Submarine Agency positions as a portion of the total number of ADF Australian Submarine Agency positions that are assigned to position establishment¹, and determine the level of achievement using the below criteria.

- **Achieved:** 85 per cent or more.²
- **Substantially achieved:** Between 75 and 84 per cent, inclusive.
- **Partially achieved:** Between 65 and 74 per cent, inclusive.
- **Not achieved:** Less than 65 per cent.

Overall performance against the measure

The assessments of the three targets will be combined to provide the overall performance against the measure using the below criteria, noting the targets are equally weighted.

- **Achieved:** At least two targets are achieved and the remaining target is substantially achieved or achieved.
- **Substantially achieved:** One target is achieved and one target is substantially achieved, with the remaining target substantially achieved or partially achieved; or at least two targets are achieved and the remaining target is partially achieved; or no target is achieved and all targets are substantially achieved; or two targets are substantially achieved and the remaining target is partially achieved.
- **Partially achieved:** One target is achieved and at least one other target is partially achieved; or no target is achieved and one target is substantially achieved and at least one target is partially achieved; or two targets are achieved or substantially achieved and one target is not achieved; or all targets are partially achieved.
- **Not achieved:** One target is substantially achieved and the remaining two targets are not achieved; or at least one target is not achieved and no target is substantially achieved or achieved; or one target is achieved and the remaining two targets are not achieved.

¹ Position Establishment is where positions are active, budgeted and people can be posted into that position. This is determined by the HR Data Warehouse (HRDW) business rules. This number can vary throughout the year as positions are prioritised or modified.

² 85% aligns with the CDF Minute - ADF Positioning Priorities – Career Management Cycle.

> Data sources

Monthly workforce reports, Personnel Management Key Solution and the HR Data Warehouse.

> Changes from the previous year

In 2025–26, this performance measure was included under key activity 4. For 2026–27, key activity 4 has been split into key activity 3 and key activity 4.

Renumbered. In 2025–26 this was performance measure 4.2.

The definition of Positions in Target 3.2c has been updated to Position Establishment; where positions are active, budgeted and people can be posted into that position. This is determined by the HR Data Warehouse business rules. This number can vary throughout the year as positions are prioritised or modified. The definition also clarifies fulltime occupied positions.

The achieved thresholds have been adjusted for the three targets. These adjustments provide a more balanced view of performance against the intended target.

The data source has not changed.

Key activity 4

Improved culture, mental health and wellbeing support, and support to ADF families.

Performance measure 4.1

The Defence values and behaviours enable our people to deliver against the Defence mission.

Target 4.1a

The number of ADF and Defence APS personnel that believe appropriate action will be taken if they report an incident of unacceptable behaviour has increased in the last 12 months.

2026–27	2027–28	2028–29	2029–30
An increase of at least 2 percentage points from the end of the 2025–26 performance cycle	An increase of at least 2 percentage points from the end of the 2026–27 performance cycle	An increase of at least 2 percentage points from the end of the 2027–28 performance cycle	An increase of at least 2 percentage points from the end of the 2028–29 performance cycle

Target 4.1b

The number of ADF and Defence APS personnel who have experienced any unacceptable behaviour in the workplace has decreased in the last 12 months.

2026–27	2027–28	2028–29	2029–30
A reduction of at least 2 percentage points from the end of the 2025–26 performance cycle	A reduction of at least 2 percentage points from the end of the 2026–27 performance cycle	A reduction of at least 2 percentage points from the end of the 2027–28 performance cycle	A reduction of at least 2 percentage points from the end of the 2028–29 performance cycle

Target 4.1c

The number of ADF and Defence APS personnel who are of the view that Defence values are being used in their work area has increased in the last 12 months.

2026–27	2027–28	2028–29	2029–30
An increase of at least 2 percentage points from the end of the 2025–26 performance cycle	An increase of at least 2 percentage points from the end of the 2026–27 performance cycle	An increase of at least 2 percentage points from the end of the 2027–28 performance cycle	An increase of at least 2 percentage points from the end of the 2028–29 performance cycle

> Rationale

People are Defence's most important capability and Defence's culture is fundamental to implementing the National Defence Strategy and achieving the Defence mission. Achieving culture change that ensures all personnel are respected and safe in the workplace takes time. This measure intends to demonstrate Defence's progress towards improving the experience of ADF and APS through the conduct of the YourSay Defence surveys (including the Workplace Behaviour Survey and Workplace Experience Survey), which ask the ADF and Defence APS workforce about their experiences of unacceptable behaviour and Defence values.

The workforce's perception of whether they believe action will be taken in relation to instances of unacceptable behaviour is an important insight into the overall confidence of Defence's workforce in institutional culture reform. Similarly, the perception of whether individuals believe others in their work areas are behaving in accordance with Defence values provides insights into the impact of cultural reform activities.

Culture change is incremental. As such Defence is working to improve its performance against targets 4.1 a, b, and c each year, using the previous performance cycle result as the baseline for the new performance cycle assessment.

> Methodology

Target 4.1a

This target reports on the percentage of ADF and Defence APS personnel who provide a positive response to "It wouldn't be worth complaining about unacceptable behaviour here because nothing would be done about it". The Defence workforce is asked to rate the statement using a five-point Likert scale, with scores for 'strongly disagree', 'disagree', and 'neither agree nor disagree' responses combined to determine the number of positive responses.

Defence will calculate and report on the percentage of the Defence workforce who believe that appropriate action will be taken if they report an incident of unacceptable behaviour and determine a level of achievement in accordance with the below criteria.

- **Achieved:** The percentage of positive responses has increased by at least 2 percentage points from the end of the previous performance cycle.
- **Substantially achieved:** The percentage of positive responses has increased by at least 1 percentage point but less than 2 percentage points from the end of the previous performance cycle.
- **Partially achieved:** The percentage of positive responses is unchanged or has increased by less than 1 percentage point from the end of the previous performance cycle.
- **Not achieved:** The percentage of positive responses has decreased from the end of the previous performance cycle.

Target 4.1b

This target reports on the percentage of ADF and Defence APS personnel who answer 'Yes' when asked whether they have experienced at least one form of unacceptable behaviour in the past 12 months. Defence will calculate the percentage of the Defence workforce who provide a yes response and determine a level of achievement in accordance with the below criteria.

- **Achieved:** The percentage of the Defence workforce who have experienced unacceptable behaviour has decreased by at least 2 percentage points from the end of the previous performance cycle.
- **Substantially achieved:** The percentage of positive responses has decreased by at least 1 but less than 2 percentage points from the end of the previous performance cycle.
- **Partially achieved:** The percentage of the Defence workforce who have experienced unacceptable behaviour is unchanged or has decreased by less than 1 percentage point from the end of the previous performance cycle.
- **Not achieved:** The percentage of the Defence workforce who have experienced unacceptable behaviour has increased from the end of the previous performance cycle.

Target 4.1c

This target reports on the percentage of ADF and Defence APS personnel who provide a positive response to “I have seen evidence of Defence values being used in my work area”. The Defence workforce is asked to rate the statement using a five-point Likert scale, with scores for ‘strongly agree’ and ‘agree’ responses combined to determine the amount of positive responses.

Defence will calculate and report on the percentage of the Defence workforce who have seen evidence of Defence values being used in their work area, and determine a level of achievement in accordance with the below criteria.

- **Achieved:** The percentage of positive responses has increased by at least 2 percentage points from the end of the previous performance cycle.
- **Substantially achieved:** The percentage of positive responses has increased by at least 1 but less than 2 percentage points from the end of the previous performance cycle.
- **Partially achieved:** The percentage of positive responses is unchanged or has increased by less than 1 percentage point from the end of the previous performance cycle.
- **Not achieved:** The percentage of positive responses has decreased from the end of the previous performance cycle.

Overall performance against the measure

The assessments of the three targets will be combined to provide the overall performance against the measure using the below criteria, noting the targets are equally weighted.

- **Achieved:** All three targets are achieved.
- **Substantially achieved:** At least two targets are substantially achieved or achieved, and not all three targets are achieved.
- **Partially achieved:** One target is substantially achieved or achieved; or at least one target is partially achieved and one target is substantially achieved or achieved.
- **Not achieved:** All three targets are not achieved.

> Data sources

Defence Workplace Experience Survey and Defence Workplace Behaviour Survey.

> Changes from the previous year

In 2025–26, this performance measure was included under key activity 4. For 2026–27, key activity 4 has been split into key activity 3 and key activity 4.

Renumbered. In 2025–26 this was performance measure 4.3.

The performance measures have been updated to reflect realistic targets. This enables Defence to reflect the incremental nature of culture change over time.

The data source has not changed.

The methodology is the same as 2025–26, with the targets adjusted.

Performance measure 4.2

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

Target 4.2a

At least 75 per cent of eligible full-time ADF members and their families are registered with the ADF Family Health Program.

2026–27	2027–28	2028–29	2029–30
≥ 75%	≥ 75%	≥ 75%	≥ 75%

Target 4.2b

100 per cent of the support services of the Partner Employment Assistance Scheme, Education Assistance Scheme, and Special Accommodation for Emergencies Scheme are provided to full-time ADF and their families in accordance with identified service delivery timeframes.

2026–27	2027–28	2028–29	2029–30
100%	100%	100%	100%

Target 4.2c

At least 80 per cent of Defence suicide prevention training participants providing feedback agree that training is practical and relevant.

2026–27	2027–28	2028–29	2029–30
≥ 80%	≥ 80%	≥ 80%	≥ 80%

Target 4.2d

100 per cent of Defence-led, including joint-led recommendations from the Government's response to the *Final Report of the Royal Commission into Defence and Veteran Suicide* are implemented, or on-track to implement in accordance with the directed implementation date.

2026–27	2027–28	2028–29	2029–30
100%	100%	100%	100%

> Rationale

Supporting ADF members and their families is fundamental to preventing suicide and improving mental health and wellbeing of ADF members as they work to keep Australians safe, achieving the Defence mission and implementing the National Defence Strategy. This measure intends to demonstrate Defence's commitment to improving health, wellbeing and safety outcomes for ADF members and their families by providing supports. Defence families and research consistently identify children's education, partner employment and health care as the priority areas most significantly affected by military service and where the need for targeted support services is greatest. Ongoing monitoring and evaluation of support services and programs for ADF members and families, and implementation of the Government-agreed recommendations from the *Final Report of the Royal Commission into Defence and Veteran Suicide*, assists Defence to better understand the effectiveness of support and services provided.

This performance measure is a combination of an output and effectiveness measure.

> Methodology

Target 4.2a

Defence will determine the number of full-time ADF members and their families eligible for the ADF Family Health Program, and the number of registered full-time ADF members and their families. Defence will calculate the percentage of eligible full-time ADF members and their families who are registered at the end of the reporting period and determine a level of achievement against the below criteria.

- **Achieved:** 75 per cent or more, inclusive.
- **Substantially achieved:** Between 65 and 74 per cent, inclusive.
- **Partially achieved:** Between 55 and 64 per cent, inclusive.
- **Not achieved:** Less than 55 per cent.

Target 4.2b

Defence will assess performance against service delivery timeframes of the Partner Employment Assistance Scheme, Education Assistance Scheme, and Special Accommodation for Emergencies Scheme to determine whether full-time ADF members and their families have timely access through the processing/approval of applications. The service delivery timeframe differs for each of these programs.

Defence will combine the percentage results for the three programs and calculate the average percentage of applications for support which were processed/approved within agreed service delivery timeframes for the reporting period. A level of achievement will be determined using the below criteria.

- **Achieved:** 100 per cent.
- **Substantially achieved:** Between 90 and 99 per cent, inclusive.
- **Partially achieved:** Between 80 and 89 per cent, inclusive.
- **Not achieved:** Less than 80 per cent.

Target 4.2c

Defence will conduct post-course surveys for participants who complete Defence's suicide prevention training during the reporting period. A subset of survey questions from the post-course surveys will be used to determine whether the training is practical and relevant using a Likert scale.

Defence will calculate the percentage of training participants who assess that the training is practical and relevant by reporting the percentage of participants who respond to the relevant survey question as 'agree' or 'strongly agree'. Defence will report the percentage of training participants who agree or strongly agree the training is practical and relevant using the below criteria.

- **Achieved:** 80 per cent or more, inclusive.
- **Substantially achieved:** Between 75 and 79 per cent, inclusive.
- **Partially achieved:** Between 70 and 74 per cent, inclusive.
- **Not achieved:** Less than 70 per cent.

Target 4.2d

To report against this target, Defence will analyse the status of Defence-led, including joint-led, recommendations from the Government's response to the *Final Report of the Royal Commission into Defence and Veteran Suicide* at the end of the reporting period, to determine whether recommendations are implemented, or are on track for implementation in line with the directed implementation date. Recommendations are determined to be on track when there are no likely delays to delivery which would impact the agreed implementation date of the recommendation.

The Chief of the Defence Force is the Senior Responsible Officer and Chair of the Royal Commission into Defence and Veteran Suicide Defence Implementation Program Board. The Program Board provides governance and oversight for the implementation of in-scope recommendations and is the approval authority for Reform Management Plans that outline the specific activities that Defence must undertake to achieve the requirements of the recommendation and/or Government response.

The level of achievement will be determined using the below criteria. At the end of the reporting period, Defence will calculate the percentage of recommendations that are implemented or are on track to be implemented in line with the directed implementation date. The assessment will only consider Defence-led recommendations or elements of the recommendations that Defence must undertake.

- **Achieved:** 100 per cent.
- **Substantially achieved:** Between 75 and 99 per cent, inclusive.
- **Partially achieved:** Between 50 and 74 per cent, inclusive.
- **Not achieved:** Less than 50 per cent.

Overall performance against the measure

The assessments of the four targets will be combined to provide the overall performance against the measure using the below criteria, noting targets are equally weighted.

- **Achieved:** All four targets are achieved.
- **Substantially achieved:** At least three targets are substantially achieved or higher.
- **Partially achieved:** At least three targets are partially achieved or higher.
- **Not achieved:** None of the above criteria are satisfied.

> Data sources

Active Dependants Report, Defence Member and Family Support Information Management System reporting, post-training surveys, Management and Analysis Reporting Solution reporting, Joint Issues Implementation Support Tool reporting and Royal Commission into Defence and Veteran Suicide Program Board reporting actions and outcomes.

> Changes from the previous year

In 2025–26, this performance measure was included under key activity 4. For 2026–27, key activity 4 has been split into key activity 3 and key activity 4.

Renumbered. In 2025–26 this was performance measure 4.4.

The target criteria for Target 4.2c has changed following significant uplift in suicide prevention training and associated improvement in 2024–25 and 2025–26. The new criteria require demonstrated maintenance of relevant and practical suicide prevention training rather than requiring year on year improvement now that RCDVS Recommendation 69 (Improve suicide prevention training so it is practical, tailored, informed by lived experience and delivered in-person) has been successfully implemented.

The wording of Target 4.2d has been updated to include the measurement of Defence's progress against implementation of Defence-led recommendations, including joint-led, that were agreed, agreed-in-principle, and noted by Government; and align with the Defence RCDVS Implementation Program Board approved governance arrangements.

Key activity 5

Support a strategy of denial in our primary area of military interest through international engagement with our partners.

Performance measure 5.1

Defence enhances Australia's relationships with the Government's priority Indo-Pacific and global partners.

Target 5.1a

Defence implements Defence-led action items from annual 2+2 (Foreign Affairs and Defence) ministerial meetings.

2026–27	2027–28	2028–29	2029–30
≥80% of action items are completed or on track	≥80% of action items are completed or on track	≥80% of action items are completed or on track	≥80% of action items are completed or on track

> Rationale

Defence's international engagement is critical to protecting and advancing Australia's strategic interests and maintaining regional security and stability. Ministerial meetings conducted with Foreign Affairs and Defence counterparts are an integral form of engagement, with outcomes from these meetings indicating trust, cooperation and alignment with partner nations. This measure intends to demonstrate how Defence contributes to enhanced relationships through implementation of action items from 2+2 ministerial meeting outcomes, against the agreed schedule, budget and/or resources. Defence considers the 80 per cent target appropriate given that changes to the strategic environment can impact implementation of Defence-led action items.

This performance measure is an output measure.

> Methodology

Defence will analyse the status of Defence-led action items from 2+2 ministerial meetings to determine whether the action items are completed or are on track for completion. Action items are determined to be on track when there are no delivery issues relating to schedule, budget or resourcing which would impact implementation of the action item.

The percentage of Defence-led action items for 2+2 ministerial meetings either completed or on track for completion will be calculated using the below criteria.

- **Achieved:** 80 per cent or more, inclusive.
- **Substantially achieved:** Between 65 and 79 per cent, inclusive.
- **Partially achieved:** Between 50 and 64 per cent, inclusive.
- **Not achieved:** Less than 50 per cent.

> Data sources

Ministerial meeting dialogue outcome tracker, records of conversations, cables, meeting minutes, briefs and other internal documents.

> Changes from the previous year

Renumbered. Previously performance measure 5.2.

Key activity 6

Deliver future capability.

Performance measure 6.1

Defence maintains alignment between Government strategic direction and future force design through the Integrated Investment Program and associated force design governance processes.

Target 6.1a

100% of force design recommendations and capability investment decisions demonstrate documented alignment to Government directed strategic objectives and capability priorities.

2026–27	2027–28	2028–29	2029–30
100%	100%	100%	100%

Target 6.1b

80% or more of major capability proposals scheduled for Government decision were progressed through the appropriate approval pathway in sufficient time to enable consideration in accordance with the approved schedule.

2026–27	2027–28	2028–29	2029–30
≥80%	≥80%	≥80%	≥80%

> Rationale

The 2026 Integrated Investment Program (IIP) sets out the specific capabilities the Government will invest in to deliver an integrated, focused force and achieve the six key capability effects described in the 2026 National Defence Strategy.

The measure intends to demonstrate whether Defence has effective processes to maintain alignment between the IIP and Government direction. In addition, this measure will also demonstrate the effectiveness of capability development through the timely progression of capability proposals through approved decision pathways. This measure provides an objective assessment of Defence's ability to develop investment proposals that are sufficiently mature for Government consideration.

Due to the release of the 2026 National Defence Strategy and 2026 Integrated Investment Program in April 2026, the reporting period for this measure will be 1 April to 31 March. This enables Defence to report on performance over a rolling 12-month period from the release of the National Defence Strategy onwards.

This performance measure is an output measure.

> Methodology

Target 6.1a

Defence will assess strategic alignment by reviewing capability investment decisions and force design recommendations considered through approved governance processes during the reporting period. The assessment population will be determined from approved governance records, ministerial submissions and decision records maintained by Defence. A force design recommendation or capability investment decision will be considered aligned where it:

- Identifies the relevant NDS objective, capability effect or Government direction;
- Demonstrates contribution to approved force design priorities;
- Includes assessment of integrated force risk; and
- Has a documented decision record supporting traceability from strategic guidance to force design recommendation or investment decision.

These criteria establish the main evidentiary standard for assessment of strategic alignment for performance reporting purposes. Performance will be calculated as: Number of decisions assessed as meeting all strategic alignment criteria ÷ Total number of decisions assessed x 100.

Defence will calculate the percentage of force design recommendations and capability investment decisions, subject to strategic review, demonstrating documented alignment to Government-directed strategic objectives and capability priorities using the following criteria.

- **Achieved:** 100 per cent.
- **Substantially achieved:** Between 80 and 99 per cent, inclusive.
- **Partially achieved:** Between 70 and 79 per cent, inclusive.
- **Not achieved:** Less than 70 per cent.

Target 6.1b

Defence will assess the proportion of major capability proposals scheduled for Government consideration during the reporting period that progressed through the approved capability pathway in accordance with the approved baseline schedule. The assessment population will be determined from approved capability schedules and governance records. Where a schedule change is approved through established governance processes, performance will be assessed against the revised approved baseline schedule.

Defence will calculate the percentage of Gate 0 to Gate 2 projects cleared by the Capability Investment Board in sufficient time to enable consideration by Government in accordance with the Government's Forward Work Plan (National Security Council / National Security Investment Subcommittee dates) and the project's approved baseline schedule using the following criteria.

- **Achieved:** 80 per cent or more, inclusive.
- **Substantially achieved:** Between 70 and 79 per cent, inclusive.
- **Partially achieved:** Between 60 and 69 per cent, inclusive.
- **Not achieved:** Less than 60 per cent.

Overall performance against the measure

The assessments of the two targets will be combined to provide the overall performance against the measure using the below criteria, noting that targets are weighted equally.

- **Achieved:** Both targets are Achieved.
- **Substantially achieved:** One target is assessed as Achieved and the other is assessed as Substantially achieved; or both targets are assessed as Substantially achieved
- **Partially achieved:** At least one target is assessed as Partially achieved, and neither target is assessed as Not achieved.
- **Not achieved:** At least one target is assessed as Not achieved.

> Data sources

The following data sources and supporting documents are used to undertake the assessment of performance against target 6.1a.

Biannual data sources: Government-approved NDS and IIP.

In-year data sources: Ministerial Advice, Submissions, Force Design governance records, and Minutes of Defence Enterprise Committees.

The following data sources and supporting documents are used to undertake the assessment of performance against target 6.1b: C1 Reporting and Capability Cards; Capability Investment Board (CIB) forward work programs; CIB Minutes; Defence Approval Pathway Authority and Memorandum; Bi-annual update; Ministerial advice and submissions; Defence Cabinet Forward Work Program; and Capability One reporting.

> Changes from the previous year

This is a new performance measure to ensure separation between the accountabilities of the Vice Chief of Defence Force and the National Armaments Director.

Performance measure 6.2

Defence is delivering the right future capability at the right time within the Integrated Investment Program to ensure it is equipped to respond to future security challenges as described by the National Defence Strategy. Specified targets and measures will be determined post 2026–27 following transfer for delivery to the National Armaments Director (may indicate that capability delivery will be measured in the same manner from 2027–28, but with targets to be determined by the National Armaments Director).

Target 6.2a

80 per cent or more of approved Integrated Investment Program projects are on track to deliver the scope approved by Government.

2026–27	2027–28	2028–29	2029–30
≥ 80%	To be determined	To be determined	To be determined

Target 6.2b

80 per cent or more of approved Integrated Investment Program projects are on track to deliver within the schedule approved by Government.

2026–27	2027–28	2028–29	2029–30
≥ 80%	To be determined	To be determined	To be determined

Target 6.2c

80 per cent or more of approved Integrated Investment Program projects are on track to deliver within the cost (including contingency) approved by Government.

2026–27	2027–28	2028–29	2029–30
≥ 80%	To be determined	To be determined	To be determined

> Rationale

The Australian Government provides clear direction to Defence on the required capability effects through the biennial National Defence Strategy (NDS).

The accompanying Defence Integrated Investment Program (IIP) outlines the Defence Capabilities that Government has prioritised for investment in order to “deliver future capabilities” and give effect to the NDS. performance measure 6.2 assesses Defence’s effectiveness at achieving delivery of capability as per the requirement of key activity 6. The measure comprises three targets: scope, schedule and cost. The performance of individual projects within each domain is evaluated, with achievement reported as a percentage of projects assessed as being on track for each target. The overall performance against the measure is determined by combining the assessments for each target

> Methodology

Defence will assess project scope, schedule and cost at the end of the reporting period to determine whether each project is on track to deliver the scope, schedule and cost approved by Government at the start or during the reporting period. Given the delivery phase of Defence’s capability projects can vary significantly depending on the capability being acquired, this method provides the most accurate measure of year-on-year performance.

For each of the below targets, Defence will assess the scope, schedule and cost of approved projects to determine if they are on track (within the acceptable performance measures as advised in the Quarterly Performance Report). Where a project scope, schedule or cost is assessed as at risk it will be reported as not on track. Percentages for this target will be rounded to a whole percentage for the purpose of assessing the level of achievement.

Target 6.2a

This target evaluates whether all elements of scope are on track to be delivered. It is intended to demonstrate that Defence is delivering capability as agreed by Government, aligned to the focused integrated force priorities directed by Government in the National Defence Strategy.

Defence will determine a level of achievement for the target using the below criteria. If the percentage result is not a whole number and falls between two assessment criteria, the percentage will be rounded to the nearest whole number to determine the level of achievement. For the purposes of the assessment, 'between' is inclusive of the upper and lower values for the criteria.

Defence will calculate the percentage of approved IIP projects on track to deliver the scope approved by Government using the following criteria.

- **Achieved:** 80 per cent or more, inclusive.
- **Substantially achieved:** Between 70 and 79 per cent, inclusive.
- **Partially achieved:** Between 60 and 69 per cent, inclusive.
- **Not achieved:** Less than 60 per cent.

Target 6.2b

This target evaluates whether project milestones are on track to be delivered within agreed schedule timeframes. It is intended to demonstrate that Defence is delivering capability on time as agreed by Government, aligned to the focused integrated force priorities directed by Government in the National Defence Strategy.

Defence will determine a level of achievement for the target using the below criteria. If the percentage result is not a whole number and falls between two assessment criteria, the percentage will be rounded to the nearest whole number to determine the level of achievement. For the purposes of the assessment, 'between' is inclusive of the upper and lower values for the criteria.

Defence will calculate the percentage of approved IIP projects on track to be delivered within the schedule approved by Government using the following criteria.

- **Achieved:** 80 per cent or more, inclusive.
- **Substantially achieved:** Between 70 and 79 per cent, inclusive.
- **Partially achieved:** Between 60 and 69 per cent, inclusive.
- **Not achieved:** Less than 60 per cent.

Target 6.2c

This measure assesses whether acquisition projects are on track to be delivered within Government-approved cost, including contingency. Year to year cost variations are expected and reflect normal project management processes.

Defence will determine a level of achievement for the target using the below criteria. If the percentage result is not a whole number and falls between two assessment criteria, the percentage will be rounded to the nearest whole number to determine the level of achievement. For the purposes of the assessment, 'between' is inclusive of the upper and lower values for the criteria.

Defence will calculate the percentage of approved IIP projects on track to deliver within the Government-approved budget.

- **Achieved:** 80 per cent or more, inclusive.
- **Substantially achieved:** Between 70 and 79 per cent, inclusive.
- **Partially achieved:** Between 60 and 69 per cent, inclusive.
- **Not achieved:** Less than 60 per cent.

Overall performance against the measure

The assessments of the three targets will be combined to provide the overall performance against the measure using the below criteria, noting that targets are weighted equally for this measure.

- **Achieved:** All three targets are achieved.
- **Substantially achieved:** At least one of the targets is achieved and no targets are not achieved.
- **Partially achieved:** At least one target is not achieved.
- **Not achieved:** All three targets are not achieved.

> Data sources

Quarterly Performance Reports and Integrated Investment Program Bi-annual updates, CapabilityOne project reporting.

> Changes from the previous year

Changes to the performance measure wording, target wording, and methodology have been made since the 2026–27 Portfolio Budget Statements, to remove the breakdown by domain, as the 2026 Integrated Investment Program is optimised to deliver a focused force and acquisition projects are no longer balanced across domains. This change does not affect the overall performance result. The breakdown of projects by domain will be included where appropriate as part of the analysis in the Annual Performance Statements for performance measure 6.1.

In addition, the methodology has been amended to assess projects as being on track or at risk, rather than positive or negative variance. The targets for the forward estimates remain consistent with the previous reporting year.

Key activity 7

Advance Australia's interests through a strengthened sovereign defence industrial base.

Performance measure 7.1

Defence strengthens the sovereign defence industrial base through investment and domestic manufacture.

Target 7.1a

95 per cent or more of the Defence Industry Development Grants Program budgeted allocation is awarded.

2026–27	2027–28	2028–29	2029–30
≥ 95%	≥ 95%	≥ 95%	≥ 95%

Target 7.1b

An increase in the number of companies exporting and value of exports by Australian suppliers supported by the Defence Export Programs.

2026–27	2027–28	2028–29	2029–30
Increases in both number and value of exports compared with 2025–26	Increases in both number and value of exports compared with 2026–27	Increases in both number and value of exports compared with 2027–28	Increases in both number and value of exports compared with 2028–29

Target 7.1c

An annual increase of 4 per cent in defence industry's contribution to the Australian economy.

2026–27	2027–28	2028–29	2029–30
+4% from 2025–26 reporting period	+4% from 2026–27 reporting period	+4% from 2027–28 reporting period	+4% from 2028–29 reporting period

Target 7.1d

Defence maintains a three per cent investment in innovation, science and technology to deliver against defence priorities set by Government*.

2026–27	2027–28	2028–29	2029–30
≥3%	≥3%	≥3%	≥3%

* Three per cent of total Defence expenditure.

Target 7.1e

Defence continues to expand Australia's guided weapon and explosive ordnance manufacturing capability by completing the construction of the Naval Strike Missile (NSM) / Joint Strike Missile (JSM) facility before the end of June 2027.

2026–27	2027–28	2028–29	2029–30
Construction of the NSM/JSM facility is complete before end of June 2027	To be determined	To be determined	To be determined

Target 7.1f

The delivery of identified strategic targets under Continuous Naval Shipbuilding and Sustainment during the reporting period.

2026–27	2027–28	2028–29	2029–30
5 identified strategic targets achieved	5 identified strategic targets achieved	To be determined	To be determined

> Rationale

The 2026 National Defence Strategy builds on the direction set out in the 2024 National Defence Strategy that a sovereign defence industrial base is vital for developing higher levels of military preparedness and self-reliance, as well as accelerating innovation and capability delivery.

The combination of targets in this measure intends to demonstrate Defence's effectiveness in strengthening the sovereign defence industrial base through investment in small to medium enterprises, supply chains, technology, as well as the domestic manufacture of guided weapons and explosive ordnance and maritime capability. These elements are critical enablers for a more sustainable and resilient industrial base into the future, advancing Australia's national security and economic interests.

This performance measure is an output measure.

> Methodology

Target 7.1a

Defence will assess how much of the Defence Industry Development Grants Program budgeted allocation is awarded to small and medium enterprises to calculate the percentage allocated for the reporting period. The percentage will be used to determine the level of achievement using the below criteria.

- **Achieved:** 95 per cent or more, inclusive.
- **Substantially achieved:** Between 90 and 94 per cent, inclusive.
- **Partially achieved:** Between 85 and 89 per cent, inclusive.
- **Not achieved:** Less than 85 per cent.

Target 7.1b

Defence will assess the number of companies exporting and value of exports by Australian companies supported by Defence Export Programs compared with the previous reporting period. Using available export data, Defence will combine the number of companies exporting through all export programs (including the Australian Defence Strategic Sales Office, Team Defence Australia, Global Supply Chain, Austrade MOU and targeted Trade Missions), and the value of exports, in order to determine the level of achievement using the below criteria.

- **Achieved:** An increase in both the number of companies exporting and value of exports.
- **Substantially achieved:** One of either the number of companies exporting or value of exports increases, and the other is maintained.
- **Partially achieved:** One of either the number of companies exporting or value of exports increases, and the other decreases.
- **Not achieved:** Nil increase in either the number of companies exporting or value of exports.

Target 7.1c

Defence will report on the annual increase of defence industry contribution to the Australian economy as calculated by the Australian Bureau of Statistics for the Australian Defence Industry Account experimental estimates.

- **Achieved:** Increases by 4 per cent or more, inclusive.
- **Substantially achieved:** Increases by between 2.5 per cent and 3.9 per cent, inclusive.
- **Partially achieved:** Increases by between 0.1 per cent and 2.4 per cent, inclusive.
- **Not achieved:** Has not increased.

Target 7.1d

Defence will calculate the investment in innovation, science and technology as a proportion of total Defence expenditure. Defence will use this percentage to determine a level of achievement using the below criteria.

- **Achieved:** 3 per cent or more, inclusive.
- **Substantially achieved:** Between 2.5 per cent and 2.9 per cent, inclusive.
- **Partially achieved:** Between 2 per cent and 2.4 per cent, inclusive.
- **Not achieved:** Less than 2 per cent.

Target 7.1e

The Guided Weapons and Explosive Ordnance (GWEO) enterprise continues to expand Australia's domestic guided weapon and explosive ordnance manufacturing capability. To report against this target, Defence will use project monthly reporting data to determine if the construction of the NSM/JSM facility is complete before the end of June 2027. Defence will use the below criteria to determine the level of achievement for the target at the end of the reporting period.

- **Achieved:** Facility construction completion before end of June 2027.
- **Not achieved:** Facility construction was not completed before end of June 2027.

Target 7.1f

Defence will gauge the delivery of five identified strategic targets for Continuous Naval Shipbuilding and Sustainment (CNSS). The approved targets relate to outcomes that support the uplift of the maritime industrial base required to build and sustain the ADF's maritime platforms.

Using existing internal reporting processes, Defence will determine the extent to which the CNSS strategic targets have been achieved during the reporting period using the below criteria.

- **Achieved:** All five CNSS strategic targets delivered.
- **Substantially achieved:** Three to four CNSS strategic targets delivered.
- **Partially achieved:** One to two CNSS strategic targets delivered.
- **Not achieved:** No CNSS strategic targets delivered.

Overall performance against the measure

To make the overall assessment¹, the six target-level results will be combined to provide the overall performance against the measure using the below criteria, noting that targets are weighted equally for this measure.

- **Achieved:** All six targets are achieved.
- **Substantially achieved:** At least five targets are substantially achieved or higher.
- **Partially achieved:** At least four targets are partially achieved or higher.
- **Not achieved:** None of the above criteria are met.

¹ In instances where the assessment result meets the thresholds for multiple categories e.g. achieved, substantially achieved or partially achieved, the assessment result will be the highest category

> Data sources

TM1 Financial Management System, AusTender, Global Supply Chain Program reporting, Austrade reporting on exports (from Australian Border Force data), Industrial Intelligence Capability data, Australian Bureau of Statistics Australian Defence Industry Account, Business Grants Hub (Department of Industry, Science and Resources), Defence Industry Development Grants Program reporting, GWEO Project Monthly Reporting, Continuous Naval Shipbuilding and Sustainment corporate reporting, and innovation, science and technology investment reporting.

> Changes from the previous year

The wording of the key activity and performance measure has been amended slightly to align with the following changes to the underlying targets:

Target 7.1a nil changes.

Target 7.1b has been amended to include companies exporting through all Defence Export Programs.

Target 7.1c nil changes.

Target 7.1d methodology has been amended to include additional data sources to better reflect the breadth of Defence investment in innovation, science and technology.

Target 7.1e has been amended to better reflect the intent of the target to build Australia's domestic manufacturing capability.

Target 7.1f has been amended to better reflect the intent of continuous naval shipbuilding and sustainment and the uplift of the maritime industrial base.

Key activity 8

Support improved regulatory performance, capability and culture through regulatory stewardship in line with the Government's commitment to Australian Public Service reform.

Performance measure 8.1

Defence improves regulatory performance and capability through the finalisation of export permit applications within benchmark timeframes and reduction of export permits to the United States and United Kingdom facilitated via the AUKUS licence-free environment.

Target 8.1a

Defence will finalise the approved export permit applications within benchmark timeframes (15 days for non-complex applications; and 35 days for complex applications).

2026–27	2027–28	2028–29	2029–30
≥90% of applications	≥90% of applications	≥90% of applications	≥90% of applications

Target 8.1b

A reduction in the number of export permits to the United States, United Kingdom and Australia, facilitated via the AUKUS licence-free environment.

2026–27	2027–28	2028–29	2029–30
≥70% reduction from the pre AUKUS licence-free environment year	≥70% reduction from the pre AUKUS licence-free environment year	To be determined	To be determined

> Rationale

Defence Export Controls is the Commonwealth regulator for the responsible movement of Defence-related goods, technology and services within and outside Australia. It supports stakeholders across government, industry, higher education and research sectors, and private individuals to meet their obligations under Australia's export control laws. Defence Export Controls plays a fundamental role in ensuring Australia upholds its international obligations through participation in a series of multilateral non-proliferation and export control regimes.

This measure intends to demonstrate Defence's commitment to continuous improvement and building trust by meeting public benchmark timeframes, and undertaking its function using a risk-based and data driven approach through a reduction in regulatory burden through the AUKUS licence-free environment.

This performance measure is a proxy efficiency measure.

> Methodology

Target 8.1a

Defence will calculate the percentage of export permit applications finalised within public benchmark timeframes for the reporting period. As the complexity of export permit applications varies depending on a number of factors, the benchmark timeframe is 15 days for non-complex applications and 35 days for complex applications. Defence will use the percentage to determine the level of achievement using the below criteria. If the percentage result is not a whole number and falls between two assessment criteria, the percentage will be rounded to the nearest whole number to determine the level of achievement.

- **Achieved:** 90 per cent or more.
- **Substantially achieved:** Between 75 and 89 per cent, inclusive.
- **Partially achieved:** Between 50 and 74 per cent, inclusive.
- **Not achieved:** Less than 50 per cent.

Target 8.1b

Defence will demonstrate implementation of the AUKUS licence-free environment through a reduction in the number of permit applications processed each year in total to the United States, United Kingdom and Australia. Defence will calculate the percentage reduction in export permits processed to the United States, United Kingdom (or both countries) and Australia compared with the pre-AUKUS license-free environment year.

- **Achieved:** 70 per cent or more reduction.
- **Substantially achieved:** Between 50 and 69 per cent reduction, inclusive.
- **Partially achieved:** Between 30 and 49 per cent reduction, inclusive.
- **Not achieved:** Less than 30 per cent reduction, or an increase in permit applications.

Overall performance against the measure

The assessment of the two targets will be combined to provide the overall performance against the measure using the below criteria, noting the targets are weighted equally.

- **Achieved:** Both targets are achieved.
- **Substantially achieved:** Both targets are substantially achieved or one target is substantially achieved while the other is achieved.
- **Partially achieved:** Both targets are partially achieved or one target is partially achieved and the other is substantially achieved or achieved.
- **Not achieved:** At least one or both targets are not achieved.

> Data sources

My Australian Defence Exports Portal (MADE Portal) permit applications and assessments.

> Changes from the previous year

Target 8.1b has been amended to compare to the pre-AUKUS license free environment (2023–24) up until the 2027–28 reporting period. Target 8.1b ‘Achieved’ criteria has been amended to “70 per cent or more reduction” compared to last year’s reporting of “between 70 and 90 per cent.

Key activity 9

Enable intelligence-informed decision-making.

Performance measure 9.1

Defence key stakeholder satisfaction of the alignment and impact of Defence Intelligence Enterprise intelligence assessments and products.

2026–27	2027–28	2028–29	2029–30
2024–25 baseline is maintained	2024–25 baseline is maintained	2024–25 baseline is maintained	2024–25 baseline is maintained

Target 9.1a

Defence maintains alignment of Defence Intelligence Enterprise intelligence assessments and products against the Defence Intelligence Prioritisation Framework.

Target 9.1b

Key stakeholders report a positive impact of Defence Intelligence Enterprise intelligence assessments and products to their decision making.

> Rationale

The Defence Intelligence Enterprise delivers intelligence assessments and products that inform Defence's decision-making and operational activities in support of Australia's national security priorities. This measure intends to demonstrate the effectiveness of the Defence Intelligence Enterprise in developing intelligence assessments and products that support Defence to achieve its mission, assessing both effectiveness of prioritisation and stakeholder satisfaction.

This performance measure is an effectiveness measure.

> Methodology

Target 9.1a (Weighted: 40 per cent)

Defence will review a random sample of intelligence assessments and products and determine which intelligence priority they address to assess whether those priorities align with the Defence Intelligence Priority Framework.

Target 9.1b (Weighted: 60 per cent)

Defence will conduct a customer satisfaction survey of Defence key intelligence stakeholders for intelligence assessments and products provided in the previous 12 months. Stakeholders will provide feedback focused on their level of satisfaction with the impact of Defence Intelligence Enterprise intelligence assessments and products to their decision making.

The allocation of weightings reflects the importance of customer satisfaction to understand the impact Defence Intelligence Enterprise intelligence assessments and products have on decision-making.

Defence will add the weighted percentage for both targets and assess the level of achievement using the below criteria.

- **Achieved:** Did not decrease by more than 5 percentage points from the baseline.
- **Substantially achieved:** Did not decrease by more than 15 percentage points from the baseline.
- **Partially achieved:** Did not decrease by more than 30 percentage points from the baseline.
- **Not achieved:** Decreased by more than 30 percentage points from the baseline.

> Data sources

Principal Defence Intelligence Enterprise intelligence repository. Defence intelligence priorities, and a stakeholder Survey.

> Changes from the previous year

Renumbered. In 2025–26 this was performance measure 3.1.

The criteria wording has been amended to specify percentage points to provide clarity and improve understanding.

9 Portfolio Budget Statements

Key activity		1	2	3	4	5	6	7	8	9
		Conduct domestic and international operations and exercises to defend Australia and its national interests.	As a strategy-led organisation, Defence implements the Government-directed biennial National Defence Strategy.	Invest in Defence people through recruitment and retention, and growth in skills and capabilities.	Improved culture, mental health and wellbeing support, and support to ADF families.	Support a strategy of denial in our primary area of military interest through international engagement with our partners.	Deliver future capability.	Advance Australia's interests through a strengthened sovereign defence industrial base.	Support improved regulatory performance, capability and culture through regulatory stewardship in line with the Government's commitment to Australian Public Service reform.	Enable intelligence-informed decision-making.
Budget programs										
1.1	Operations Contributing to the Safety of the Immediate Neighbourhood	✓								
1.2	Operations Supporting Wider Interests	✓								
1.3	Defence Contribution to National Support Tasks in Australia	✓								
2.1	Strategy, Policy and Industry		✓			✓	✓		✓	
2.2	Defence Executive Support (including Governance Group)			✓	✓		✓			
2.3	Defence Finance						✓	✓		
2.4	Joint Capabilities	✓					✓			
2.5	Navy Capabilities	✓					✓			
2.6	Army Capabilities	✓					✓			
2.7	Air Force Capabilities	✓					✓			
2.8	Australian Defence Force Headquarters	✓					✓			
2.9	Capability Acquisition and Sustainment (including Guided Weapons and Explosive Ordnance Group)						✓	✓		
2.10	Security and Estate						✓			
2.11	Defence Digital						✓			
2.12	Defence People (including Chief of Personnel)	✓		✓	✓					
2.13	Defence Science and Technology						✓	✓		
2.14	Defence Intelligence						✓			✓
2.15	Naval Shipbuilding and Sustainment						✓	✓		
2.16	Nuclear-Powered Submarines			✓	✓		✓	✓		
2.19	Defence Trusts and Joint Accounts									
2.20	Defence Force Superannuation Benefits			✓	✓					
2.21	Defence Force Superannuation Nominal Interests			✓	✓					
2.22	Housing Assistance			✓	✓					
2.23	Other Administered			✓	✓					

10 Changes and requirements

PGPA Rule reference	Topic	Matters to be included	Page number(s)
s16E(2) item 1	Introduction	The following: • a statement that the plan is prepared for paragraph 35(1)(b) of the Act; • the reporting period for which the plan is prepared; • the reporting periods covered by the plan.	4
s16E(2) item 2	Purposes	The purposes of the entity.	5
s16E(2) item 3	Key activities	For the entire period covered by the plan, the key activities that the entity will undertake in order to achieve its purposes.	5
s16E(2) item 4	Operating context	For the entire period covered by the plan, the following:	
s16E(2) item 4(a)	Environment	• the environment in which the entity will operate;	6–8
s16E(2) item 4(b)	Capability	• the strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes;	9–13
s16E(2) item 4(c)	Risk	• a summary of the risk oversight and management systems of the entity, and the key risks that the entity will manage and how those risks will be managed;	17, 19
s16E(2) item 4(d)	Cooperation	• details of any organisation or body that will make a significant contribution towards achieving the entity's purposes through cooperation with the entity, including how that cooperation will help achieve those purposes;	14
s16E(2) item 4(e)	Subsidiaries	• how any subsidiary of the entity will contribute to achieving the entity's purposes. Note: Defence has no subsidiaries.	
s16E(2) item 5	Performance	For each reporting period covered by the plan, details of how the entity's performance in achieving the entity's purposes will be measured and assessed through: • specified performance measures for the entity that meet the requirements of section 16EA; and • specified targets for each of those performance measures for which it is reasonably practicable to set a target.	21–48

