



Australian Government
Department of Defence

Incoming Government Brief 2019



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Incoming Government Brief May 2019

Secretary and Chief of Defence Force Message

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Minister

Welcome back to the Defence Portfolio. We look forward to working with you on our mission to defend Australia and its national interests.

The purpose of this Incoming Government Brief is to give you a comprehensive overview of the Defence organisation, give you our initial advice on how we intend to implement your election commitments, and set out advice on key matters that we will need to address together early in your tenure. The Brief is available in both digital and hard copy forms.

The Brief sets out Defence's structure, introduces the key Defence senior leaders, and provides an overview of the organisation's current program of work against three broad thematic areas:

- **Meeting strategic intent;**
- **Building defence capability; and**
- **Delivering better outcomes.**

This Brief is designed to familiarise you and your team with the essence of the many issues on which we will work with you in the coming years.

We have also included in this Incoming Government Brief a suggested schedule of immediate priorities and initial face-to-face briefings with Defence senior leaders.

We look forward to accompanying you in Singapore at the Shangri-La Dialogue; this will provide us with an opportunity to have further discussions with you on the matters that are set out in this brief.

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The Defence Organisation

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Ministerial Authorities and Responsibilities

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Portfolio responsibilities of Defence Ministers

Key points

- As Minister for Defence you are responsible to Parliament for all agencies and bodies within the Defence portfolio.
 - The full scope of the portfolio is outlined [here](#).
 - This brief relates to the Department of Defence and the ADF.

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- Section 8 of the [Defence Act 1903](#) provides that the Minister has general control and administration of the ADF.
- Section 68 of the [Constitution](#) provides that the Governor-General has 'Command-In-Chief' of the ADF.

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Joint Ministerial Directive

Key points

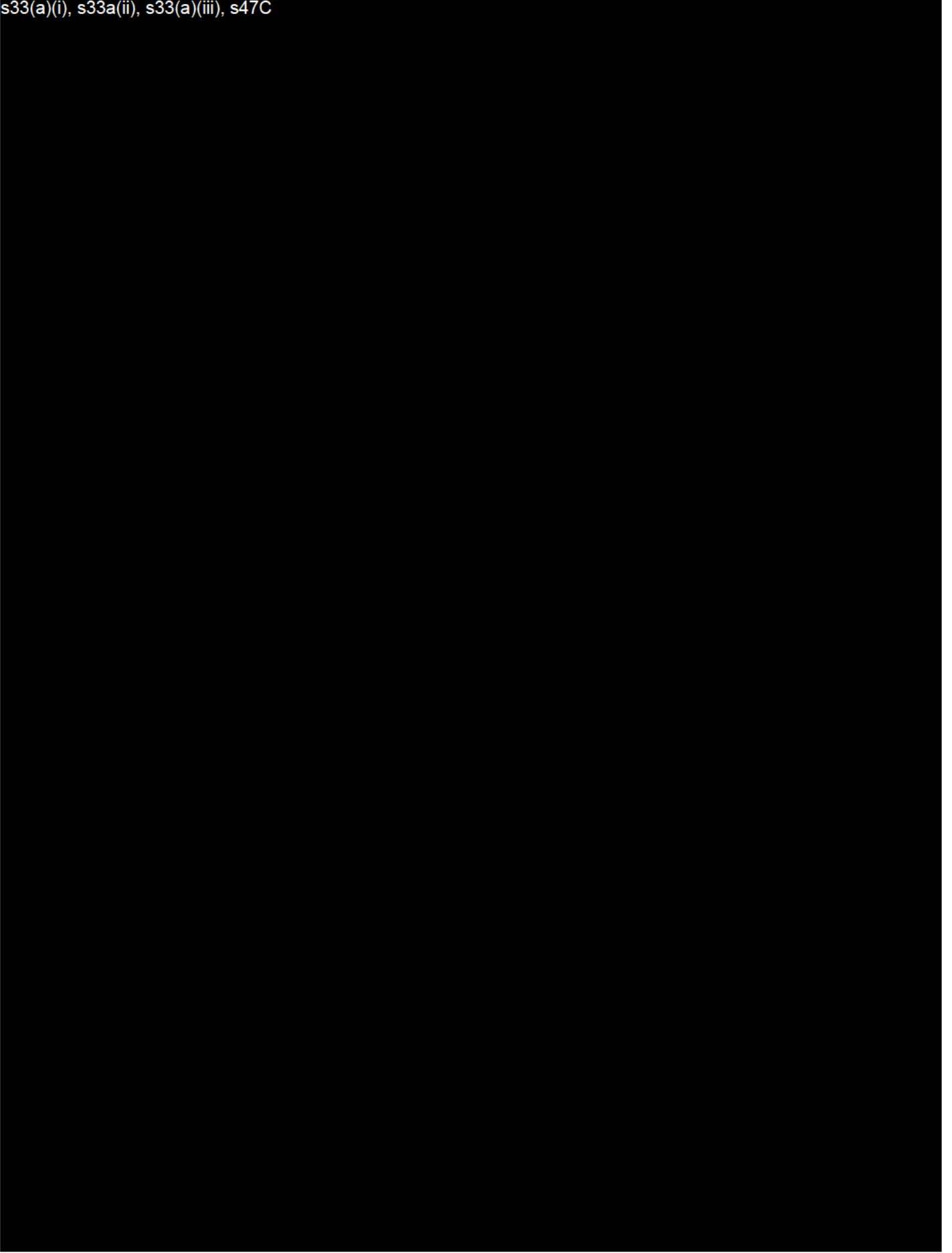
- High level responsibilities of the Secretary and Chief of the Defence Force are set out under section 8 of the *Defence Act 1903*.
- From time to time, the Minister for Defence sets out the specific roles and responsibilities of the Secretary and the Chief of the Defence Force in a Ministerial Directive.
- The last Directive was signed in June 2015.

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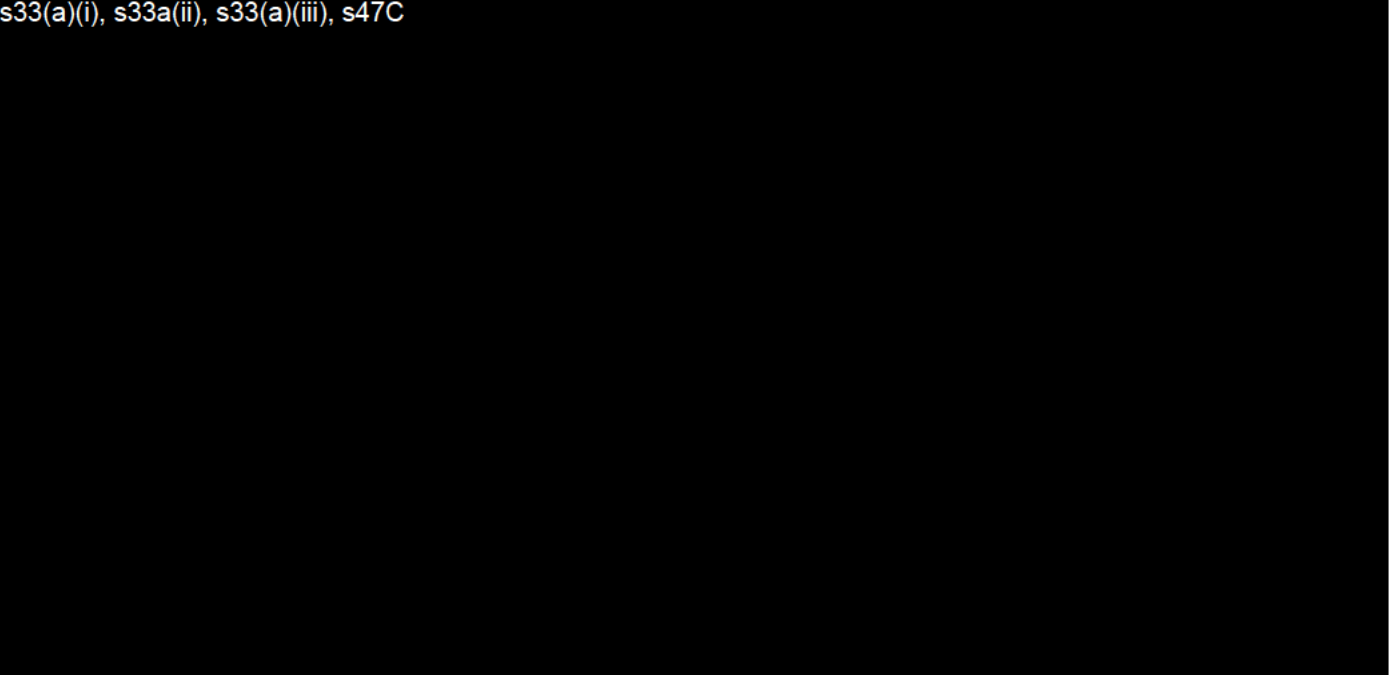
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Call out of the ADF - Part IIIAAA


Key points

- States and territories hold primary responsibility for the protection of life and property in their jurisdictions, but Commonwealth assistance may be provided where necessary.
- Part IIIAAA of the *Defence Act 1903* provides the statutory authority and mechanisms by which the ADF can be called out by the Commonwealth Government to use force to resolve incidents of significant violence occurring in Australia, in support of a Commonwealth agency or an affected State or Territory.
- The process is commonly known as 'call out' of the ADF and the support provided by Defence is known as 'Defence Force Aid to the Civil Authority'.

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Nature of Service

Key points

- As Minister for Defence, you are responsible for determining the nature of service of ADF operations, and the specified area within which it will apply.

Background

A Nature of Service classification expresses the risk of harm to ADF personnel from hostile forces, and considers the mission parameters, tasks of the operation, rules of engagement and operational threat.

A Nature of Service classification is determined for all ADF operations, including Third Country Deployments, to enable ADF personnel to access appropriate conditions of service, including veterans' benefits.

The three Nature of Service classifications are:

- warlike;
- non-warlike; and
- peacetime.

Without an approved Nature of Service determination, ADF service on an operation defaults to peacetime service and no additional conditions of service or veterans' benefits would apply.

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Support to the Minister

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Media support

Key points

Defence will support you and your office through:

- **Media monitoring:** Daily media monitoring updates on key issues relevant to the portfolio. Traditional and social media channels are monitored and summaries provided daily to your media staff.
- **Media enquiries management:** Timely coordination of responses to media enquiries supported by good working relationships with the media. Defence will provide responses on routine and factual matters directly to the media, and an information copy to the relevant Ministers' Office. For sensitive and high-level matter enquiries, the Department will alert the relevant Ministers' Office on receipt, and seek the office's clearance of the proposed response.
- **Talking points:** If requested, the Department can prepare talking points for you on current and sensitive issues related to the Defence portfolio.
- **Speechwriting:** A dedicated speechwriting team develops full speech drafts and video messages for you to use at Defence-related events.
- **Imagery:** A large public library of Defence-related images is available to you for portfolio business use. These images cannot be used for party political purposes.
- **Ministerial events:** We will provide you with support at Defence-related events, including media management and development of associated media products.
- **Social media:** Managing Defence's official social media accounts to repost appropriate Defence-related content from portfolio Ministers' accounts.

We will meet with your Chief of Staff early to discuss these support arrangements.

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Media support

Points of contact

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Ministerial and parliamentary support

Key points

Defence will support you and your office through:

- **Office setup and support:** Portfolio-related administration, and office setup and support, such as provision of stationery, ICT equipment and technical support, sponsoring security clearances, payment of bills and purchase or reimbursement for official hospitality.
- **Support personnel:** Support staff for you and your office, including:
 - an ADF Aide-de-Camp (ADC) where approved within staffing caps set by the Prime Minister's Office. The ADC provides personal administrative support to you for ceremonial and protocol issues, all Ministerial travel arrangements, and any other personal support you require for your Defence-related engagements. The ADC can accompany you on all official Defence business and will provide administrative support to you wherever it relates to Defence entities, or requires use of Defence funds.
 - up to two Departmental Liaison Officers to manage the flow of information between your office and the Department.
- **Ministerial and parliamentary products:** Ministerial briefs and parliamentary products will be provided to your office electronically.

We will meet with your Chief of Staff early to discuss these support arrangements.

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Ministerial and parliamentary support

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The Defence Organisation

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The Diarchy

Key points

- Under the general control of the Minister for Defence, the Secretary of Defence and the CDF are jointly responsible for administering Defence, including the ADF.
- Legislative amendments to the *Defence Act 1903* altered command relationships within Defence, in order to implement the 'One Defence' model.

Background

The diarchy is a term used to describe the joint leadership of Defence by the Secretary and the CDF. Within the diarchy:

- The role of the Secretary is similar to the roles of any other Secretary of a Government agency. The Secretary has all the rights, duties and powers of an agency head under the *Public Service Act 1999* and is responsible for the Department and ADF under the *Public Governance, Performance and Accountability Act 2013*. The Secretary is responsible for advising the Minister on policy and departmental issues, and matters relating to the stewardship of Defence resources.
- The role of the CDF is to command the ADF and be the principal adviser to the Minister on military matters, including operations.

The detail of the Secretary and the CDF's roles, responsibilities and relationship with the Minister is set out in a directive issued by the Minister under section 8 of the *Defence Act 1903*. For further information, please refer to the [Joint Ministerial Directive](#) brief.

As a result of the First Principles Review, the *Defence Legislation Amendment (First Principles) Act 2016*, which came into effect on 1 July 2016, amended the *Defence Act 1903* to reflect the First Principles Review recommendation to create a strong strategic centre. The amendments have little effect on the diarchy, but have altered

The Diarchy

the command arrangements of the CDF, VCDF and Service Chiefs in order to create 'One Defence'.

In broad terms, the amendments:

- continue to provide that the Minister has the “general control and administration of the ADF” (section 8);
- clarify that the CDF has full command of the Defence Force and is to advise the Minister on matters relating to the command of the ADF (section 9);
- continue to vest the administration of the ADF jointly with the Secretary and the CDF, except with respect to matters falling within the command of the ADF or any other matter specified by the Minister (section 10);
- continue to provide for the Secretary and CDF to issue Defence Instructions in relation to the administration of the ADF (section 11); and
- explicitly recognise the VCDF as the deputy to CDF and ensuring that VCDF has command and administrative responsibilities subject to the direction of CDF.

Supporting the Diarchy

Key points

- The Associate Secretary and the VCDF are the immediate deputies to the Secretary and CDF respectively, and act in their place when required.

Background

The Associate Secretary is the immediate deputy to the Secretary of Defence and normally acts as Secretary when required. The Associate Secretary is responsible for the management of Defence service delivery and agency efficiency. Activities for which the Associate Secretary is accountable are mapped to the Defence Executive Support program in the Defence Portfolio Budget Statements. This includes:

- the integration of all corporate enabling services, including finance, facilities and estate security;
- information and communications technology;
- information management;
- human resources; and
- legal, audit and security vetting services.

The VCDF is the immediate deputy to the CDF and normally acts as the CDF when required. The VCDF is responsible for the design of the future ADF. The VCDF also manages:

- joint strategic planning;
- the integrated investment program and capability development;
- readiness planning;
- force integration and interoperability; and
- the military justice system.

Royal Australian Navy

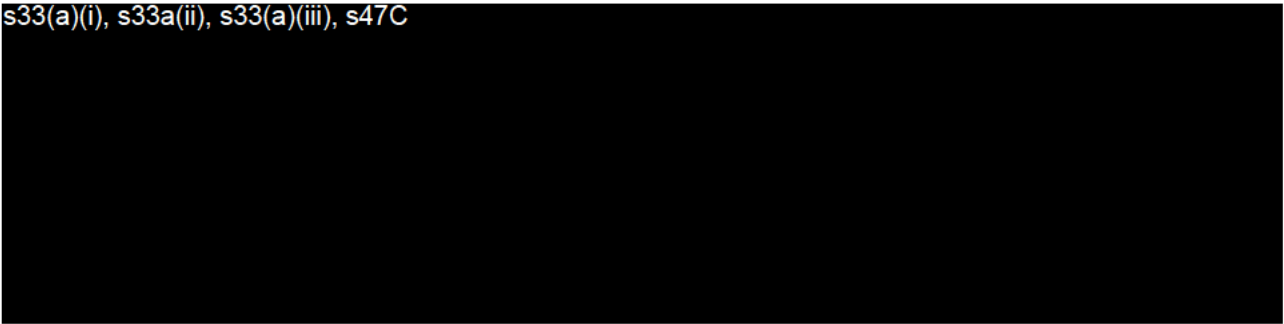
Key points

- Navy's top three priorities are:
 - providing ships and supporting capabilities to sustain Australia's increasing regional engagement, domestic operations, and be prepared for warfighting operations;
 - workforce retention and growth to provide the right people, at the right place, at the right time, with the right training, capable of sustainably operating our future force; and
 - capability assurance of our acquisition and sustainment programs to provide Australia the necessary maritime power in support of its strategic interests.

Background

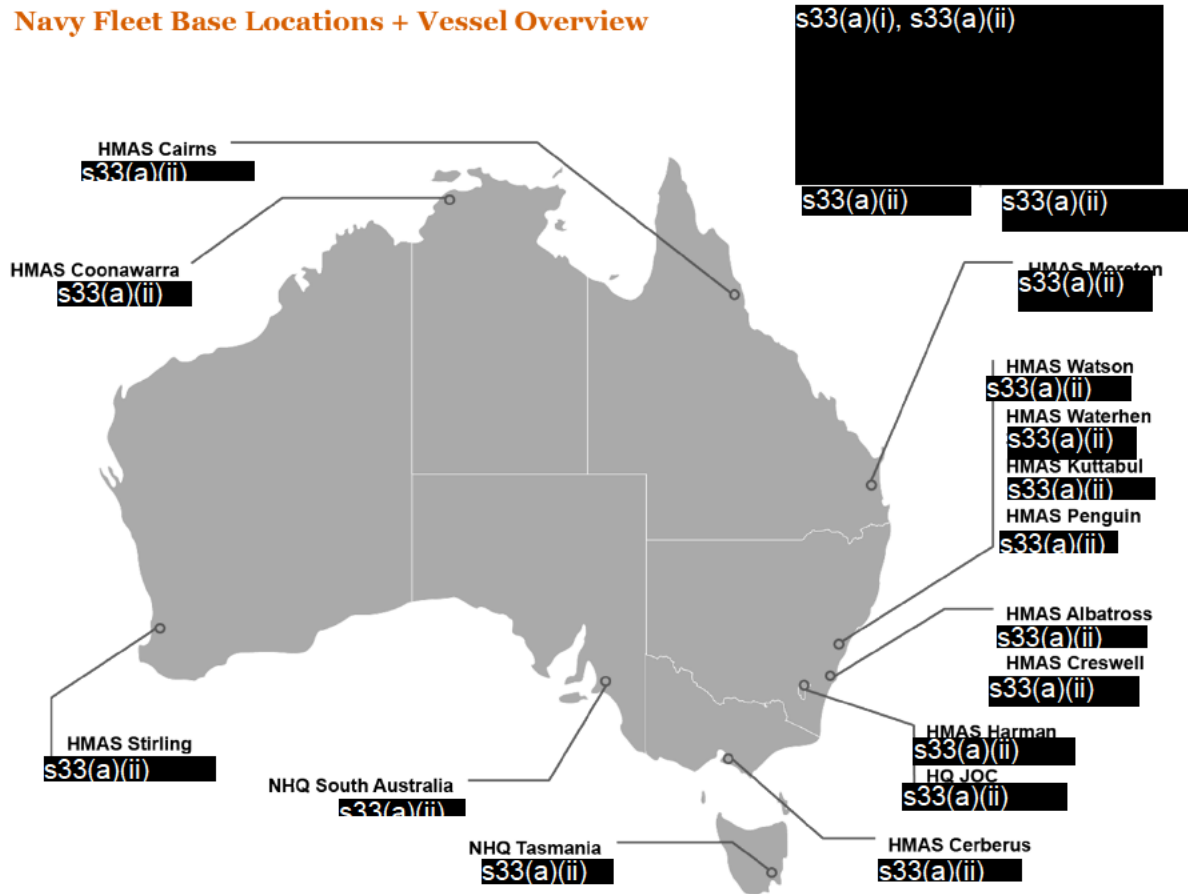
Regional engagement focus

s33(a)(i), s33a(ii), s33(a)(iii), s47C



Royal Australian Navy

Navy Fleet Base Locations + Vessel Overview



s33(a)(i), s33a(ii), s33(a)(iii), s47C

Navy workforce retention and growth

In a relatively calm and stable maritime environment, Navy's funded strength reduced by 30 per cent over the two decades from 1982 to 2002. Since that time, Navy's workforce has grown only modestly.

s33(a)(i), s33(a)(ii), s47C

Royal Australian Navy

s33(a)(i), s33(a)(ii), s47C

Service at sea in a ship or a submarine is fundamentally different to most professions. It requires technically competent, highly trained, fit and motivated people who are ready to go to sea and operate remotely – often without connectivity with loved ones for extended periods.

s33(a)(i), s33(a)(ii), s33(a)(iii), s47C

s33(a)(i), s33(a)(ii), s33(a)(iii), s47C

s33(a)(i), s33a(ii), s47C

Submarine future proofing

Submarines in particular are an essential part of Australia's naval capability, providing a strategic advantage in terms of surveillance and protection of our maritime zones and approaches achieved through their unique properties of stealth, range, endurance and lethality.

Australia's current submarine capability is provided by the Collins class fleet managed through an enterprise approach (together with Navy, Capability, Acquisition and Sustainment Group, and industry) of their upkeep, upgrade and update programs. A Collins Class Life of Type extension program will ensure that no capability gap exists as we transition to the Attack class submarine. The Attack

Royal Australian Navy

class submarine design and delivery schedule is aligned to Australia's strategic requirement for a regionally superior submarine capability, and supports a coherent transition from the existing Collins class capability. s33(a)(i), s33(a)(ii), s34, s47C

s33(a)(ii), s34, S47C

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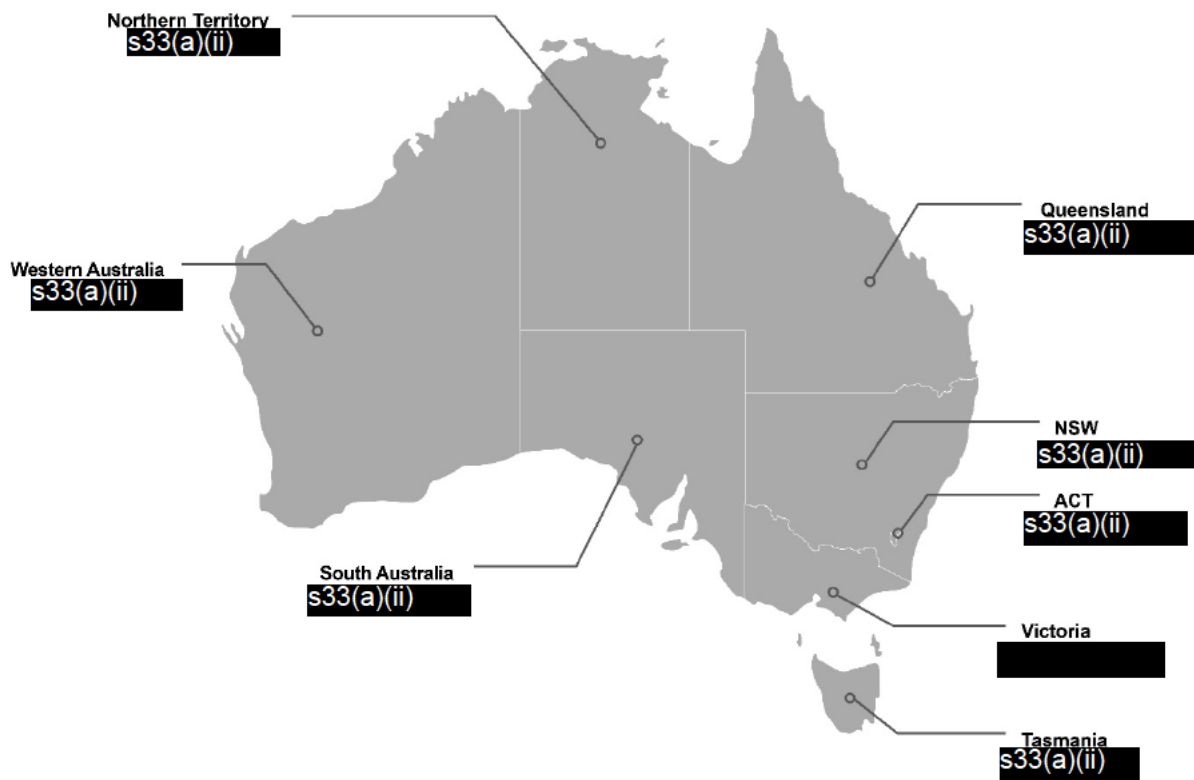
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Australian Army

Key points

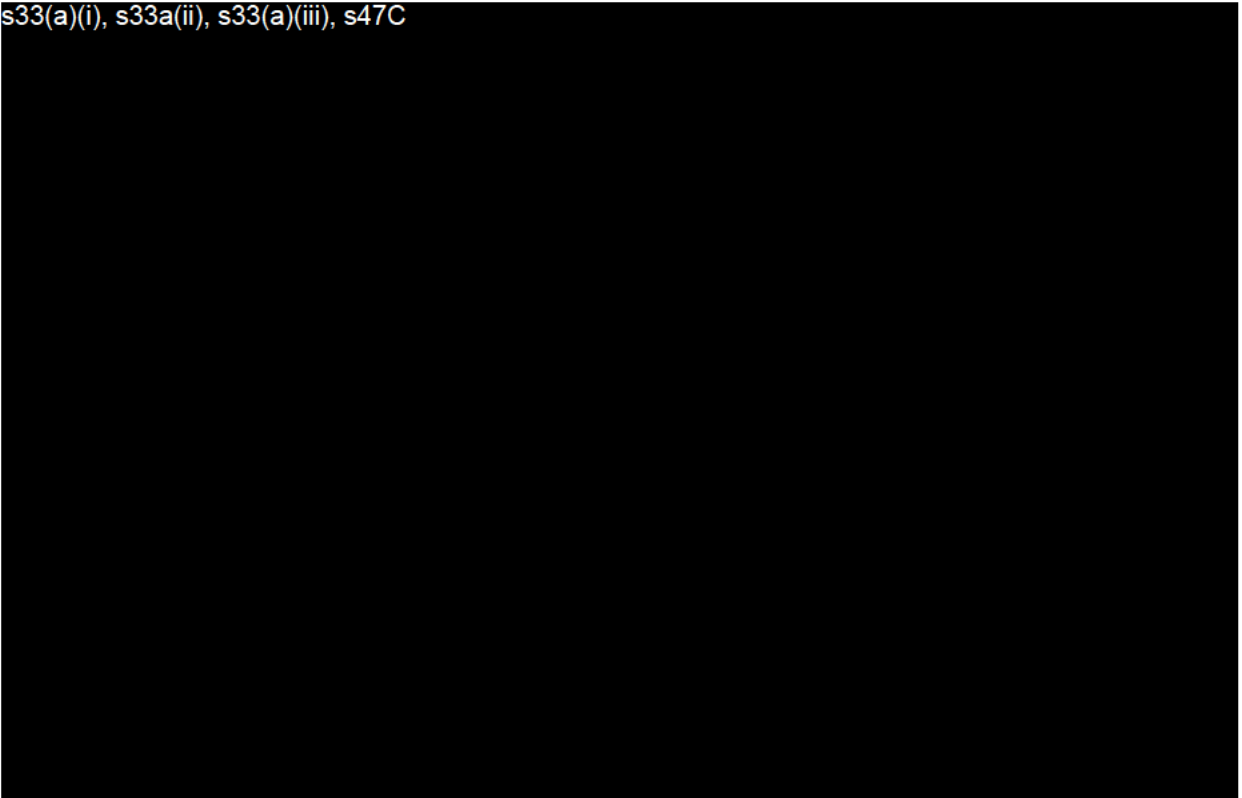
- The Chief of Army is responsible to the CDF to deliver Army capabilities, generate Army forces for use in Australian Defence Force operations, provide advice with regard to the employment of Army forces, manage Army's people and direct and administer Army Cadets. The Chief of Army is also the Defence Land worthiness authority.

Army Personnel Locations



Australian Army

s33(a)(i), s33a(ii), s33(a)(iii), s47C



Background

Army capabilities

In the next two years you will have the opportunity to make decisions regarding critical Army projects for command and control, combat vehicles, ground based air defence, soldier systems, special operations equipment and helicopters. Many of these projects are replacing equipment that has been in service two, three or four decades. New capabilities will ensure that Army can perform its assigned roles and give our soldiers an advantage against current and future threats.

Culture and people

Army's people are its strength. Army initiatives such as Good Soldiering, Army pre-conditioning programs and professional military education are designed to preserve this strength and ensure that soldiering is a desirable occupation for Australians. You would also know that these initiatives are not a panacea and from time to time

Australian Army

sensitive personnel or other reputational issues occur, which are promptly managed and reported through ministerial advice. s47C

s47C

Training safety

You will be aware of recent accidents in Army training. Army training must be realistic, demanding and safe.

- I am committed to minimising the risk to our members in accordance with our moral obligations and legislated responsibilities and at present Army is focused on safety for live fire training.
- In 2019 Army has developed learning products, based on industry best practice, released new policy, and committed to acquiring competency and qualification management systems to improve the knowledge and skill retention of members responsible for conducting live fire training.

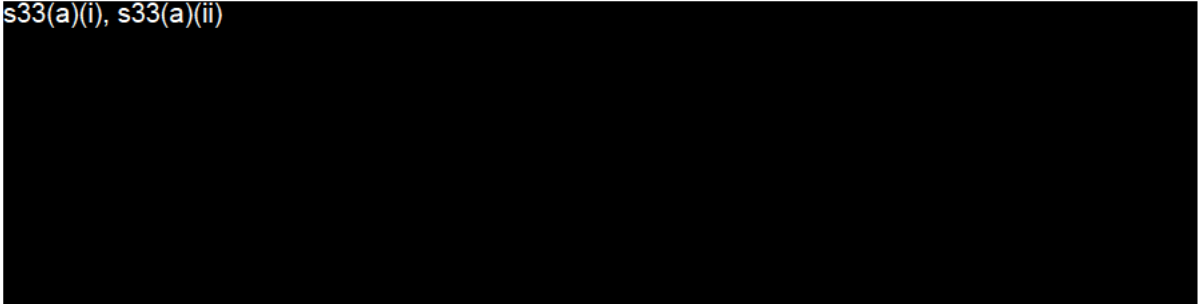
Army aviation

Army is aware of media reporting alleging that the Tiger Armed Reconnaissance Helicopter (ARH) is “difficult to sustain, still cannot communicate properly with ground troops, and that obsolescence and availability were issues”. This, and the emergency flotation system for the aircraft may continue to be issues of interest. We have previously advised that:

s33(a)(i), s33a(ii)

Australian Army

s33(a)(i), s33(a)(ii)



Army is in good shape and in due course I welcome the opportunity to discuss our people, new capabilities and our work to prepare land forces for the Australian Defence Force. In the meantime should your staff require any information my point of contact is my Chief of Staff, Brigadier Kahlil Fegan at kahlil.fegan@defence.gov.au.

Points of contact

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Chief of Army
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s22
rick.burr@defence.gov.au

Royal Australian Air Force

Key points

- Air Force is well resourced, is recruiting effectively and our aircraft and systems are evolving through the capability life cycle process.
- There are no significant issues I wish to draw to your attention in the first two weeks.
- The top three priorities for Air Force are:
 - workforce development;
 - successful delivery of those projects approaching milestones e.g. F-35 (Joint Strike Fighter), C-27J (Spartan), PC-21, KC-30 (Government Transport and Communications modification) and P-8A (Poisedon); and
 - development of 5th Generation technology within the Five-Eyes community.
- We will be bringing several projects forward over the next six months but all of these are on track in terms of scope, schedule and budget.
- The F-35 (Joint Strike Fighter) project is on track for a declaration of Initial Operating Capability by December 2020.
- The OneSky project (Civil Military Air Traffic Management System) was previously a project of concern. While it is now tracking well, there is still considerable work required in preparation for the roll-out which is scheduled from mid-2020.

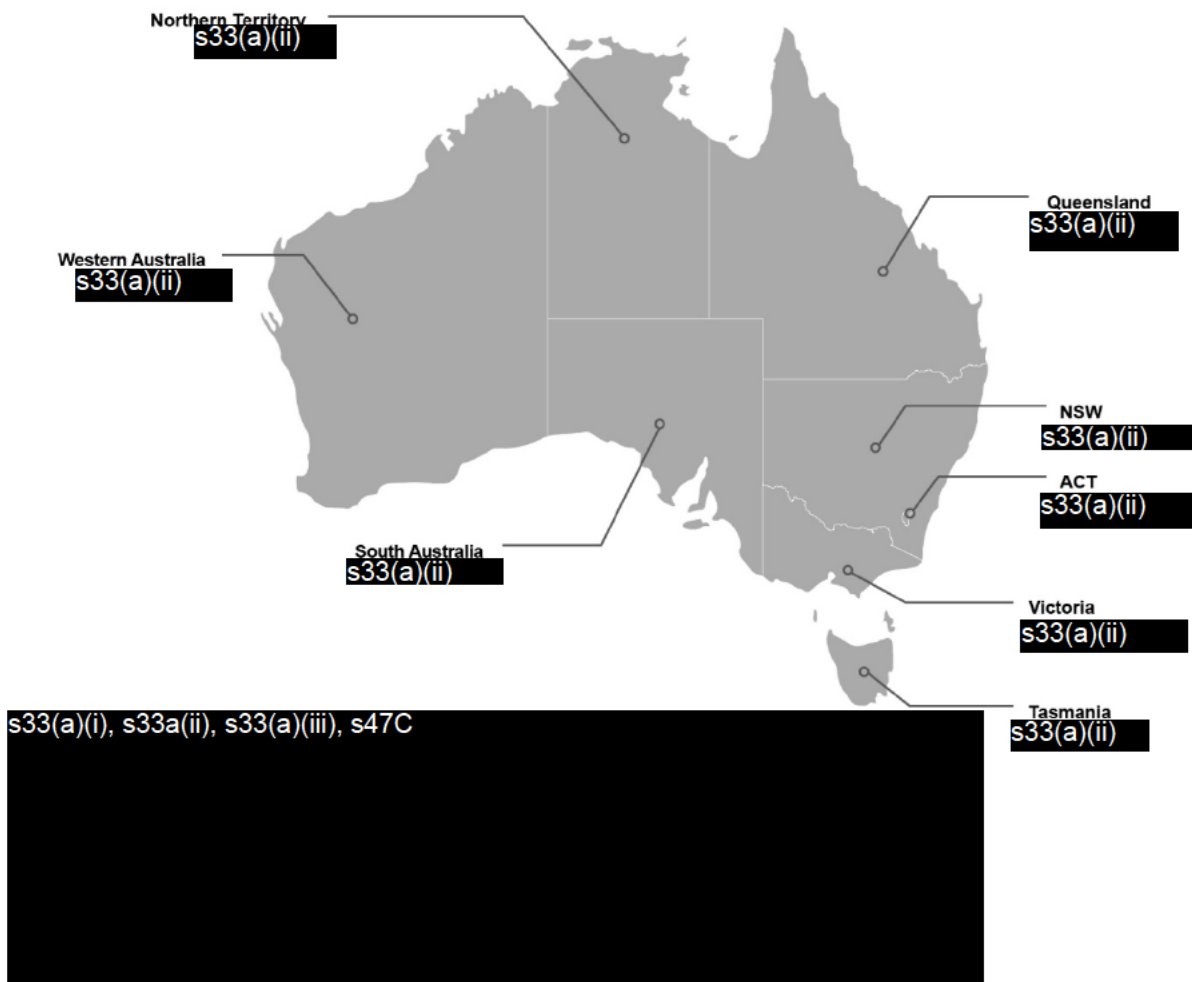
s47C

- A comprehensive Air Force capability guide can be found [on our website](#)
- Air Marshal Mel Hupfeld will take up the position of Chief of Air Force from 4 July 2019.

Royal Australian Air Force

- The Air Force Headquarters Chief of Staff is Air Commodore Phil Champion, 02 6266 7808 phillip.champion@defence.gov.au

Air Force Personnel Locations + Group Capability Summary



Points of contact

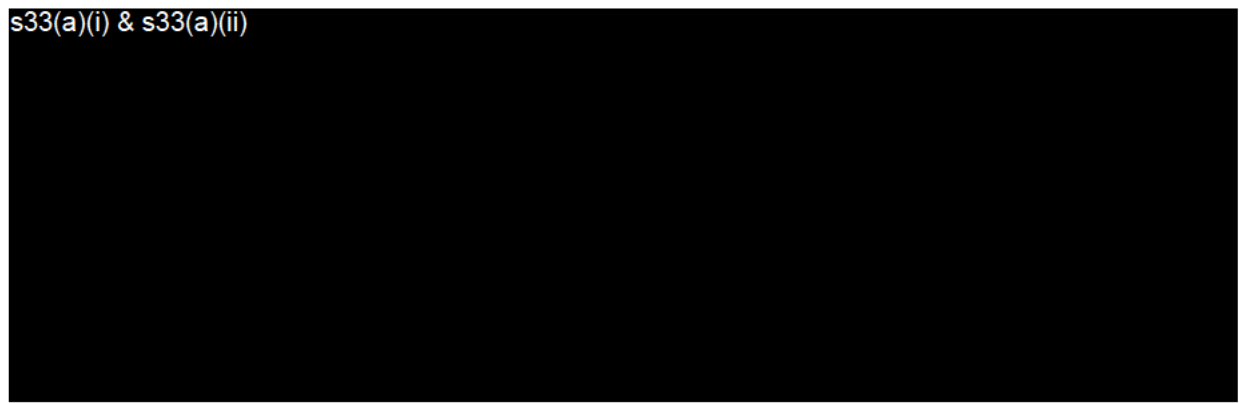
AIRMSHL G.N Davies (Leo)
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Joint Capabilities Group

Key points

- Formed in July 2017, Joint Capabilities Group (JCG) is charged with providing enabling services and functions, and delivering joint projects that will enhance the warfighting capability of the ADF.

s33(a)(i) & s33(a)(ii)



Background

JCG comprises nine Commands, Divisions and organic elements. An overview follows:

Information Warfare Division	Delivers information warfare effects and joint projects that enhance the warfighting capability of the ADF.
Joint Logistics Command	Delivers logistics support and services.
Joint Health Command	Delivers health services to ADF personnel.
Australian Defence College	Delivers future-focused, joint professional military education and individual training that prepares ADF personnel for future warfare.
Reserve and Youth Division	Maintains a coordinated, coherent and governed approach to youth development, experience and recognition programs. It also manages ADF Reserves and Cadet strategic policy.

Joint Capabilities Group

Joint Military Police Unit	Delivers joint military policing effects.
Australian Civil-Military Centre	Develops national and international civil-military partnerships and cooperation to meet the requirements of the ADF, the wider department, and whole-of-government.
Women, Peace and Security Directorate	Manages Defence's responsibilities in the Australian National Action Plan for Women, Peace and Security.
ADF Sports Cell	Manages ADF participation in conventional and adaptive sports, both domestically and internationally, in support of member wellbeing and Defence's international objectives.

The ADF and APS workforce within JCG number 4,900 and represents 6.5 per cent of the total Defence organisation. The workforce is located in over 90 bases and sites across all States and Territories, including overseas. JCG uses contractors and service providers to assist with delivery of services and functions, particularly in health and logistics.

Demographically, JCG has a strong mix of experienced and new personnel, with 21 per cent having over 20 years of Defence service and 34 per cent with less than five years.

ADF cyber capability


The ADF cyber capability provides cyber security, defensive cyber operations and offensive cyber operations as part of ADF operations. The ADF cyber operations capability is designed to support ADF requirements

s33(a)(i), s33(a)(ii), s47C

s33(a)(i), s33(a)(ii), s47C

Joint Capabilities Group

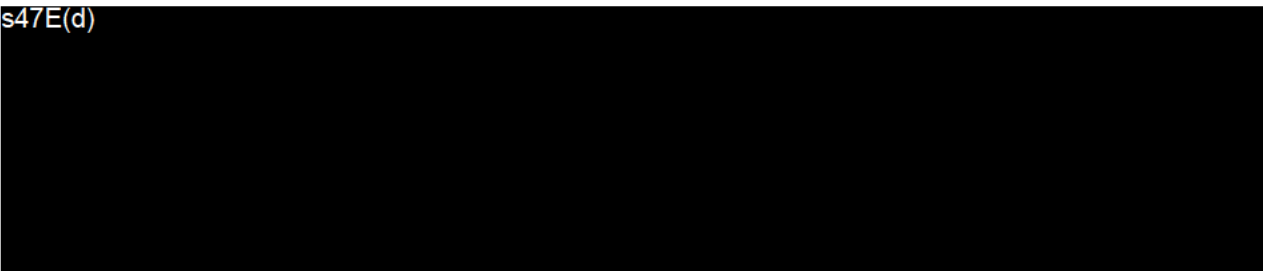
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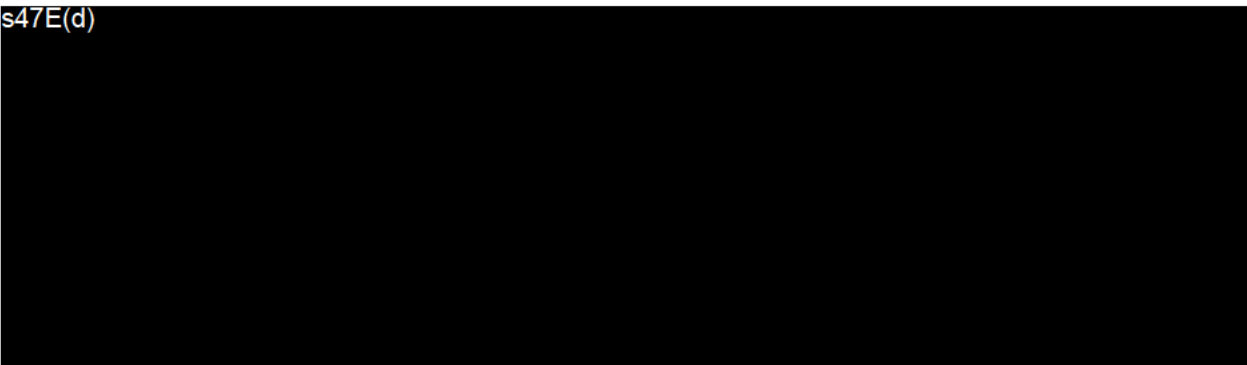
Australian Defence Force Academy (ADFA) academic service provider contract

The ADFA academic services contract with the University of New South Wales (UNSW) is due to expire in 2023. The contract transition-out period will activate on 1 January 2020.

s47E(d)



s47E(d)



The next generation ADF Health Services Contract


The current ADF Health Services Contract with Medibank Health Solutions Pty Ltd will expire on 30 June 2019. The Next Generation Health Services Project was established to procure and implement the next ADF Health Services Contract to support the provision of high quality health care to ADF members. Bupa Health Services Pty Ltd was selected as the successful respondent. A six-month transition period commenced on 14 January 2019 to maintain continuity of care and minimise disruption of health service delivery to ADF members. Transition efforts remain on track to meet the 1 July 2019 deadline.

Joint Capabilities Group

Mental health and wellbeing of ADF members

The mental health and wellbeing of the ADF workforce is critical to overall Defence capability. *The Defence Mental Health and Wellbeing Strategy 2018-2023* incorporates the latest mental health research and reflects outcomes from various reviews and inquiries into the mental health of serving and ex-serving ADF members, ensuring they are 'Fit to Fight, Fit to Work, Fit for Life'. Serving ADF members access mental health services through garrison health facilities, which can include referral to specialists and treatment programs. Defence and the Department of Veterans' Affairs have jointly funded the Transition and Wellbeing Research Programme, which is the most comprehensive study undertaken in Australia of the impact of military service on the mental, physical and social health of serving and ex-serving ADF members and their families.

s33(a)(i), s33(a)(ii)



Joint Capabilities Group

Protection of youth who engage with Defence

Defence is committed to ensuring the safety and wellbeing of youth (persons under the age of 18) who interact with Defence and ADF Cadets personnel. Case Study 40 of the Royal Commission into Institutional Responses to Child Sexual Abuse examined the experiences of men and women who were sexually abused as children, either within the ADF or ADF Cadets programs. In response, Defence has strengthened the Defence Youth Safety Framework, which includes youth safety policies and guidelines, and has introduced new training for cadets, adult cadet volunteers and staff in positions that interact with young people. The Defence Youth Safety Framework, initially implemented in 2015, was strengthened after the Royal Commission to include a suite of policy, governance and training initiatives. Evaluation and application of an assurance regime across the Defence Youth Safety Framework will be a perpetual feature of the Framework. Current efforts include the evaluation of all youth safety training packages, and a youth safety survey that will be rolled-out to over 27,000 ADF Cadets by December 2020.

Points of contact

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Strategic Policy and Intelligence Group

Key points

- Strategic Policy and Intelligence Group was established on 8 February 2016 as a key recommendation of the First Principles Review.
- The Group brings together Defence's policy and intelligence functions to deliver advice to the Australian Government, the Secretary and the CDF.
- The Group is led by Mr Peter Tesch, Deputy Secretary Strategic Policy and Intelligence, and consists of three Divisions and two Intelligence Agencies.

Background

Strategic Policy Division develops policy, military strategy and strategic planning and advice on the strategic implications of defence and national security matters for the Government, Defence senior leaders and other government agencies.

The Division leads Defence's engagement with a number of major whole-of-government reviews or processes. These include: implementation of the Independent Review into the Intelligence Community, the ongoing Dennis Richardson-led review into the legal framework governing the national intelligence community; consideration of foreign investment cases with national security implications and strengthening controls in relation to sensitive and emerging technologies. It is closely consulting with Home Affairs on its development of a s33(a)(i), s33(a)(ii) strengthening policy frameworks around cyber and efforts to manage risk to national critical infrastructure.

Other key issues include implementation of the Coexistence in the Woomera Prohibited Area Review, including a greater focus on security and scrutiny of foreign investment and strengthening policy frameworks around Defence's increasing reliance on space and in relation to Antarctica.

Strategic Policy and Intelligence Group

International Policy Division provides policy advice on the central issues of Australia's regional and global engagement, particularly international defence relations and ADF operations. Its main functions include setting Defence's bilateral and multilateral engagement priorities (including its operational footprint); supporting ministerial engagement and visits; and developing and administering international programs aligned to government direction and priorities. s33(a)(i), s33a(ii), s33(a)(iii), 33(a)(i), 33(a)(ii), 33(a)(iii), 47C

International Policy Division manages the \$130 million annual Defence Cooperation Program that builds both the military capacity of international partners and strong people-to-people links (notably in the Pacific and South East Asia). This includes training, dialogues, infrastructure and capability (including the \$2 billion Pacific Maritime Security Program – replacing 12 Patrol Boats with 21 new boats – and contracted aerial surveillance). It also provides oversight of the implementation of Defence's contribution to the Pacific Step-up, including the infrastructure works in Fiji, Papua New Guinea and Vanuatu.

International Policy Division maintains an overseas workforce of s33(a)(i), s33(a)(ii)

Industry Policy Division was established in December 2015 to improve how Defence approaches industry engagement. The division implements Defence industry policy and ensures industry engagement and innovation is aligned to Government direction. The division manages Australian export controls, the Innovation Hub, the Australian Industry Capability Program, the Defence Policy for Industry Participation, the Defence Export Strategy and the Centre for Defence Industry Capability (funded by Defence but delivered by the Department of Industry Innovation and Science).

In February 2019, the *Defence Trade Controls Act 2012* review was tabled in Parliament along with the initial government response supporting the review's recommendations. We are consulting extensively across university and industry

Strategic Policy and Intelligence Group

sectors to ensure Defence can assist in building the Australian Defence industry sector while also ensuring proper oversight and transparency of military export decisions.

s47C



The Australian Geospatial-Intelligence Organisation (AGO) provides geospatial intelligence primarily to support ADF operations, but increasingly a range of national security interests, including hydrographic requirements. AGO's intelligence capability supports ADF operations, whole-of-government security activities and directly assists Commonwealth and state bodies to respond to crises and national disasters.

The Defence Intelligence Organisation (DIO) analyses information on global events from a range of sources. It then produces intelligence assessments to inform and enable decision-making of the Minister for Defence and senior Defence Officials.

Both AGO and DIO play a fundamental role in supporting the ADF's combat operations, exercises and international engagement, and engage closely with other members of the National Intelligence Community.

Points of contact

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Defence Finance Group

Key points

- The Chief Finance Officer (CFO) acts as the organisation's principal financial advisor to the Secretary and the Chief of the Defence Force in discharging their respective budget and financial responsibilities.
- The total Defence Budget for 2019-20 is \$37.8 billion.

Background

Defence Finance Group (DFG) is relatively small in the Defence context, with around 650 staff across Australia.

DFG's role is two-fold; firstly to advise and partner with the groups and services within Defence on budget and financial matters, and secondly to protect and support the organisation through the application of appropriate and reasonable financial controls and assurance.

We support Defence, and the Australian Signals Directorate, with the full range of financial services including:

- input into the Commonwealth Budget processes;
- statutory reporting including financial statements, tax and asset management;
- internal budgeting, reporting and advice;
- financial policies, compliance and education; and
- financial systems and processing operations such as accounts payable and credit cards.

Defence Finance Group

Points of contact

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Chief Information Officer Group

Key points

- The Defence Chief Information Officer (CIO) is accountable to the Secretary of Defence and the Chief of the Defence Force to set the strategic Information Communication Technology (ICT) direction for the entire portfolio.
- The mandate of the CIO is to provide a modern, secure, sustainable and scalable Single Information Environment to enable ADF operations and support Defence business.

Background

Responsibilities include operating and sustaining the computing and communications infrastructure of Defence along with the management systems and people that deliver that capability. This includes Defences' computing networks, cyber security capability, military and business applications and the data that they generate and carry, as well as the communication standards and spectrum required for warfighting networks.

The infrastructure that CIO Group provides is essential and integral to enabling core warfighting functions including command, control, communications, computers, intelligence, surveillance, reconnaissance, information warfare (including cyber), and logistics.

The CIO Group comprises around 1500 (ADF and APS) staff located across Australia and overseas. In addition, between 500 to 4000 industry personnel support the planning, delivery and operation of Defence's ICT capability.

Around \$1.3 billion is spent on ICT operating costs annually. Investment (capital) through the Integrated Investment Plan over the next five years amounts to around \$5 billion.

Chief Information Officer Group

Points of contact

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Capability Acquisition and Sustainment Group

Key points

- Capability Acquisition and Sustainment Group (CASG) is the Defence Group responsible for equipping and sustaining the ADF, under the priorities of the Capability Managers and in partnership with Industry.
- Capital investment is planned to grow from \$8.8 billion to \$14.8 billion (an increase of 69 per cent) across the forward estimates, with sustainment expenditure growing from \$7.7 billion to \$10.4 billion (an increase of around 35 per cent)*. Growing project complexity along with this increased delivery demand is resulting in pressure on Defence and defence industry to deliver for our war fighters.

*page 20 Portfolio Budget Statements 2019-20, Defence Portfolio.

Background

CASG was formed on 1 July 2015 following the First Principles Review and supports the One Defence outcome to establish a single end-to-end capability life cycle function to maximise the efficient, effective and professional delivery of military capability to the ADF.

CASG manages nationally significant projects that are un-paralleled in their size, cost, timescale, risk profile and level of technological complexity. Our core business is to deliver safe, fit-for-purpose and cutting edge capabilities to our sailors, soldiers and Air Force personnel.

CASG manages 198 projects (valued at over \$100 billion) to acquire new equipment and sustains 112 Defence products (valued at over \$59 billion).

The total 2019–20 financial year budget is \$16.5 billion, made up of capital acquisition of \$8.8 billion and \$7.7 billion in sustainment.

Capability Acquisition and Sustainment Group

We have a staff of around 5,000 full time Defence and Public Service personnel, plus a workforce of about 1,500 contractors. The Australian defence industry, our critical delivery industry partner, is made up of around 29,000 personnel.

Points of contact

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Capability Acquisition and
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Defence Science and Technology Group

Key points

- Defence Science and Technology (DST) provides value to Australia's defence and national security through its capacity to create and maintain a capability edge, and reduce and mitigate strategic and operational risks.

Background

Emerging and disruptive technologies offer potentially game-changing capabilities for Defence and the national security community, as well as challenging Australia with a rapidly evolving threat environment. While this opportunity (and threat) has been recognised in Defence there is still much to be done. The Next Generation Technologies Fund is an opportunity to build and shape Australia's science and technology community to support Defence capabilities into the future.

As Defence engages more with Australian universities, other publicly funded research agencies and industry, s47C

s47C

DST plays a critical role in ensuring Defence gets best value from its investment and outcomes are suited to Defence needs.

Supporting a technologically sophisticated force will require us to strengthen our Science, Technology, Engineering and Mathematics (STEM) pipeline and better nurture life-long STEM careers, both a national and Defence issue. Through the DST and People Group co-chaired STEM Council we seek initiatives to encourage STEM education in our schools and universities and promote STEM career opportunities in Defence. DST is encouraging diversity in our STEM cadre and will submit a Science Australia Gender Equity application in June 2019.

We are currently exploring opportunities to expand our role in innovation precincts, through opportunities adjacent to our Fishermans Bend site in Melbourne; at the LOT 14 precinct in Adelaide; and a potential precinct in Launceston. These

Defence Science and Technology Group

precincts could provide a focus for collaborative research in areas of importance to future Defence capability.

DST budget (2018–19): \$452 million.

DST staff (March 2019): 2077 (predominantly scientists)

Locations: Canberra, Adelaide, Melbourne, Scottsdale, Stirling, Sydney, Brisbane

The Next Generation Technologies Fund is a \$730 million, 10 year initiative that partners DST researchers with universities and industry to deliver innovative solutions that will defeat emerging and future threats. To date, this initiative has provided \$130 million in support of 140 research activities with 24 universities, 15 small to medium enterprises, three primes and the CSIRO.

Points of contact

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Estate and Infrastructure Group

Key points

- The Defence estate is the largest Commonwealth land holding, and a critical enabling capability for Defence.
- However, the Defence estate is ageing. Major redevelopments and construction projects are critical reinvestment activities to ensure that the Defence estate continues to be able to support capability.
- The estate is a key part of our international engagement, including with the United States through their Marine Rotational Force Darwin ([US Force Posture Initiative](#)) and with Singapore through the Australia – [Singapore Military Training Initiative](#).
- Local Industry Capability Plans have been piloted with estate capital projects and are now being incorporated in all new estate capital projects.
- Dealing with legacy contamination from Defence activities, including [Poly-Fluoroalkyl Substances \(PFAS\)](#), remains a high profile priority.
- Defence is the nation's leading employer of Indigenous companies to support estate activities.

Background

The Defence estate is the largest Commonwealth land holding, with around:

- 400 owned properties (around 70 of which are considered major bases),
- 2.8 million hectares of land;
- 388 expenditure leases;
- 663 revenue licences;

Estate and Infrastructure Group

- 239 overseas leases; and
- 30,000 structures.

Funding for the Defence estate

Capital investment is increasing approximately 50 per cent over the forward estimates (see tables below). This is commensurate with the reinvestment initiatives of the Defence White Paper 2016 and support to new capabilities. Forming the Parliamentary Standing Committee on Public Works s33(a)(i), s33(a)(ii), s47C
s33(a)(i), s33(a)(ii), s47C

There are two main forms of expenditure on the Defence estate:

- the Capital Facilities and Infrastructure Program component of the Integrated Investment Program: capital investment for base redevelopments or the construction of new estate assets (2018-19, \$1.911 billion); and
- estate maintenance: sustainment funding (2018-19, \$1.218 billion), for routine maintenance and minor works to maintain the functionality of a base.

Facilities and Infrastructure Program over the forward estimates

	2019-20 (\$m)	2020-21 (\$m)	2021-22 (\$m)	2022-23 (\$m)	Total (\$m)
Facilities and Infrastructure Program	2,093.0	2,316.2	2,976.9	3,154.8	10,541.0

Estate Maintenance Program over the forward estimates

	2019-20 (\$m)	2020-21 (\$m)	2021-22 (\$m)	2022-23 (\$m)	Total (\$m)
Estate Maintenance	1,338.1	1,201.0	1,295.8	1,280.4	5,115.3

Estate and Infrastructure Group

Base services contracts and estate maintenance

Defence has a number of large base service contracts that support the management of the Defence estate and the daily activities of Defence bases across Australia. The services provided include estate maintenance, hospitality and catering, range and training area support, living-in accommodation and housekeeping, transport, access control, waste management services, land and environmental management, pest and vermin management, firefighting, airfield operations and aircraft refuelling.

Lease program

Defence has a substantial lease program, which includes the lease of significant areas of office accommodation. Defence has approached the market for the lease of office accommodation in Sydney, Melbourne and Canberra. This is ahead of the expiry of the leases for the existing Sydney and Melbourne Defence Plazas, and the Campbell Park Offices in Canberra.

Local industry capability plans

Defence's Policy for Industry Participation seeks to maximise opportunities for local industry subcontractors and suppliers. Defence requires Local Industry Capability Plans (LICP) for its major facilities and infrastructure projects. The LICP requires tenderers to explain in their tender submission how they have engaged with local industry in the preparation of their tender, and how they will continue to engage with local industry during the delivery of the project. The LICP forms part of the overall value for money of the tender submission

Support to strategic engagement priorities

Estate and Infrastructure Group is supporting broader departmental engagement goals with the US and Singapore, through the [Australia–Singapore Military Training Initiative](#) and the [United States Force Posture Initiatives](#).

Estate and Infrastructure Group

Challenges and risks

The Defence estate is ageing, and the remaining useful life declined from 22 years to 13.6 years between 2001 and 2018. Increased capital and maintenance expenditure is necessary to arrest this decline, as is the rationalisation of the number of properties owned. All bases will receive additional investment over 10 years, and this funding will be crucial in ensuring the Defence estate remains fit for purpose.

The cost of maintaining a large number of properties across Australia is a substantial burden on the Department. The costs of maintenance needs to be added to the substantial costs of moving members of the ADF and logistic support across a dispersed footprint. Since the Second World War, Defence has been seeking agreement from Government to reduce the size of its estate. Estate rationalisation is essential so that, over time, Defence can re-shape its estate footprint to meet Defence's future strategic requirements, as efficiently and effectively as possible.

A number of significant disposals are underway, including the sale of Maribyrnong (Melbourne), 310 St Kilda Road (Melbourne), Leeuwin Barracks in WA, and most of the former Bulimba Barracks (Brisbane). In terms of future divestments that have been approved for development, an initial business case will identify sites to relocate business units prior to announcement. s33(a)(i), s33a(ii), s47C

Points of contact

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Defence People Group

Key points

- The purpose of Defence People Group is to 'enable Defence capability through people'. People Group delivers the enterprise people strategy, policy and services, including:
 - ADF recruitment services including the recruitment of over 8,000 ADF members per year;
 - workforce planning and development including enterprise approaches to develop our Science, Technology, Engineering and Mathematics capability, generating the internal workforce to enable the national shipbuilding enterprise, and remediation of a number of critical skill areas;
 - cultural reform initiatives through Pathway to Change 2017–2022, including evaluation and reporting on cultural reform across Defence;
 - pay and personnel administration for all Defence people;
 - employment frameworks, including people policies, remuneration settings, and learning strategies, to attract and retain the diversity of people and skills required;
 - workplace health and safety policies and strategies; and
 - ADF transition and Support to Families including ADF transition centres and support for ADF families such as through the ADF Family Helpline.

Background

People Group comprises three divisions with approximately 1,800 personnel, including both APS and ADF, located across Australia.

Defence People Group

Points of contact

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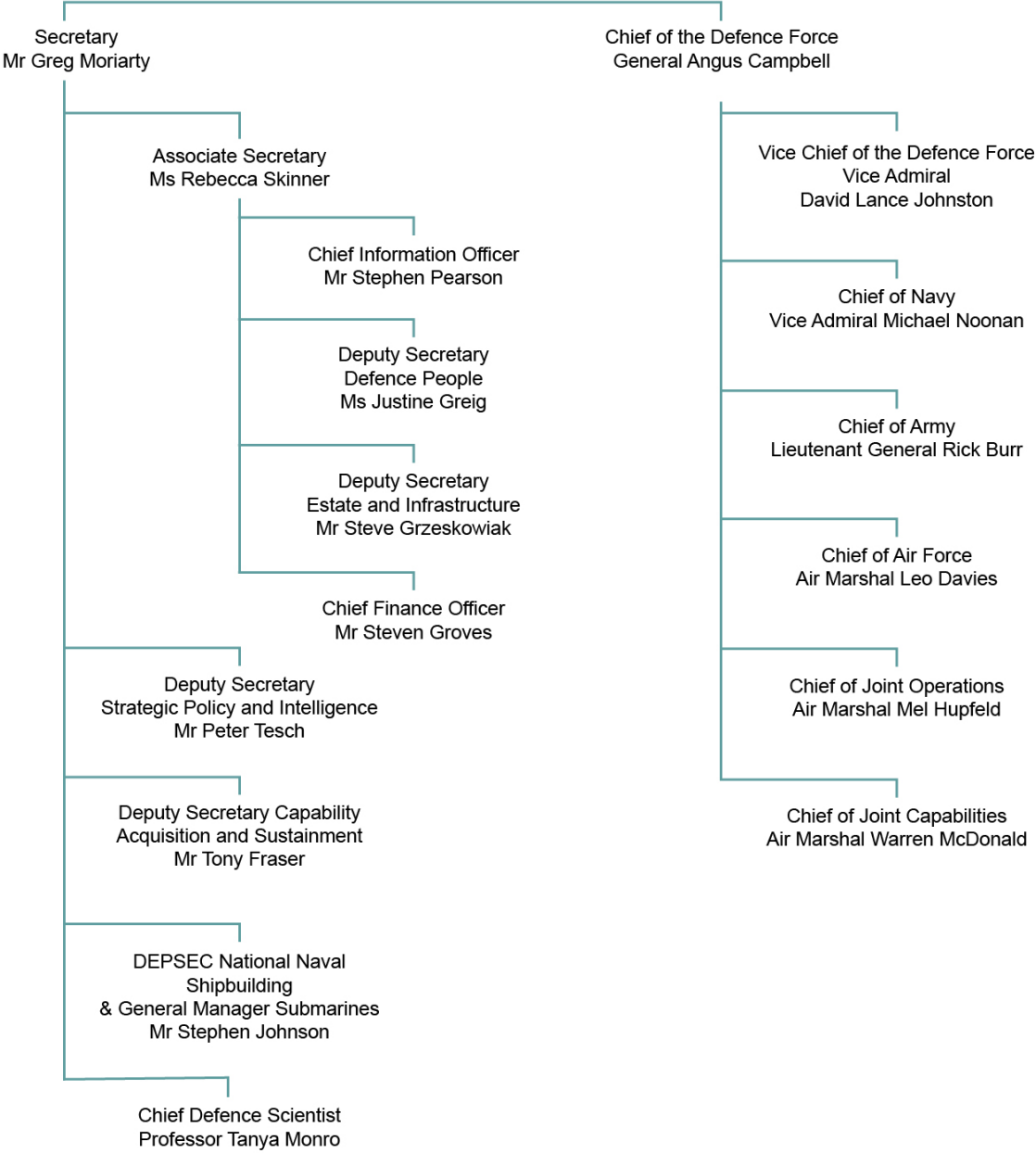
justine.greig@defence.gov.au

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Defence Facts and Figures

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Defence Organisational Structure Chart



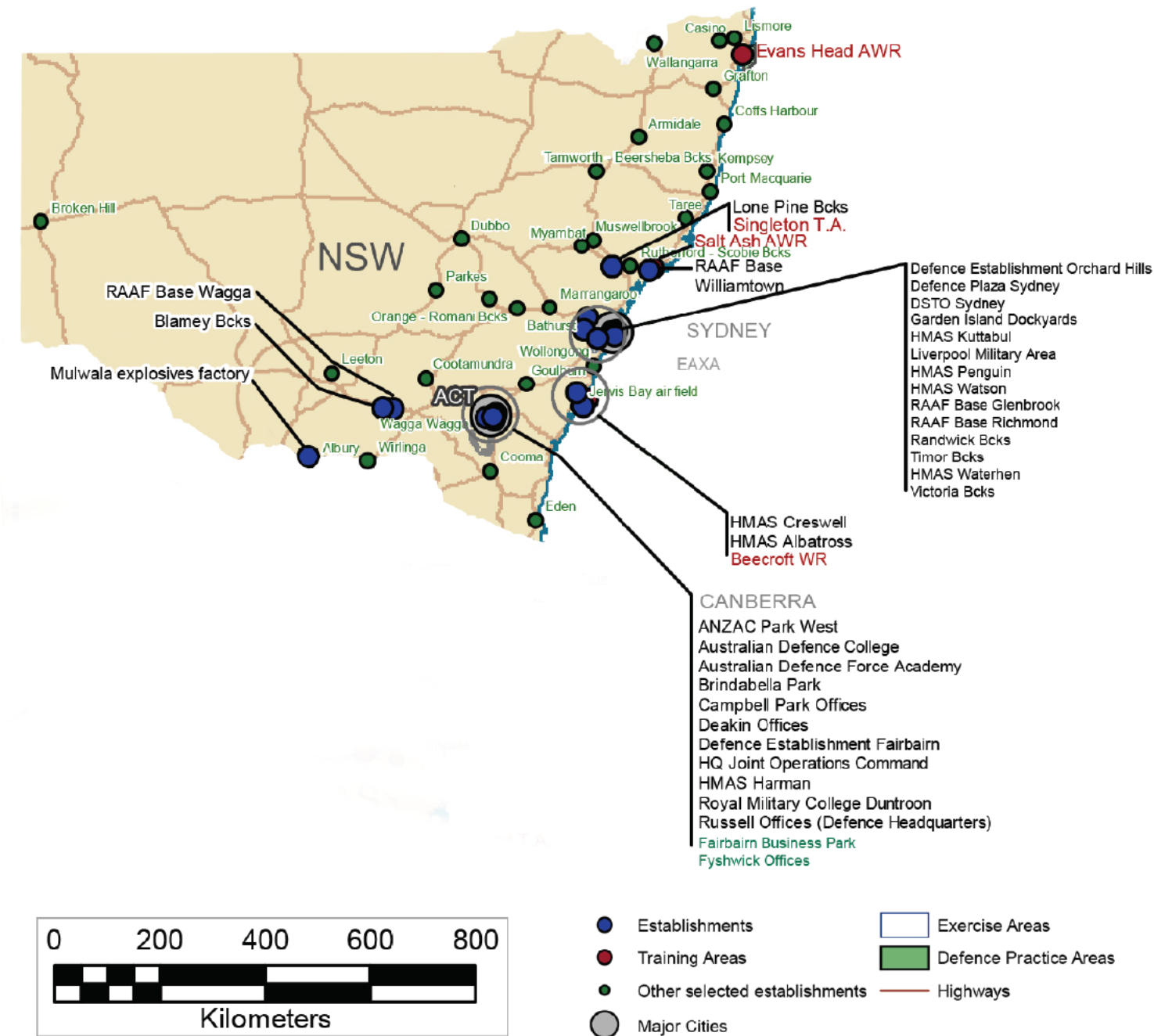
- Defence's two enduring purposes are:
1. Defend Australia and its national interests
 2. Protect and advance Australia's strategic interests

Base Locations

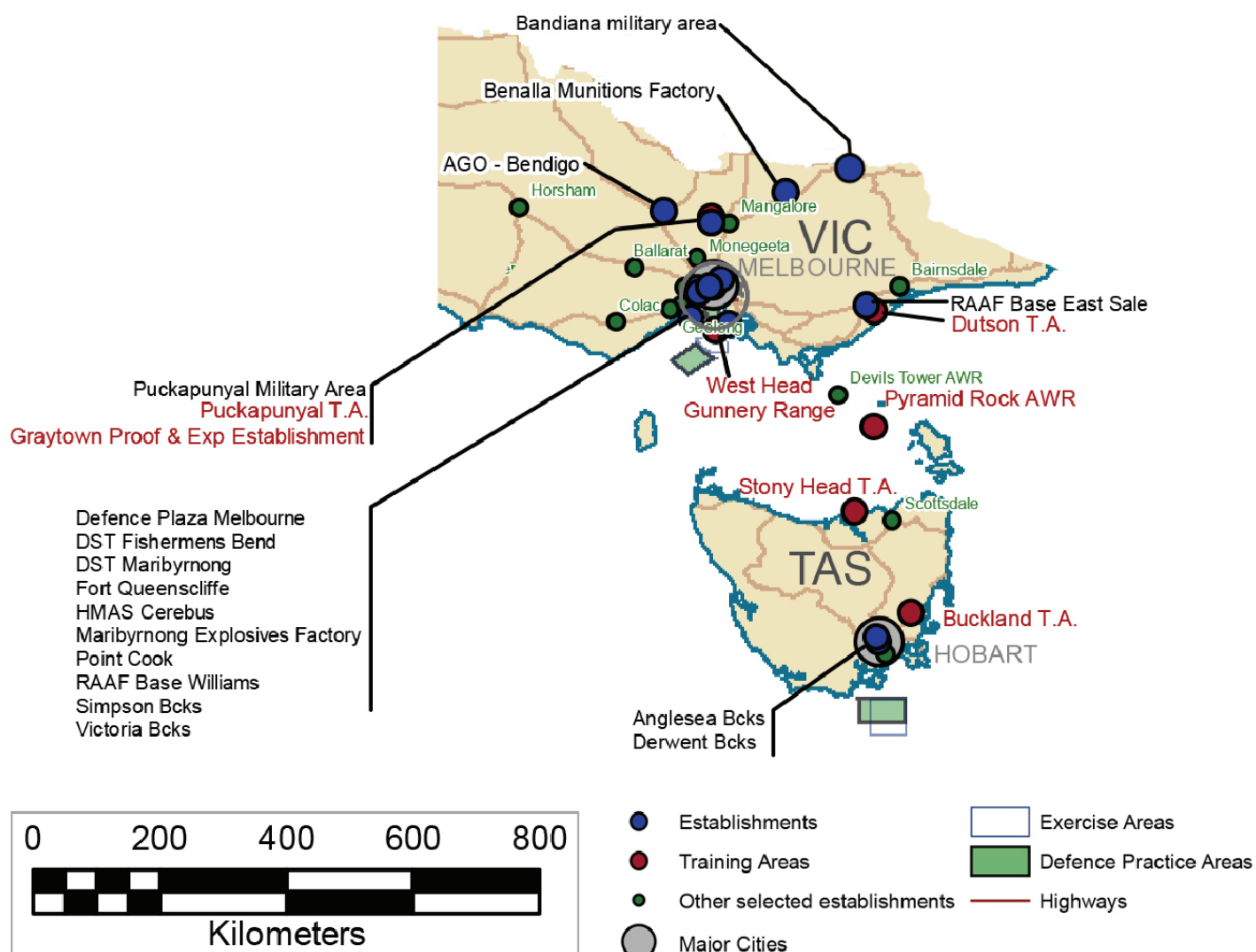
Base locations, training, exercise & practice areas are depicted in each state.



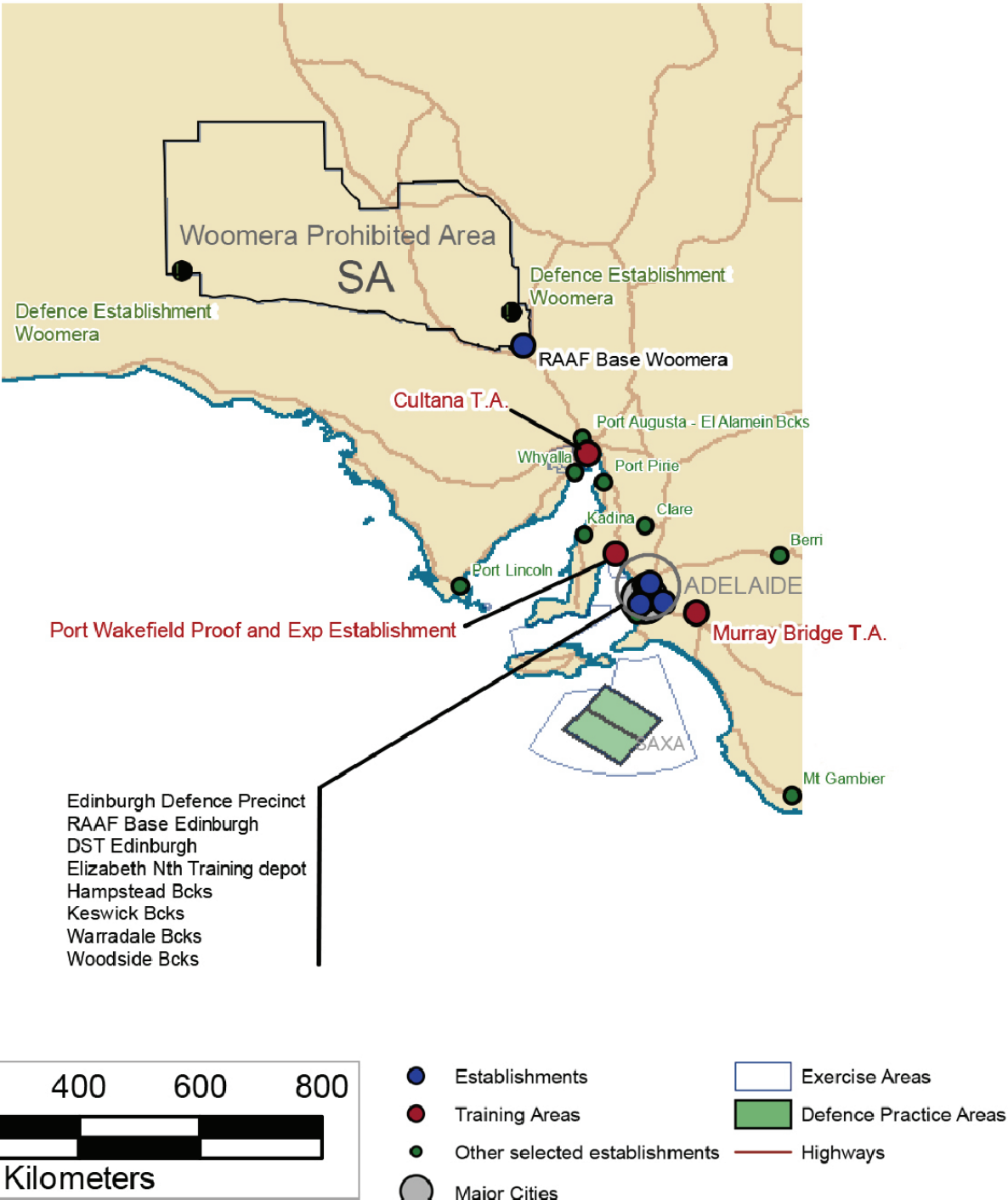
Base Locations New South Wales & ACT



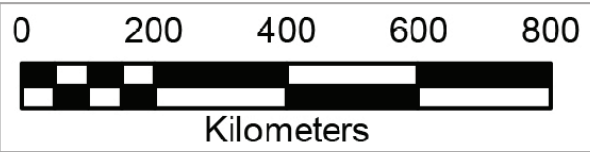
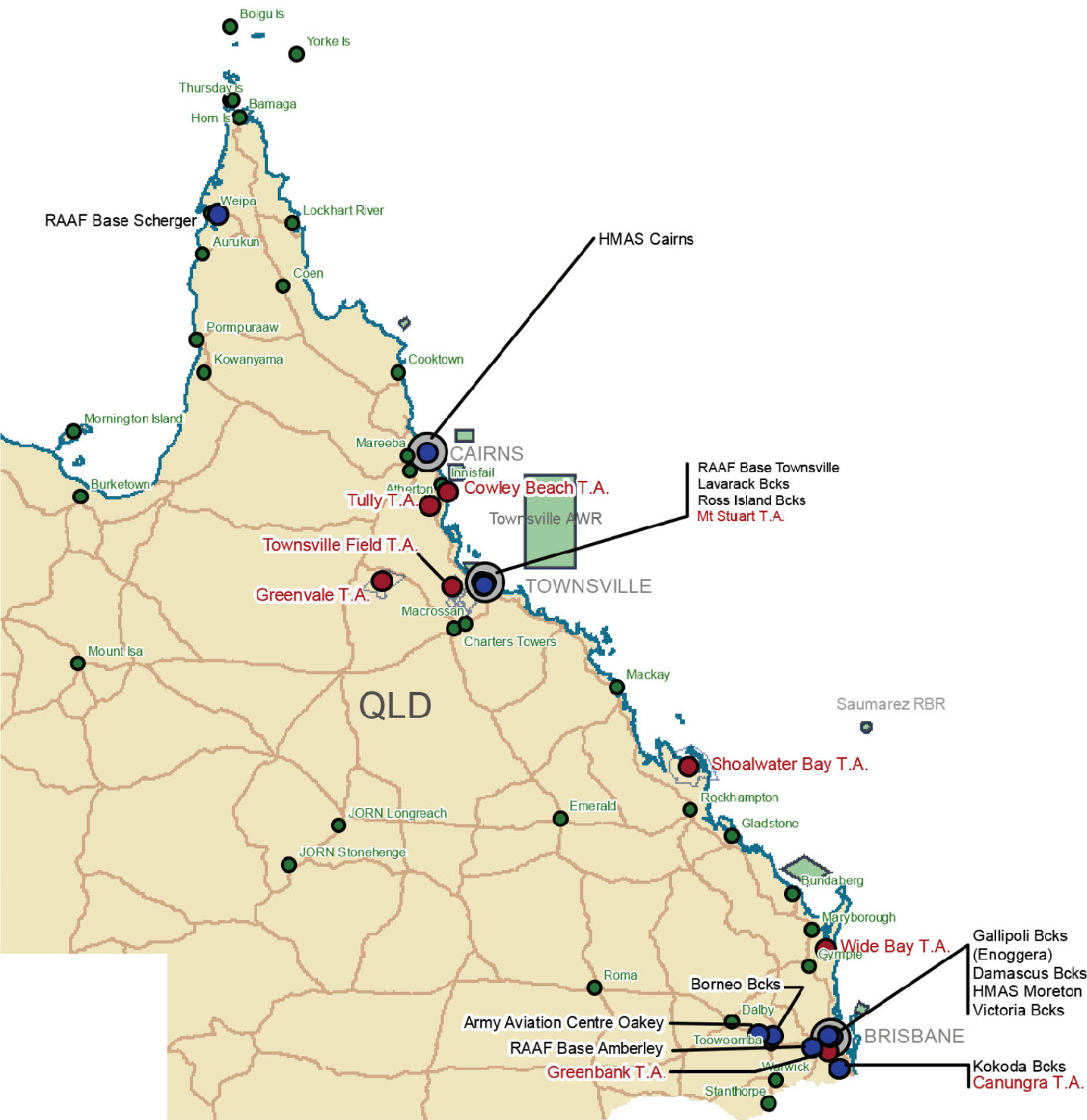
Base Locations Victoria & Tasmania



Base Locations
Victoria & Tasmania



Base Locations
Queensland



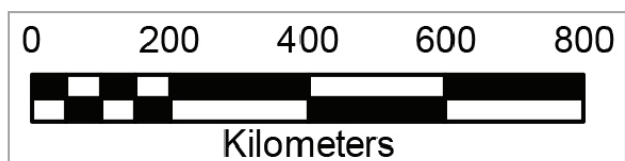
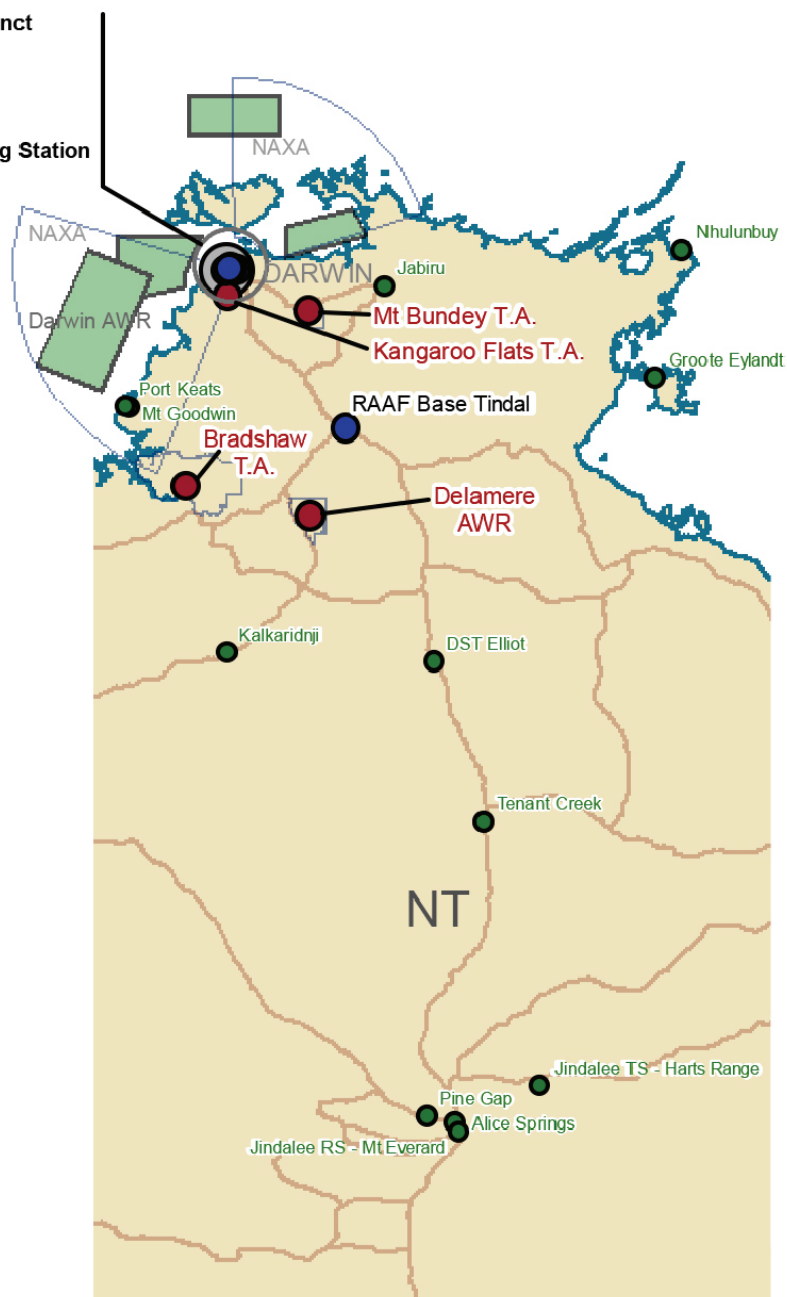
- Establishments
- Training Areas
- Other selected establishments
- Major Cities
- Exercise Areas
- Defence Practice Areas
- Highways

Base Locations Western Australia



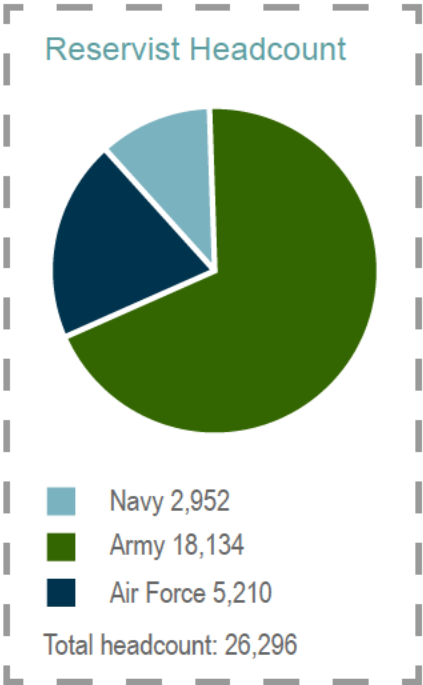
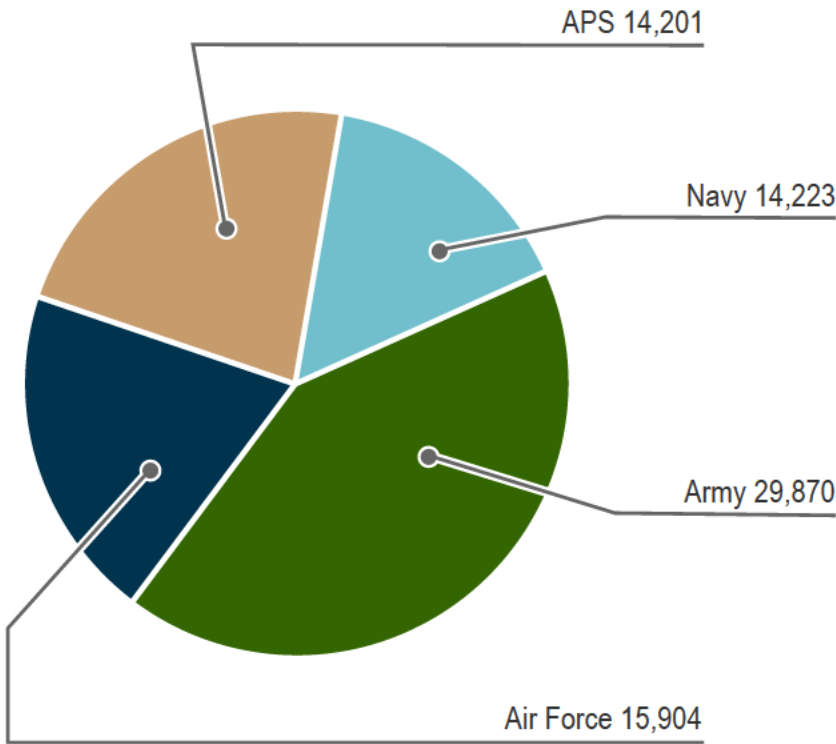
Base Locations Victoria & Tasmania

Berrimah Def. Precinct
HMAS Coonawarra
Larrakeyah Bcks
RAAF Base Darwin
Robertson Bcks
Shoal Bay Receiving Station
Stokes Hill



- Establishments
- Training Areas
- Other selected establishments
- Major Cities
- Exercise Areas
- Defence Practice
- Highways

Permanent Workforce FTE



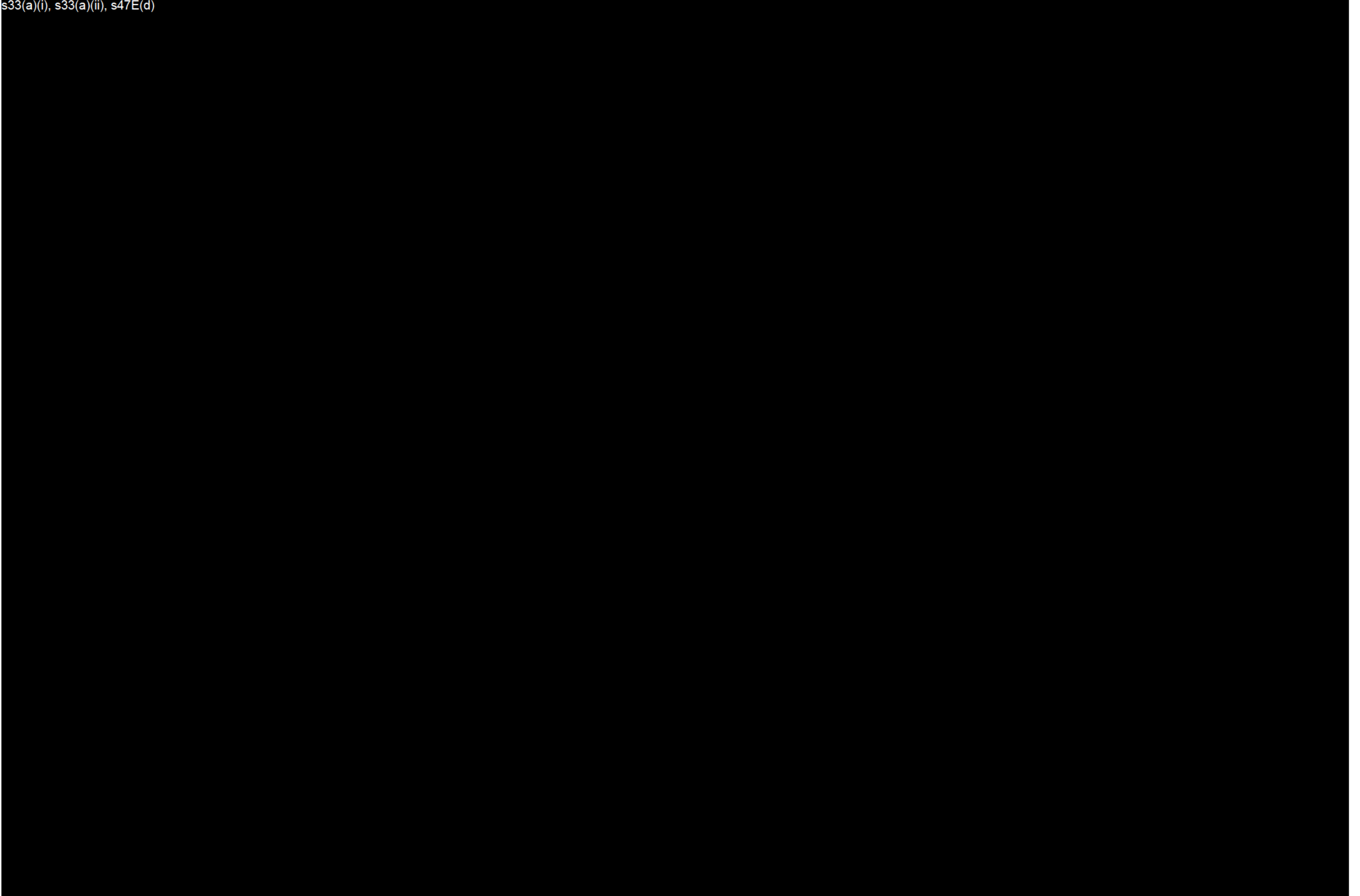
s33(a)(i), s33(a)(ii)

Workforce by gender



Enterprise Performance Report March 2019

s33(a)(i), s33(a)(ii), s47E(d)



Organisational governance

Defence Audit and Risk Committee

- The Defence Audit and Risk Committee has been established by the Secretary and CDF of the Department of Defence in accordance with Section 45 of the Public Governance, Performance and Accountability Act 2013 and the joint responsibilities of the Secretary and CDF under the Defence Act 1903 to review and provide independent assurance against the appropriateness of Defence's financial reporting; performance reporting; system of risk oversight and management; and the system of internal control.
- The Defence Audit and Risk Committee has three external and independent members to Defence. Its current members include Ms Jennifer Clark as Chair, Ms Elizabeth Montano, Mr Mark Ridley, Ms Rebecca Skinner (Associate Secretary) and Vice Admiral David Johnston AO RAN (Vice Chief of the Defence Force).
- The Chair reports to the Secretary and CDF on the Committee's deliberations.

Links to websites

<http://www.defence.gov.au/AboutUs.asp>

<http://www.defence.gov.au/Decisions.asp>

First Principles Review Oversight Board

- The Minister for Defence established the First Principles Review Oversight Board in May 2015, to monitor and assure Defence's progress implementing the First Principles Review's recommendations. The Board is responsible for providing the Minister for Defence with advice on implementation; ensuring that the Review's recommendations are implemented in the intended way; and providing assistance to the Secretary of Defence and the CDF where required.

Organisational governance

- The Oversight Board is an external independent body. Its current members include Ms Erica Smyth AC as Chair, Mr Lindsay Tanner (former Finance Minister), Professor Peter Leahy AC (former Chief of Army), Ms Melinda O'Leary and Ms Linda Addison.
- The Board was originally appointed until June 2017, but has subsequently been extended by the Minister for Defence and the Minister for Defence Industry until 30 June 2019.

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Links to websites

<https://www.directory.gov.au/portfolios/defence/departments/department-defence/first-principles-review-oversight-board>

<https://www.minister.defence.gov.au/minister/kevin-andrews/media-releases/minister-defence-membership-first-principles-review-oversight>

Points of contact

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Portfolio structure

Key points

- The Defence portfolio consists of three major entities: the Department of Defence, the Australian Signals Directorate (a statutory agency) and the Department of Veterans' Affairs.
 - This brief only covers the Department of Defence.
- There are a number of smaller organisations that are independent but reside administratively within your portfolio, as set out in the [Australian Government Organisations Register \(AGOR\)](#).

Background

The list of relevant Australian Government bodies, as maintained by the Department of Finance, is outlined in the following brief: [Portfolio bodies](#).

Portfolio bodies

Principal

Non-Corporate Commonwealth Entities	Corporate Commonwealth Entities
Department of Defence	Army and Air Force Canteen Services
Department of Veterans' Affairs	Australian Military Forces Relief Trust Fund
Australian Signals Directorate	Defence Housing Australia
	Royal Australian Navy Central Canteens Board
	Royal Australian Navy Relief Trust Fund
Commonwealth Companies	
Army Amenities Fund Company	
Australian Strategic Policy Institute Ltd	
Royal Australian Air Force Welfare Recreational Company	
Royal Australian Air Force Veterans' Residences Trust Fund	
Royal Australian Air Force Welfare Trust Fund	

Secondary

Advisory Bodies – Policy and Stakeholder Consultation	Non-statutory Function with Separate Branding
Asia Pacific Centre for Military Law	Australian Civil-Military Centre
Australian Maritime Defence Council	Australian Cyber Security Centre
Defence Families of Australia	Australian Defence College
Defence Reserves Support Council	Australian Defence Force Financial Services Consumer Centre
Departments of Defence and Veterans' Affairs Human Research Ethics Committee	Australian Geospatial-Intelligence Organisation
First Principles Review Oversight Board	Australian Government Security Vetting Agency
Forces Entertainment Board	Australian Hydrographic Service
Naval Shipbuilding Advisory Board	Centre for Defence Industry Capability

Portfolio bodies

Phoenix Australia – Centre for Posttraumatic Mental Health	Computer Emergency Response Team Australia
Religious Advisory Committee to the Services	Defence Intelligence Organisation
Submarine Advisory Committee	Defence Science and Technology Group
Woomera Prohibited Area Advisory Board	Stay Smart Online
	Young Endeavour Youth Scheme

Statutory Office Holders, Offices and Committees	
Australian Army	Defence Housing Australia Advisory Committee
Royal Australian Navy	Director of Defence Counsel Services
Royal Australian Air Force	Director of Military Prosecutions
Australian Defence Force Cover Scheme	Inspector-General of the Australian Defence Force
Australian Defence Force Superannuation Scheme	Judge Advocate General and Deputy Judge Advocate Generals
Chief Judge Advocate	Office of Reserve Service Protection
Chief of the Defence Force	Registrar of Military Justice
Defence Force Advocate	Vice Chief of the Defence Force
Defence Honours and Awards Appeals Tribunal	

Other portfolio bodies

Subsidiaries of Corporate Commonwealth Bodies and Commonwealth Companies	Joint Ventures, Partnerships and Interests in Other Companies
Defence Housing Australia Investment Management Ltd	Crace Developments – Investments in Associates
	Defence Health Limited
	Lyons Joint Venture
	Navy Health Ltd
	The Sanctuary – Wattle Grove – Interest in Joint Venture Development

Key points

- Defence expects to achieve a balanced full year cash outcome for the 2018-19 financial year.
- As at Budget, the previous Government provided Defence (exclusive of Australian Signals Directorate) \$37.8 billion in FY 2019-20, and \$172.2 billion over the 2019-20 to 2022-23 Forward Estimates.
- Defence major operations are anticipated to have a net additional cost of \$703.6 million in FY 2019-20.
- Budget Measures and Other Budget Adjustments are outlined on page 18 of the *2019-20 Portfolio Budget Statements*. [You can view Portfolio Budget Statements here.](#)

Background

The Defence budget consists of a Departmental and an Administered budget component. The Departmental component of the budget represents the budgeted amounts for activities undertaken by the Department in fulfilling Defence's outcomes.

The Administered budget component relates to funds administered by Defence and is largely related to Military Superannuation Expenses (refer *2019-20 Portfolio Budget Statements*, Programs 2.14-2.17, pages 79-86).

Total Departmental and Administered appropriations across the Forward Estimates are in the following tables.

Total Defence appropriation

	2019-20 \$m	2020-21 \$m	2021-22 \$m	2022-23 \$m	Total FE 2019-20 to 2022-23 \$m
Defence Departmental and Administered Appropriations					
Defence Appropriation - Departmental					
Appropriation for departmental outcomes	33,878	34,302	36,356	39,317	143,853
Equity injection appropriation	3,947	6,537	8,363	9,454	28,301
Total Defence Appropriation - Departmental	37,825	40,839	44,719	48,771	172,154
Defence Appropriation - Administered	6,944	7,116	7,293	7,479	28,832
Total Defence Departmental and Administered Appropriations	44,769	47,956	52,011	56,250	200,986

The Departmental budget consists of five key internal categories, s33(a)(i), s33(a)(ii), s47E(d)

The information presented in the table below reflects the key categories as at the 2019-20 Portfolio Budget Statements over the Forward Estimates.

s33(a)(i), s33(a)(ii), s47E(d)

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Defence White Paper funding

Key points

- The Defence budget is on track to reach two per cent of GDP by 2020-21.

s33(a)(i), s33a(ii), s47E(d)

s33(a)(i), s33a(ii), s47E(d)

Background

Defence undertook a comprehensive Force Structure review as part of the 2016 Defence White Paper. As a result, the Defence budget was increased to two per cent of GDP by 2020-21, providing an additional s33(a)(i), s33a(ii), s47E(d) to Defence s33(a)(i), s33a(ii), s47E(d)

As at the 2019-20 budget, Defence (inclusive of ASD) is on track to reach two per cent of GDP by 2020-21 as shown in the table below.

	2019-20 \$m	2020-21 \$m	2021-22 \$m	2022-23 \$m	Total FE 2019-20 to 2022-23 \$m
Defence Appropriation - Departmental	37,825	40,839	44,719	48,771	172,154
ASD Appropriation	917	951	904	832	3,606
Total Defence and ASD Appropriation	38,742	41,791	45,623	49,603	175,760
Percentage of GDP	1.9%	2.0%	2.1%	2.2%	

Defence and ASD Appropriation as a percentage of GDP

In meeting this commitment, the 2019-20 budget shows significant growth in Defence Appropriation over the Forward Estimates to 2022-23 (refer table below), which is aligned to investment in significant capability programs such as the shipbuilding and submarines program.

Defence White Paper funding

	2019-20	2020-21	2021-22	2022-23
	\$m	\$m	\$m	\$m
Total Defence Appropriation - Departmental	37,825	40,839	44,719	48,771
<i>Annual Growth</i>	<i>3.3%</i>	<i>8.0%</i>	<i>9.5%</i>	<i>9.1%</i>

Growth in Defence Departmental Funding

s33(a)(i), s33(a)(ii), s47E(d)

s33(a)(i), s33(a)(ii), S47E(d)

s33(a)(i), s33(a)(ii), s47E(d)

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Budget and financial risks

Key points

- Defence is subject to a number of internal and external financial risks including:
 - the military workforce represents 80 per cent of the personnel budget; small changes to the cost or number of personnel can have a large impact;
 - capital project costs and schedule slippage; and
 - over-programming, which allows Defence to ensure full delivery against the budget.

Background

Workforce

The employee budget (principally military employee expense) is a major and growing part of the budget. With this large workforce, minor cost increases, including changes to conditions of service can very quickly become a significant budget pressure.

The employee budget is 31 per cent of the Defence budget over the Forward Estimates. This cost is relatively inflexible without adjusting the workforce size substantially.

Capital

The largest projects in the capital program represent a significant portion (40 per cent) of the Capital Investment Program over the Forward Estimates. Any material changes in the schedules of these projects could put pressure on the Defence budget.

s33(a)(i), s33(a)(ii), s47E(d)

s33(a)(i), s33(a)(ii), s47E(d)

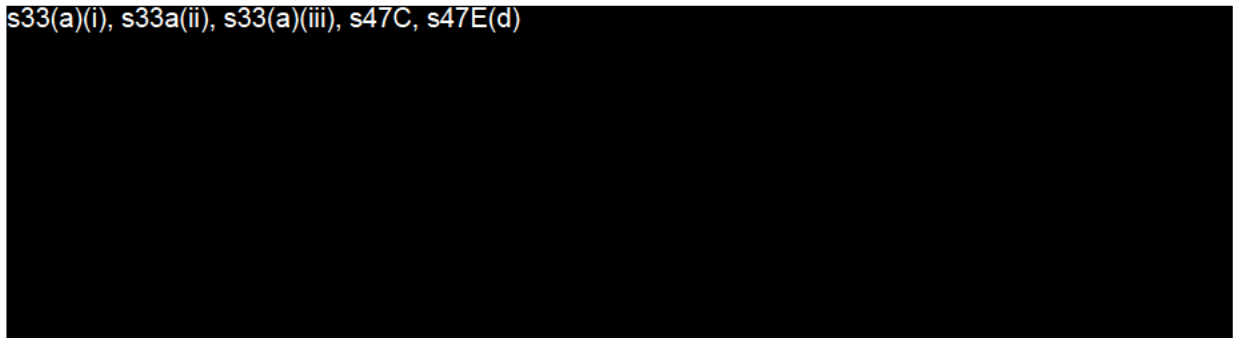
Budget and financial risks

Two per cent of GDP and Defence funding over the decade

The White Paper set a fixed growth trajectory s33(a)(i), s33(a)(ii), s47E(d) which was intended to continue the growth in the Defence budget in real (inflation adjusted) terms and to be disconnected from actual GDP movements.

This was intended to provide greater certainty for both Defence and Defence Industry. Beyond 2020-21, the Defence funding trajectory tracks slightly above two per cent of the currently forecast GDP figures.

s33(a)(i), s33a(ii), s33(a)(iii), s47C, s47E(d)

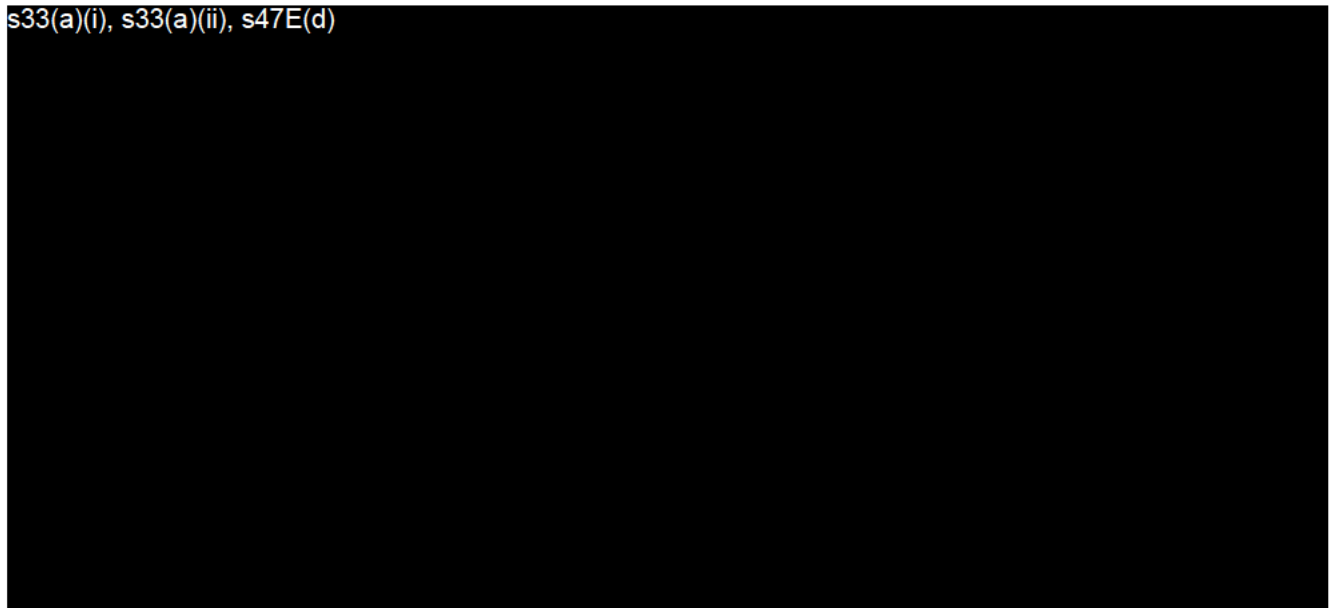


Unforeseen contingencies

As with many other Government Departments, Defence holds a number of remote contingency liabilities which could materialise into additional budget pressures.

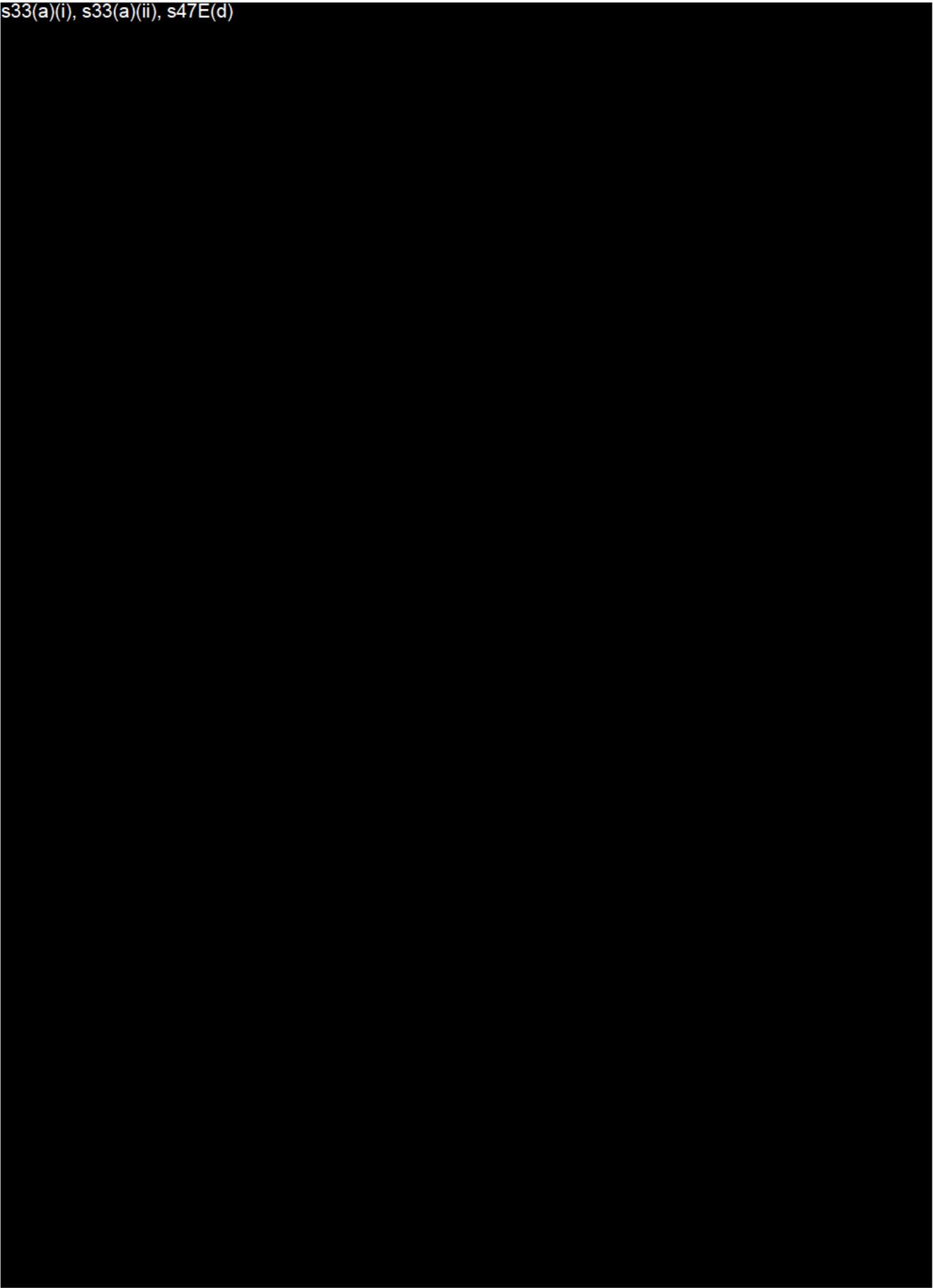
These are recorded and tracked for internal purposes, however they are not currently budgeted for within the existing Defence Appropriation. An example would be any potential legal claims for damages in relation to PFAS contamination.

s33(a)(i), s33(a)(ii), s47E(d)




Budget and financial risks

s33(a)(i), s33(a)(ii), s47E(d)



Budget and financial risks

s33(a)(i), s33(a)(ii), s47E(d)



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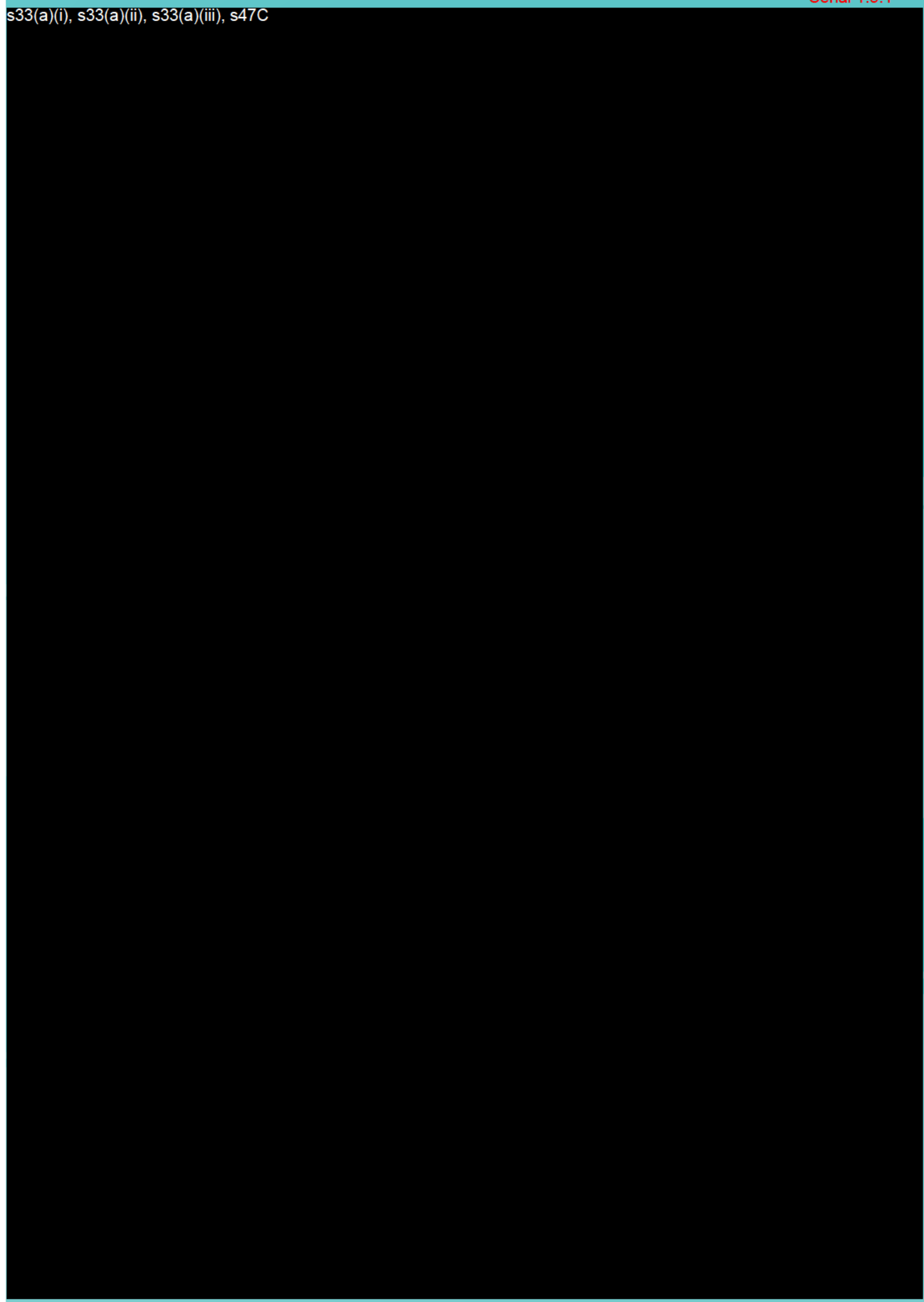
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Incoming Government Brief May 2019

The Strategic Environment

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s33(a)(i), s33(a)(ii), s33(a)(iii), s47C



Defence Strategic Planning


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Defence strategic planning

Key points

- The Defence Planning Guidance, updated annually, serves as the classified strategy for how Defence implements the Government's direction across all agreed missions.
- It provides overarching guidance which is supplemented by more detailed subsidiary guidance on discrete geostrategic, capability and operational elements (Strategic Policy Statements) and informed by regular risk scans (Quarterly and Annual Strategic Reviews).

s33(a)(i), s33a(ii)



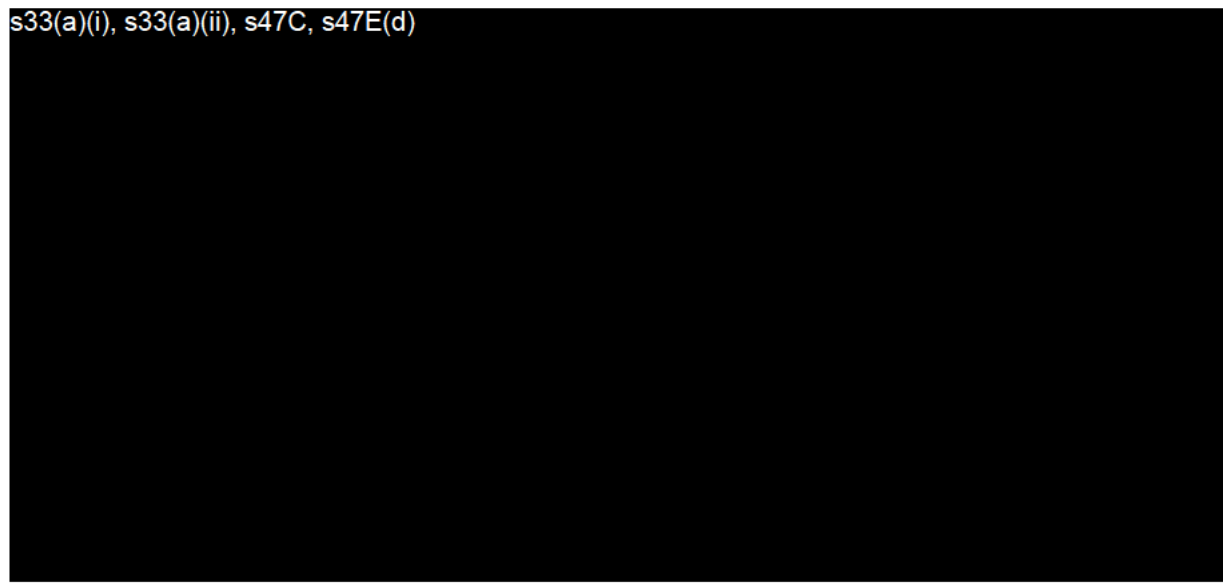
Background

Pursuant to the First Principles Review, the Strategy Framework was issued in 2017 to improve the quality of Defence's advice, accountability and decision-making and to ensure Defence is strategy led. It describes the relationship between Government direction, provided through the 2016 Defence White Paper and related public industry and capability documents, and classified strategic guidance within Defence for achieving that direction.


The overarching guidance document within the Strategic Framework is the classified Defence Planning Guidance. It identifies strategic challenges and provides guidance on the missions expected of the ADF.

Defence strategic planning


s33(a)(i), s33(a)(ii), s47C, s47E(d)



s33(a)(i), s33a(ii), s33(a)(iii), s47C



s33(a)(i), s33a(ii), s33(a)(iii), s47C



Defence strategic planning

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Defence International Engagement

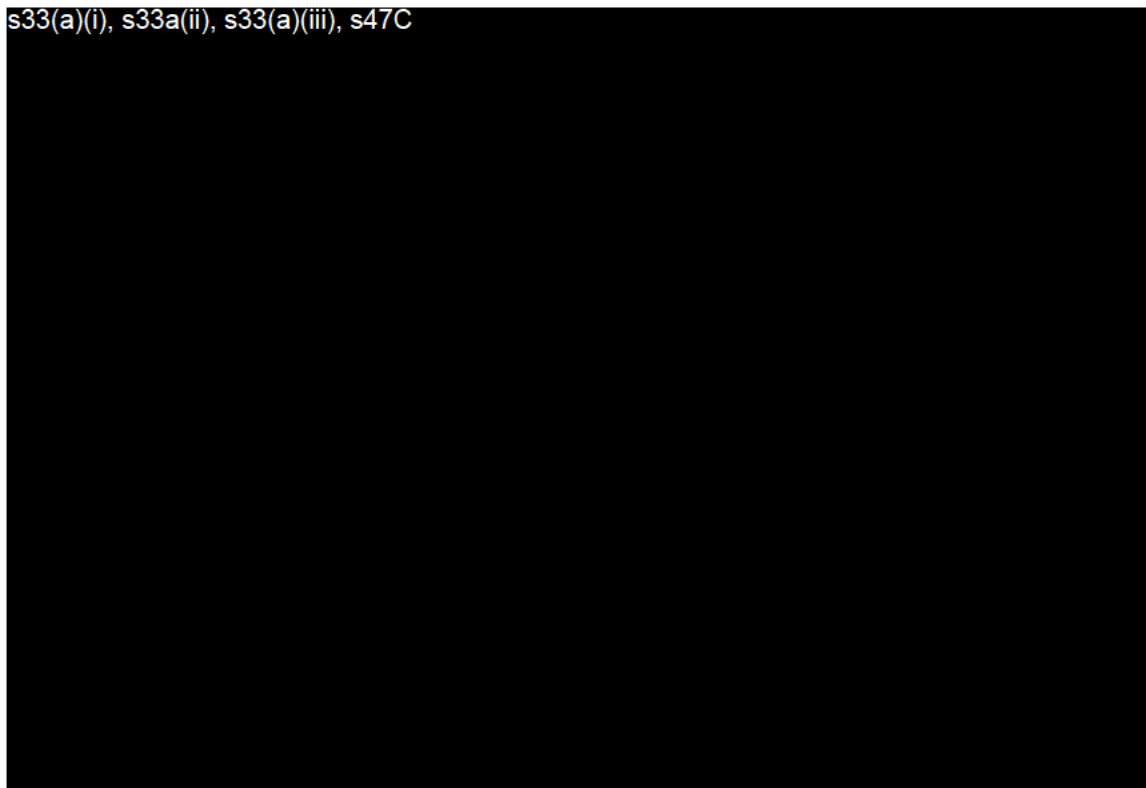
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Defence engagement overview

Key points


- Strong bilateral and multilateral defence relationships are critical to our ability to achieve the Government's strategic priorities.
- Defence maintains a presence in 37 Australian Embassies and High Commissions, with cross-accreditation to a further 33 countries.
- The Australian Government's Defence Cooperation Program (about \$160 million in FY19-20) provides assistance to 28 defence and security partners in the Indo-Pacific to advance our shared security interests.
- Defence is expanding this longstanding commitment to the region via an ambitious enhanced engagement strategy in the South Pacific.
- We will seek your early consideration of:

s33(a)(i), s33a(ii), s33(a)(iii), s47C



Defence engagement overview

s33(a)(i), s33a(ii), s33(a)(iii), s47C



Background

Australia's strategic outlook is becoming more complex as the Indo-Pacific becomes more contested. s33(a)(i), s33(a)(ii), s33(a)(iii)

s33(a)(i), s33(a)(ii), s33(a)(iii)

Defence is investing greater resources in international engagement, in line with whole-of-government strategy s33(a)(i), s33(a)(ii), s33(a)(iii) build cooperation with our partners on key challenges such as terrorism and humanitarian disasters, s33(a)(i), s33(a)(ii), s33(a)(iii)

Following the 2016 Defence White Paper, Defence international engagement has become an integrated core function across the entire Defence portfolio, and is aligned with the Strategic Defence Objectives. Defence plans to increase investment in international engagement over the next 20 years.

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Enhanced engagement in the South West Pacific

Key points

- The South Pacific is vital to Australia's security and prosperity – we share in its prosperity or its decline. s33(a)(i), s33(a)(ii), s33(a)(iii), s47C
s33(a)(i), s33(a)(ii), s33(a)(iii), s47C
- Defence has significantly expanded its engagement into the South West Pacific. s33(a)(i), s33(a)(ii), s33(a)(iii), s47C
- Enhanced Defence engagement includes:
 - significant infrastructure projects in Papua New Guinea, Fiji, and Vanuatu;
 - an increased ADF presence in the region and support for PIC security forces; and
 - deepening our people-to-people links with our Pacific neighbours.

Background

In 2018-2019, Defence rolled out a set of new initiatives in the context of the whole-of-government Pacific Step-up. s33(a)(i), s33(a)(ii), s33(a)(iii), s47C, s47E(d)
s33(a)(i), s33(a)(ii), s33(a)(iii), s47C, s47E(d)

Enhanced engagement in the South West Pacific

The joint initiative at Lombrum Naval Base, Manus, PNG s33(a)(i), s33a(ii), s33(a)(iii), s47C

- The Lombrum Joint Initiative will support the redevelopment of Lombrum Naval Base and build PNG Defence Force capability to protect its borders and maritime resources through a program of training, infrastructure development and s33(a)(i), s33(a)(ii), s33(a)(iii), s47C facilities at the PNG Defence Force base;

s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d)

– s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d)

s33(a)(i), s33(a)(ii), s33(a)(iii)

The redevelopment of Blackrock Peacekeeping and Humanitarian Assistance and Disaster Relief Camp, Nadi, Fiji s33(a)(i), s33a(ii), s33(a)(iii), s47C

- Blackrock Camp will deliver an enhanced regional police and military peacekeeping operations training facility. s33(a)(i), s33a(ii), s33(a)(iii), s47C

An enhanced package of assistance for Vanuatu's security forces s33(a)(i), s33(a)(ii), s33(a)(iii), s47C

- This includes significant infrastructure upgrades for the Vanuatu Mobile Force and Police Maritime Wing, enhanced training and leadership opportunities for all three arms of the Vanuatu Police Force, and a new Defence Adviser to Vanuatu based at the High Commission in Port Vila to support the strengthening of this important security relationship.

The ADF is more active in the region through:

- an increased presence by the Royal Australian Navy to conduct training and exercises;
 - We are deploying Navy into the region more often to increase maritime domain awareness and support Pacific Islands to address their maritime security challenges, such as transnational crime and drug trafficking.

Enhanced engagement in the South West Pacific

- consideration of options for a dedicated vessel to support increased ADF engagement in the region;
 - Defence is in the very early stages of scoping options for this vessel.
 - It will conduct a range of activities, such as exercises and operations with Pacific security forces and key agencies to build interoperability with our partners.
 - Other roles might also include maritime security and fisheries patrols, technical training support, health support, capacity building, community assistance, and immediate responses to regional humanitarian crises and natural disasters.
- the establishment of a new Army Expeditionary Support Company to provide training in priority areas to Pacific Island military and security forces; and
 - The new, dedicated, ADF Pacific Support Company will employ a Mobile Training Team approach to strengthen capacity, resilience and interoperability throughout the region.
 - Including in areas such as security operations, humanitarian assistance and disaster relief and peacekeeping.
 - Defence will engage with Pacific nations to understand their needs and develop a training force to deliver packages tailored for priority areas.
 - This may include engineering, medical services, communications, surveillance, logistics, maritime security and planning.
 - The new ADF Pacific Support Company will build on our long-standing engagement in the Pacific through ADF Mobile Training Teams, which undertake joint training with key partners such as PNG, Fiji, Tonga, Timor-Leste and Vanuatu, to build their security capacity in a range of niche areas.
- the provision of medical diagnostic training.

Enhanced engagement in the South West Pacific

- The ADF Malaria and Infectious Disease Institute will offer training to the security forces of Pacific nations. They will conduct training courses covering malaria microscopy, vector identification, and basic preventive medicine.

We are enhancing people-to-people links through:

- reinforcing security alumni networks to maintain connections and deepen relationships.
 - The alumni network will focus on continuing the people-to-people relationships, education and mutual understanding of Defence and Pacific Island security personnel. We will work with our Pacific Island partners to clarify what activities are best suited to the needs of their security forces.
 - This initiative will be coordinated with broader efforts across Government to enhance people-to-people relationships with our partners in the region.
 - Hundreds of Pacific Island security forces personnel, both military and police, attend training courses in Australia every year. Courses range from long-term university-level degrees to short-term Army tactical skills training. This training develops relationships between Australian and Pacific personnel. Strengthening our alumni networks will better support continued engagement, relationships, and learning.
 - Defence is expanding our ADF sporting engagements across the region to promote and build important people-to-people links between our security personnel.

The ADF, Australian Federal Police and Australian Border Force will deepen ties with South West Pacific colleagues by:

- Convening an annual Joint Heads of Pacific Security event, s33(a)(i), s33a(ii), s33(a)(iii), s47C to develop a shared understanding of the common security challenges facing the region. This will build upon the current South Pacific Defence Ministers' Meeting, which is a forum for the region's defence ministers to discuss common security challenges and

Enhanced engagement in the South West Pacific

engagement opportunities. In line with the recent Pacific Island Forum Boe (“Boy”) Declaration, the annual meeting of regional Defence, Police, and Border Security Chiefs will provide a unique opportunity to share perspectives on common security challenges, such as humanitarian assistance and disaster relief and illegal maritime activity, including transnational crime, people and drug trafficking and illegal fishing.

Defence supports the South West Pacific with s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d) who are posted across the region to support the delivery of the Defence Cooperation Program. s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d)

s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d)

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South East Asia Defence engagement

Key points

s33(a)(i), s33a(ii), s33(a)(iii)

- We are a strong supporter of the ASEAN Defence Ministers Plus framework.
- Australia undertakes defence strategic dialogues with all countries in South East Asia.
- Our total defence engagement budget for South East Asia is s33(a)(i), s33a(ii), s33(a)(iii)
[REDACTED]
- We are working from a solid base and will continue to step up our efforts.
 - Our people-to-people links in the region are deep, including our representational footprint.
- Currently Defence has s33(a)(i), s33a(ii), s33(a)(iii), s47E(d) personnel posted in South East Asia, in diplomatic, training, education, and building partner capacity roles.
- In 2018-19, Australia offered s33(a)(iii), s47E(d) Defence-funded training opportunities in Australia to our South East Asian partners, s33(a)(iii), s47E(d)
s33(a)(iii), s47E(d)
[REDACTED]
 - The Defence Cooperation Scholarship Program provides postgraduate education opportunities to future leaders within counterpart Defence organisations.

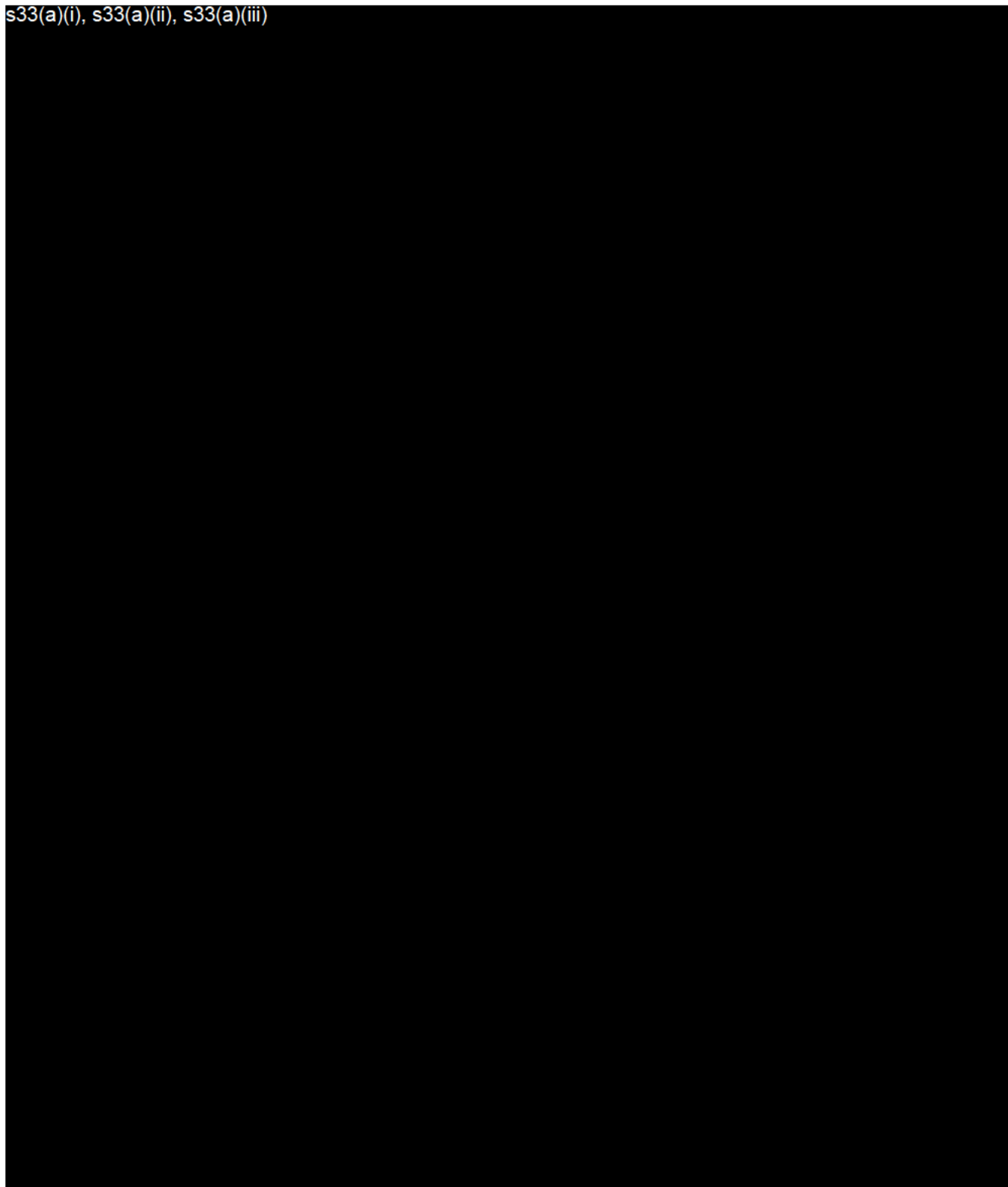
South East Asia Defence engagement

- The program sponsors tertiary education at Australian universities for up to 50 students each year, with South East Asian students comprising around 85 per cent of recipients.
- Australia undertakes a busy program of bilateral, minilateral and multilateral exercises.
 - We conduct on average over 50 exercises annually with South East Asian militaries. The scope of these exercises span land-based warfare, counter-terrorism, peacekeeping, humanitarian assistance and disaster relief, and maritime security.
 - Our exercises have increased in complexity and sophistication with key partners, as we work together to manage emerging security threats.
- Australia is also a committed member of the Five Power Defence Arrangements (FPDA).
 - Australia participates in all FPDA exercises and high-level strategic dialogues.
 - We provide the Commander for Headquarters Integrated Air Defence Systems.
- We also actively support building regional peacekeeping capabilities in South East Asia, including through providing English language training to enable communication in a UN setting; co-hosting a desktop exercise with Thailand for over 24 countries; s33(a)(i), s33a(ii), s33(a)(iii), s47E(d)
s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d)
- Australia is a major partner for humanitarian assistance and disaster relief, most recently in Laos and Indonesia, and we are working to build regional capacity to respond to disasters.

South East Asia Defence engagement

Background

s33(a)(i), s33(a)(ii), s33(a)(iii)



South East Asia Defence engagement

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Pacific Maritime Security Program

Key points

- The Pacific Maritime Security Program aims to increase regional maritime security for Pacific Island Countries. It helps:
 - combat a wider range of maritime security threats;
 - improve existing maritime surveillance surface patrols with new integrated aerial surveillance; and
 - promote a more coordinated and cooperative approach through regional coordination centres.
- The Program is the successor to the Pacific Patrol Boat (PPB) Program and is a \$2 billion commitment over 30 years, consisting of three components:
 - replacement of current PPB with the more capable Guardian-class patrol boats;
 - contracted aerial surveillance services to improve Pacific Island Countries' maritime domain awareness. Coordination is provided by the Pacific Islands Forum Fisheries Agency; and
 - enhanced regional coordination to improve interoperability between Pacific Island Countries to address regional maritime security challenges.
- Defence Maritime Surveillance Advisers and Technical Advisers are located throughout the Pacific.
- Papua New Guinea and Tuvalu were the first nations to receive Guardian-class patrol boats. Tonga, Samoa and the Solomon Islands will receive boats in 2019. Official handover ceremonies are conducted in Western Australia.

Pacific Maritime Security Program

Background

Guardian-class patrol boat

The Guardian-class patrol boats have been purpose-designed for the Pacific Island Countries and have improved capabilities including:

- increased range and seakeeping ability, with improved satellite communications systems;
- accommodation for mixed gender crews;
- larger size with a 1500kg deck crane; and
- large cargo deck to further support Humanitarian Aid and Disaster Relief.



In total, 21 boats are being gifted between 2018 and 2023, with 19 replacing current patrol boats in Pacific Island Countries and two being gifted to Timor-Leste.

s33(a)(iii)

- PNG received the first boat in late 2018 and Tuvalu the second in April. Tonga, Samoa & Solomon Islands will receive boats in June, August and November 2019 respectively.
- Some countries will not receive the same number of boats due to the increased capabilities of new patrol boats

Pacific Maritime Security Program

Old patrol boats will be returned to Australia for disposal.

Defence is funding infrastructure upgrades in participating Pacific Island Countries to accommodate the larger Guardian class vessels.

All 21 vessels will continue to be supported by a package of Australian Navy in-country advisers, training assistance and maintenance support.

Aerial surveillance

Defence has engaged a company to provide civilian fixed-wing aerial surveillance services to assist Pacific Island Countries with maritime surveillance, enhancing the effectiveness of their patrol boats.



s33(a)(iii)

s33(a)(iii)

Enhanced regional coordination

The Program builds on existing regional coordination centers by enhancing their capabilities, as well as fostering regional cooperation within Pacific Island Countries. Examples include but are not limited to:

- updating communications equipment in key regional infrastructure;

Pacific Maritime Security Program

- secondments and training to build capabilities in regional coordination centres such as the Forum Fisheries Agency;
- resources to support successful regional operations, for example Operation Rai Balang (March 2019); and
- coordinating and developing Australian Government initiatives in information sharing and addressing transnational crime.

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Pacific Patrol Boat Program

Key points

- The Pacific Patrol Boat program has been a centerpiece of the Australian Government's engagement with Pacific Island Countries over the last 30 years.
- The program, delivered by Defence, has built enduring partnerships with our Pacific Island neighbours; helping develop the maritime security capabilities critical to their national and economic security.
- Defence also provides through-life support to the patrol boats, including s33(a)(i), s33(a)(ii), s47E(d) in-country Navy advisers; crew training at the Australian Maritime College; major maintenance; and fuel for multilateral surveillance operations.
- The Pacific Patrol Boats are now reaching their end-of-life and are being replaced by the Guardian Class Patrol Boat under the Pacific Maritime Security Program.

Background

Pacific Class Patrol Boats



- There were 22 Pacific Patrol Boats gifted, listed below:
 - Cook Islands (Police): CIPPB *Te Kukupa* (March 1989)

Pacific Patrol Boat Program

- Federated States of Micronesia (FSM) (Police): FSS *Palikir* (March 1990), *Micronesia* (Nov 90) and *Independence* (May 1997)
- Fiji (Military): RFNS *Kula* (May 94), *Kikau* (May 1995), *Kiro* (October 1995)
- Kiribati (Police): RKS *Teanoai* (January 1994)
- Palau (Police): PSS *President H.I. Remeliik* (May 1996)
- Papua New Guinea (Military): HMPNGS *Rabaul* (May 1987), *Dreger* (October 1987), *Seeadler* (October 1988), *Moresby* (July 1989)
- Republic of the Marshall Islands (Police): RMIS *Lomor* (June 1991)
- Samoa (Police): SPB *Nafanua* (March 1988)
- Solomon Islands (Police): RSPIV *Lata* (July 1988), *Auki* (November 1991)
- Tuvalu (Police): HMTSS *Te Mataili* (October 1994)
- Vanuatu (Police): RVS *Tukoro* (June 1987)
- Tonga (Military): VOEA *Neiafu* (October 1989), *Pangai* (June 1990), *Savea* (March 1991)

Guardian Class Patrol Boat



- 21 new Guardian Class Patrol Boats are being gifted, listed below:
 - Cook Islands (Police): Vessel to be handed over on 22 April 2022
 - Federated States of Micronesia (FSM) (Police): Vessels to be handed over in March 2022 and July 2022

Pacific Patrol Boat Program

- Fiji (Military): Vessels to be handed over March 2020 and April 2023
- Kiribati (Police): Vessels to be handed over in August 2020
- Palau (Police): Vessel to be handed over in May 2020
- Papua New Guinea (Military): The first new vessel was handed over on 30 November 2018, the follow-on boats to be handed over in March 2021 and October 2021 and October 2022
- Republic of the Marshall Islands (RMI) (Police): Vessel to be handed over in December 2022
- Samoa (Police): Vessel to be handed over on 16 August 2019
- Solomon Islands (Police): Vessel to be handed over in Nov 2019 and May 2021
- Tonga (Military): Vessels to be handed over on 21 June 2019 and ^{b33(a)} November 2020
- Tuvalu (Police): Vessels was handed over in April 2019
- Vanuatu (Police): Vessels to be handed over in July 2021
- Timor-Leste: Vessels to be handed over in July 2023 and November 2023

Class comparison

	Pacific Patrol Boat	Guardian Patrol Boat
Length	31.5 metres	39.5 metres
Beam	8.2 metres	8.2 metres
Draft	2.3 metres	2.4 metres
Crew	15 (plus 4 berths)	19 (plus 4 berths) mixed gender crew
Speed	20 knots	20 knots
Range	2000 nautical miles at 12 knots	3000 nautical miles at 12 knots

Pacific Patrol Boat Program

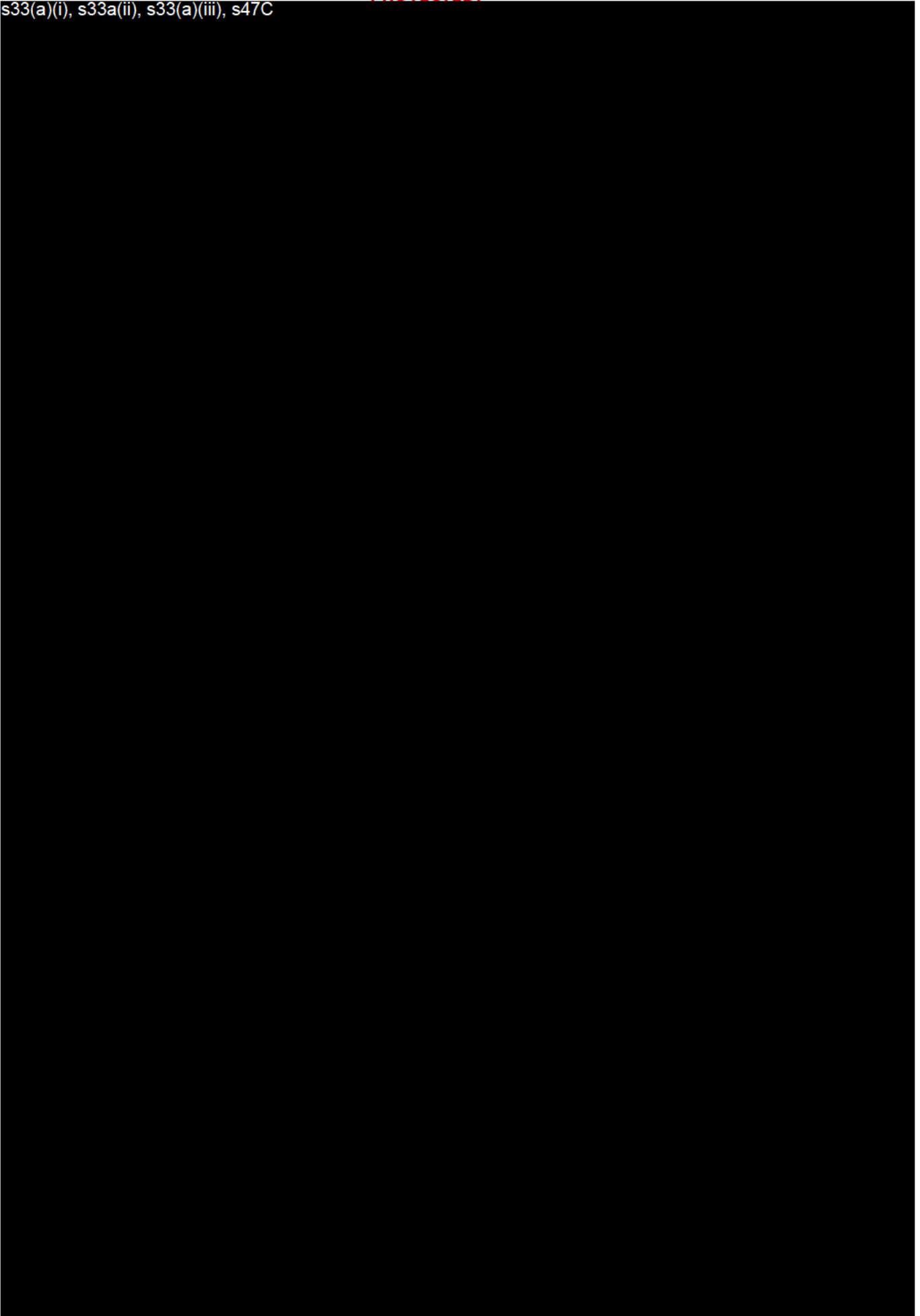
Operability	Sea State 4	Top of Sea State 4
Seaboat	4.3 metres length, davit crane delivery	6.5 metres length, stern door launch and recovery

Points of contact

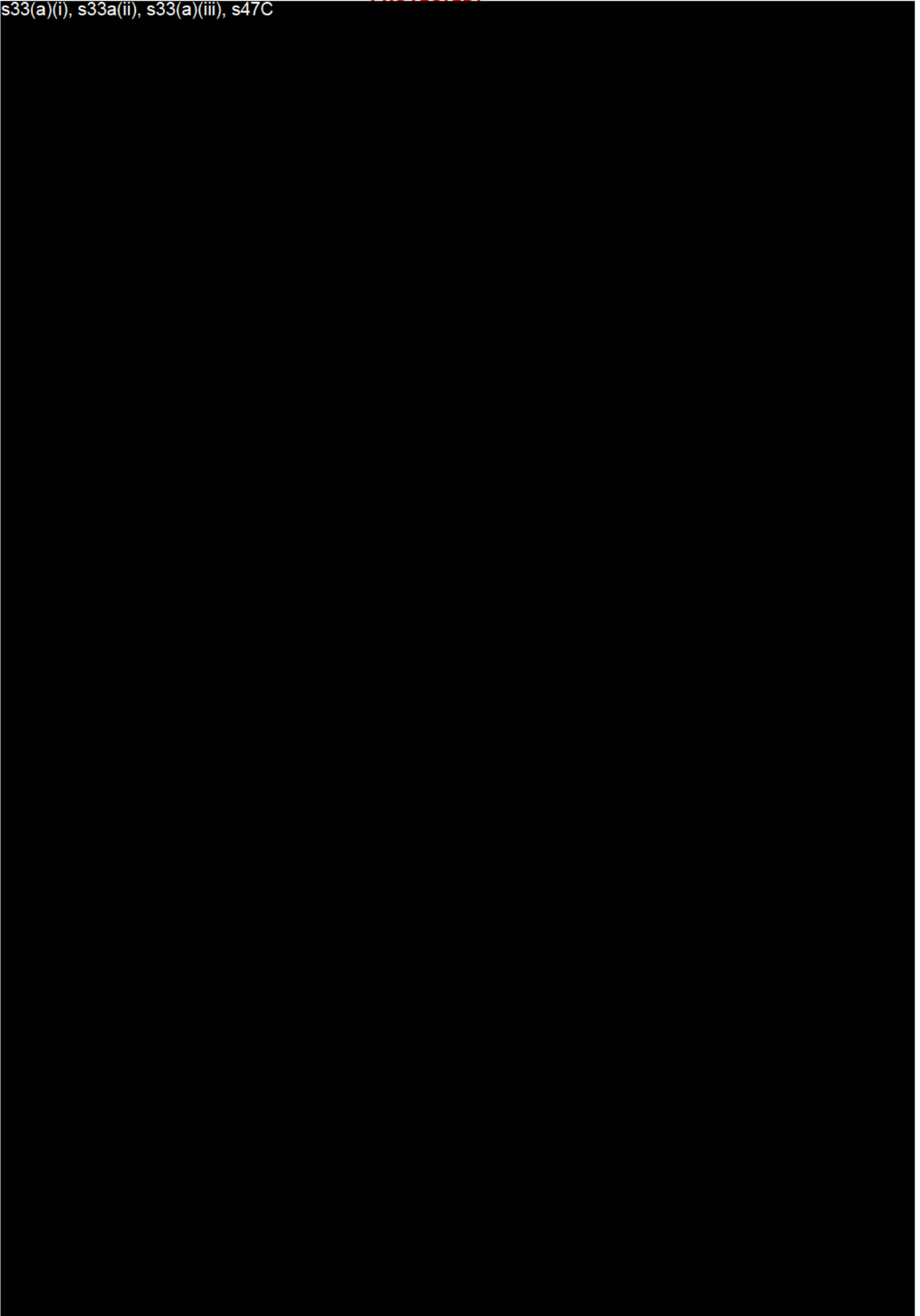
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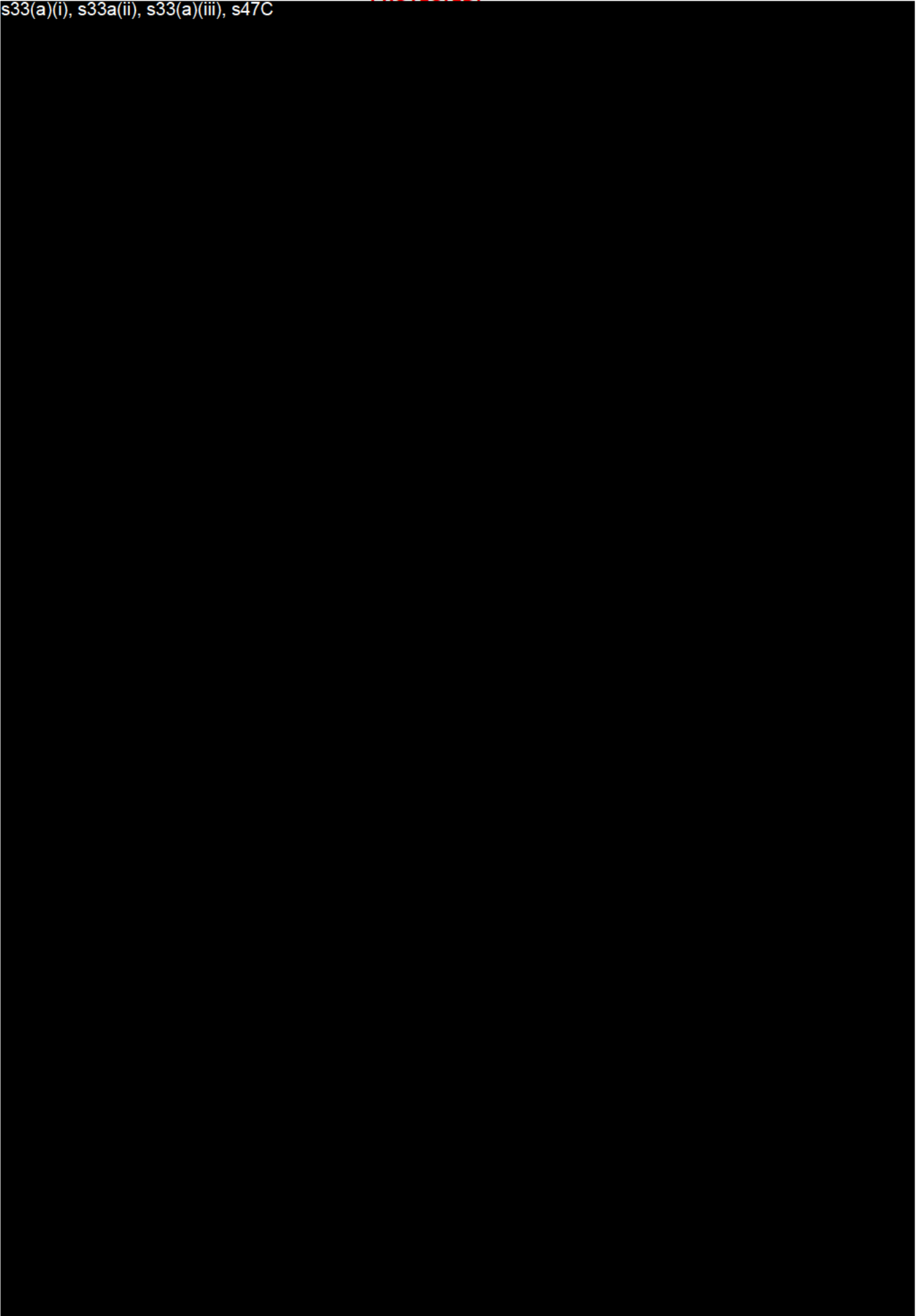
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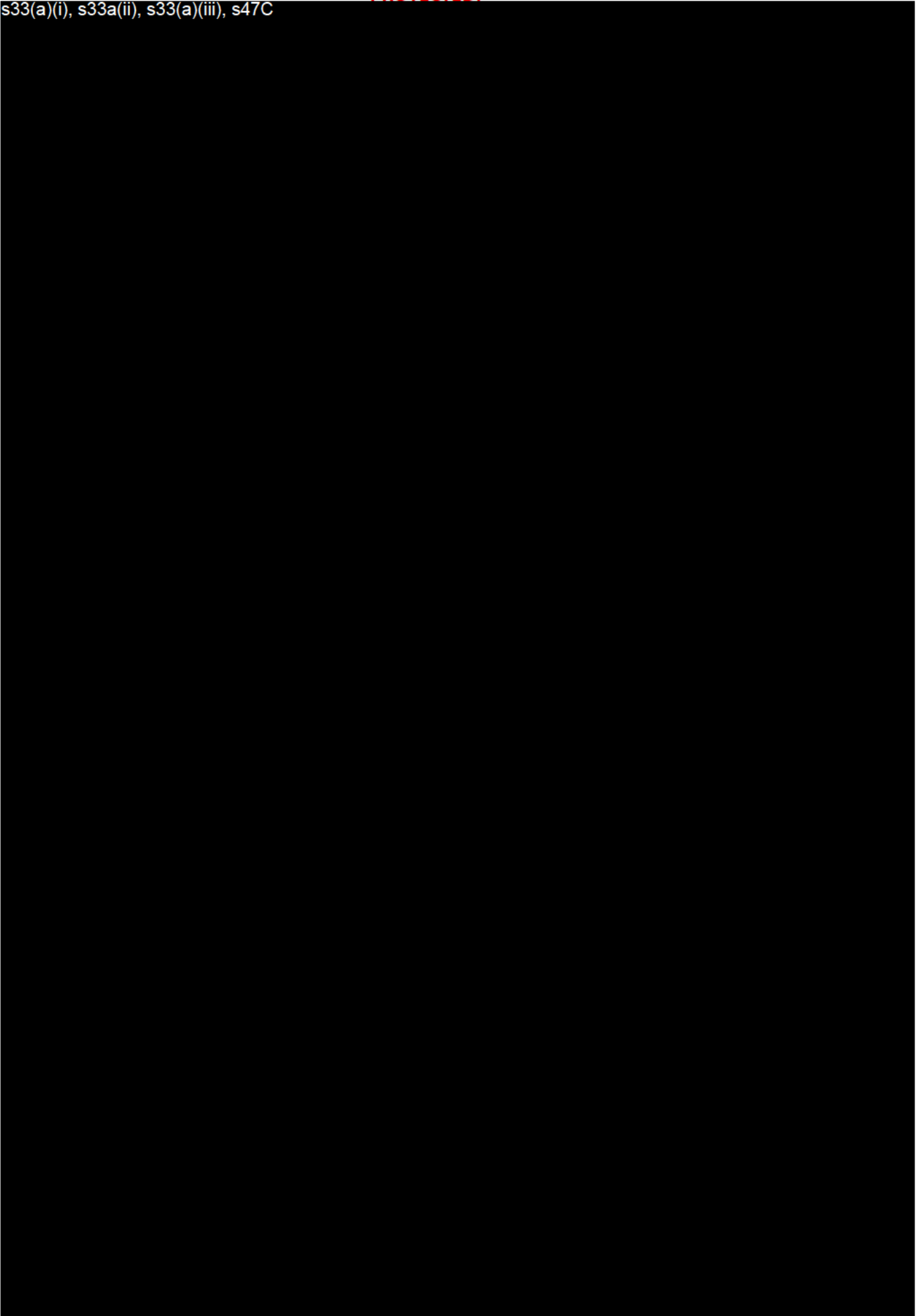
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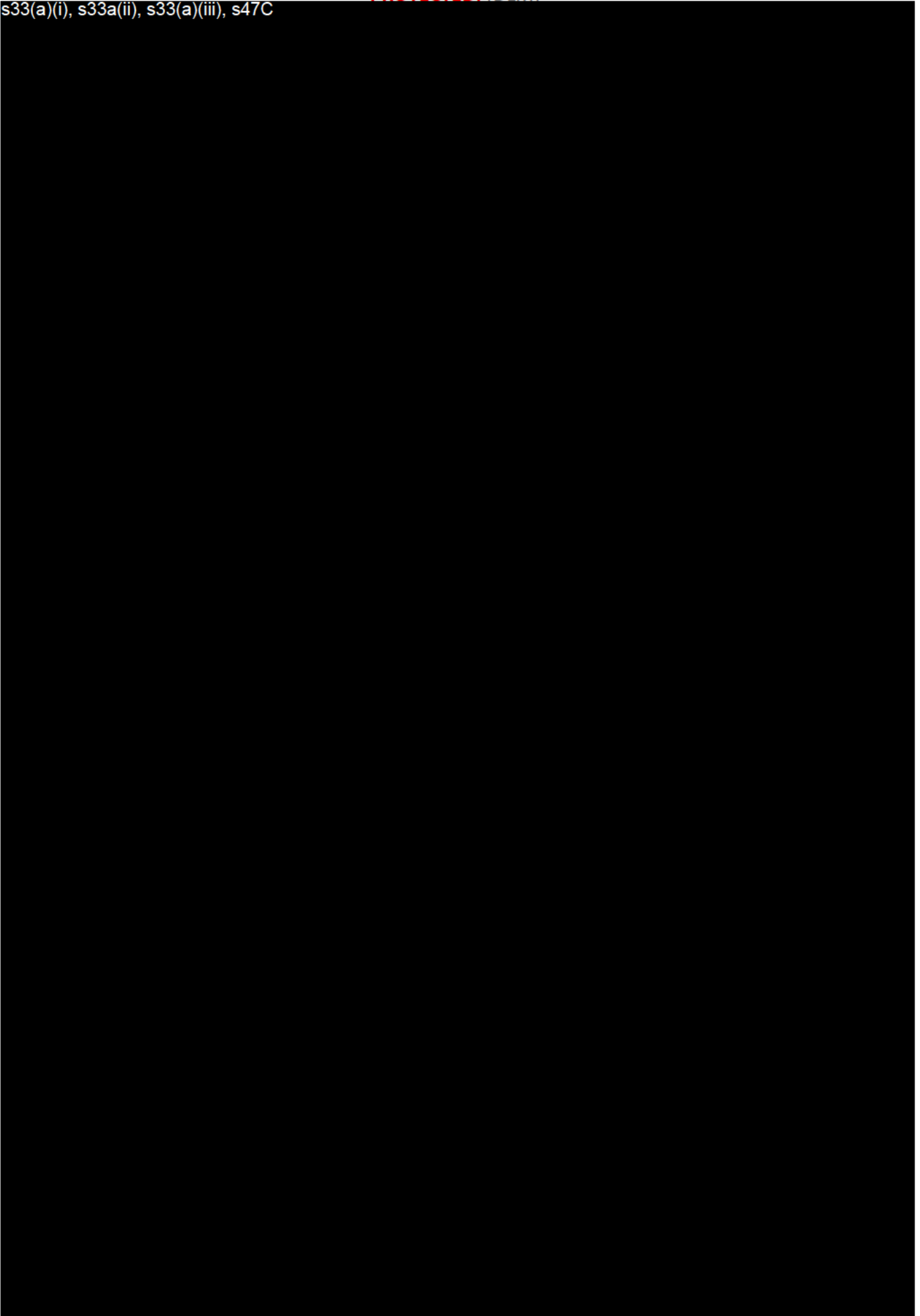
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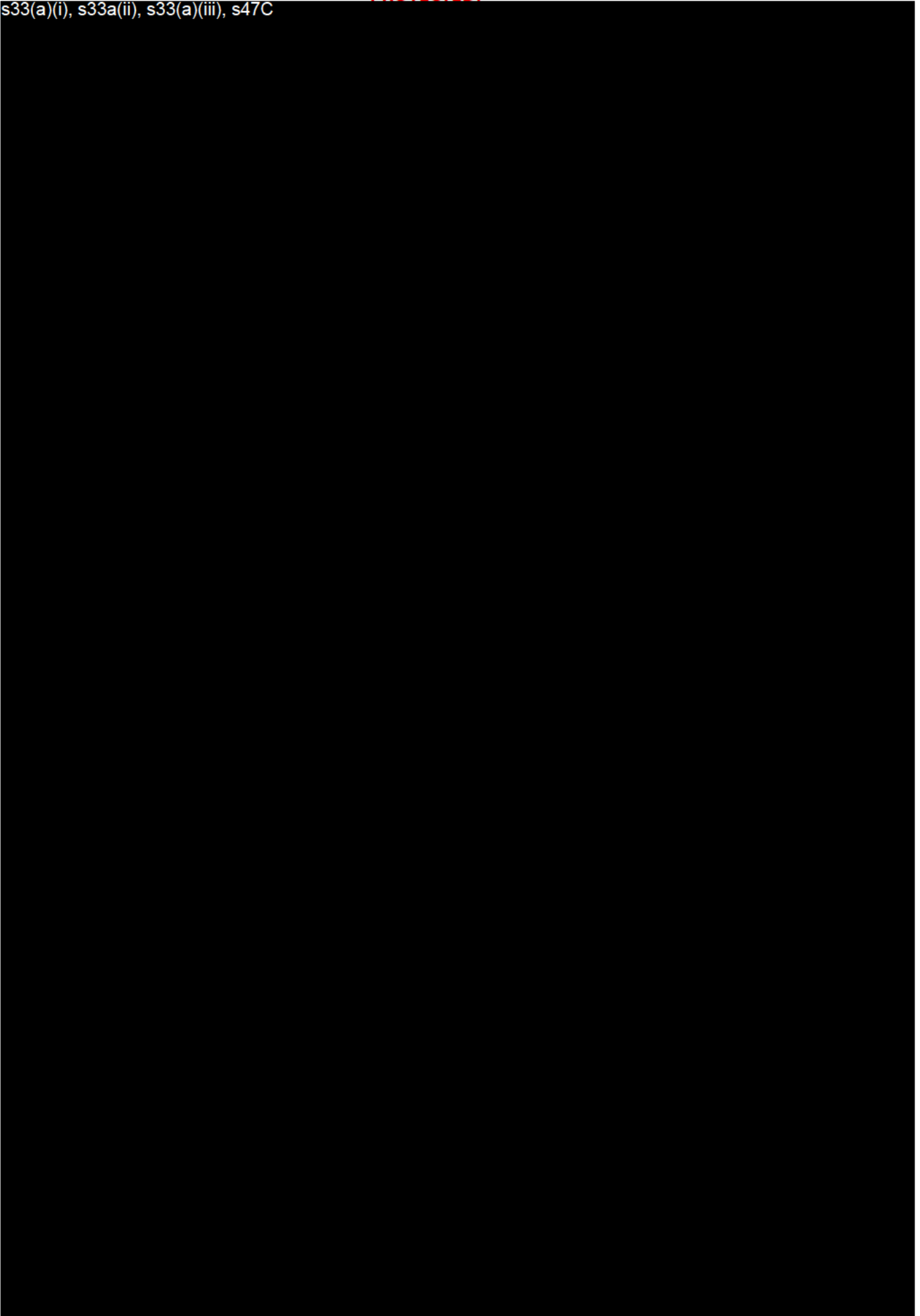
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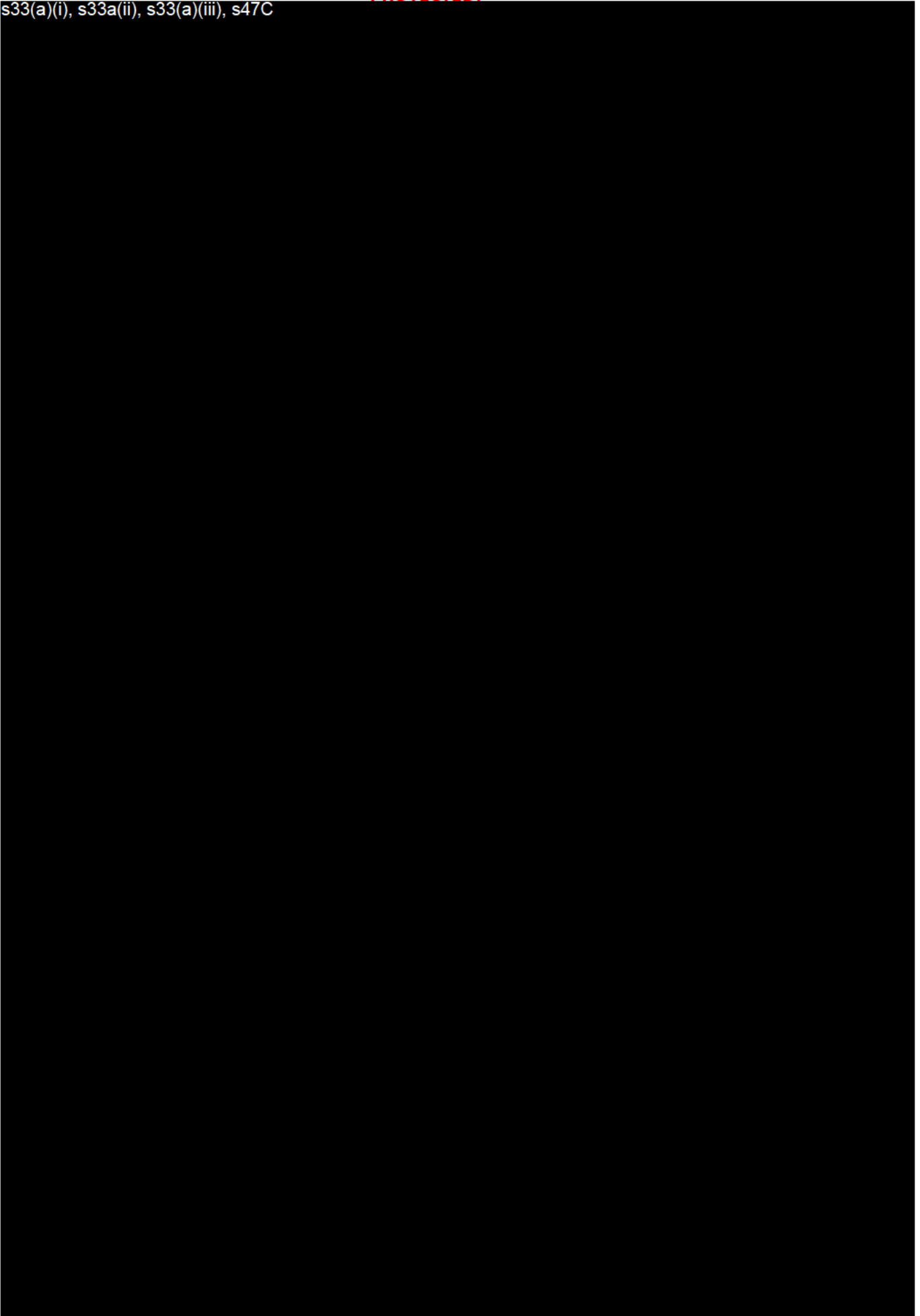


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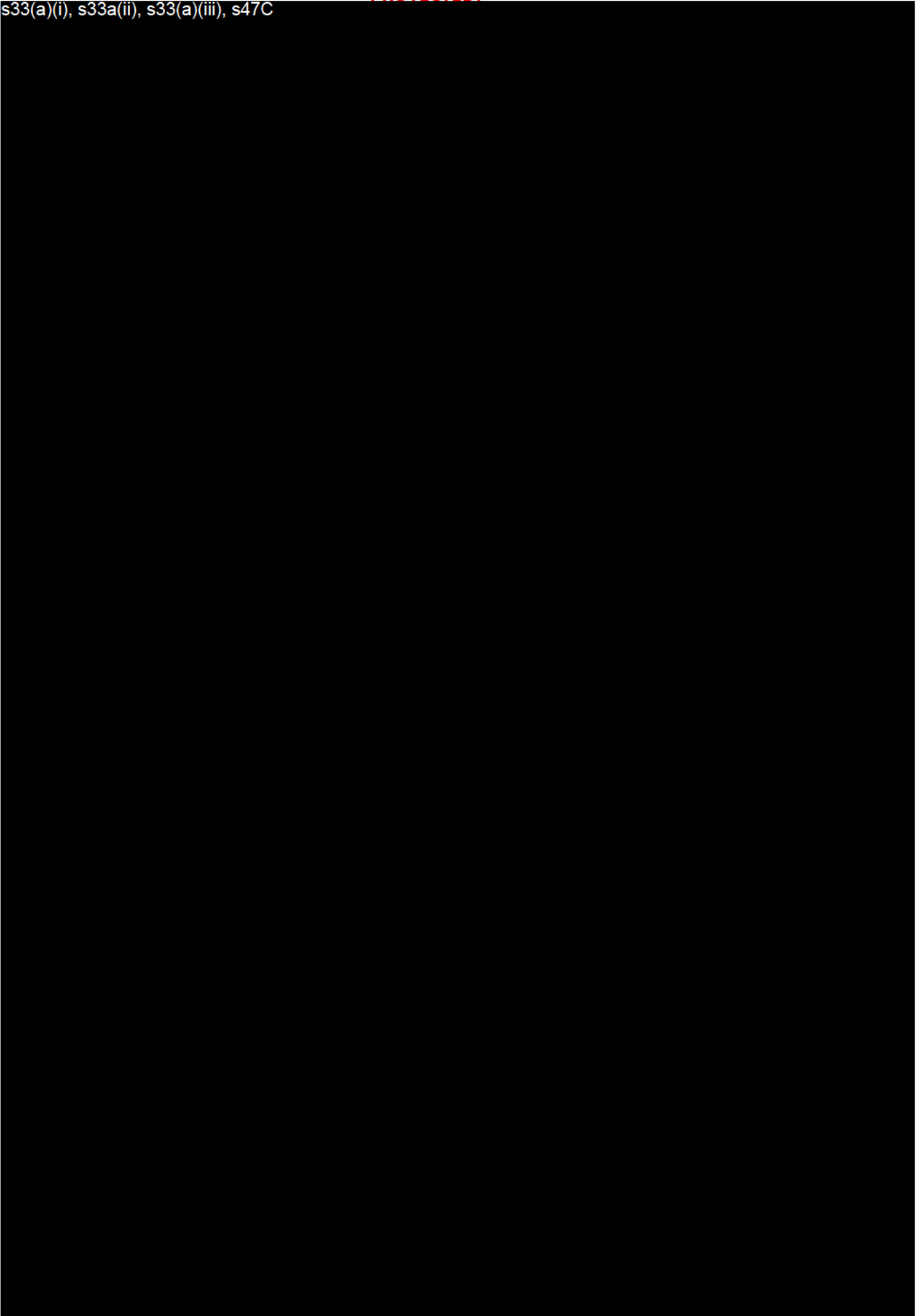
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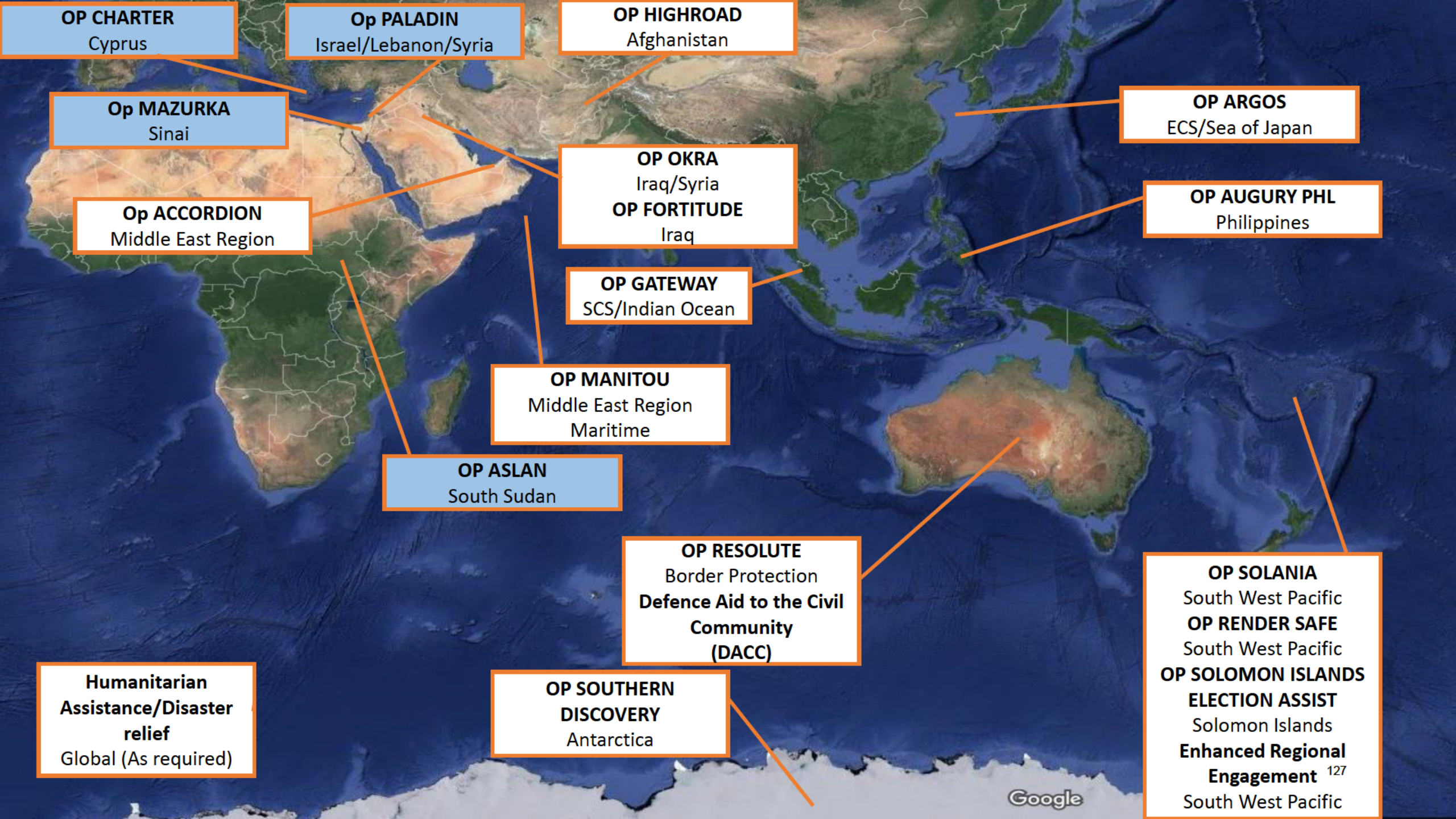


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OP CHARTER
Cyprus

Op PALADIN
Israel/Lebanon/Syria

OP HIGHROAD
Afghanistan

Op MAZURKA
Sinai

Op ACCORDION
Middle East Region

OP OKRA
Iraq/Syria
OP FORTITUDE
Iraq

OP ARGOS
ECS/Sea of Japan

OP AUGURY PHL
Philippines

OP GATEWAY
SCS/Indian Ocean

OP MANITOU
Middle East Region
Maritime

OP ASLAN
South Sudan

OP RESOLUTE
Border Protection
**Defence Aid to the Civil
Community
(DACC)**

**OP SOUTHERN
DISCOVERY**
Antarctica

**Humanitarian
Assistance/Disaster
relief**
Global (As required)

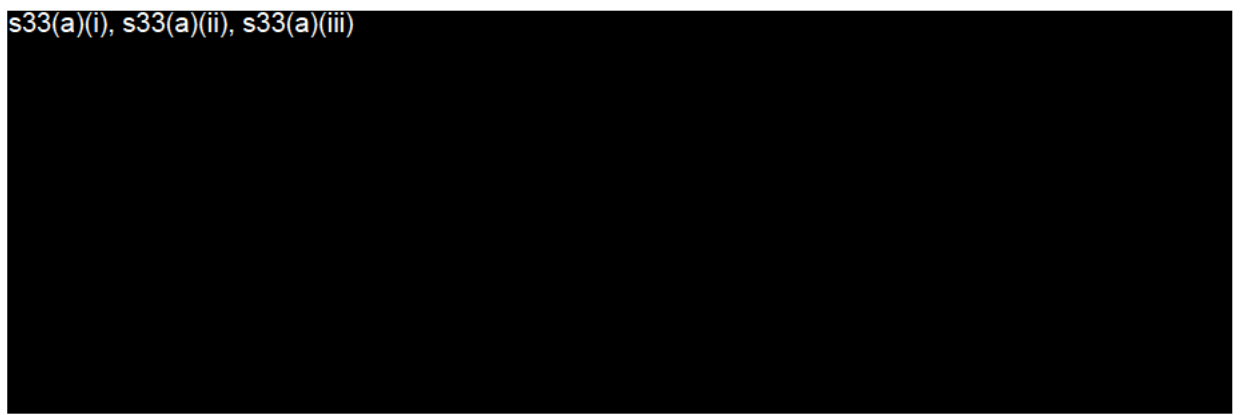
OP SOLANIA
South West Pacific
OP RENDER SAFE
South West Pacific
**OP SOLOMON ISLANDS
ELECTION ASSIST**
Solomon Islands
**Enhanced Regional
Engagement** ¹²⁷
South West Pacific

Middle East strategy

Key points

- Australia has strategic, security and economic interests in the Middle East Region.
 - Conflicts continue to generate instability and irregular migration, and the area hosts thousands of extremists, including Australian and Southeast Asian terrorist fighters.
 - The Middle East remains a global economic driver as a key source of oil and gas.
 - The region is an important trade and investment destination for us, with two way trade of \$20 billion per year and Gulf investment in Australia growing.
 - Security of Middle Eastern maritime routes is critical to trade and prosperity in the Indo-Pacific region, including for Australia.
- Australia maintains a presence in the Middle East in an ongoing effort to:
 - deny bases for global terrorism; counter-terrorism and violent extremism efforts, including from Australian and foreign terrorist fighters returning to the Indo-Pacific region;

s33(a)(i), s33(a)(ii), s33(a)(iii)

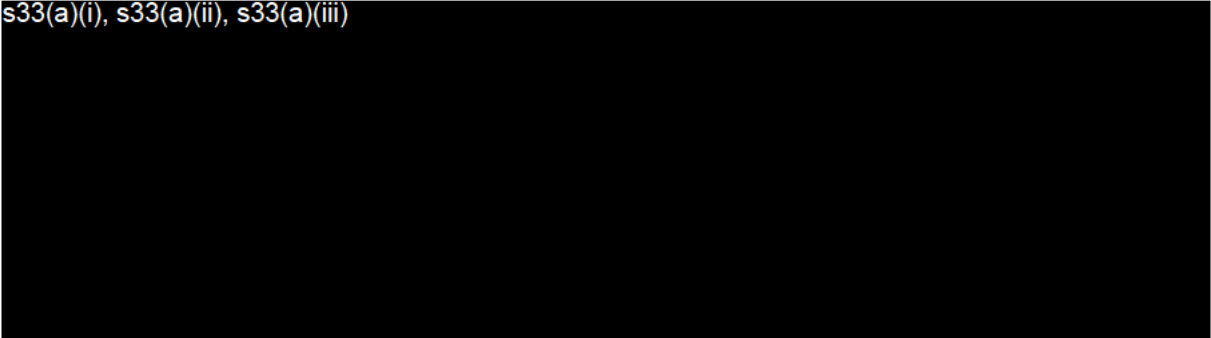


- provide a diplomatic footprint to prosecute Australia's interests.

Middle East strategy

- Australia's broad approach to operations in Afghanistan, Iraq and Syria – either directly or in a supporting role – involves training, advising, partnering, assisting and mentoring local security forces to enhance their capacity to secure their nation from existing threats.

s33(a)(i), s33(a)(ii), s33(a)(iii)



UAE - Operation ACCORDION

Key points

- Operation ACCORDION is the ADF operation that provides National Command and Middle East region support (including Command and Control, logistics, air movements and communications) to operations in the Middle East Region, including Operations HIGHROAD, MANITOU and OKRA.
- Around s33(ADF personnel are currently deployed in support of Operation ACCORDION.

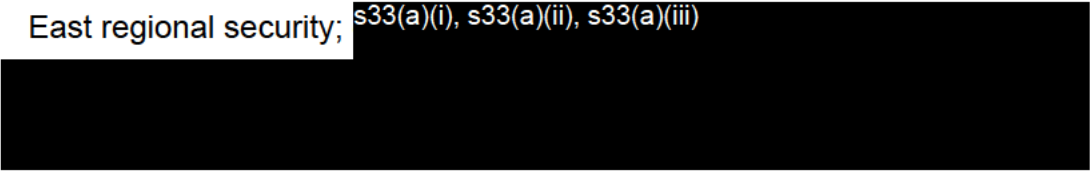
Iraq - Operation OKRA

Key points

- Operation OKRA is the ADF operation supporting the fight against Daesh in support of the Government of Iraq.
- Australia contributes s33(a) ADF personnel to this mission as well as a KC-30A air-to-air refueller s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d)
- Based on current authorities, Defence is providing a flexible military contribution to the counter-Daesh coalition s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d)
and building the capacity of the Iraqi Security Forces.
- Australia's legal basis for operations in Iraq is the invitation and consent of the Iraqi Government. The legal basis for operations in Syria is the collective self-defence of Iraq against Daesh.

Iraq - Operation STEADFAST

Key points

- Operation STEADFAST is the codename for the ADF's contribution to the NATO Mission in Iraq.
- Australia has agreed to participate in the mission in Iraq as a NATO Operating Partner. Our contribution to this operation is part of a multinational effort to develop and build professional, effective, and sustainable Iraqi Security Forces.
- Our national objectives are to demonstrate Australia's commitment to Middle East regional security; s33(a)(i), s33(a)(ii), s33(a)(iii)

- There s33(a)(i), s33(a)(ii) ADF officers assigned to Operation STEADFAST.

Afghanistan - Operation HIGHROAD

Key points

- Operation HIGHROAD is the ADF contribution to the NATO-led RESOLUTE SUPPORT mission in Afghanistan.
- Australia contributes around s33(1)(a) personnel and USD 100 million annually s33(1)(a), s33(1)(b), s47E(d) to the development of the Afghan National Defense and Security Forces (ANDSF).
- Defence provides USD 80 million of this to the Afghan National Army Trust Fund. USD 20 million is managed by the Department of Foreign Affairs and Trade through the United Nations Law and Order Trust Fund.
- The ADF contributes to the NATO-led RESOLUTE SUPPORT mission in Afghanistan to train, advise and assist the ANDSF, as part of Australia's commitment to a stable and secure Afghanistan.
- The ADF provides military advice and support to the Afghan Special Security Forces, the Afghan Air Force and the Kabul Garrison Command.
- The ADF also provides instructors to the Afghan National Army Officer Academy, the Command and Staff Academy, and the Sergeants Major Academy.
- The legal basis for Operation HIGHROAD is the invitation and consent of the Government of Afghanistan as set out in the NATO Status of Forces Agreement dated 30 September 2014.

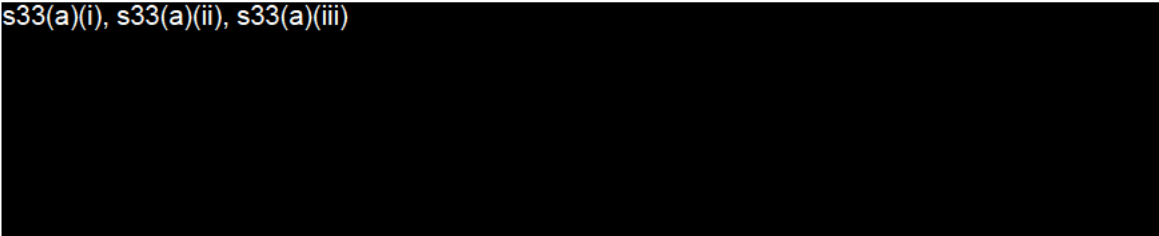
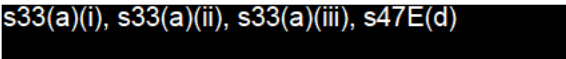
Middle East Maritime - Operation MANITOU

Key points

- Operation MANITOU is the ADF contribution to Maritime Security Operations in the Middle East Region and counter piracy in the Arabian Gulf, the Gulf of Aden, the Red Sea and parts of the Indian Ocean.
- Contributions include staff in the US Headquarters Combined Maritime Forces in Bahrain and the regular but not continuous deployment of a Major Fleet Unit to the Combined Maritime Force.
- Around s33(a)(i), s33(a)(ii) personnel are currently deployed as part of Operation MANITOU.
- HMAS Ballarat commenced the current Operation MANITOU deployment in November 2018, and is the 67th naval vessel assigned to operations in the Middle East Region since 1990.
- Australian contribution to international efforts to promote maritime security, stability and prosperity in the Middle East region are pursuant to applicable UN Security Council resolutions, the UN Convention on the Law of the Sea, the consent of affected States, and international law.

Israel/Lebanon/Syria - Operation PALADIN

Key points

- Operation PALADIN is the Australian contribution to the United Nations Truce Supervision Organization (UNTSO) in Israel, Lebanon and Syria.
- Operation PALADIN consists of s3 officers who are employed as either military observers or staff officers. ADF personnel have participated in UNTSO since 1956, our longest commitment to any operation.
- s33(a)(i), s33(a)(ii), s33(a)(iii)

- Australia has agreed to provide the Deputy Chief of Staff (Operations), at the O6 level, to UNTSO s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d)


Golan Heights (Israeli Occupied) - Operation FORTITUDE

Key points

- Operation FORTITUDE involves a small Australian mentoring training team s33(a)(i), s33A(ii), s33(a)(iii), s47E(d) to advise, assist, accompany and enable Republic of Fiji Military Forces (RFMF) troops at the UNDOF peacekeeping mission in the Golan Heights.

- s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d)

- s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d)

Sinai - Operation MAZURKA

Key points

- Multinational Force and Observers (MFO) was established on 3 August 1981 to supervise the implementation of the security provisions of the Egyptian-Israeli Treaty of Peace and employ best efforts to prevent any violations of its terms.
- Operation MAZURKA is the ADF contribution to the MFO in the Sinai. Australia has been committed to the MFO from 1982-1986, and then continuously since 1992.
- There are ~~s33~~ ADF personnel filling a variety of key appointments within MFO headquarters, including in the role of Force Commander, filled by Major General Simon Stuart. The Force Commander role will rotate to the United Kingdom in early December 2019.
- Australia's contribution to the MFO, a peacekeeping force outside the UN framework, is under a Protocol signed on 3 August 1981 to the Treaty of Peace between Egypt and Israel of 26 March 1979.

South Sudan - Operation ASLAN

Key points

- Operation ASLAN is Australia's contribution to the United Nations Mission in South Sudan.
- Australia has s33 personnel (with an authorised manning cap of s33(deployed in the capital, Juba, filling important headquarter positions.

s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d)

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Cyprus - Operation CHARTER

Key points

- Operation CHARTER is the codename for the ADF contribution to the United Nations Peace Keeping Force in Cyprus (UNFICYP).
- On 16 November 2018, the United Nations approved the appointment of Major General Cheryl Pearce as the next UNFICYP Force Commander.
- OP CHARTER was established to facilitate the deployment of three support staff for Major General Pearce, who assumed her appointment on 7 January 2019.
- Operation CHARTER is a tangible demonstration of Australia's longstanding support to the United Nations and also evidence of our commitment to advancing Australia's contribution to the Women, Peace and Security agenda.

Jordan - Operation AUGURY

Key points

- Operation AUGURY is the codename for ADF operational support to Australian whole-of-government efforts to counter violent extremism and terrorism, both domestically and internationally.

s33(a)(iii)

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s33(a)(ii), s33(a)(iii), s47E(d)

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s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d)

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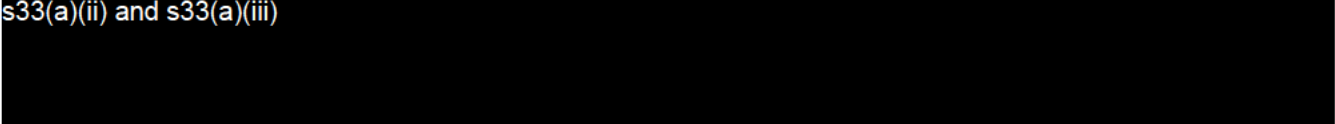
Philippines - Operation AUGURY

Key points

- Operation AUGURY-Philippines is the codename for the ADF contribution to the Government of the Philippines to build shared partner capacity and strengthen its long term ability to combat terrorist threats.
- On 25 October 2017, the ADF commenced providing capacity building training assistance to the Armed Forces of the Philippines.
- Around s33(2)(vi) ADF personnel provide capacity building training assistance, through mobile training teams, in Land, Maritime, Air, Special Operation, and specialist activities in the Philippines and Australia. This engagement shares and exchanges operational lessons in counter-terrorism.

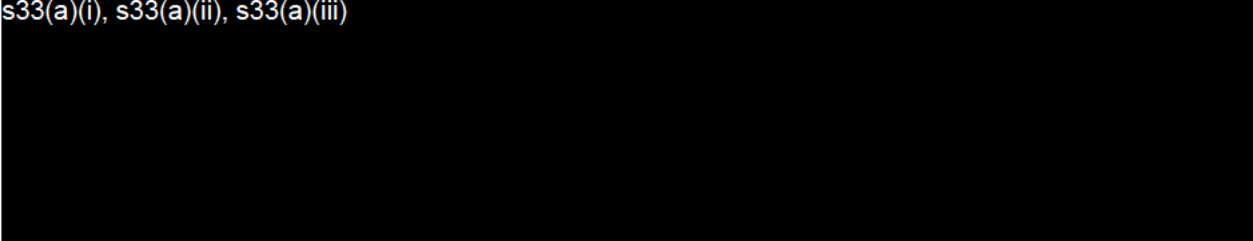
• s33(a)(iii)

~~PROTECTED~~
s33(a)(ii) and s33(a)(iii)



Key points

s33(a)(i), s33(a)(ii), s33(a)(iii)

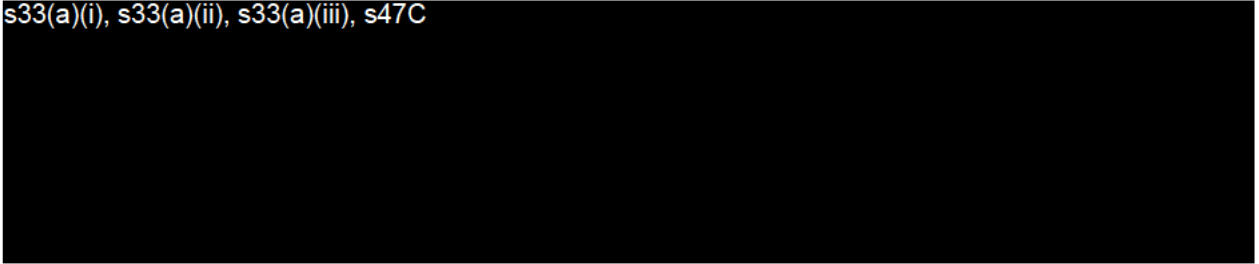


DPRK Sanctions Enforcement - Operation ARGOS

Key points

- Operation ARGOS is the ADF contribution to enforce UN Security Council Resolutions involving sanctions against the Democratic People's Republic of Korea. The ADF contributed a number of air, maritime and staff elements to this activity in 2018.

s33(a)(i), s33(a)(ii), s33(a)(iii), s47C



Korean Peninsula - Operation LINESMEN

Key points

- Operation LINESMEN is the ADF's contribution to whole of government efforts to support United Nations Command led demilitarisation verification and armistice monitoring activities on the Korean Peninsula.

- s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d)

- s33(a)(i) ADF personnel deployed on 8 May 2019 s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d)
s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d)

South West Pacific - Operation SOLANIA

Key points

- Operation SOLANIA is the ongoing maritime surveillance operation to support the Pacific Island Countries (PIC) to manage fishing activities within their EEZ.
- Defence provides intelligence, surveillance and reconnaissance (ISR) support to the PIC as well as establishing a pattern of ADF operations in the region.
- Defence supports up to ~~s33(a)~~ ISR aircraft deployments each year and, on occurrence, transiting maritime vessels.

South West Pacific - Operation RENDER SAFE

Key points

- Operation RENDER SAFE is the enduring ADF operation to provide explosive ordnance disposal support to South West Pacific Island nations for the disposal of unexploded ordnance and explosive remnants of war.
- The last Operation RENDER SAFE activity occurred in December 2018 in Vanuatu.
- The ADF is planning the next Operation RENDER SAFE deployment in the s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d) to the Solomon Islands.

s33(a)(ii), s33(a)(iii), s47E(d)

Key points

s33(a)(ii), s33(a)(iii), s47E(d)

Maritime security - Operation RESOLUTE

Key points

- Operation RESOLUTE is the Defence contribution to Australian Border Force led, whole-of-government maritime security operations.
- Defence contributes a baseline commitment of s33(a)(ii), s33(a)(iii), s47E(d) involving around s33(a) ADF personnel.
- The number and type of assets assigned may vary depending upon the nature of the threat and Australian Border Force tasking requirements.
- Defence is currently providing additional aircraft and patrol vessels to RESOLUTE in support of the Joint Agency Task Force's Operation SOVEREIGN BORDERS.

Antarctica - Operation SOUTHERN DISCOVERY

Key points

- Operation SOUTHERN DISCOVERY is support provided by Defence to Australia's Antarctic program, under the Government's Australian Antarctic Strategy (a 20 year Action Plan which outlines Australian national interests and vision for Australia's future engagement in Antarctica led by the Department of the Environment).
- Operation SOUTHERN DISCOVERY commenced on 1 July 2016.
- Defence support during the 2018/19 Antarctic Austral Summer period included C-17A logistic support flights and air drops, a RAAF Logistics Officer as the Casey Station Supply Officer, RAN and Army personnel as Deployable Geospatial Survey Team members for hydrographic survey tasks on continental Antarctica and Macquarie Island, a RAN meteorologist, and two Army ground survey personnel conducting digital terrain mapping and airfield survey in support of the 'Year Round Aviation Access' project.
- The next deployment of ADF personnel is planned for s33(a)(ii), s33(a)(iii), s47E(d) Further details will be advised as they are agreed with the Australian Antarctic Division. It is not expected to be above previous years' commitments.

Drought assistance

Key points

- Major General Stephen Day (retired) was appointed as the National Drought Coordinator in late August 2018. With a support staff of three Defence personnel, he heads the Joint Agency Drought Task Force, working to the Department of Prime Minister and Cabinet.
- At a local level, there have been several arrangements to allow graziers to use Defence training areas for grazing or haley baling activities.
- To date, no Defence assistance to the Civil Community requests have been received from state and territory governments regarding drought relief.

Defence assistance to the civilian community (DACC)

Key points

- State and Territory governments are primarily responsible for emergency response actions, but Defence remains ready to respond to calls for emergency assistance.
- Emergency Management Australia coordinates Commonwealth support to state and territory requests for emergency Defence Assistance to the Civil Community (DACC) support.
- Defence has provided significant DACC support to several state governments during the 2018-19 high risk weather season (annually from October to April).

Background

DACC is provided under six categories:

- Categories 1, 2 and 3 provide emergency support (local, short duration/larger, longer duration/disaster recovery);
- Categories 4 and 5 relate to non-emergency support, including to large civil and sporting events and activities (Ministerial approval is required to waive cost recovery where DACC category 4 estimated cost to support exceeds \$100,000); and
- Category 6 is non-forceful assistance to Australian law enforcement agencies.

Defence provided the following support to state and territory governments during the 2018-19 high risk weather season:

- Refuelling/logistic support to large aerial tankers (RAAF Bases Amberley, Richmond, Williamtown, East Sale and Pearce) and providing accommodation for firefighters (Victoria, Tasmania and Western Australia);

Defence assistance to the civilian community (DACC)

- Joint Task Force (JTF) 658 supported significant sandbagging, rescue, air transport of supplies, and recovery operations in and around Townsville which was adversely affected by flooding in February;
- JTF 646 provided aviation fuel, assisted with the rotary-wing movement of fodder, and supported relevant local authorities develop a carcass disposal master plan in support of flood isolated farmers in the Shires of Cloncurry, McKinlay, Richmond, Winton and Carpentaria in February; and
- JTF 631 provided evacuation and repatriation flights, evacuation centre support (tents, stretchers and bedding) and aerial reconnaissance of damage as a result of Tropical Cyclone Trevor in the Northern Territory in March.

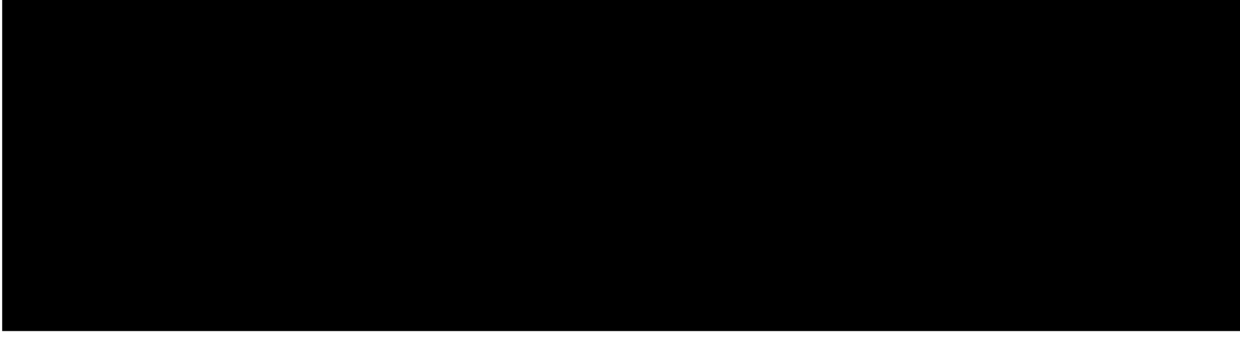
Defence Force aid to the civil community - OPLAN MAGPIE

Key points

- OPLAN MAGPIE details the arrangements for the provision of domestic security by high readiness elements s33(a)(i), s33(a)(ii), s37, s47E(d) of the Australian Defence Force, in support of Australian law enforcement agencies and in response to a major land-based security threat or incident.
- Execution of OPLAN MAGPIE would occur under Defence Force Aid to the Civil Authority (DFACA) after a call out order has been authorised under Part IIIAAA of the Defence Act.
 - For further information on the ADF call out provisions, please refer to [call out of the ADF - Part IIIAAA](#).

Background

OPLAN MAGPIE was developed in response to the changing nature of the contemporary terrorist threat, and has drawn on the experiences of international police and military forces that have provided military support as part of a whole of Government response. Under the plan, law enforcement authorities retain responsibility as primary responders to terrorist incidents. s33(a)(i), s33(a)(ii), s37, s47E(d)



Domestic exercises

Exercise MARS MIX is a domestic counter-terrorism training activity from [REDACTED] s33(a)(i), s33(a)(ii), s47E(d)

[REDACTED] based predominantly in Sydney. The primary purpose of this exercise is to practice counter-terrorism techniques and procedures within a complex and dynamic operating environment. It is anticipated that up to [REDACTED] s33(a)(i), s33(a)(ii), s47E(d)

[REDACTED]

Exercise MARS RAT is a maritime counter-terrorism and domestic counter-terrorism collective training opportunity being executed over the period [REDACTED] s33(a)(i), s33(a)(ii),

[REDACTED] across Sydney, Hobart, and Melbourne. The primary purpose of this exercise is to validate Tactical Assault Group East techniques and procedures. It is anticipated that up to [REDACTED] s33(a)(i), s33(a)(ii), s47E(d)

Exercise MARS THUNDER is a mass-transit (train-focused) counter-terrorism training activity from [REDACTED] s33(a)(i), s33(a)(ii), s47E(d) based predominantly in Sydney. The primary purpose of this exercise is to practice counter-terrorism techniques and procedures within a complex and dynamic operating environment. It is anticipated that up to [REDACTED] s33(a)(i), s33(a)(ii), s47E(d)

South West Pacific exercises

Defence conducts the following exercises with partners from the South West Pacific:

Navy

Exercise PARADISE is an annual bilateral Naval exercise held in s33(a)(i), s3(a)(ii), s33(a)(iii), s47E(d) with the Papua New Guinea Defence Force – Maritime Element focussing on Maritime Security, Mariner Skills and Sovereignty Operations. Participants include RAN and PNG Patrol Boats.

Army

Exercise CORAL WARRIOR is the standing framework for bilateral training activities with Tonga, Solomon Islands, Vanuatu, and Fiji. Elements of the 7th Brigade will execute a series of collective training opportunities with the Tonga, Solomon Islands, Vanuatu, and Fiji over the period s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d) Training opportunities include mentoring Infantry, Logistics, Recruit Training, and Signals teams. The number of Army personnel supporting each training iteration will vary with each activity.

Exercise OLGETA WARRIOR is the standing framework for bilateral training activities with the Papua New Guinea Defence Force. Elements of the 3rd Brigade will execute a series of collective training opportunities with the PNGDF from s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d) s33(a)(ii), s33(a)(iii), s47E(d) Opportunities include mentoring of Engineers, Infantry, Logistics, Intelligence, and Signals training teams. The number of Army personnel supporting each training iteration will vary with each activity.

Indo-Pacific exercises

Defence conducts the following exercises with partners from the Indo-Pacific region:

Joint Exercises

Exercise BERSAMA LIMA 19 is occurring over the period s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d)

in Malaysia and Singapore. Participants will include contingents from Malaysia, New Zealand, Singapore, the United Kingdom, and Australia. The exercise is a major s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d) Five Power Defence Arrangements warfighting exercise focussing on the defence of peninsular Malaysia and Singapore. The Australian contribution will be s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d)

Exercise SUMAN WARRIOR 19 is occurring over the period s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d)

Participants will include contingents from Malaysia, New Zealand, Singapore, the United Kingdom, and Australia. The exercise is a Five Power Defence Arrangements land based Command Post Exercise focusing on the defence of peninsular Malaysia and Singapore s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d) augmentees.

Exercise NUSA BHAKTI AUSINDO 19 s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d)

Participants will include contingents from Indonesia and Australia. The exercise is a joint, combined, bi-lateral Command Post Exercise focussing on Humanitarian Assistance and Disaster Relief. s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d)

Exercise CROCODILE RESPONSE 19 will be conducted in s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d)

in the Northern Territory. Participants will include Australia and the United States. The exercise is part of the Marine Rotational Force – Darwin and is focused on rehearsing and developing our procedures for Humanitarian Aid and Disaster Response within the region. s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d)

Indo-Pacific exercises

Navy Exercises

Exercise CASSOWARY is an annual bilateral Naval exercise with Indonesia focusing and mariner skills.

This exercise is the force integration training for Australian-Indonesian Coordinated Patrols. Participants include RAN and Indonesian Patrol Boats.

East Asia Deployment 1-19 includes EX AUSTHAI, EX PACIFIC VANGUARD and EX LA PEROUSE. This deployment, from is to conduct regional shaping activities, build partner capacity and develop interoperability in the East Asian region. Units will participate in exercises with regional partners. HMAS Melbourne will conduct OP ARGOS patrols in the East China Sea as a component of the deployment and will attend the Chinese International Fleet Review in Qingdao, China.

Army Exercises

Exercise PACIFIC KUKRI is occurring Exercise participants include contingents from Brunei and Australia. The exercise is a bilateral, biennial training activity which includes a light infantry company from the Brunei-based UK Battalion of the Royal Gurkha Rifles and elements of the 7th Brigade in Brisbane. The aim of the exercise is to maintain Australia's military relationship with the Royal Gurkha Rifles.

Exercise PANDAROO is an adventure training activity between China and Australia. The exercise is scheduled from

Exercise WIRA JAYA is a bilateral training activity between the Australian Army and the Indonesian Army.

The exercise is designed to enhance military-to-military relations between Indonesia and Australia.

Indo-Pacific exercises

Rifle Company Butterworth (RCB) is a permanent force deployed to Royal Malaysian Air Force Base Butterworth. The RCB regularly conducts bilateral training with the Malaysian Armed Forces and multinational exercises across the region.

s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d)

Air Force Exercises

Exercise ELANG AUSINDO 19 (EA19) is a bilateral fighter exercise between the Indonesian Air Force (TNI-AU) and RAAF.

s33(a)(ii), s33(a)(iii), s47E(d)

Exercise THAI BOOMERANG 19 (TB19) is a biennial air-to-air combat training exercise between the Royal Thailand Air Force and the RAAF, held in Thailand from

s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d)

TB19 helps generate positive and productive relationships between aircrew, assisting with the development of RTAF tactical fighter pilots.

s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d)

Multilateral exercises

Defence conducts the following multilateral exercises with Allied Partners:

Joint Exercises

Exercise TALISMAN SABRE 19 is Australia's largest and most important bilateral Defence exercise. The exercise will be conducted s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d) using a number of defence and non-defence training areas along the QLD and NSW coast to replicate an archipelagic scenario in line with the regional operating environment. The overarching objective of the exercise is to enhance Australian and United States interoperability and preparedness for high-end conflict across operational and tactical levels through the planning and conduct of a field training exercise. The exercise will also enhance interoperability with selected partners embedded with United States and Australian forces, including New Zealand, United Kingdom, Canada, and Japan.

s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d)

Exercise EQUATEUR 19 is occurring s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d)

in Noumea, New Caledonia. Participants will include: France, Australia, Canada, Chile, Fiji, Great Britain, Japan, New Zealand, Papua New Guinea, Tonga, United States, and Vanuatu. s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d)

Exercise KOOLENDONG 19 is occurring s33(a)(ii), s33(a)(iii), s47E(d)

in the Northern Territory. Participants will include United States, Australia, and France. The exercise is part of the Marine Rotational Force – Darwin and is a Marine Aviation Ground Task Force Live Fire certification exercise. s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d)

It will include a visits day as part of the International Observer Program.

Multilateral exercises

Navy Exercises

Exercise PACIFIC VANGUARD, also known as Cooperative Deployment Training – 1, is a s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d) exercise focussing on interoperability with the US Navy, Republic of Korea Navy and Japanese Maritime Self Defense Force. The exercise will be conducted at the end of May in the vicinity of Guam.

Exercise LA PEROUSE is a multi-lateral maritime warfare exercise s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d) with France, Japan and the United States, focused around the French Charles de Gaulle carrier group. s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d) s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d)

Air Force Exercises

ADVANCED TACTICAL LEADERSHIP COURSE 19 (ATLC) occurs s33(a)(i), s33(a)(ii) s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d) in the United Arab Emirates. Participants include the United Arab Emirates, France, United Kingdom, and Australia. The ATLC is a tactical level, Large Force Exercise structured to graduate leaders of four-ship fighter formations. s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d)

Exercise AMAROK FURY 19 (AF19). The RAAF is continuing to establish an s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d)

will deploy on AF19 to continue developing core s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d) s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d) to meet key aircrew category upgrade requirements. AF19 will be conducted in the USA s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d)

Exercise BLACK DAGGER 19-1 (BD 19-1) s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d) s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d) The aim is to graduate combat-ready Joint Tactical Air

Controller (JTAC) qualified personnel to support of ADF operational requirements. The exercise s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d) operating from RAAF Base Townsville and the Townsville Field Training Area, supported by aircraft and personnel from the US Navy.

Exercise DIAMOND STORM 19 (DSM19) forms part of Air Warfare Instructors Course (AWIC) s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d) RAAF Base Darwin and RAAF Base Tindal. Participants include Australia and the US. The aim is to provide high end training in Offensive Counter Air operations as part of the AWIC. The Australian contribution to the exercise s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d) and the deployment of s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d) s33(a)(i), s33(a)(ii), s33(a)(iii) as well as multiple aircraft from the US Air Force, Marine Corps, and Navy.

Exercise RED FLAG ALASKA 19-3 (RF-A19-3)/ DISTANT FRONTIER (DF-19).

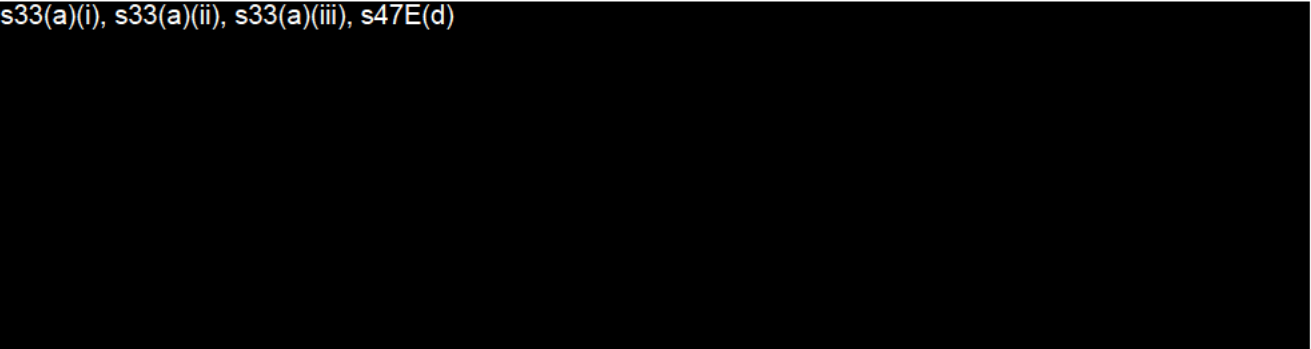
RF-A19-3 is an annual activity occurring from §33(a)(i), §33(a)(ii), §33(a)(iii), §47E(d)

Alaska. Participants include the United Kingdom, United States and Australia. This exercise provides a high-end Coalition war-fighting activity and §33(a)(i), §33(a)(ii), §33(a)(iii), §47E(d)

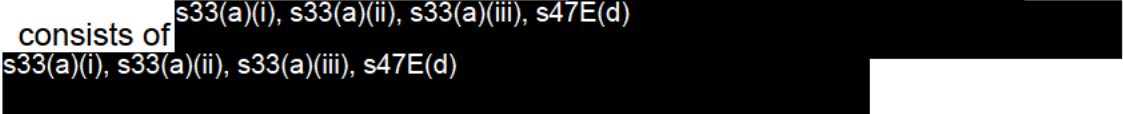
§33(a)(i), §33(a)(ii), §33(a)(iii), §47E(d) The Australian contribution will consist §33(a)(i), §33(a)(ii), §33(a)(iii), §47E(d)

Multilateral exercises

s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d)



Exercise SENTRY ALOHA 19-2 (SA-19-2) is an annual activity held at Hickham AFB, Hawaii. SA19-2 will be held from s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d) and consists of s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d) s33(a)(i), s33(a)(ii), s33(a)(iii), s47E(d)



Incoming Government Brief May 2019

Building Defence Capability

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Delivering Capability

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The Integrated Investment Program - Overview

Key points

- The Integrated Investment Program sets out more than \$200 billion of investment in Defence capabilities over the decade to financial year 2028-29.
- The Investment Program reflects the commitment to increasing the Defence budget to two per cent of GDP by 2020-21.

s34

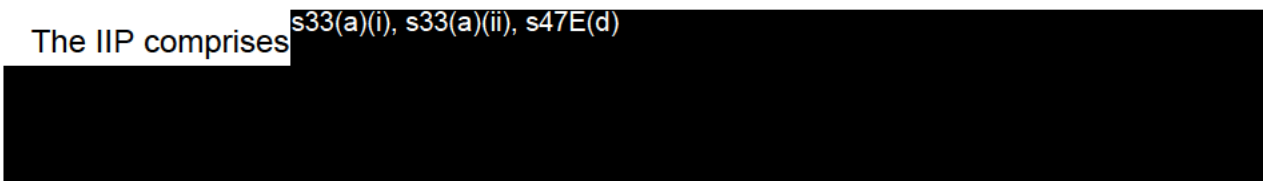


Background

The Investment Program brought together for the first time in Defence an integrated capability investment program that encompassed major equipment, major facilities, major enabling infrastructure such as IT systems and logistics systems, and workforce. This holistic approach to designing the investment program that underpins the development of Defence capability seeks to ensure that all of the fundamental inputs to capability are addressed in Defence planning.

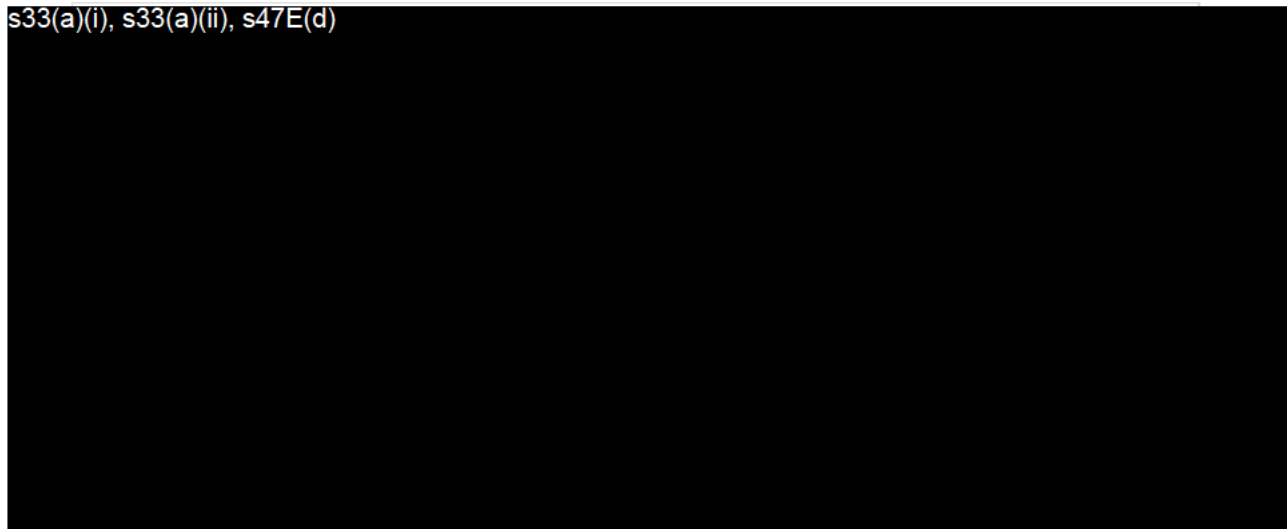
The IIP comprises

s33(a)(i), s33(a)(ii), s47E(d)



The Integrated Investment Program - Overview

s33(a)(i), s33(a)(iii), s47E(d)



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Designing the Future Force

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Overview

Key points

- The Capability Life Cycle (CLC) was established in 2016 under the framework of the First Principles Review of Defence. The CLC provides Defence with a single end-to-end capability development function to maximise the efficient, effective and professional delivery of Defence capability. It applies to all aspects of capability including major equipment, information and communications technology, facilities and workforce.
- The CLC includes a number of phases and key decision points that requires Defence to seek formal Government direction and/or approval to enable the acquisition of defence capability.
- The CLC involves a robust framework of engagement to ensure that key stakeholders and decision-makers across Government are involved in deliberations throughout the entire cycle.
- Defence will engage with you regularly to discuss capability priorities and requirements, and through you seek Government approval of major future capability decisions.

Background

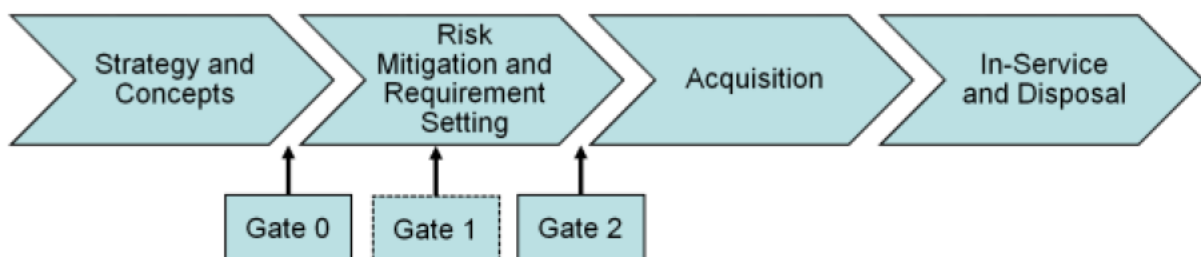
Capability Life Cycle features

The six key features of the CLC are:

- strategy-led decision-making, with strong central governance mechanisms;
- a strong, arms-length contestability function to improve quality of decision-making;
- systematic joint force design, to translate Government strategic direction into a vision of the future force;

Overview

- a structured capability development plan – the Integrated Investment Program– that consolidates decisions about investment in major equipment, information and communications technology, facilities and workforce that form the basis for the future force structure;
- the Smart Buyer approach, which develops tailored approval processes and project management, acquisition and sustainment strategies based on a thorough analysis of project risks; and
- clear responsibilities and accountabilities across the CLC.



Capability Life Cycle phases

The CLC comprises four phases, including:

- strategy and concepts identifies capability needs informed by assessments of our ability to meet strategic guidance, within the broad funding guidance provided by Government. It is strategy-led and utilises the force design process;
- risk mitigation and requirement setting develops and progresses development of capability options and retirement of risk through the investment approval process;
- acquisition involves placing a contract with suppliers to acquire the capability and introducing the capability into service (capability delivery); and
- in-service and disposal involves sustaining the capability through its life, withdrawal from service, disposal and the transition to a replacement if required.

Overview

Capability Life Cycle gates

Key gates support project maturity, risk mitigation and strategic decision-making.

- Gate 0 is an internal Defence decision point focused on an early high-level review of the capability need, options development, risk and strategy; and
- Gates 1 and Gate 2 represent formal Government decision points to reduce the options and engage with industry (to support First Pass), or seek approval and resources to acquire and sustain a new, or upgrade an existing capability (to support Second Pass).

Smart Buyer

The Smart Buyer Decision-Making Framework supports the identification and analysis of key project risks and drivers, and uses this analysis to tailor project strategies and approval pathways for projects in the Integrated Investment Program.

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Capability development roles and responsibilities

Key points

- The Defence Investment Approval process supports:
 - risk-based investment approval pathways rather than financial thresholds; and
 - the ability to bring forward capability stream or program submissions where appropriate, rather than individual project approvals.
- There are three Defence Committees that provide approval and strategic direction in the Capability Life Cycle, the:
 - Defence Committee;
 - Investment Committee; and
 - Enterprise Business Committee.
- Strong contestability is a key feature across the Capability Life Cycle. It is a decision support function helping Defence make decisions on capability acquisition and sustainment that are consistent with Government policy and represent value for money.

Background

Investments approvals process

In order to tailor approval pathways Smart Buyer risk categories are considered, including:

- financial;
- requirements;
- technical and integration; and
- industrial and strategic.

Capability development roles and responsibilities

s34, s47C

Tailored approval pathways also enable projects to combine approval points, for example combining Gate 1 and Gate 2 into a Combined Gate. Tailored Approval Pathway workshops are conducted with the Department of the Prime Minister and Cabinet and the Department of Finance and are endorsed by the Defence Investment Committee prior to Government approval.

Roles and responsibilities

Three Defence Committees provide approvals and strategic direction in the Capability Life Cycle, the:

- Defence Committee, chaired by the Secretary, is the primary decision making committee of Defence and is central to the capability life cycle process.
- Investment Committee, chaired by the VCDF includes senior representatives from the Department of the Prime Minister and Cabinet and the Department of Finance. It is responsible for supporting the Defence Committee by overseeing the implementation and integrity of the IIP, and monitoring Defence's performance in delivering it; and
- Enterprise Business Committee, chaired by the Associate Secretary, is responsible for ensuring the effective running of the Defence organisation, including monitoring and reporting on in-year budget performance and driving reform.

External agency participation aids transparency and contestability, and provides confidence to Government that capability matters are being considered appropriately and holistically within Defence.

The VCDF is accountable for joint force integration, interoperability and designing the future force.

Capability development roles and responsibilities

The Associate Secretary is responsible for Defence enterprise planning, performance and risk management functions, and the integration of all corporate enabling services. The Associate Secretary is the senior officer responsible for contestability.

Contestability is a decision support function helping Defence to develop advice for Government on capability acquisition and sustainment that is consistent with Government policy and represents good value for money. The Department is developing a culture of contestability, supported by a formal function developed in response to the First Principles Review. Strong contestability is a feature across all stages of the capability life cycle.

Capability managers are accountable to raise, train and sustain capabilities as directed by the Secretary and CDF, and include:

- Chief of Navy - Maritime capability;
- Chief of Army - Land capability;
- Chief of Air Force - Aerospace capability;
- Chief of Joint Capabilities - Joint Capability; and
- Deputy Secretary Strategic Policy & Intelligence - Strategic Intelligence and Cyber Programs and Geospatial Intelligence and Information and Services.

Capability managers work with delivery groups to ensure capabilities are acquired and brought into service in a cost effective manner that realises capability objectives.

Capability development roles and responsibilities

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Naval Shipbuilding

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Overview

Key points

- The Naval Shipbuilding Program is the largest major capital acquisition program that has ever been undertaken in Australia. The program is very ambitious and carries significant risks – particularly for cost and schedule. Defence considers workforce development to be the single largest risk to the success of the Naval Shipbuilding Program.

Background

The four Australian built naval vessel programs comprise the core of the Naval Shipbuilding Program (12 *Attack* class submarines, nine *Hunter* class ASW frigates, 12 *Arafura* class offshore patrol vessels and 21 *Guardian* class patrol boats):

- The *Guardian* class Pacific Patrol Boat is in production by Austal Shipbuilding in WA with two vessels delivered.
- The *Arafura* class Off-Shore Patrol Vessel started production on schedule and is in production by Luerksen at the Osborne South Shipyard in South Australia with the first vessel in construction and the second due to commence in June 2019 ahead of schedule.
- The *Attack* class Submarine is a new design to meet unique Australian requirements. The program has completed Concept Design and moved into Definition Design which is primarily conducted in Cherbourg, France and supported by government staff in Cherbourg and Adelaide. Production design will transition to Australia in 22/23 with hull construction beginning late in 2023. All 12 submarines will be built in South Australia.
- The *Hunter* Class Anti-Submarine Warfare Frigate is early in design. The BAE Type 26, from which the *Hunter* class is derived, is in production in Glasgow. *Hunter* class staff located in Glasgow and Canberra are working with BAE

Overview

design teams planning the changes which will invoke unique Australian frigate requirements including the CEA Phased Array Radar and Aegis Weapons System. Production design will transition to Australia in 2022. All nine frigates will be built in Osborne, South Australia.


The Navy's new Auxiliary Oil Replenishment Ships are being constructed by Navantia in Spain. The lead ship is in the water and being fitted out with the second ship in construction. This program is within budget and on schedule.

Two shipyards located at the Osborne Naval Precinct near Adelaide have been designed and are under construction. The destroyers and frigates will be built at Osborne South and the *Attack* class submarine at Osborne North.

The *Hunter* class frigates and the *Attack* class submarines are two of the most complex programs world-wide. The near simultaneous start of construction adds risk in workforce and program management.

Defence considers workforce development to be the single largest risk to the success of the Naval Shipbuilding Program.

s33(a)(i), s33(a)(ii), s47C, s47E(d)



The Product Life Management tools used in naval construction (Siemens for ships and Global 3D for submarines) bring the most advanced manufacturing and life cycle management capabilities to Australian heavy industry. Skills learned in shipbuilding – whether CAD/CAM design, cost effective manufacturing schedules or operating the most sophisticated welding and pipe-bending computer controlled

Overview

machines – will naturally migrate to other manufacturing trades within Australia.

These advantages also bring risks:

- the near simultaneous development of two different digital shipyards (Siemens for Ships and Global 3D for submarines) will require careful coordination across programs and within two different companies. s33(a)(i), s33(a)(ii), s47C, s47E(d)

[REDACTED]

s33(a)(i), s33(a)(ii), s47C, s47E(d)


[REDACTED]

s33(a)(ii), s33(a)(iii), s34, s47C

[REDACTED]

Overview

s33(a)(ii), s33(a)(iii), s34, s47C



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Engaging with Industry

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Overview

Key points

- A strong Australian defence industry, including exports, is an important element of our national power.
- Defence will continue developing a defence industry that is accessible to small and medium size enterprise as well as global Primes with an Australian footprint.

Background

Defence plans to invest around \$1.6 billion across the decade to 2025–26 in the following Defence industry initiatives:

- a Centre for Defence Industry Capability;
- the [Next Generation Technologies Fund](#); and
- a ‘virtual’ Defence Innovation Hub.

Australia’s defence industry is an important part of our strategic weight and needs to be treated as a national asset. The priority is building a national network of sovereign industrial capabilities on which the ADF can rely, as well as further embedding a real presence of Australian arms of Global Primes, and leveraging the innovative and niche capabilities of Australian small to medium size enterprises.

Defence will continue strengthening the Government’s Defence industry policy reforms, which encompass a range of initiatives to build a stronger and more strategic partnership between Defence and industry.

The Defence Industrial Capability Plan outlines how we seek to build a resilient and internationally competitive defence industry that can meet the ADF’s capability needs over the next decade. The Plan introduces an initial list of ten Sovereign

Overview

Industrial Capability Priorities that Australia must have access to, or control over in Australia.

The 2019 Defence Policy for Industry Participation will add Australian and local industry requirements to all acquisitions of \$4m and above, or \$7.5m and above for all infrastructure and facilities projects. This means that the benefits to industry realised in major acquisitions through Australian Industry Capability plans will also be seen in smaller projects.

An Australian Industrial Capability Assurance framework will be developed to ensure that contracted Australian industry content plans are effectively implemented to ensure work committed to Australian industry is delivered by Australian industry.

The Department will assist Government in supporting industry to connect to international markets, including maximizing opportunities for Australian industry in all future government-to-government arrangements. This involves advocating for Australian industry internationally and providing substantial support to the Australian defence industry at international trade shows. You will be briefed on these opportunities as they arise.

Defence is also supporting industry to equip itself with the workforce required to support defence, through the 2019 Defence Industry Skilling and STEM Strategy.

The Centre for Defence Industry Capability will continue to assist industry to work with Defence and access the assistance and support under targeted programs. The Next Generation Technologies Fund and the Defence Innovation Hub will continue to support industry and universities to innovate with the aim of delivering game changing technologies to Defence capability.

Overview

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Industry and international security reform

Key points

- A new Defence Industry Security Program was launched on 9 April 2019.

Background

The program improves Industry's access to Defence security services and enhances Defence's security risk management of projects and supply chains by accrediting the security systems of companies who work with Defence at a sensitive or classified level. The Industry Security Program offers tiered levels of membership aligned with the security classification system and establishes minimum cyber security requirements.

A key focus of the program is supporting more Australian companies to become Industry Security Program members. We anticipate the membership to grow from 600 to over 2000 companies. The Defence Industry Security Office will strengthen the security assurance of Industry Security Program members through a regular program of audit and assurance, including a current program of cyber security audits. Information on the new Program can be found [here](#).

Security of Information Agreements and Arrangements are the primary mechanisms by which Defence manages security issues with our bilateral partners. Defence has agreements in place with s33(a)(i), s33(a)(ii), s33(a)(iii). To implement the Australian Government's October 2018 Protective Security Policy Framework the majority of these agreements will need to be renegotiated in the next few years. s33(a)(i), s33(a)(ii)

Industry and international security reform

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Defence ICT

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Overview

Key points

- Defence's ICT environment is one of the most complex and challenging in Australia and is one of the largest ICT capabilities in the southern hemisphere. It includes the operation and sustainment of one of Australia's largest telecommunications networks.
- Defence ICT capability encompasses the computing and communications infrastructure of Defence along with the management systems and people that deliver that capability. It includes Defence's computing networks, military and business applications and the data that they generate and carry, as well as the communications standards and spectrum required for warfighting networks. The infrastructure the CIO provides is essential and integral to enabling core warfighting functions including command, control, communications, computers, intelligence, surveillance, reconnaissance, information warfare, and logistics.

Background

Defence's priority is to provide a modern, secure, sustainable and scalable single information environment to enable ADF operations and support Defence business.

Efforts will be prioritised across four main areas:

- supporting ADF capability through the provision of critical systems/information exchange capabilities;
- cyber security by protecting Defence information and systems from cyber threats;
- delivering a stable and sustainable single information environment by ensuring the right information gets to the point of need – securely and assured – supporting decision making in a contemporary environment where the speed and lethality of threat is increasing; and


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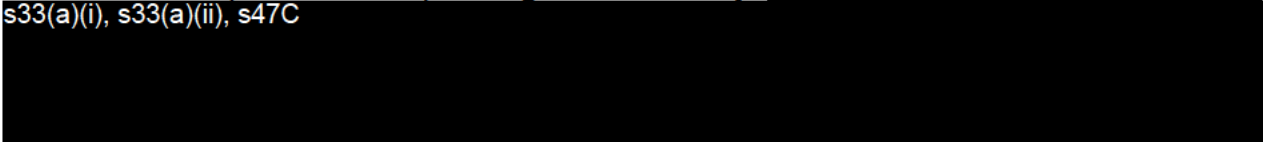
Overview

- providing a user-focused experience enabling services and capabilities to be agile and meet the needs of Defence users.

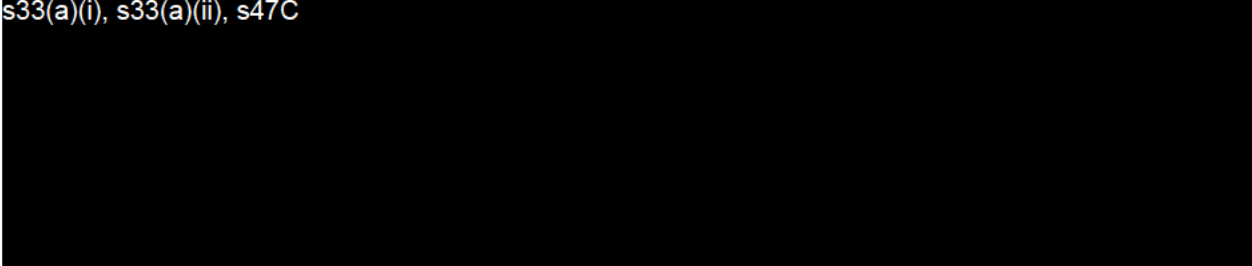
s33(a)(i), s33(a)(ii), s47C



\$1.3 billion is spent on ICT operating costs annually. s33(a)(i), s33(a)(ii), s47C
s33(a)(i), s33(a)(ii), s47C



s33(a)(i), s33(a)(ii), s47C

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Overview

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Risks and issues

Key points

s33(a)(i), s33(a)(ii)

s33(a)(i), s33(a)(ii)

Background

An Infrastructure Transformation Program (ITP) will conclude this year, upgrading a 15 year old legacy ICT infrastructure to current standards. The successful transformation includes:

- rationalisation of more than 280 data centres down to 14 (11 in Australia, three overseas);
- roll out of a new Terrestrial Communications Network across 348 Defence sites in Australia and overseas;
- migration of more than 100,000 personnel to Windows 10 from Windows XP;
- replacement of more than 100,000 desktop computers and associated peripherals;
- rationalisation of hundreds of software applications; and
- provision of modern collaboration tools that enable more efficient workforce interaction.

The concurrency, scale and complexity of this program has been challenging, and have created some stability issues. The ICT environment is now more stable and the program is due to complete final delivery in late 2019.

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Risks and issues

Defence ICT relies heavily on Industry and providers. Competition in the labour market, particularly for cyber security workforce, pose challenges for Defence sustaining APS staff.

The concurrency, scale and complexity of the major projects in-flight and due for delivery in the near term is extremely ambitious for both Defence and Industry.

Major transformation programs like Enterprise Resource Planning and Enterprise Information Management, represents significant cultural, organisational and ICT challenges.

The CIO has embarked upon a major reform program, consistent with the First Principles Review reform activities, to address the above risks and issues.

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Defence Science and Technology Group

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Defence Science and Technology Capabilities

S&T SUPPORT FOR OPERATIONS

The highest priority of work DST undertakes – ensuring ADF operates both safely and successfully.



Diggerworks

A joint Army, CASG and DST initiative with industry, Diggerworks vastly and rapidly improved how soldiers are equipped for successful combat.



Reducing IED protection

No Australian IED-related deaths since introduction in 2011. 226,000 units (\$109m) supplied to Afghanistan.

FUTURE FOCUS E.G.

Ensuring freedom of action by the ADF in adversarial and contested environments.

S&T SUPPORT TO SUSTAINMENT

Improving operational effectiveness, safety of troops, platform availability, and minimising costs of assets.



Collins remediation and smart sustainment program

Resulting in the most capable conventional submarine in the world.



F/A-18 Centre pylon replacement

Research and analysis saved the Royal Australian Air Force \$400m in unnecessary maintenance.

FUTURE FOCUS E.G.

Modelling/simulation supporting the 'digital twin' for efficiencies and increased platform availability.

S&T SUPPORT TO ACQUISITION

Critical scientific and technical advice from initial capability definition to selection and introduction to service.



Joint Strike Fighter

Intensive research into the JSF including software access (saving over \$33m USD), electromagnetic effects, external stores.



LAND 400 Ballistic tests

International best practice testing provided assessments on ballistic performance.

FUTURE FOCUS E.G.

Maturing technologies and systems for Defence capabilities under acquisition

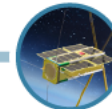
S&T SUPPORT TO FUTURE FORCE

Ensuring Australia is prepared for the defence and national security challenges of the future.



Hypersonics

Advanced research into hypersonic technologies to enable sustained high-speed (Mach 5+) flight.



Small satellites

Investigation into small satellite capability, launch, delivery, and survivability.

FUTURE FOCUS E.G.

Analytical and technical support to the Force Structure Plan and technology foresighting.

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People

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Workforce overview

Key points

- Significant workforce transformation is being undertaken to support the \$200 billion Integrated Investment Program and position the Defence workforce to meet a rapidly evolving national security challenge. Defence is implementing the actions outlined in the [Defence Strategic Workforce Plan 2016-2026](#) to address key areas of workforce risk and build the required workforce.
- The ADF is around 58,300, projected to grow to 62,400 by 2025-26, with a concurrent requirement to re-direct around 2,300 existing ADF positions to new capabilities.
- The APS workforce has an Average Staffing Level of around 15,900. This is below the allocation of 16,382 in 2018-19, as Defence works to reshape the workforce. Since the 2016 Defence White Paper, there has been additional workforce demand requiring different skill sets, including to support shipbuilding, the step-up in engagement in the Indo-Pacific, a PFAS taskforce, the Commonwealth Redress Scheme, and a cyber-remediation project.
- Defence is growing and reshaping the workforce particularly in areas of intelligence, cyber, engineering and specialist program management skills to support the national shipbuilding enterprise.
- While there has been steady improvement in Defence Force recruiting outcomes over the past three years, from 88 percent of permanent targets being filled in 2015-16, to 94 percent in 2017-18, there are still challenges.
- Defence is implementing the [Total Workforce Model](#), which provides a more contemporary and flexible employment options, to improve recruitment and retention of permanent and Reserve ADF members.
- Targeted recruitment and retention efforts are in place to address critical skill areas. Retention measures for specific workforce elements have also been introduced, such as for specific ranks and experience levels in Navy, along with

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Workforce overview

a range of initiatives to grow the internal shipbuilding workforce and to build the Cyber workforce capability.

- Progress has been made to attract the widest available talent to Defence, with improvements in the representation of women and Indigenous Australians.

s33(a)(i), s33(a)(ii), s47E(d)

- Defence has different remuneration structures for its APS and ADF workforces. For 2020-2023, a new Workplace Remuneration Arrangement will be required for the ADF, and a new Enterprise Agreement for the Defence APS.
- Support to ADF members and their families is a critical part of furthering workforce capability and increased support to members and their families when the member transitions to civilian life is a key focus.
- A range of health and wellbeing initiatives have also been introduced, with the implementation of the *Defence Mental Health and Wellbeing Strategy 2018-2023*.

Background

Workforce summary

The current size of the workforce is outlined in the table below:

	ADF	Navy	Army	Air Force	APS	Total
Full-Time Equivalent ¹	58,294	14,201	29,870	14,223	15,904	74,198
Reserves ²	26,296	2,952	18,134	5,210		

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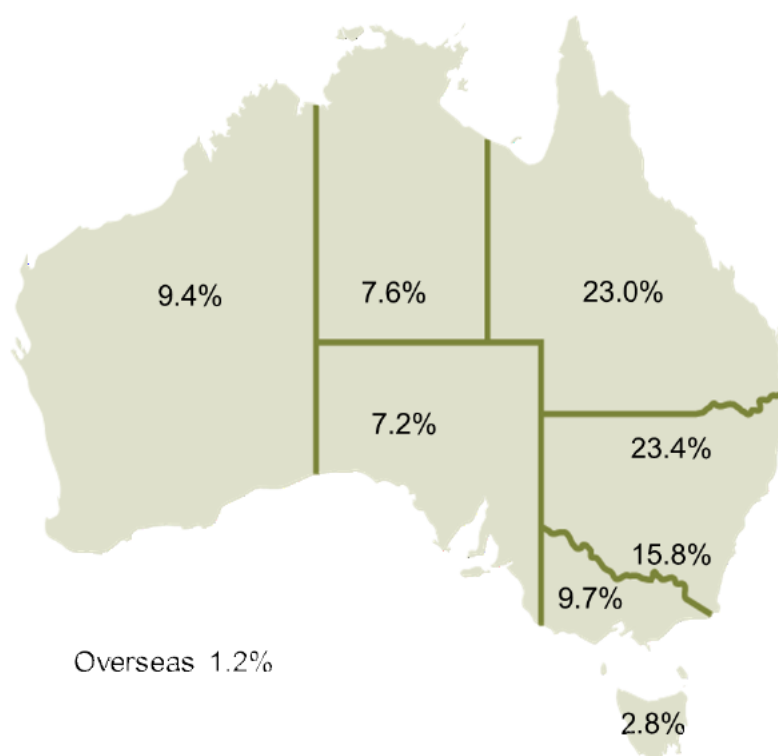
Workforce overview

1. These are the full-time equivalent / ADF paid strength as at 1 March 2019 and includes permanent force, Reservists on Continuous Full Time Service and ADF Gap Year.

2. Reserve figures are a headcount of current Active Reserves who are not working in a full-time capacity.

The ratio of the Defence Senior Leadership Group to staff numbers is 0.4 per cent. There are currently 127 Senior Executive Service officers (against a cap of 132) and 186 Star Rank officers.

The percentage of the Defence workforce in Australia and overseas is as follows:



The diversity profile has improved over the last twelve months:

- women currently represent 18.3 per cent of the ADF workforce, an increase of 0.8 per cent in the past 12 months. There are however current challenges in sustaining this growth and meeting female recruitment targets.
- for the Defence APS, 43.9 per cent are women, which is an increase of 1.8 per cent.
- our Indigenous workforce continues to grow, with 2.8 per cent of ADF personnel identifying as Indigenous, and 2.3 percent in the Defence APS.

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Workforce overview

- currently 24.7 per cent of the permanent ADF and 33 per cent of the APS identify as from a culturally and linguistically diverse background.

Remuneration

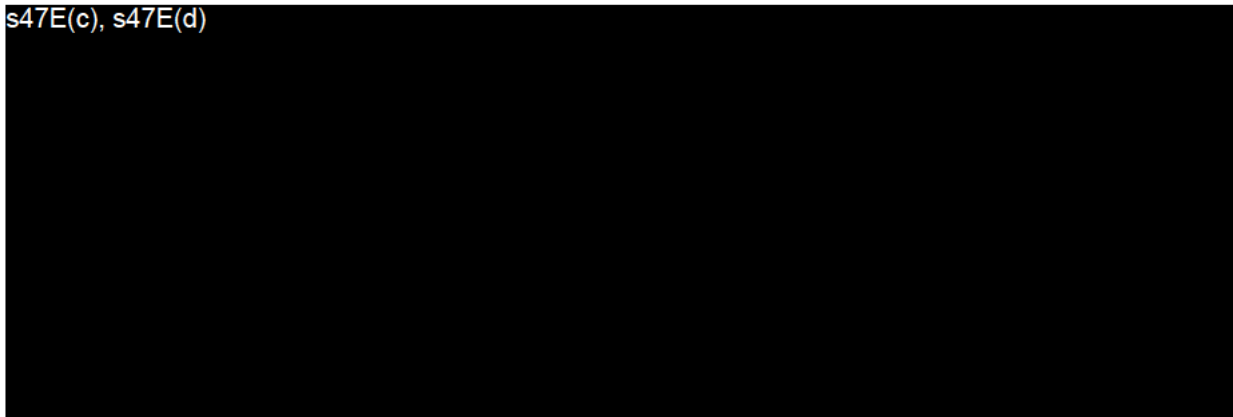
Enterprise Agreement for APS personnel

Preliminary work has commenced in preparation for bargaining for the 2020-23 Defence enterprise agreement. An employee vote is planned for around May 2020 to then allow sufficient time for the Fair Work Commission's approval process.

Workplace Remuneration Arrangement for ADF members

Defence will commence developing the 2020-2023 ADF Workplace Remuneration Arrangement (WRA) in the last quarter of 2019, with workforce and stakeholder engagement to follow in mid-2020. The WRA proposition will be considered in terms of the Government's wages policy and considered by the Defence Force Remuneration Tribunal in the third quarter of 2020. Subject to the Tribunal's agreement, the new WRA will commence on 2 November 2020.

s47E(c), s47E(d)



Support programs through the Defence Community Organisation

The Defence Community Organisation supports Defence capability by providing personal support to ADF members and their families. It provides services such as crisis and bereavement support, assists families in adjusting to some of the challenges of military life, and supports members and their families when the member transitions from military to civilian life.

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Workforce overview

Transition support for ADF members

ADF transition support services ensure that members and their families are well informed and assisted when they transition from military to civilian life.

The ADF encourages members to access educational, financial and other government services at an early stage to facilitate sound transition planning.

Transition support is provided to all members completing a minimum of one day of permanent service. A summary of transition support available is provided below, and is also available to view via [video](#).

Defence has adopted a needs-based model of transition support designed to enable more transitioning members and their families to access targeted services and support as members they leave the military. This support continues to be provided for 12 months after the transition date and dependent upon circumstances, for up to 24 months after leaving.

There are three main activities relating to transition which will require Government consideration in the second half of 2019:

- Joint Standing Committee on Foreign Affairs, Defence and Trade Inquiry into transition from the ADF;
- Productivity Commission review of Veteran Rehabilitation and Compensation, draft report '*A Better Way to Support Veterans*'; and
- Veterans' Advocacy and Support Services Scoping Study (Mr Robert Cornall AO).

Health and wellbeing initiatives

The *Defence Mental Health and Wellbeing Strategy 2018-2023* incorporates the latest mental health research and reflects outcomes from various reviews and inquiries into the mental health of serving and ex-serving ADF members, ensuring they are 'Fit to Fight, Fit to Work, Fit for Life'.

The current ADF Health Services Contract with Medibank Health Solutions Pty Ltd will expire on 30 June 2019. Bupa Health Services Pty Ltd was selected as the successful respondent.

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Workforce overview

The Departments of Defence and Veterans' Affairs have jointly funded the *Transition and Wellbeing Research Programme*, which is the most comprehensive study ever undertaken in Australia of the impact of military service on the mental, physical and social health of serving and ex-serving ADF members and their families.

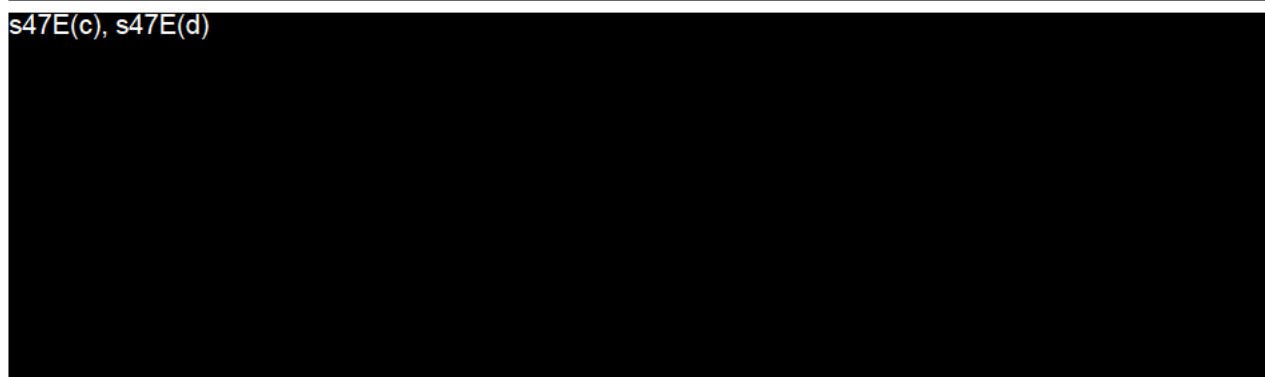
Workplace Health and Safety

The Defence Work Health and Safety Strategy 2017-2022 is being implemented.

s37(1)(a)



s47E(c), s47E(d)



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PFAS contamination

Key points

- Defence's approach in responding to PFAS contamination aims to prevent or minimise the movement of PFAS contamination from Defence property to sensitive receptors. Defence prioritises:
 - implementing practicable solutions to prevent or minimise the migration of PFAS off Defence property; and
 - working to protect the community from exposure while management actions addressing source areas and/or migration pathways are underway.

Background

Whole-of-government response

On 7 May 2018, the PFAS Taskforce announced the Australian Government's Supporting Sustainable Access to Drinking Water Program, which provides \$55.2 million over five years from 2018-19, and continues Defence's actions to provide alternate water to eligible (those who use contaminated bores above guidance values for drinking) residents nearby Army Aviation Centre Oakey and RAAF Bases Williamtown, Tindal, and Pearce.

In addition to this program, Defence may provide limited support to community members, on a case-by-case basis, to enable community members to live in a manner consistent with relevant precautionary health advice.

Government has stated that it is not considering a land purchase program as a result of PFAS contamination.

The Report of the Expert Panel for PFAS, established by the Department of Health, supported existing Health advice that there is no consistent evidence that exposure to PFAS causes adverse human health effects. This statement is not viewed as

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PFAS contamination

credible by a number of community members, and the Department of Health is reviewing the public communication of PFAS health advice.

Over the last three years, the Australian Government has invested over \$30 million in research into potential long-term health effects of PFAS exposure, and developing clean-up technologies.

Defence has spent approximately \$243 million on its PFAS Investigation and Management Program including contributions to whole of Government community support initiatives since April 2014. This funding has helped to determine the nature and extent of, and manage and remediate, PFAS contamination across the Defence estate and surrounding communities. Whole-of-government initiatives to support significantly impacted communities include dedicated mental health and counselling services, voluntary blood testing and the provision of alternative water.

Interagency coordination

The PFAS Taskforce within the Department of the Environment and Energy coordinates the whole of Government response to PFAS contamination, and engagement with states and territories.

The Taskforce developed the Intergovernmental Agreement on a National Framework for Responding to PFAS Contamination, which supports collaboration and cooperation between Governments. Defence remains committed to being open and transparent, and continues to share investigation data and findings with relevant state government agencies. Defence does not have an environmental health regulatory role, therefore all advisories have been determined by the relevant state or territory environmental health regulator. The PFAS National Environmental Management Plan provides nationally consistent guidelines for managing PFAS contamination. A follow-on PFAS National Environmental Management Plan 2.0 will address additional areas of guidance on the management of PFAS, including in wastewater. It is currently subject to public consultation ahead of its formal release later in 2019.

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PFAS contamination

s37(1)(a), s47C

Parliamentary and Senate inquiries

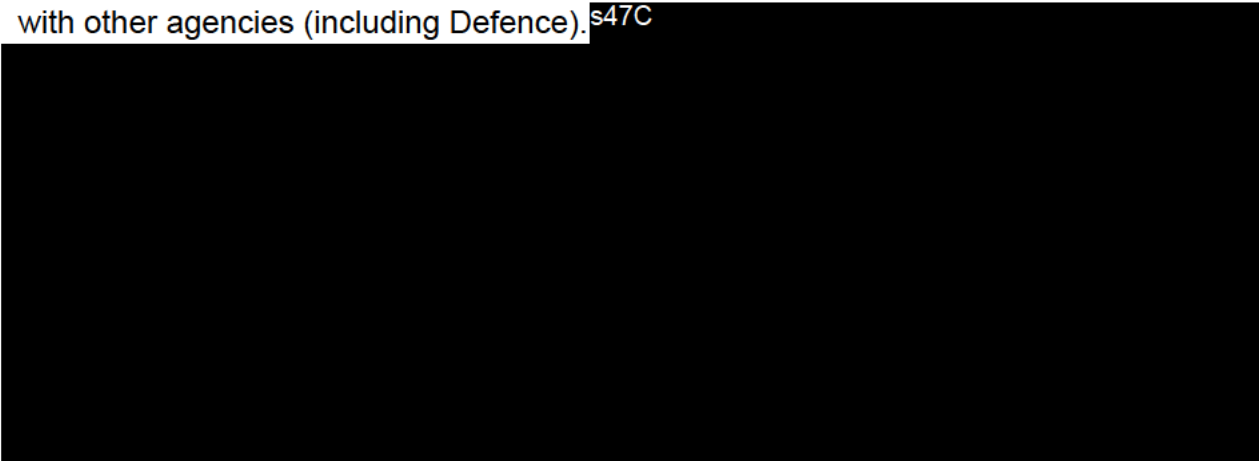
On 30 May 2018, the Joint Standing Committee on Foreign Affairs, Defence and Trade adopted an inquiry referred by the Senate, into PFAS contamination in and around Defence bases. The Inquiry held public hearings in Katherine (19 July 2018), Williamstown (24 July 2018), Oakey (17 August 2018), and Canberra (14 September 2018).

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PFAS contamination

The Committee released its report on 3 December 2018 with a range of recommendations including, measures to enhance coordination of national responses to PFAS and that the Government assist property owners and businesses in affected areas through the establishment of a compensation scheme. The PFAS Taskforce within the Department of the Environment and Energy is leading the development of the Government's response to the recommendations, in consultation with other agencies (including Defence).^{s47C}



Defence PFAS program

Defence is currently conducting Detailed Environmental Investigations at 11 properties. Detailed Environmental Investigations have been completed at 16 locations. These completed sites are now transitioning to long-term monitoring, remediation and management arrangements, which will be contained in PFAS Management Area Plans that Defence is developing for each site.

Defence is providing alternative sources of drinking water to properties located near RAAF Bases Williamtown, Pearce, and Tindal, and Army Aviation Centre Oakey. At Williamtown, Oakey, and Tindal, Defence has funded arrangements for the long-term provision of water, including through the extension of reticulated town water systems and the installation of rainwater tanks. At Katherine, Defence is also assisting the NT Government's Power and Water Corporation with the treatment of Katherine's town water. Defence is developing options for the provision of long-term water to residents near RAAF Base Pearce (in the Bullsbrook community) who have detections of PFAS in the bores they previously used for drinking water.

As at 17 May 2019, Defence has held 125 community engagement sessions.

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PFAS contamination

Foam transition

Defence uses Ansulite or other suitable Class B foam products in emergency situations where human life is at risk or in controlled environments to test equipment. When conducting training exercises, Defence uses training foams which do not contain PFAS, or undertakes simulations without foam discharge i.e. using water only. Defence is currently undertaking a review of firefighting foam available on the market that meets its firefighting capability requirements, as well as environmental requirements. This activity will determine whether a fluorine-free foam would meet Defence's needs and therefore meet any commitment to phase out the use of PFAS containing foams.

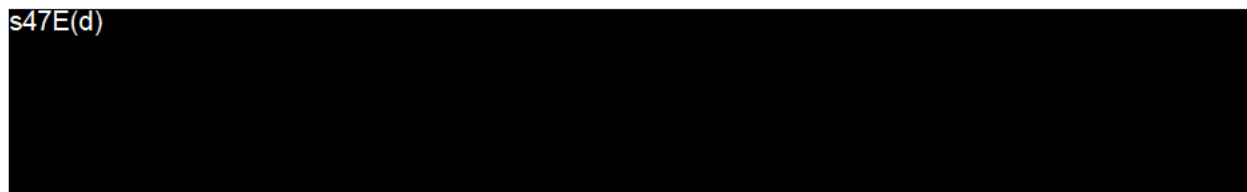
RAAF Base Pearce (Bullsbrook area)

Since the commencement of the RAAF Base Pearce PFAS Environmental Investigation in 2016, Defence, as a precautionary measure, has provided residents near the Base who use bore water as their primary source of drinking water with packaged water. The investigation was completed in November 2018, with the Detailed Site Investigation, Human Health Risk Assessment and Ecological Risk Assessment Reports all completed.

As a result of the investigation, as at 9 May 2019, 156 properties are currently being provided with packaged water by Defence, 131 of which have not had PFAS detected in their bore samples and are able to transition back to their original supply of water.

The remaining 25 properties had PFAS detections in their bore samples and of these only 12 have had PFAS detected above the Health Based Guidance Value for drinking water, (established by Food Standards Australia New Zealand). Defence will continue to provide packaged water to these properties, and is working on identifying a longer term sustainable solution.

s47E(d)



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PFAS contamination

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Katherine town water supply

The PFAS Investigation at RAAF Base Tindal in the Northern Territory identified PFAS contamination above the Health Based Guidance Value in the Katherine town water supply. Defence in cooperation with the Northern Territory Power Water Corporation (NT PWC) has been supplying a small water treatment plant to mitigate the impact of PFAS on the town water supply and has agreed to gift this to NT PWC to mitigate PFAS contamination across the territory.

To accommodate future water use needs in Katherine, Defence has agreed to fund the purchase and installation of a larger water treatment plant (approximately \$18 million) and has offered to fund the replacement and regeneration of filtration media for an initial period of 10 years. Defence is currently finalising negotiations with the NT PWC and expects that these will be completed shortly and payments made by the end of this financial year.

Following finalisation of this agreement a joint announcement with the Northern Territory Government will be released.

Community engagement scheduling

As at 17 May 2019, Defence has held 125 community engagement events.

The Office of the Minister for Defence will be provided with a draft community engagement schedule each quarter. In addition, the Office will be notified of individual event details as soon as they are confirmed, and with at least four weeks' notice. Defence will provide a summary of the information to be released to the public and copies of invitations that Defence will send to the local council and local state and federal Members of Parliament.

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PFAS contamination

Community engagement events are the primary activity Defence uses to engage with communities surrounding Defence bases being investigated for PFAS contamination and are typically held at investigation milestones to present the latest investigation findings, provide updates on remediation planning and remediation initiatives. Events are advertised at least two weeks in advance in local papers, through stakeholder contact lists and on the Defence website.

There are several high priority sites which are due for community engagements commencing in July 2019. Preparations are currently underway but dates have not been confirmed. The following table identifies these high priority sites.

High priority sites

Site	State	Engagement type
RAAF Base Pearce	WA	Investigation update
RAAF Base Williamtown	NSW	PFAS Management Area Plan
RAAF Base Tindal	NT	PFAS Management Area Plan
HMAS <i>Albatross</i>	NSW	PFAS Management Area Plan
RAAF Base Wagga and Blamey Barracks	NSW	PFAS Management Area Plan (Wagga) (Update)

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PFAS legal update

PFAS – LITIGATED AND NON-LITIGATED CLAIMS			4 April 2019
LITIGATED CLAIMS - PFAS			
Class Action	Gavin Smith & Others [Williamtown - NSW]	Bradley Hudson & Others [Oakey - Qld]	Kirsty Bartlett & Another [Tindal – NT]
Jurisdiction	Federal Court	Federal Court	Federal Court
Overview	<p>Commenced: 2 November 2016.</p> <p>Dentons Lawyers; action funded by IMF Bentham Ltd (IMF). The proceeding alleges contamination resulting from the use of aqueous film forming foam at RAAF Base Williamtown. Class members are individuals and businesses who own or occupy land, or operate businesses, in areas close to RAAF Base Williamtown, and who have entered into a litigation funding agreement with IMF as at the date of filing (i.e. a 'closed class' proceeding).</p>	<p>Commenced: 14 July 2017.</p> <p>Shine Lawyers; action funded by IMF Bentham Ltd (IMF). The proceeding alleges contamination resulting from the use of aqueous film forming foam at the Army Aviation Centre Oakey. Class members are individuals and businesses who own land or operate businesses within a defined area in Oakey and who have entered into a litigation funding agreement with IMF as at the date of filing (i.e. a 'closed class' proceeding).</p>	<p>Commenced: 7 August 2018.</p> <p>Shine Lawyers; action, funded by IMF Bentham Ltd (IMF). The proceeding alleges contamination resulting from the use of aqueous film forming foam at RAAF Base Tindal. Class members are all individuals who own land or operate a business within a defined area around Katherine (i.e. an 'open class' proceeding).</p>
Causes	<p>The Applicants raise causes of action:</p> <ul style="list-style-type: none"> • in nuisance • in negligence • under the <i>Environment Protection and Biodiversity Conservation Act 1999</i> (Cth) (EPBC Act) and • under the <i>Defence Force Regulations 1952</i> (Cth). <p><i>Note: 3rd Further Amended Statement of Claim filed and served - 11.10.18</i></p>	<p>The Applicants raise causes of action:</p> <ul style="list-style-type: none"> • in nuisance • in negligence • under the <i>Environment Protection and Biodiversity Conservation Act 1999</i> (Cth) (EPBC Act). <p>The Applicants allege the Commonwealth is bound by the <i>Clean Waters Act 1971</i> (Qld) and the <i>Environmental Protection Act 1994</i> (Qld).</p>	<p>The Applicants raise causes of action:</p> <ul style="list-style-type: none"> • in nuisance • in negligence • under the <i>Environment Protection and Biodiversity Conservation Act 1999</i> (Cth) (EPBC Act). <p>The Applicants claim that, at all material (and relevant) times, the Commonwealth was bound by the <i>Control of Waters Ordinance 1938-1959</i>, as amended by the <i>Control of Waters Act 1978</i> (NT), the <i>Water Act 1992</i> (NT), and the <i>Waste Management and Pollution Control Act 1998</i> (NT).</p>
Damages	<p>Economic loss – business losses and diminution in land values;</p> <p>aggravated & exemplary damages; statutory</p>	<p>Economic loss – business losses and diminution in land values; aggravated & exemplary damages;</p>	<p>Economic loss – business losses and diminution in land values; aggravated & exemplary damages;</p>

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PFAS legal update

	compensation - EPBC Act & Defence Force Regulations	Statutory compensation - EPBC Act	statutory compensation - EPBC Act						
Status	Next Case Management Hearing - 26.04.2019 subject to confirmation by Chief Justice Allsop and Justice Lee.	Next Case Management Hearing – 26.04.2019 subject to confirmation by Chief Justice Allsop and Justice Lee.	Next Case Management Hearing - . 26.04.2019 subject to confirmation by Chief Justice Allsop and Justice Lee.						
	Mediation occurred on 26.11.18, 10.12.18 and 11.12.18. The Hon Susan Crennan AC QC was the appointed mediator. The proceeding did not resolve at mediation.	Mediation occurred on 26.11.18, 10.12.18 and 11.12.18. The Hon Susan Crennan AC QC was the appointed mediator. The proceeding did not resolve at mediation.	Interlocutory application: Notification & Opt Out process, common fund, and application to amend proceedings to remove business loss claims was held on 03.04.2019 by Justice Lee.						
	Initial trial provisionally set for hearing from 12.08.19 - 18.10.19 and 04.11.19 to 20.12.19.	Initial trial provisionally set for hearing from 12.08.19 - 18.10.19, and 4.11.19 to 20.12.19.	Initial trial provisionally set for hearing from 12.08.19 - 18.10.19, and 4.11.19 to 20.12.19.						
	Discovery -Tranche 12 was produced on 28 February 2019. It is proposed that a further small tranche is to be provided in May 2019 after the remainder of the Commonwealth's evidence is filed.	Discovery – Trance 9, the final substantive tranche, was produced on 29.03.2019.	Discovery – The final tranche due on 17.05.2019.						
OTHER LITIGATED CLAIMS - PFAS									
Toowoomba Regional Council - on 29.11.18 proceedings filed in the Supreme Court of Queensland against the Commonwealth, seeking damages in connection with groundwater contamination from the Army Aviation Centre Oakey. The Commonwealth is not required to file a response at this time. <i>As at 4 April 2019</i>									
NON-LITIGATED CLAIMS - PFAS									
46 non-litigated claims received from land owners, residents and business owners in relation to Defence's use of AFFF containing PFAS. <i>As at 4 April 2019</i>									
Bullsbrook 2	Oakey 9	Williamstown 17	Katherine 11	Sale 1	Fisherman's Bend 1	Nowra Region 2	Laverton /Point Cook 1	Wagga Wagga 1	Richmond 1

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PFAS legal update

Key dates

Date	Action - Decision	By Whom
June 2019	Commonwealth to file and serve expert and lay evidence.	<ul style="list-style-type: none"> Legal teams for Tindal (KWM and counsel) Key technical experts and Commonwealth witnesses. Various portfolio interests to be addressed – direct and through PFAS IDC
September 2018 to July 2019	Tindal Class action – to “catch-up” with Williamtown and Oakey on accelerated preparation program	<ul style="list-style-type: none"> Legal teams for Tindal (KWM & counsel) Relevant stake-holder portfolios
August 2019 to December 2019	Federal Court Initial Hearings of the three class actions	<ul style="list-style-type: none"> Legal teams for Williamtown (AGS & counsel), Oakey (KWM & counsel); Tindal (KWM & counsel); AGD – Office of Legal Services Coordination; DOE

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Incoming Government Brief May 2019

Defence 2022

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Ready for the future

Key points

- Defence must be efficient, agile and responsive to deliver the priorities of the government in a dynamic strategic environment.
- There are significant reforms underway to improve Defence's performance – improving workforce skills and flexibility, transforming business processes, integrating delivery of corporate and enabling services, and increasing the ability to work with defence industry. These improvements:
 - further enhance Defence's ability to support government priorities;
 - provide taxpayers with greater value for money for Defence expenditure by reducing elements which unnecessarily consume time and effort; and
 - build upon the already strong organisational accountability and transparency legacy of the First Principles Review.

Background

The First Principles Review journey

Defence has achieved significant reform over the past four years in implementing the First Principles Review. The Review was preceded by 35 major reviews of Defence since the Tange reforms of the 1970s. The frequency of those reviews meant many of the changes needed were not fully implemented before the next review started. This is why the First Principles Review was so important. It was an end-to-end review of Defence that considered its culture, structures, systems and processes, and took into account the time needed for embedding large scale reform. It also put in place mechanisms for monitoring and driving continuous improvement within Defence from the top.

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Ready for the future

Defence is now better able to deliver what is needed. Key reform successes include:

- strengthening the accountability of senior Defence leaders;
- creating a stronger and more strategic centre to drive organisational decision-making, based around the Defence Committee;
- collaborating and partnering more effectively across Government, particularly with the Department of the Prime Minister and Cabinet and the Department of Finance, to increase the number of capability proposals approved by Government;
- embedding an end-to-end Capability Life Cycle that enables a Service and Joint Chief user-driven approach to deciding, delivering and managing Defence capability;
- a risk-based approach to Defence investment approvals, focusing on strategic Government decision-making and risk-based tailoring using the Smart Buyer decision-making framework;
- shortening the approval pathway of capability proposals to only include the necessary government approval milestones;
- greater ability to innovate through establishing the Defence Innovation Hub and the Next Generation Technologies Fund;
- improving Australian industry's ability to support defence capability under the Australian Industry Capability Program; and
- establishing clearer lines of authority and responsibility within the ADF's senior leadership, and increasing joint force integration.

These changes have delivered a fundamental leap in Defence's efficiency and effectiveness as an organisation, and provide an enduring foundation for operating into the future. However, further work is needed to fully embed and maximise benefits for the organisation. Defence's future reform agenda reflects this need.

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Ready for the future

Defence reform priorities

Workforce reform

Defence is transforming its workforce to meet rapidly evolving national security challenges. s33(a)(i), s33(a)(ii), s47E(c), s47E(d)

There is competition for people across the ADF, the APS and defence industry, both generally and in specific workforce areas such as shipbuilding, cyber and ICT.

A concentrated effort is underway to attract, recruit, retrain and retain the right people. This includes ensuring Defence's employment offer is competitive, implementing programs and pathways to foster specialised skillsets, modernising recruitment practices, and creating a work environment that makes Defence an employer of choice.

Defence is also improving the professionalisation of the workforce, particularly in areas supporting capability and policy, to ensure the Government is best supported in making critical decisions. This is complemented by work to rebalance Defence's APS, ADF and contractor workforce to build lasting internal capacity to perform the work that is needed.

Defence is collaborating and partnering with industry and academia to build skills, noting building the skills of defence industry yields better results for Defence capability.

Business process transformation

Defence is changing the way it conducts its business by enhancing integration and connectivity across the organisation. This will significantly increase efficiency.

Key to this process are Defence's enterprise information management and enterprise resource planning projects. These projects are very ambitious and the largest such initiatives ever undertaken by the Government. Successful implementation will fundamentally improve the administration of the entire Defence enterprise.

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Ready for the future

Further improvements are also being implemented to Defence's estate and supply chain management.

Integrated service delivery

Defence is introducing a more strategic and customer-focused integrated service delivery system. This will reduce the time needed to navigate Defence systems and processes, enabling the Defence workforce to remain focussed on its core business.

Defence's fiscal stewardship is being enhanced by the transition to a contemporary financial management approach. A key part of this transition is moving Defence's internal financial and budgetary approaches from a cash to an accrual basis.

Defence industry

Defence is continuing to improve its relationship with, and support for, sovereign defence industry. This contributes to more effective delivery of defence capability and strengthens Australia's industrial base.

Having a strong sovereign defence industrial base is an expression of our national power and supports our agility to meet the challenges of the changing strategic environment. A strong exporting defence industry also gives us influence on the world stage.

Tapping into the benefits of technological innovation is also a key focus area, and Defence is establishing a more consolidated approach to innovation, including a stronger focus on innovation investment priorities.

Delivering ongoing reform

Defence has come a long way, delivering 73 of the 75 First Principles Review recommendations. It is now challenging itself to move beyond the First Principles Review to drive a continuing reform and improvement journey.

The First Principles Review provided Defence with a strong foundation. By building a continuous improvement culture and mindset into its people and workforce, and maintaining a disciplined focus on reform priorities, Defence can evolve and adapt to meet Australia's changing strategic circumstances.

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Ready for the future

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Pathway to Change

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Cultural reform

Key points

- Cultural reform is central to meeting our future capability requirements. In the last five years Defence has implemented a range of initiatives to address poor workplace practices, including the Sexual Misconduct, Prevention and Response Office to support victims of sexual misconduct.
- More recently, Defence has instituted programs to create a positive workplace, with greater leadership accountability for setting a positive workplace climate.
- There is ongoing work within Defence to refine and develop our cultural reform program to optimise it to support capability outcomes.

Background

Pathway to Change

[‘Pathway to Change: Evolving Defence Culture 2017-2022’](#) is our current cultural reform program covering:

- leadership accountability;
- capability through inclusion;
- ethics and workplace behaviours;
- health, wellness and safety;
- workplace agility and flexibility; and
- leading and developing integrated teams.

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Cultural reform

Defence Reparation Scheme and National Redress Scheme

Individuals who experienced sexual abuse while a member of the ADF are able to seek reparation and support through four avenues:

- the Defence Reparation Scheme administered by the Defence Force Ombudsman supports individuals who suffered serious abuse before 30 June 2014, with complaints requiring to be lodged before 30 June 2021. For abuse that occurred after 30 June 2014 the Ombudsman may still accept a complaint and provide support, but there is no reparation payment scheme;
- the National Redress Scheme is administered by the Department of Human Services for individuals who experienced sexual abuse as a minor (under 18 years of age) before 1 July 2018;
- Department of Veterans' Affairs, who may accept liability for the impact of the abuse; and
- civil claim usually referred by the member's lawyer to Defence Special Counsel.

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Security and Vetting Reforms

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Australian Government Security and Vetting Agency

Key points

- AGSVA completes around 48,000 security clearances annually for the Australian Government, and serves over 150 client agencies across the Federal, State and Territory Governments and for Industry.
- AGSVA has undertaken significant reform to address long standing performance issues and is currently performing strongly.
- Further improvements are underway through the development of a new ICT vetting system.

Background

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AGSVA uses an integrated workforce model of APS staff (currently 270 Full Time Equivalent) and two key panel arrangements, for industry vetting providers and psychological service providers.

The current Industry Vetting Panel will expire in August 2019. Defence is undertaking a procurement process for a new panel arrangement to be in place by July 2019. Tender evaluation is currently underway.

Defence is developing a new ICT vetting system to automate manual checks and processes, integrated more government data sources, and introduce a capability for

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Australian Government Security and Vetting Agency

continuous evaluation of an individual's ongoing suitability to hold a security clearance. Market engagement commenced in October 2018 and the project will return to Government ^{s34} [REDACTED] Initial operating capability is planned for late 2020 and final operating capability by 2023.

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Audit and Fraud Control

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Fraud and corruption control

Key points

- In accordance with the Commonwealth Fraud Control Framework 2017, Defence maintains a mature fraud control program to prevent, detect and respond to fraud and corruption. This program, outlined within the Defence Fraud and Corruption Control Plan, articulates a zero tolerance for fraud and corruption.
- In 2018, five criminal fraud cases were successfully prosecuted through the courts. To date in 2019, four criminal fraud cases have been successfully prosecuted. These include a former naval officer convicted of Abuse of Public Office for involvement in the US 7th Fleet corruption scandal.
- The most prevalent crime type prosecuted through the courts are frauds associated with ADF allowances and housing benefits. However, there are an increasing number of cases of credit card fraud being investigated and referred for prosecution. Defence actively pursues the recovery of fraud losses.
- We will brief you on sensitive audits underway at your earliest convenience.

s47C, s47E(d)

Determined fraud loss and recoveries

	FY2014-15	FY2015-16	FY2016-17	FY2017-18	FY2018-19 Q3
Loss (\$)	s47D				
Recovery (\$)					

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External and internal audit

Key points

- The Australian National Audit Office (ANAO) undertakes annual audits of the Defence financial statements, an annual review of Defence major capability projects, and around six to nine performance audits across the Defence portfolio per year.
- ANAO audits are tabled in the Parliament and can attract considerable public attention.
- Presently the ANAO has nine performance audits underway in Defence. These comprise both Defence-specific and cross-entity audit topics.
- In addition to external audit scrutiny, Defence also has a mature internal audit program that provides advice to the senior executive to assist in managing risks.

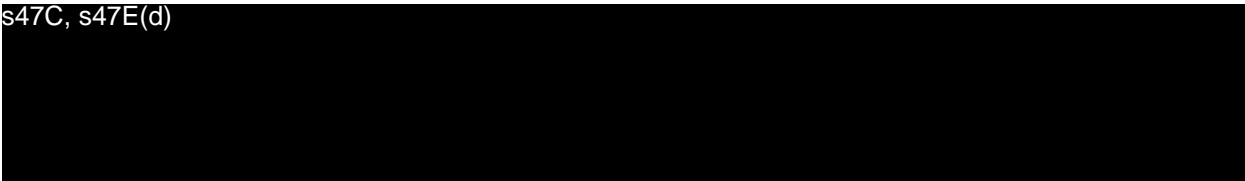
Background

External audit

The ANAO focusses on specific risks within the portfolio, including procurement and sustainment programs, governance and reform processes, and the effectiveness of core enablers including ICT and workforce management.

The Auditor-General provides the relevant Defence portfolio Ministers, the Minister for Finance and the Prime Minister with an advance embargoed copy of all final audit reports 48 hours prior to tabling in the Parliament. When this occurs, Defence will provide you with a written brief, key issues and talking points.

s47C, s47E(d)

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External and internal audit

ANAO Performance Audit	Audit Objective	Expected Parliament table date
Modernising Army Command and Control: The Land 200 Program	To assess the effectiveness and value for money of Defence's acquisition of the Army's battlefield command system.	May 2019
OneSKY: Contractual Arrangements (cross-entity)	To assess whether the contract for the acquisition of the Civil Military Air Traffic Management System represents value for money.	Jun 2019
Defence's Administration Travel Allowances Paid to APS Employees	To assess the effectiveness of Defence's administration of allowance and entitlements paid to APS.	Jun 2019
Defence's Quarterly Performance Report on Acquisition and Sustainment	To examine the effectiveness of Defence's QPR as a mechanism to inform Senior Stakeholders about risks and issues in the delivery of capability in the ADF.	Jun 2019
Commonwealth Resource Management Framework and the Clear Read Principle (cross-entity)	To examine the effectiveness of the design and implementation of the clear read principle under the Commonwealth resource management framework.	Sep 2019
Future Submarine - transition to design	To examine the effectiveness of Defence's administration of the Future Submarine program to date.	Nov 2019
Defence's Management of its Public	To assess the effectiveness and appropriateness of the Department of	Dec 2019

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External and internal audit

Communications and Media Activities	Defence's management of its public communications and media activities.	
Aboriginal and Torres Strait Islander Employment Targets (cross-entity)	To assess the effectiveness of the administration of Aboriginal and Torres Strait Islander employment targets in government procurement contracts and intergovernmental funding agreements in achieving policy objectives.	Feb 2020
Management of Defence Housing Australia (cross-entity)	To assess whether Defence Housing Australia administers its functions efficiently and effectively, and in accordance with the Government Business Enterprise guidelines.	Feb 2020

Internal audit

The Defence internal audit program comprises approximately 35 audits per year with up to 40 per cent of the audits outsourced to external audit providers. The audits are presented to senior management and considered by the Defence Audit and Risk Committee.

Points of contact

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Immediate Issues and Actions

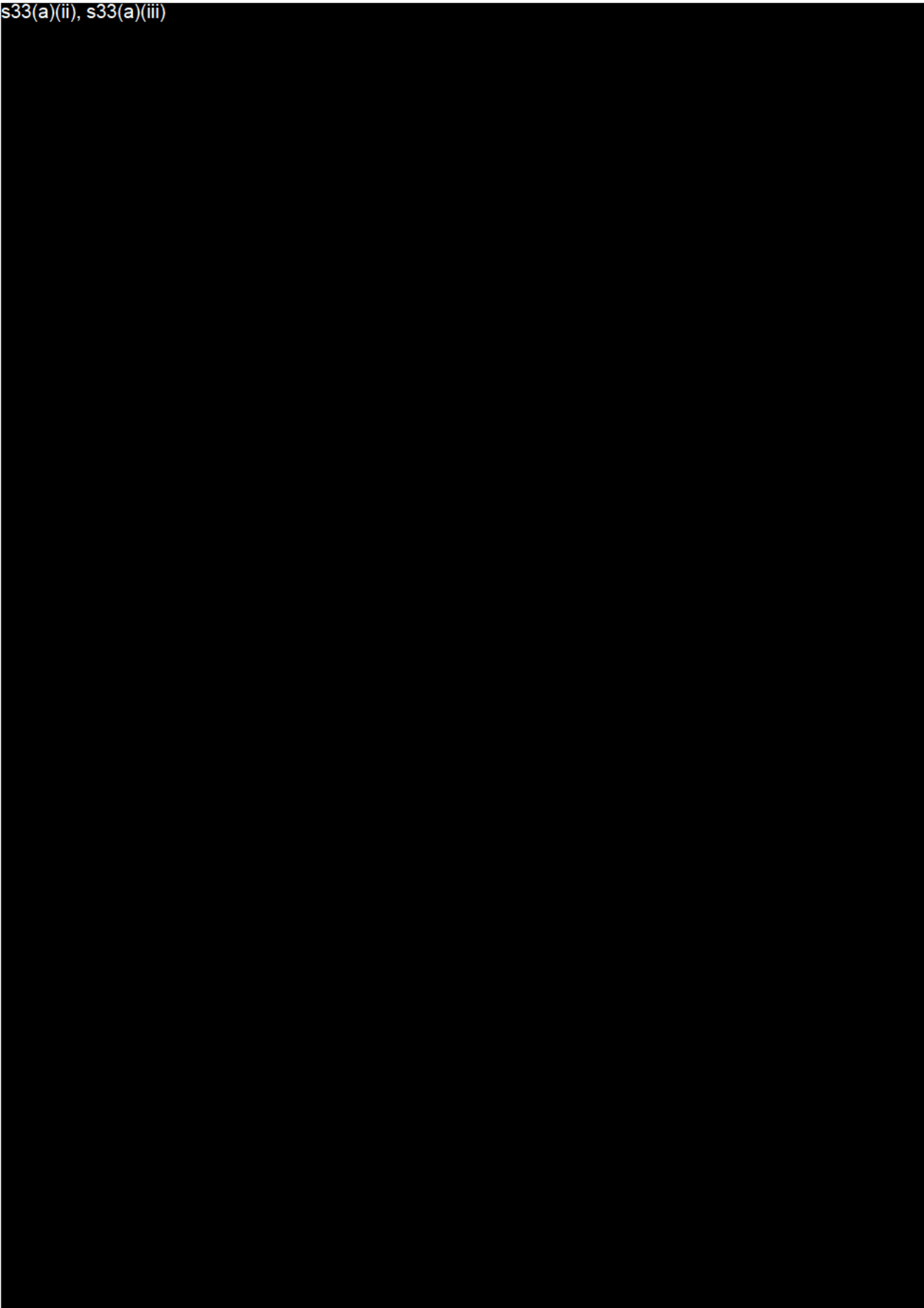
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IMMEDIATE ISSUES AND ACTIONS 1

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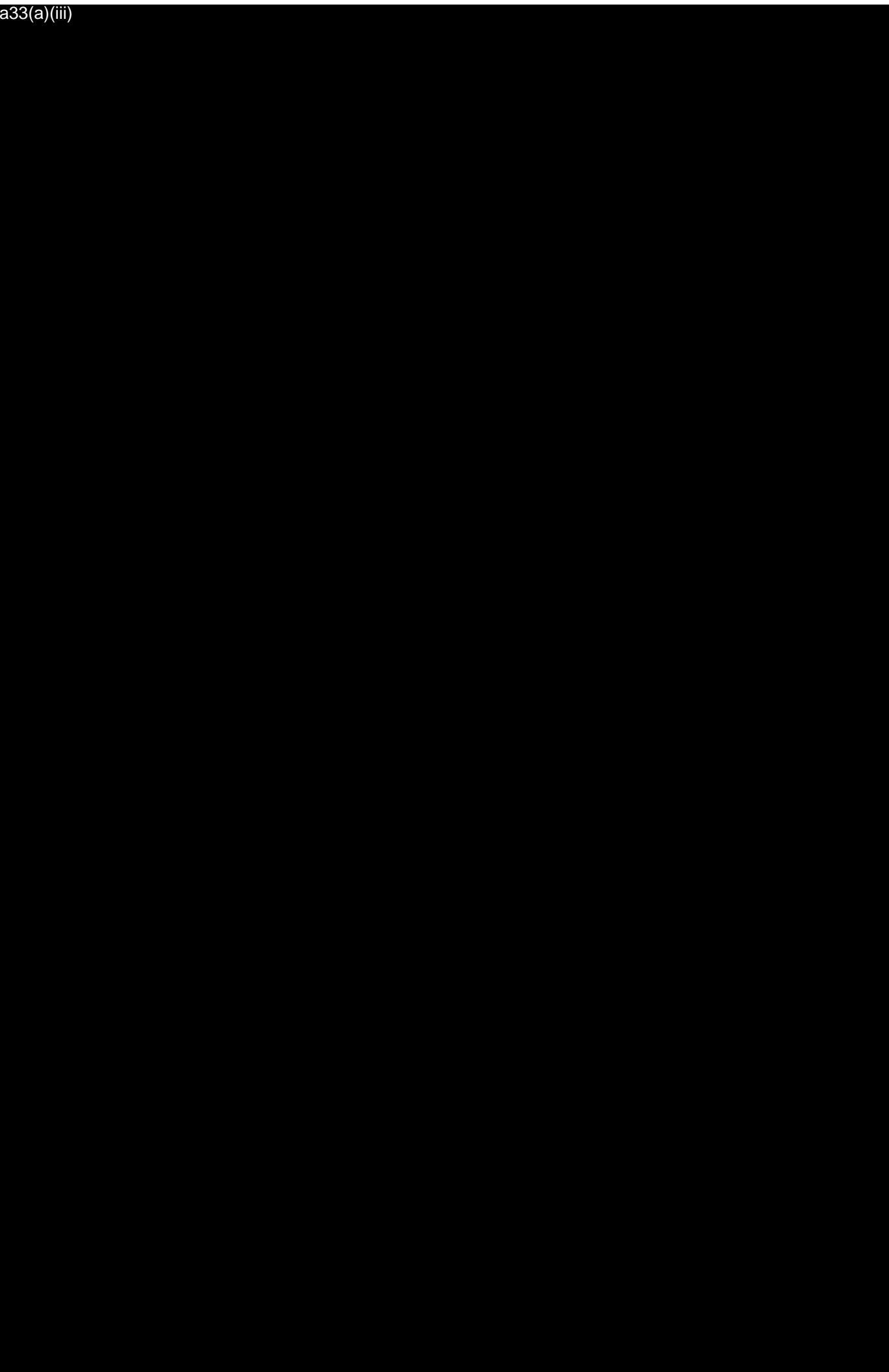
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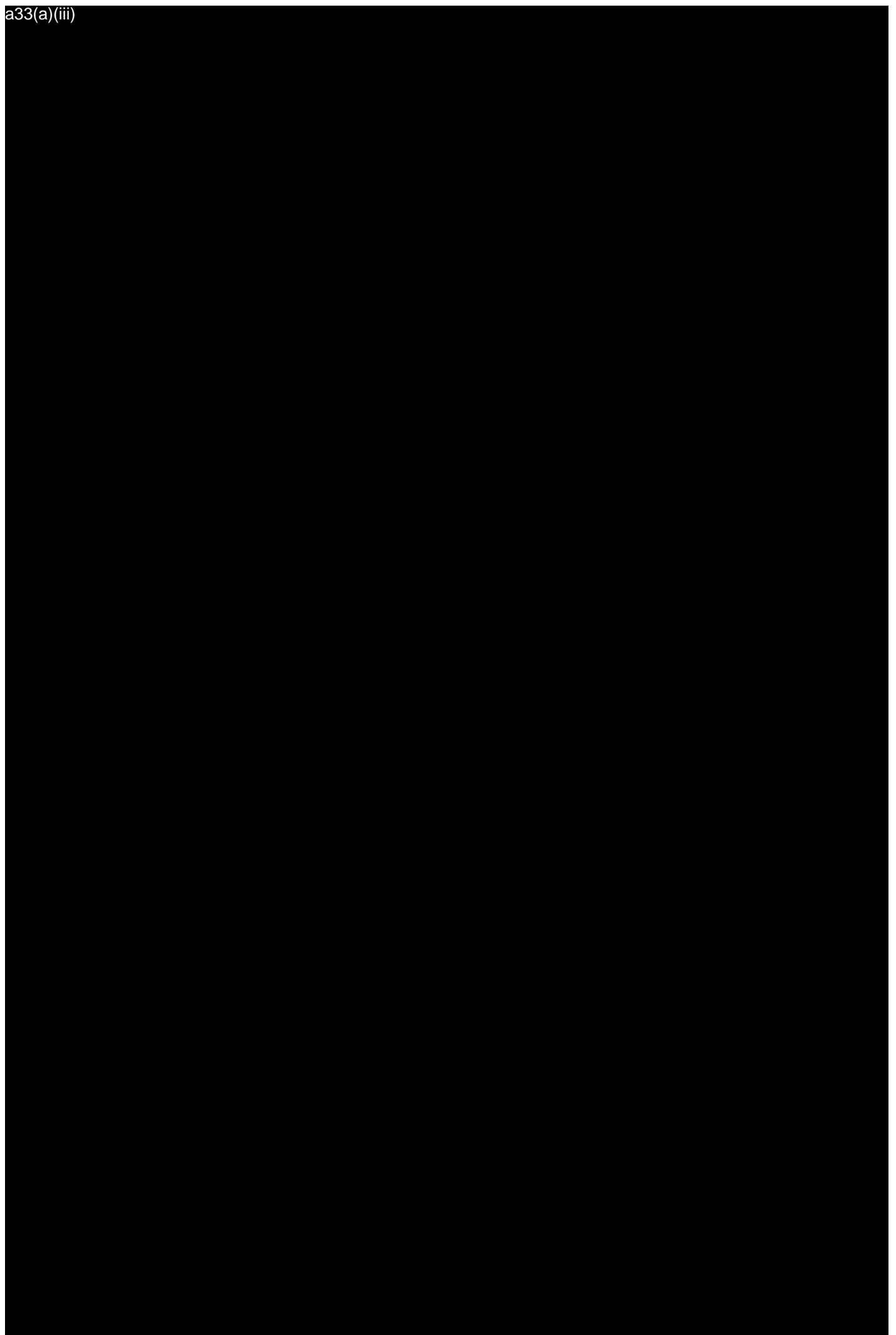
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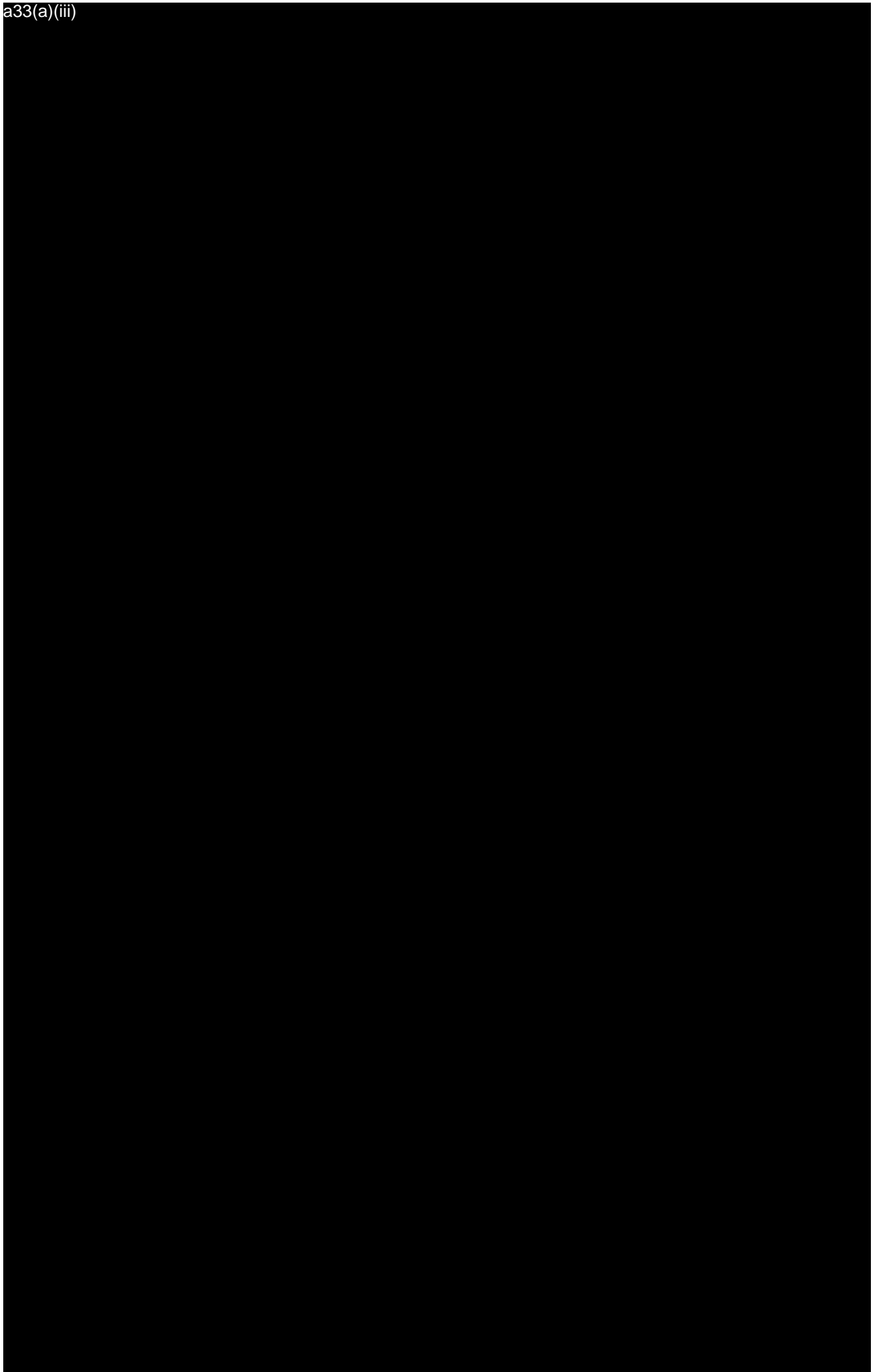
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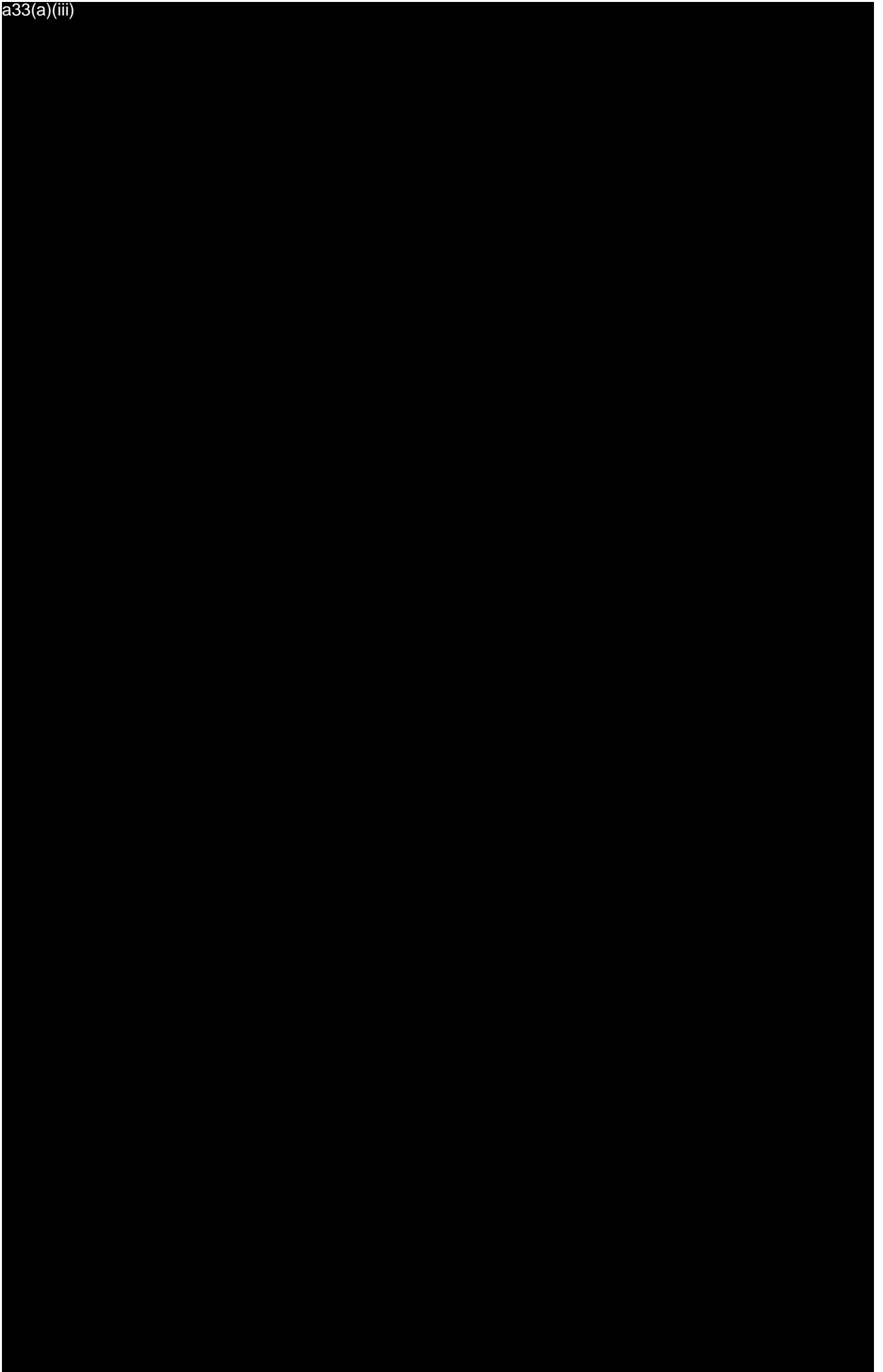
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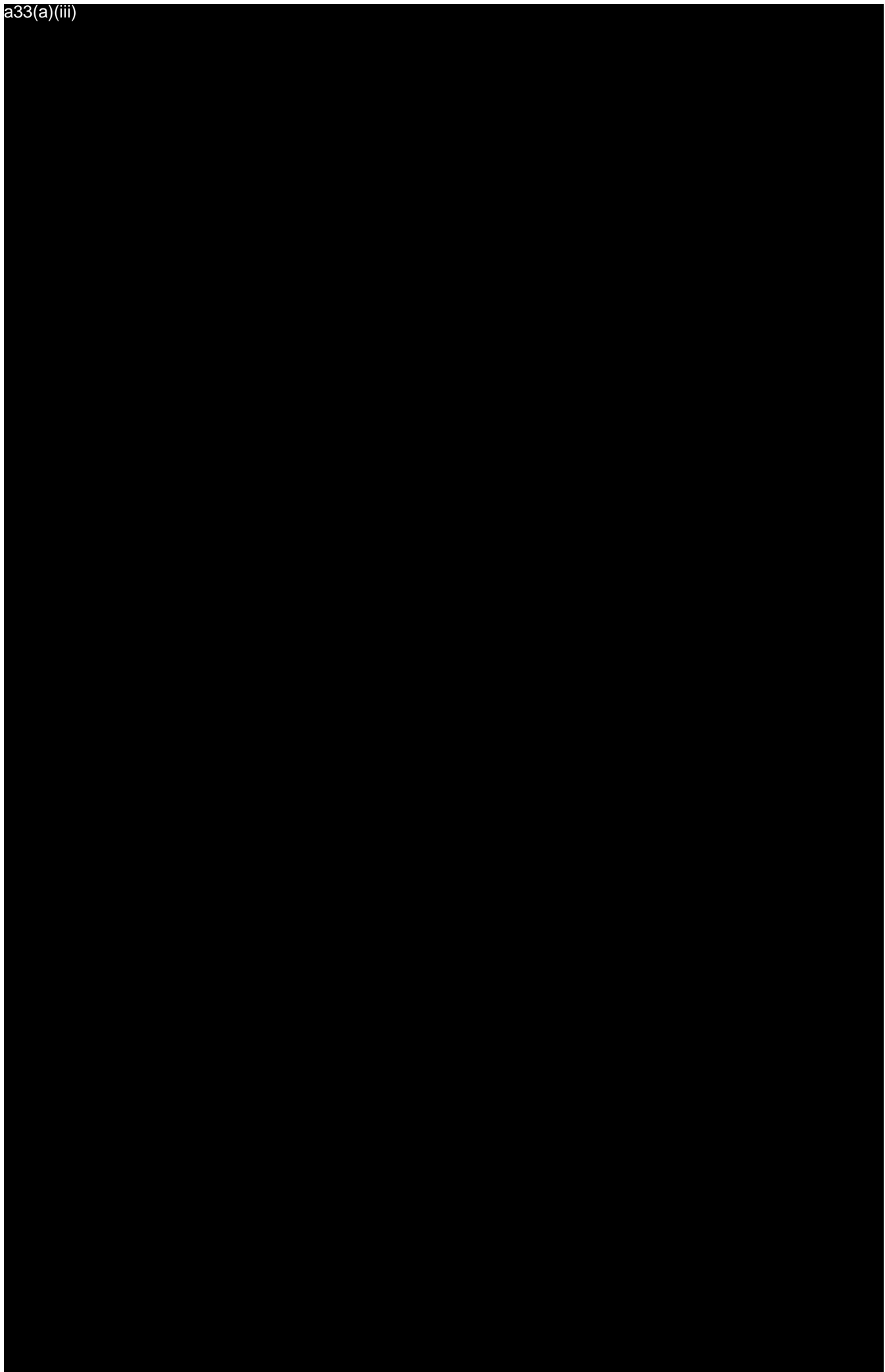
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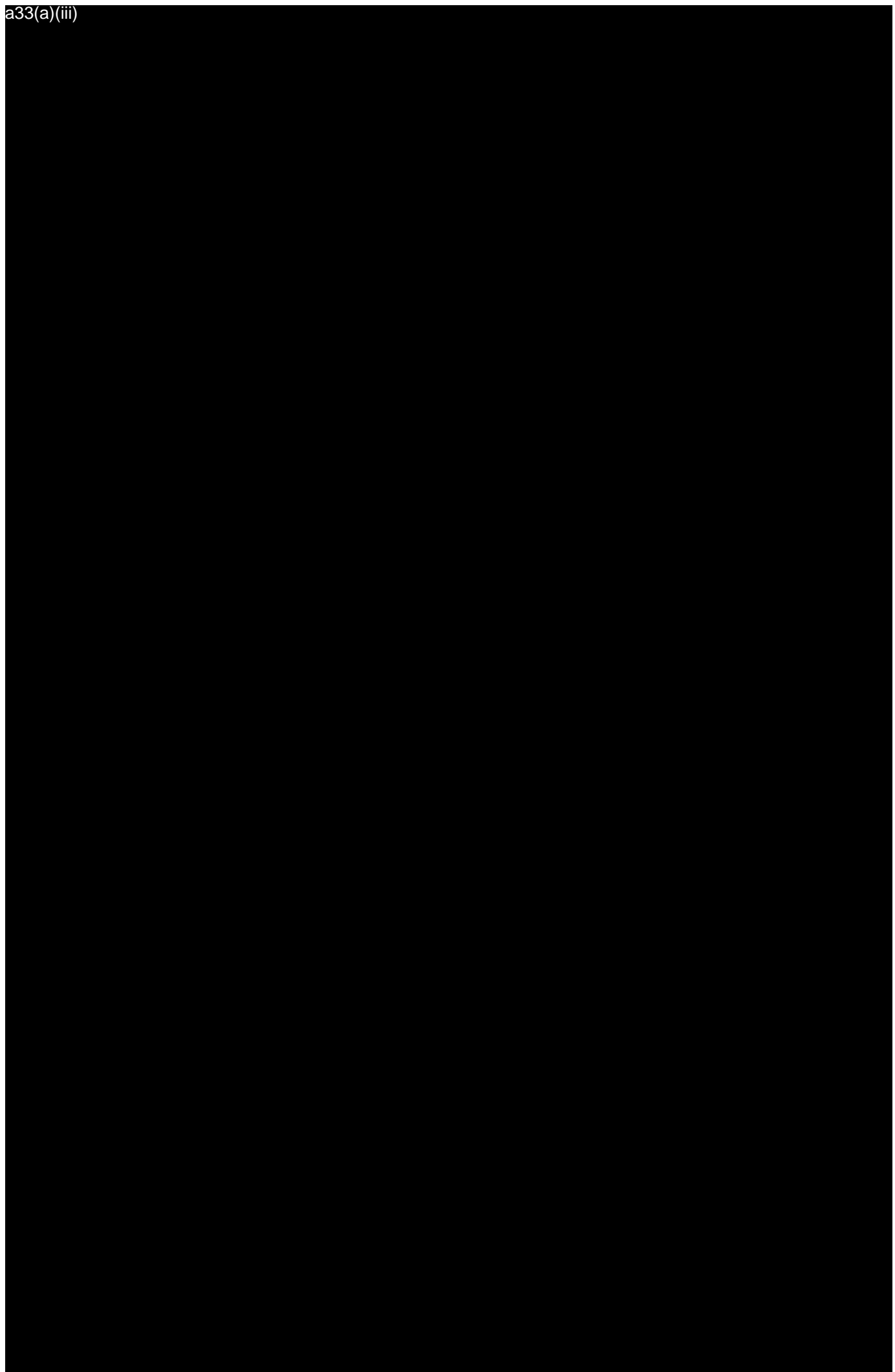


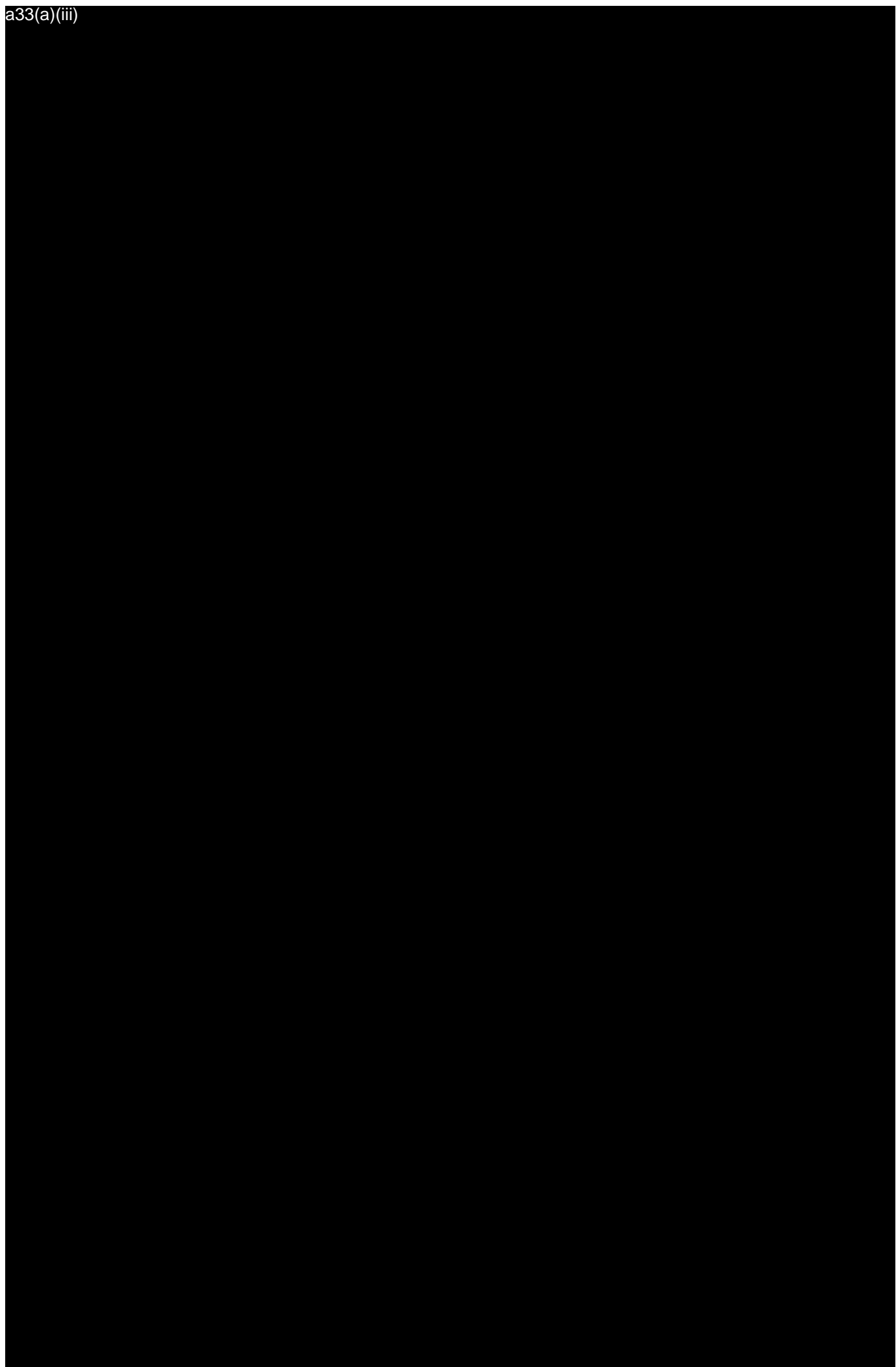


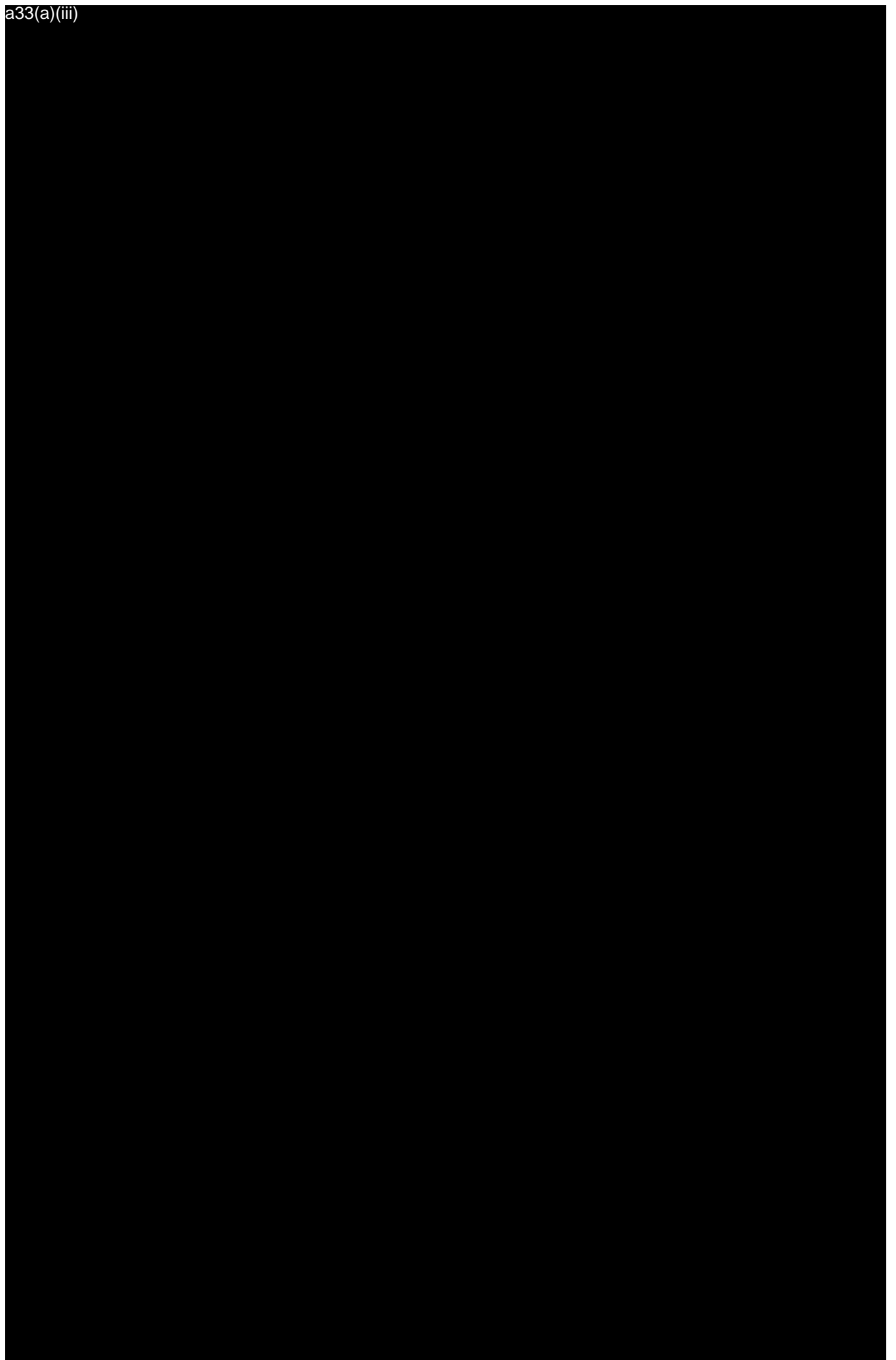


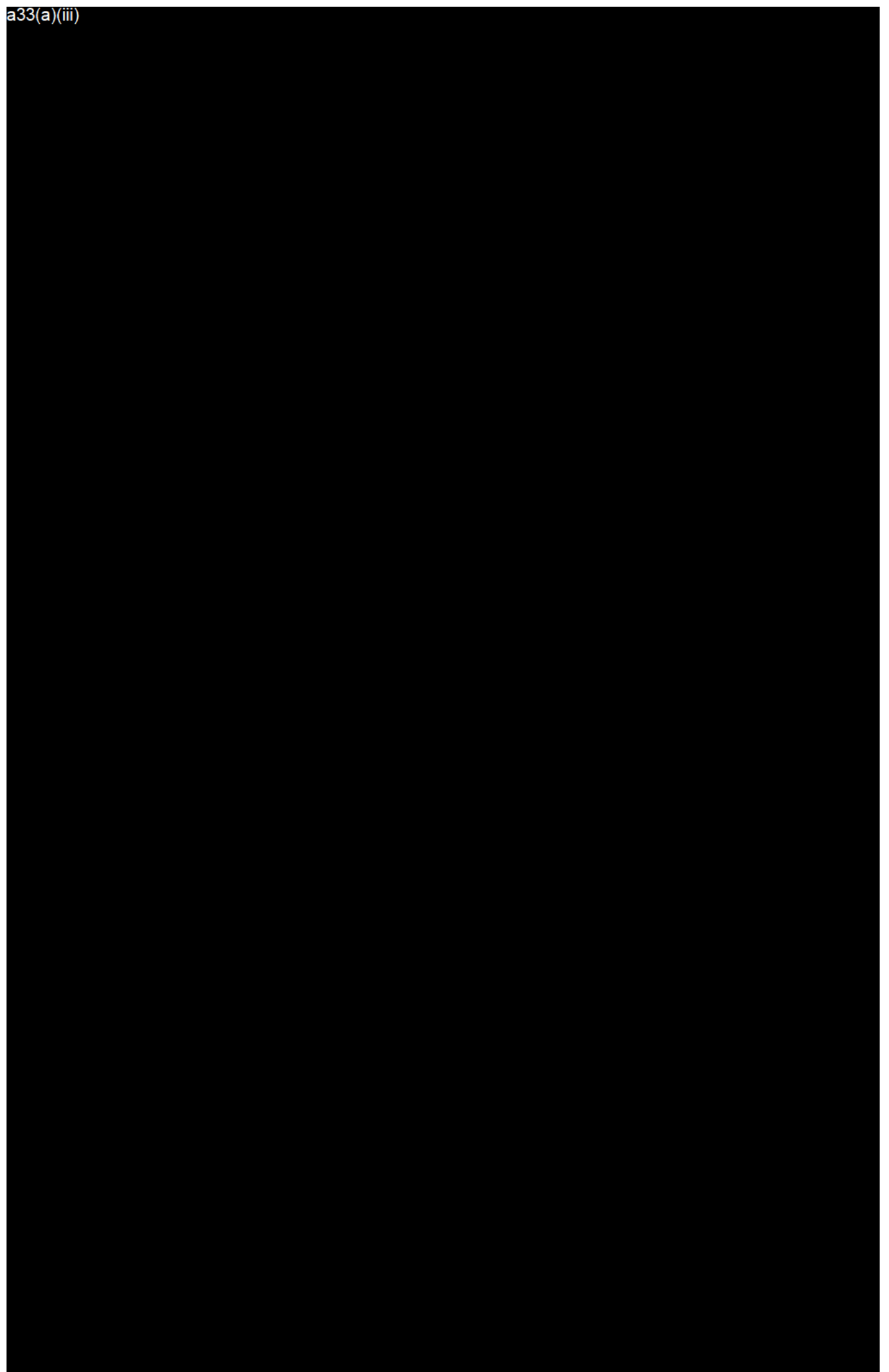


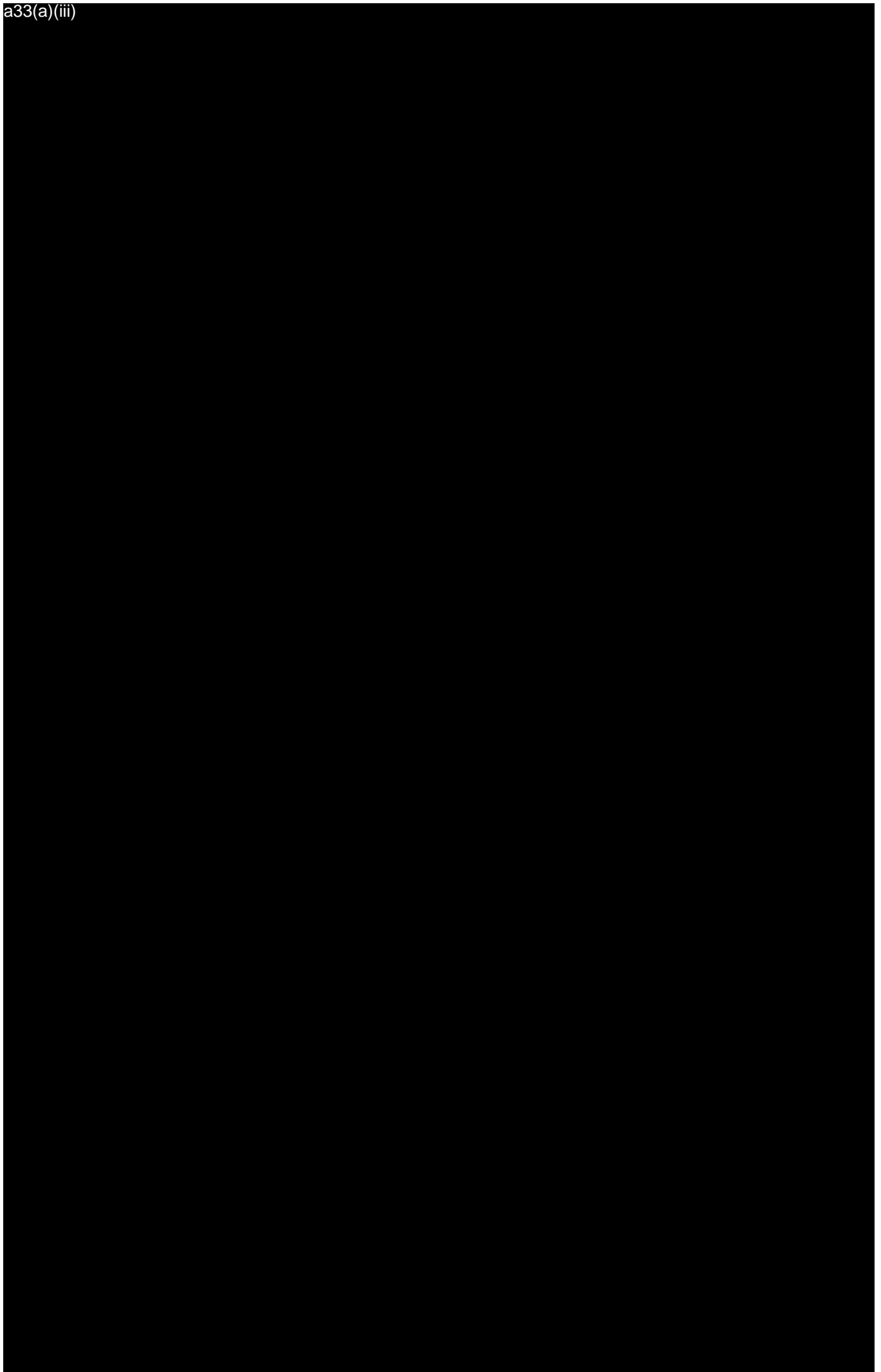


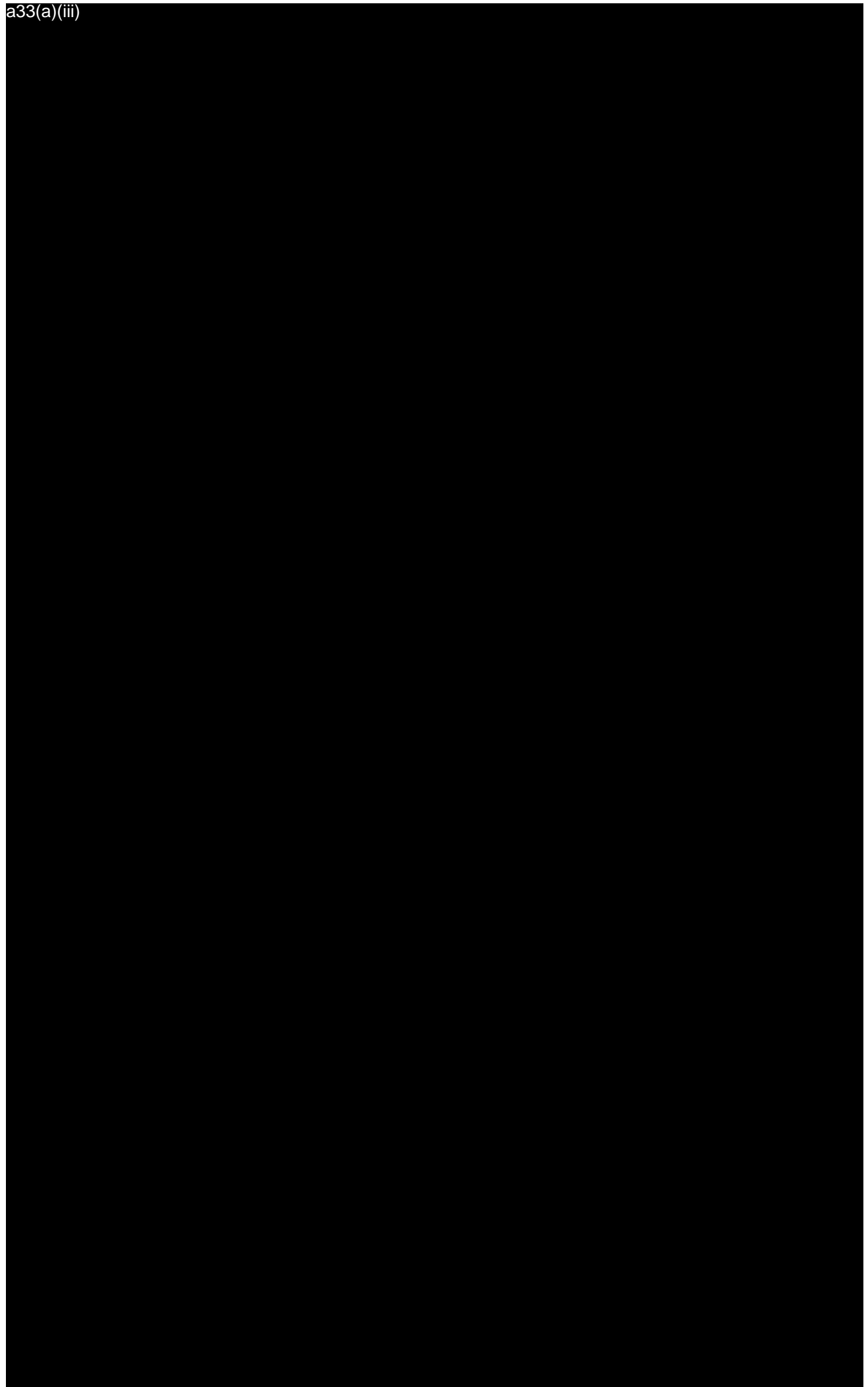


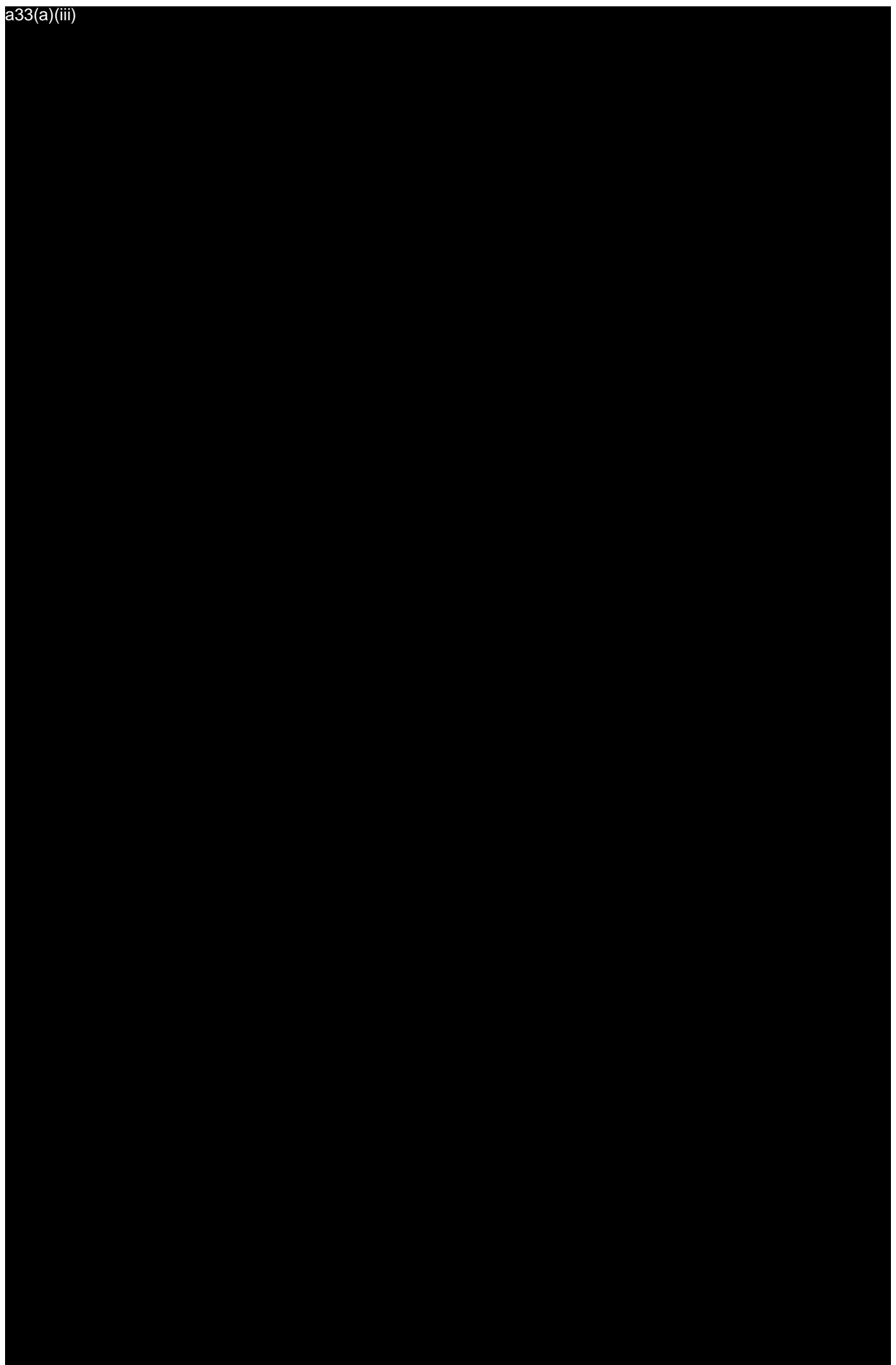


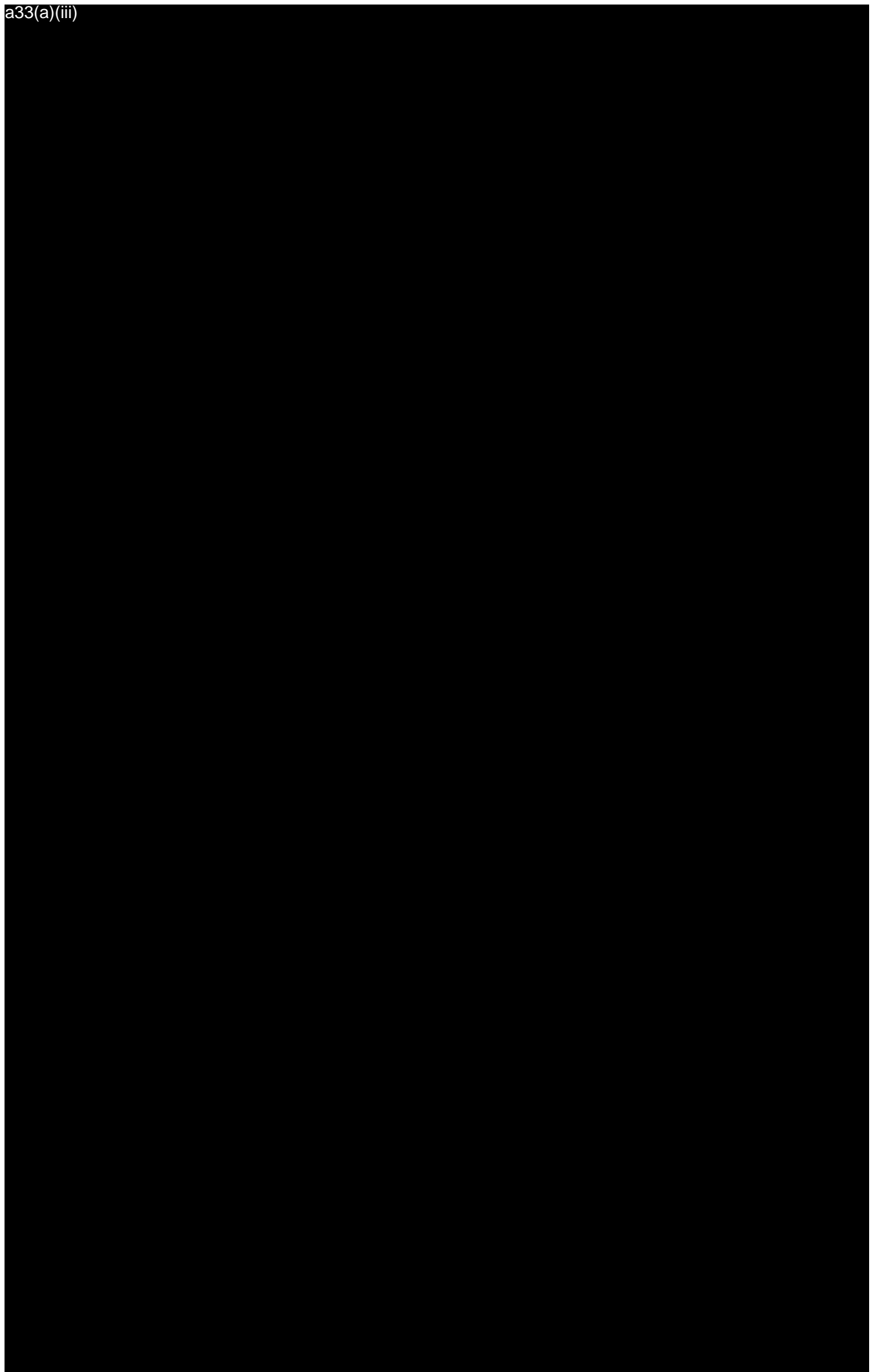


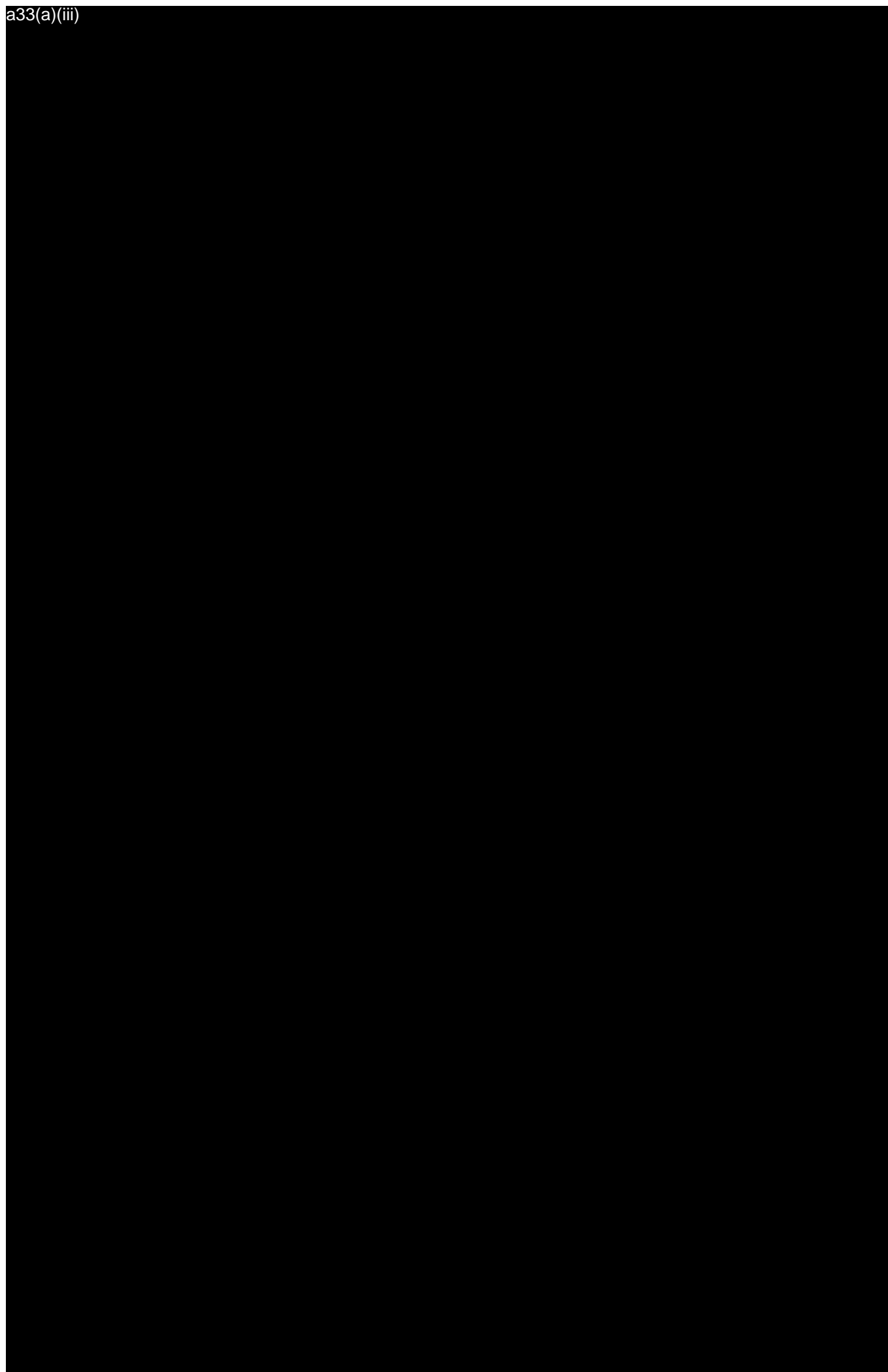


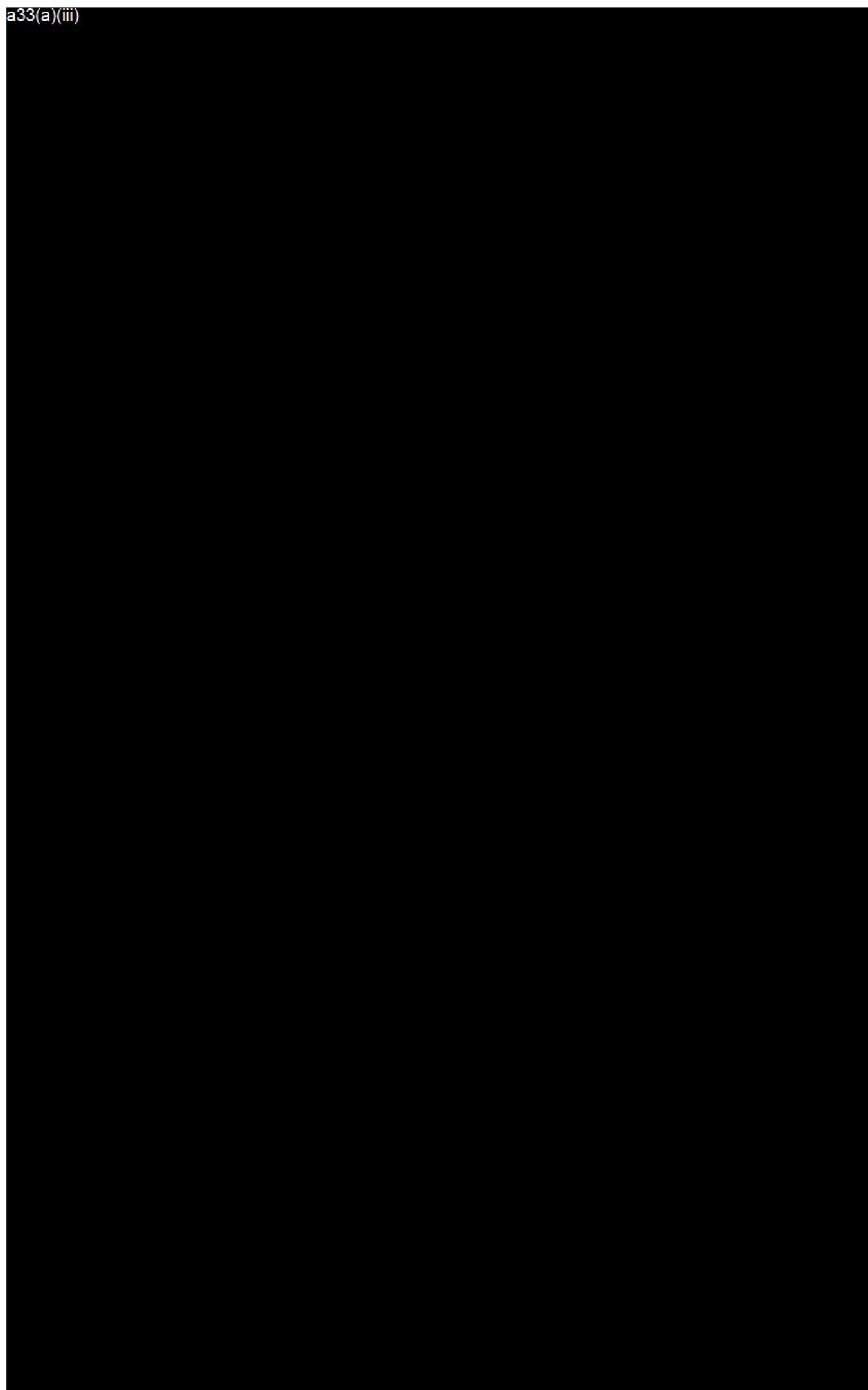




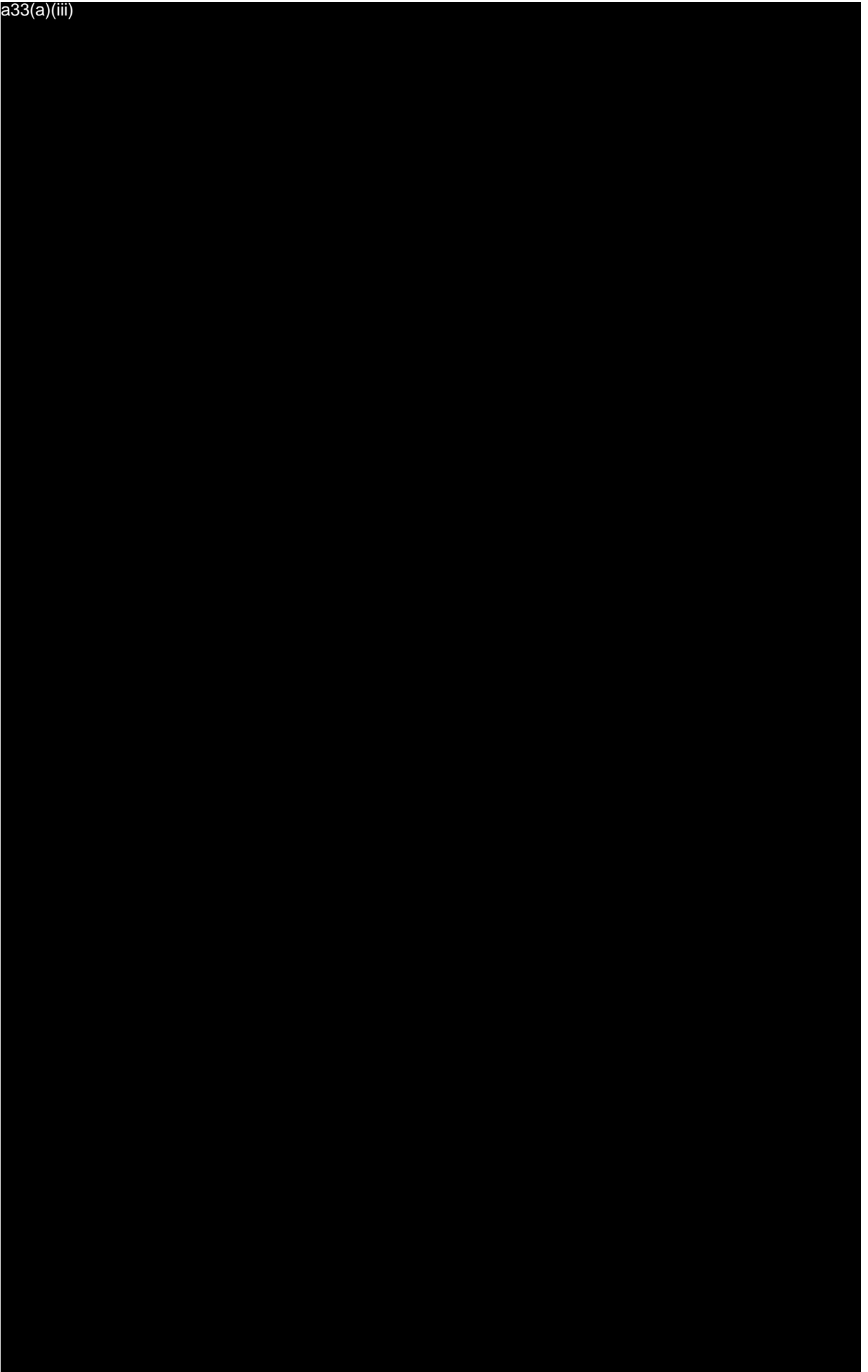









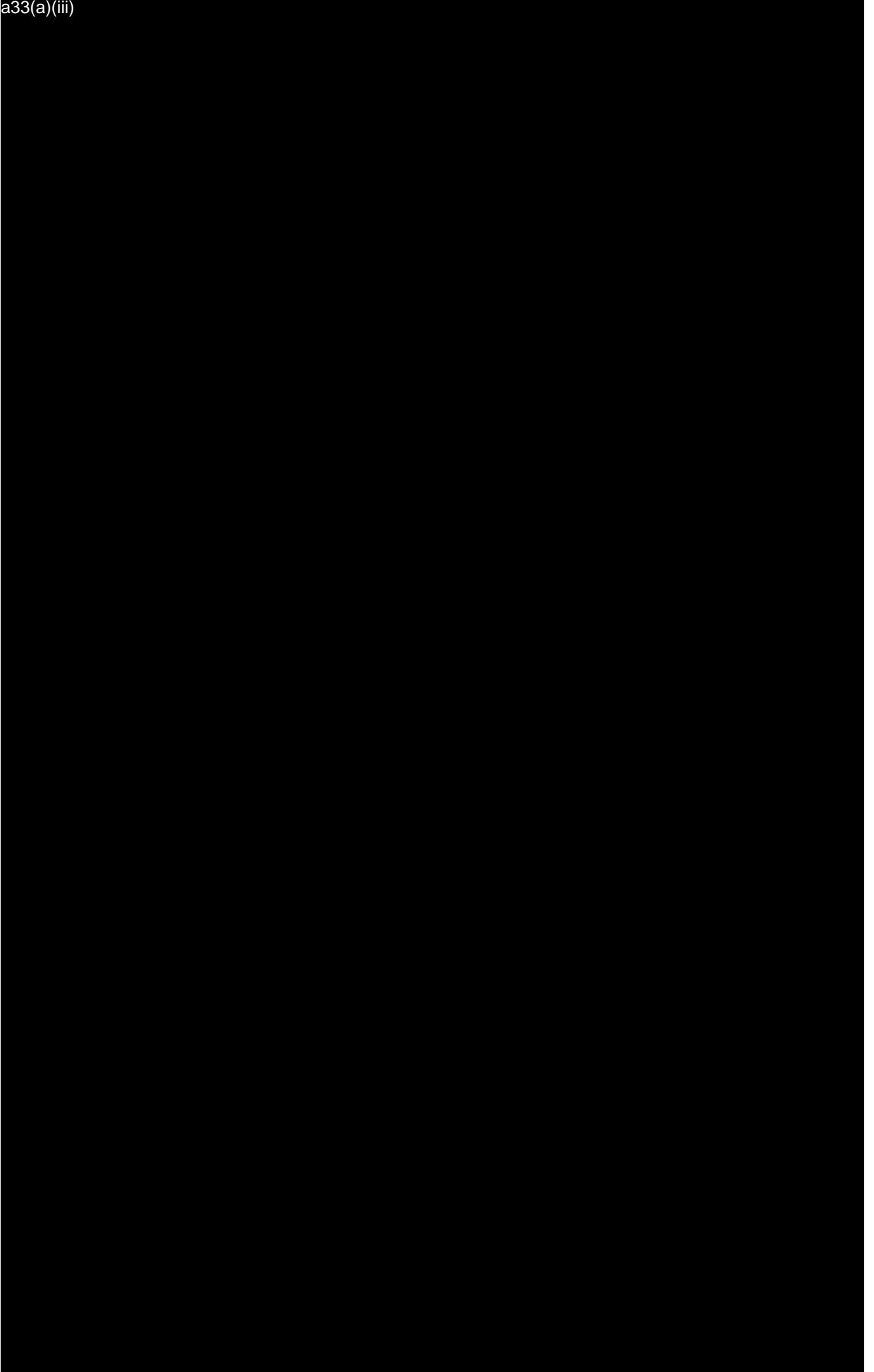
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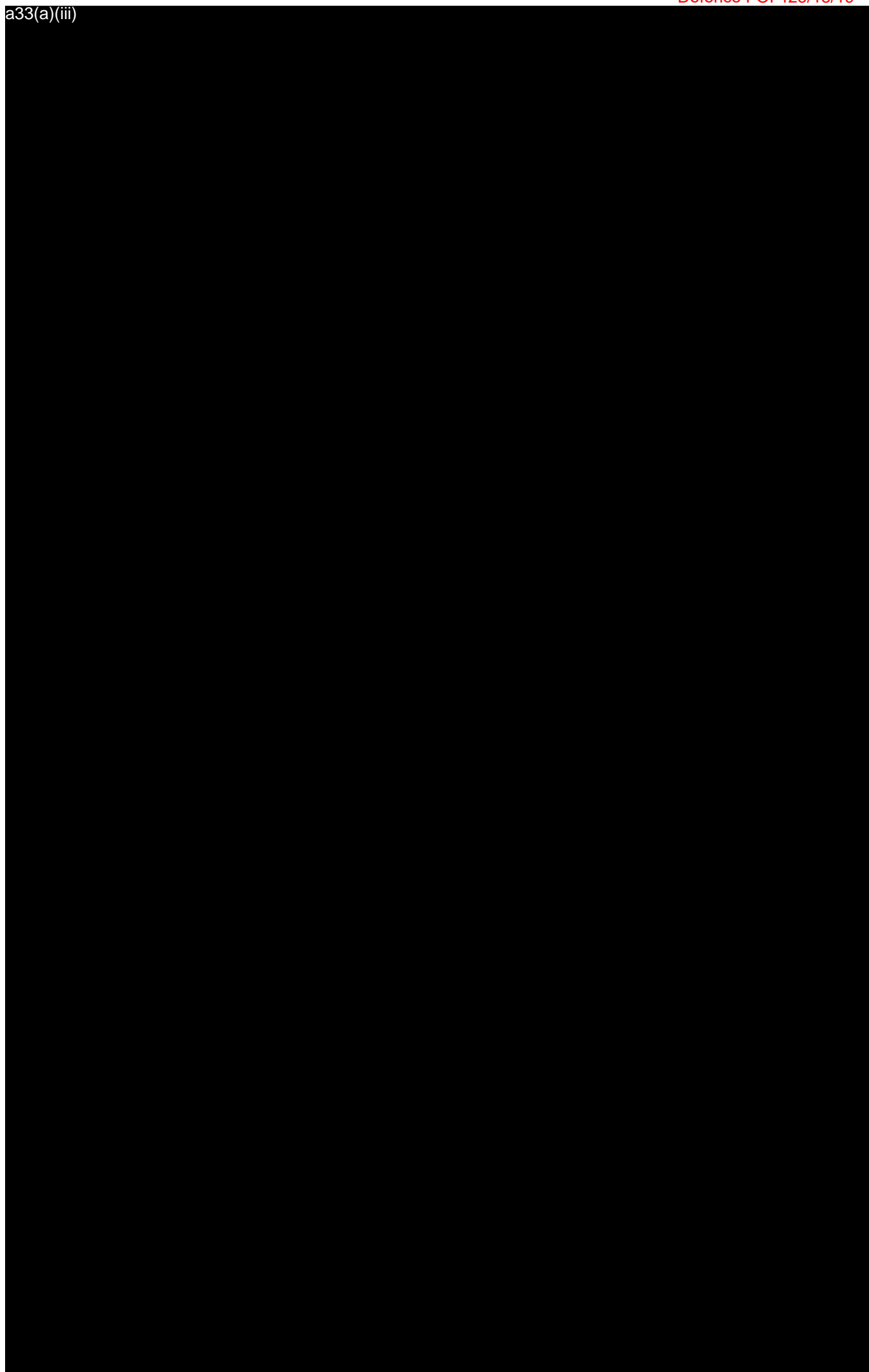
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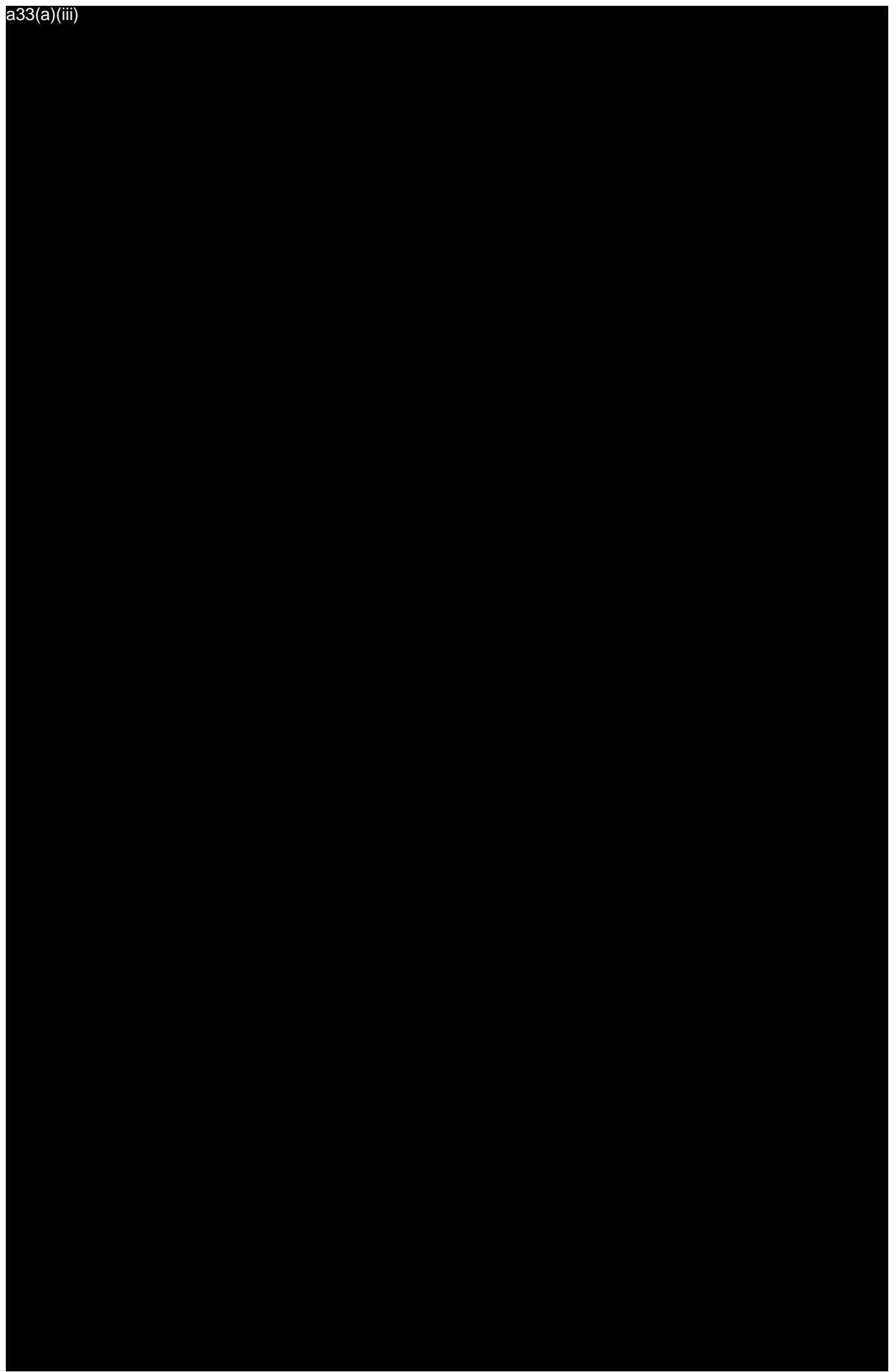
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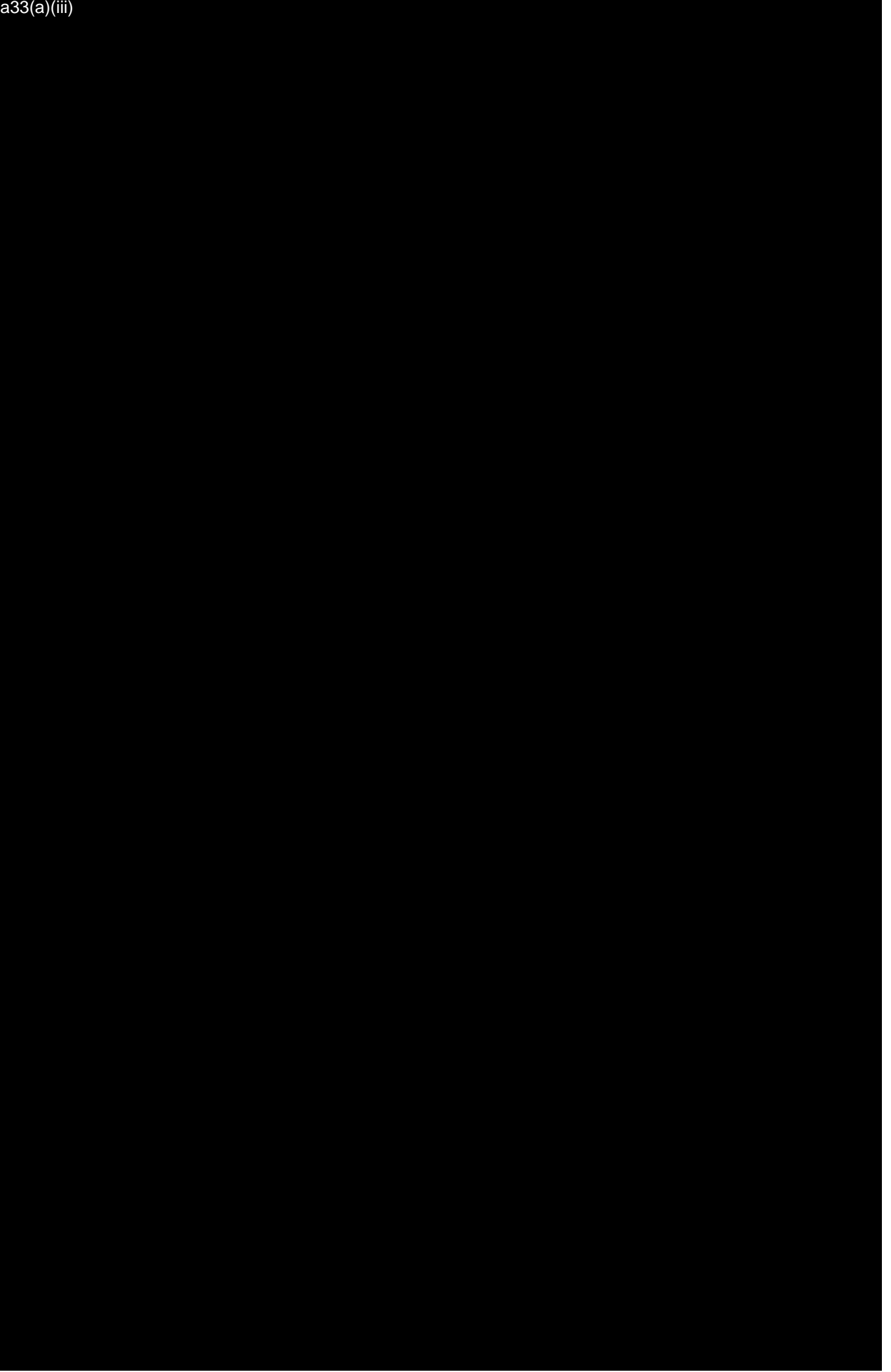
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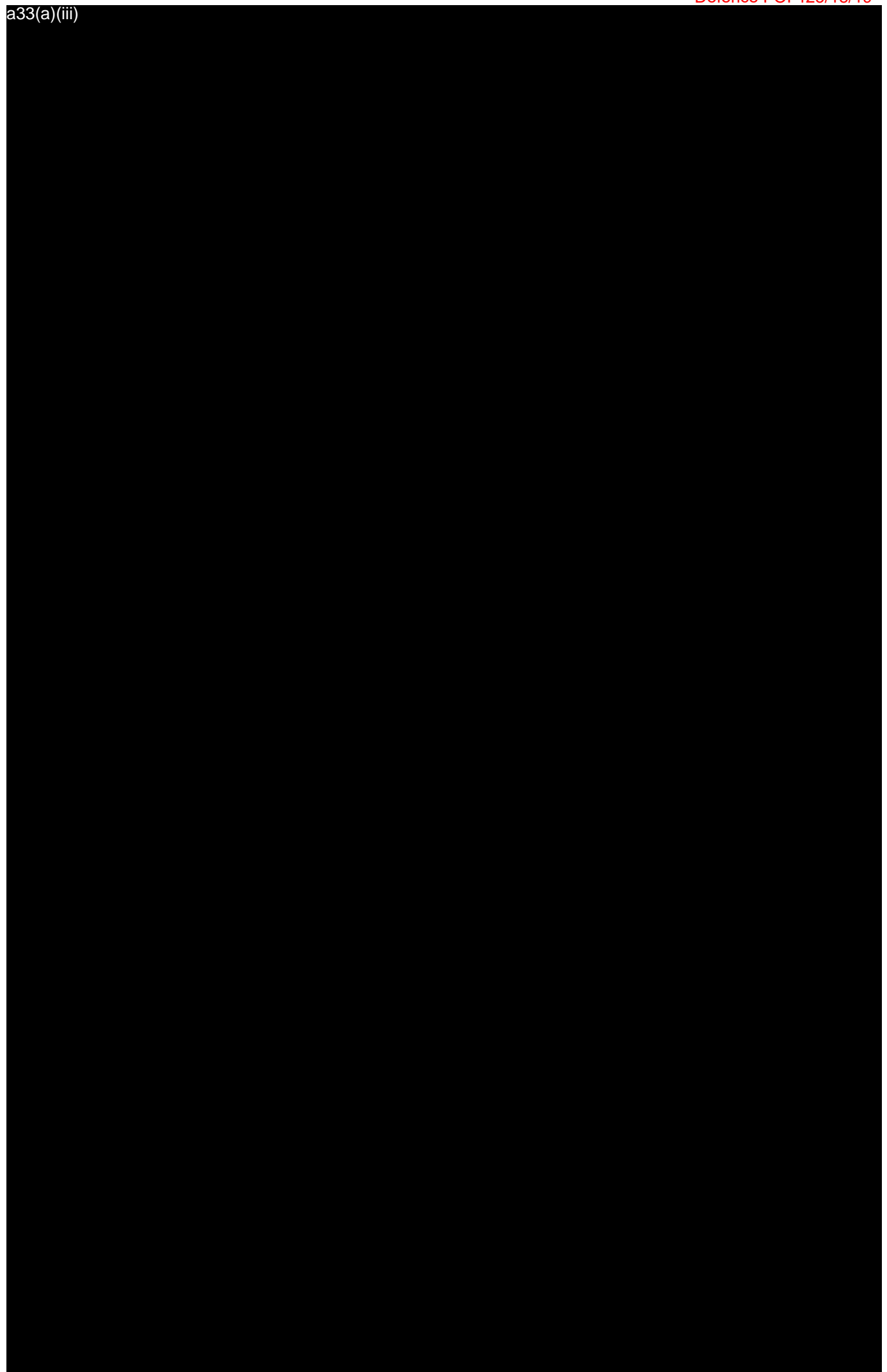
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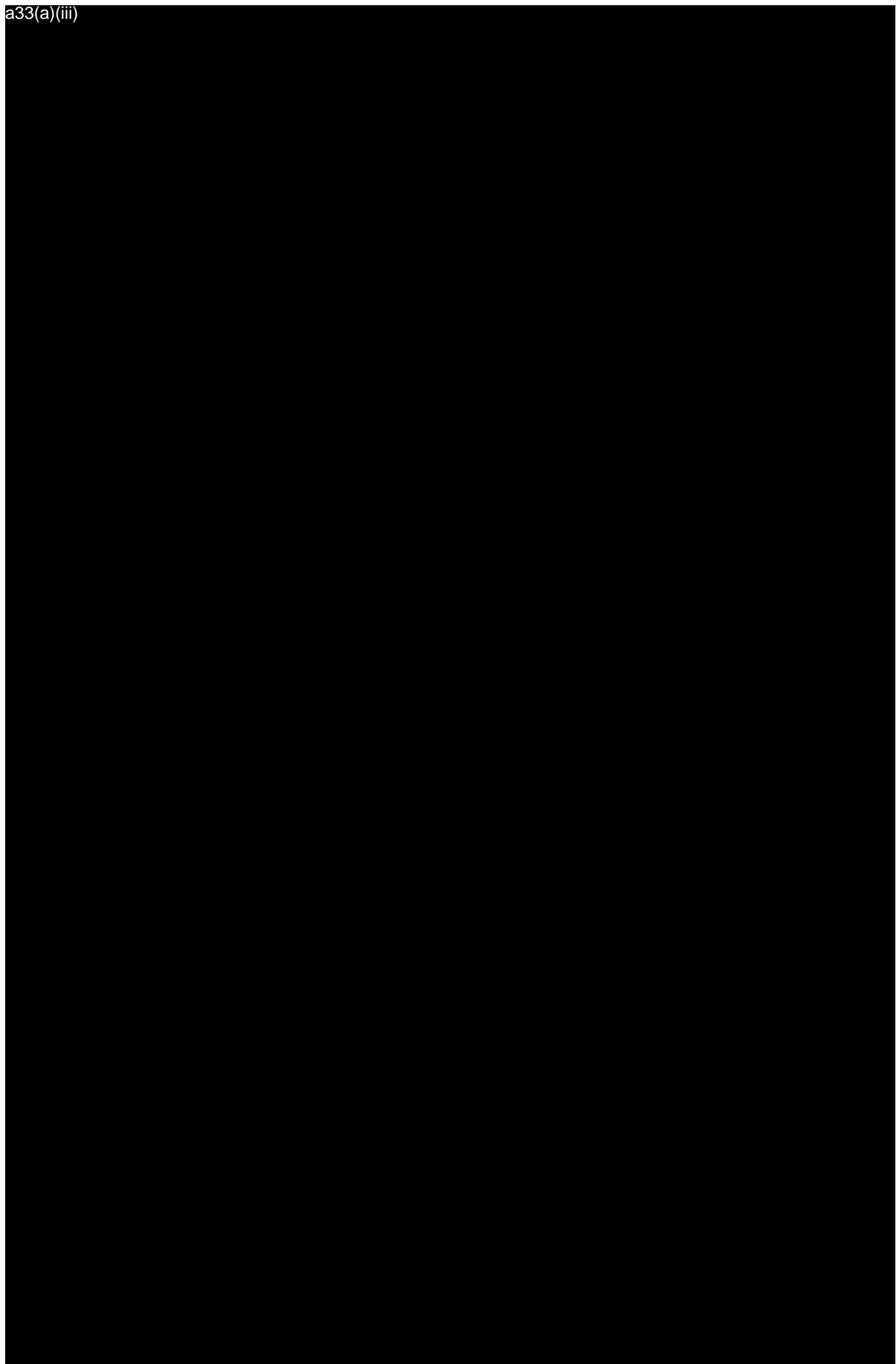
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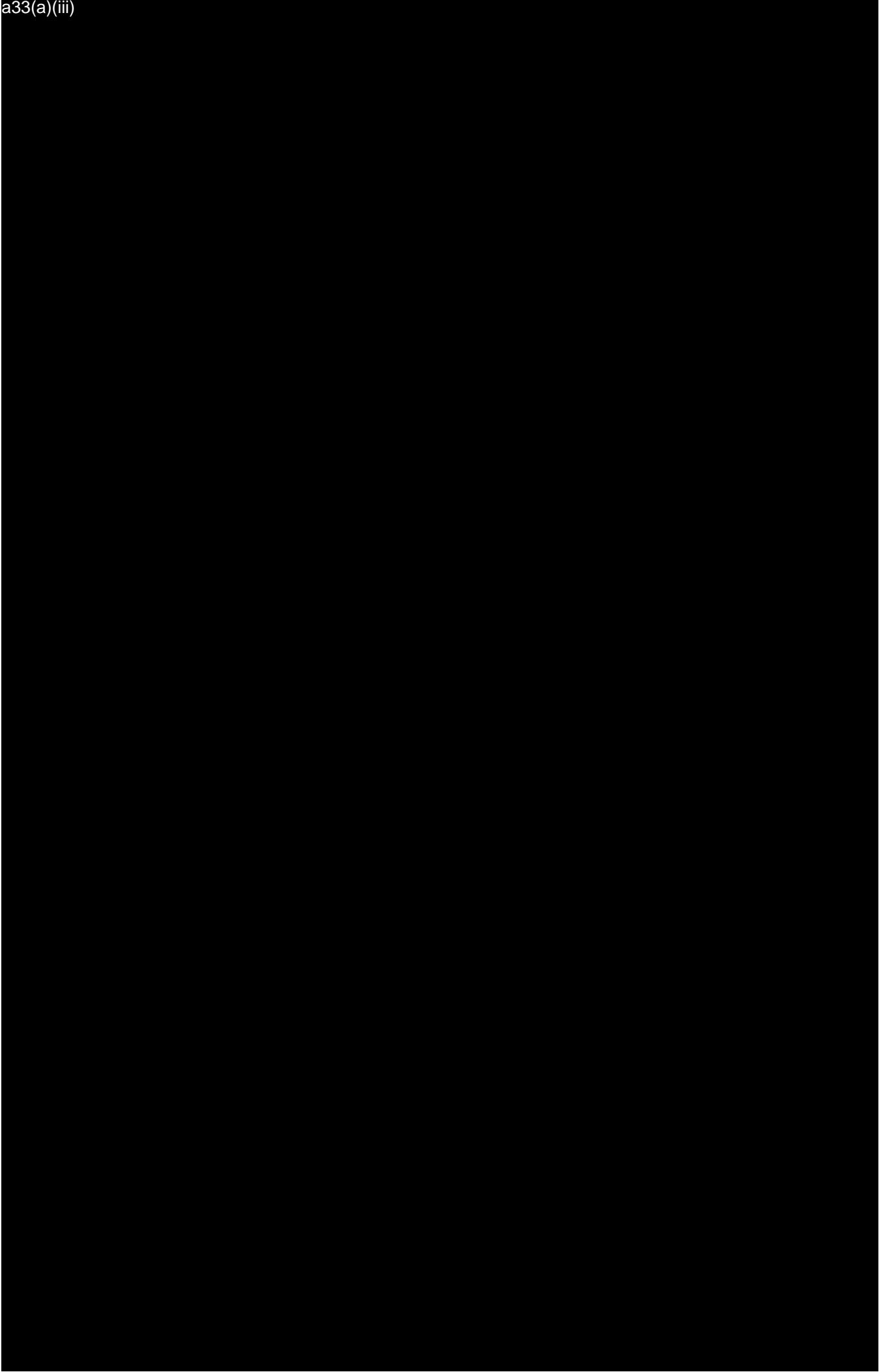
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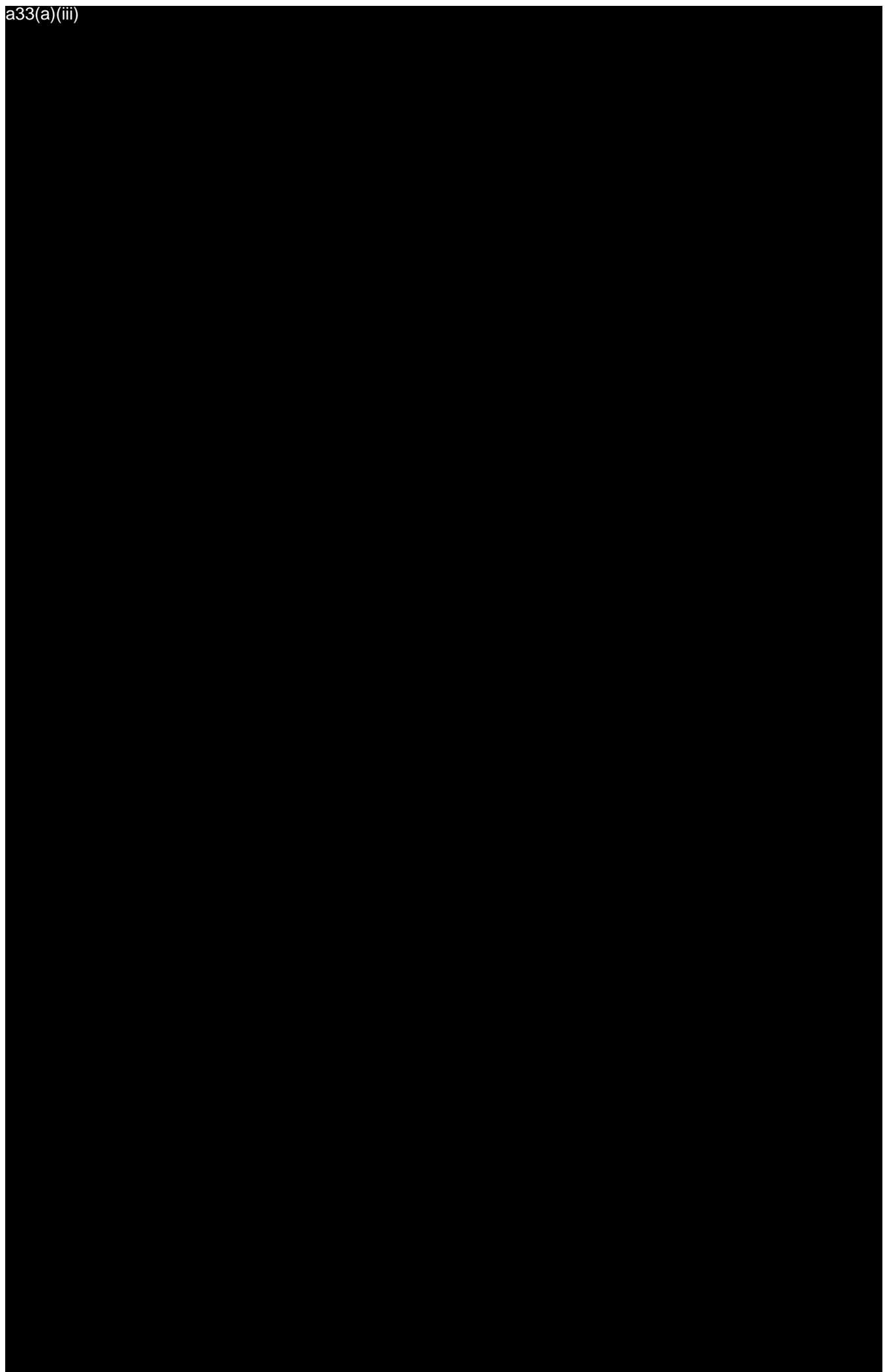
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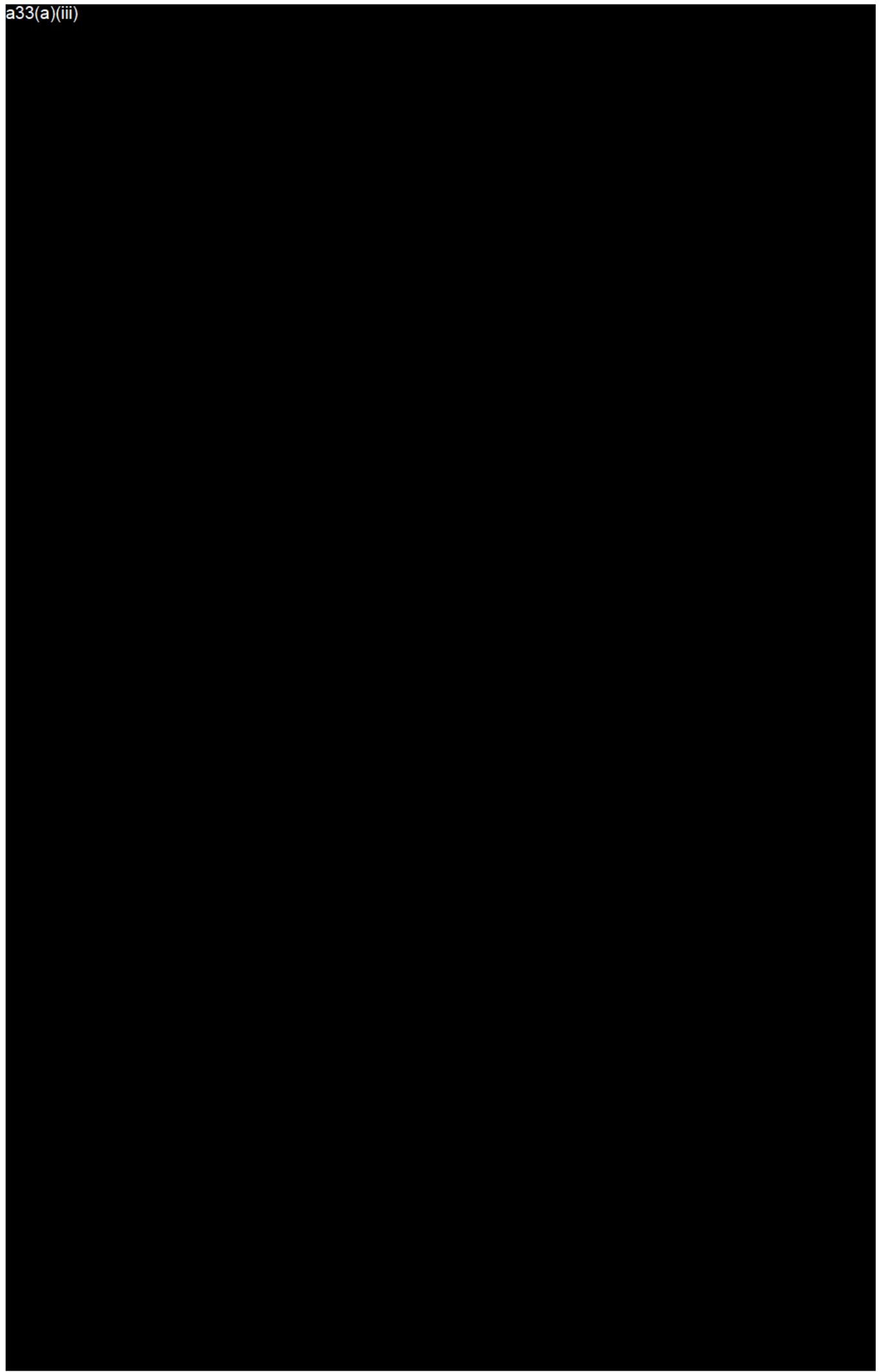
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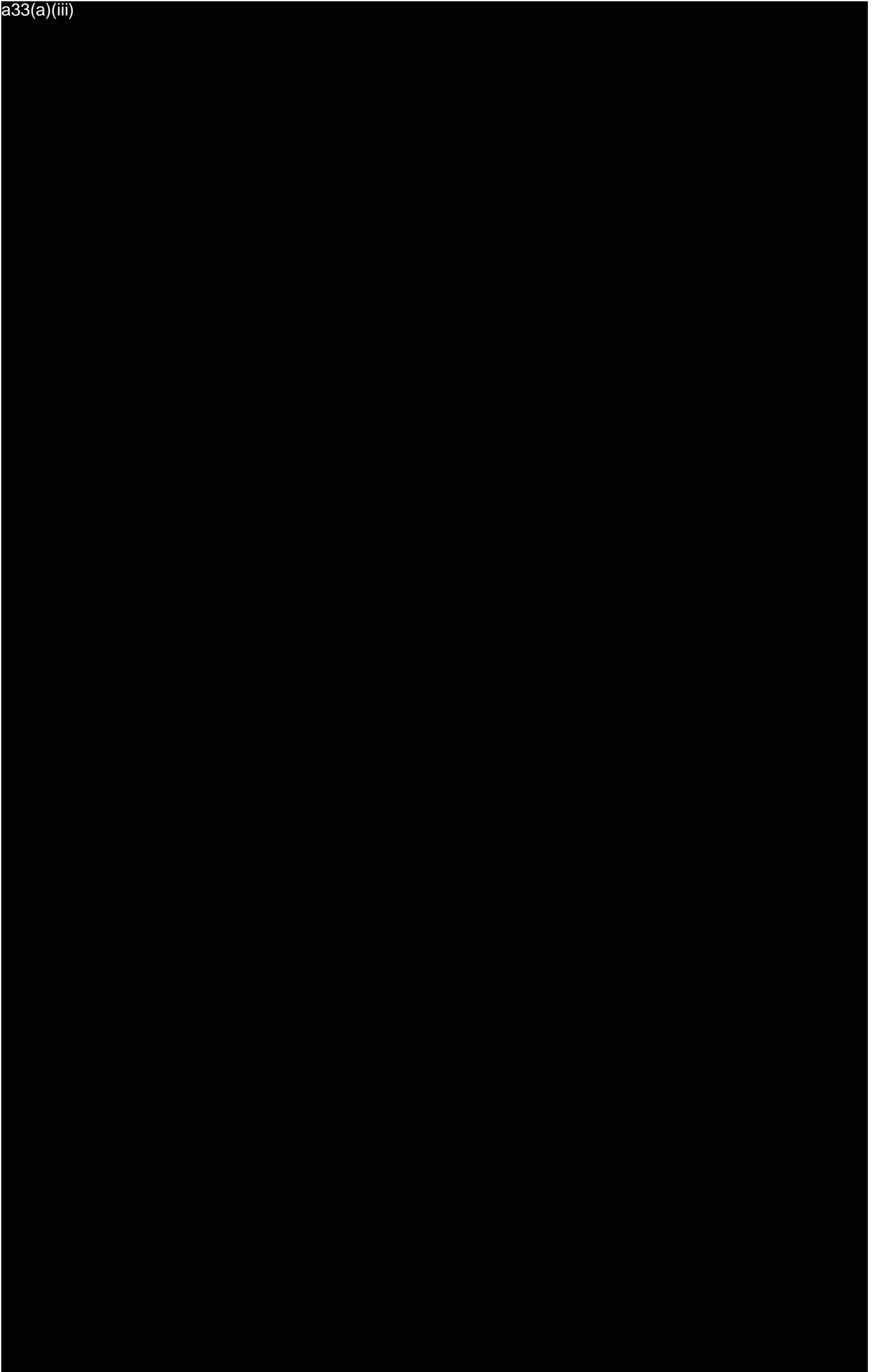
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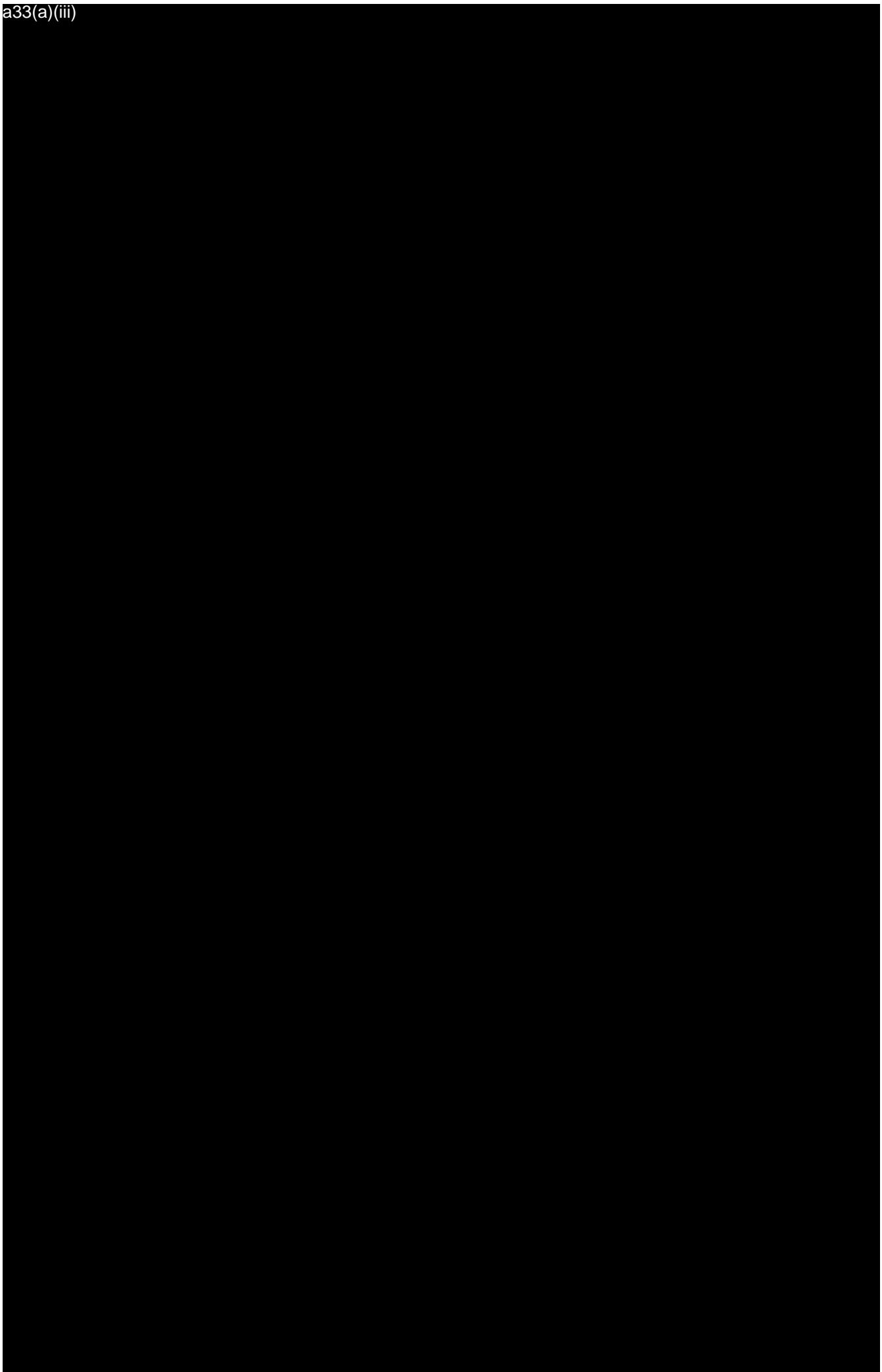
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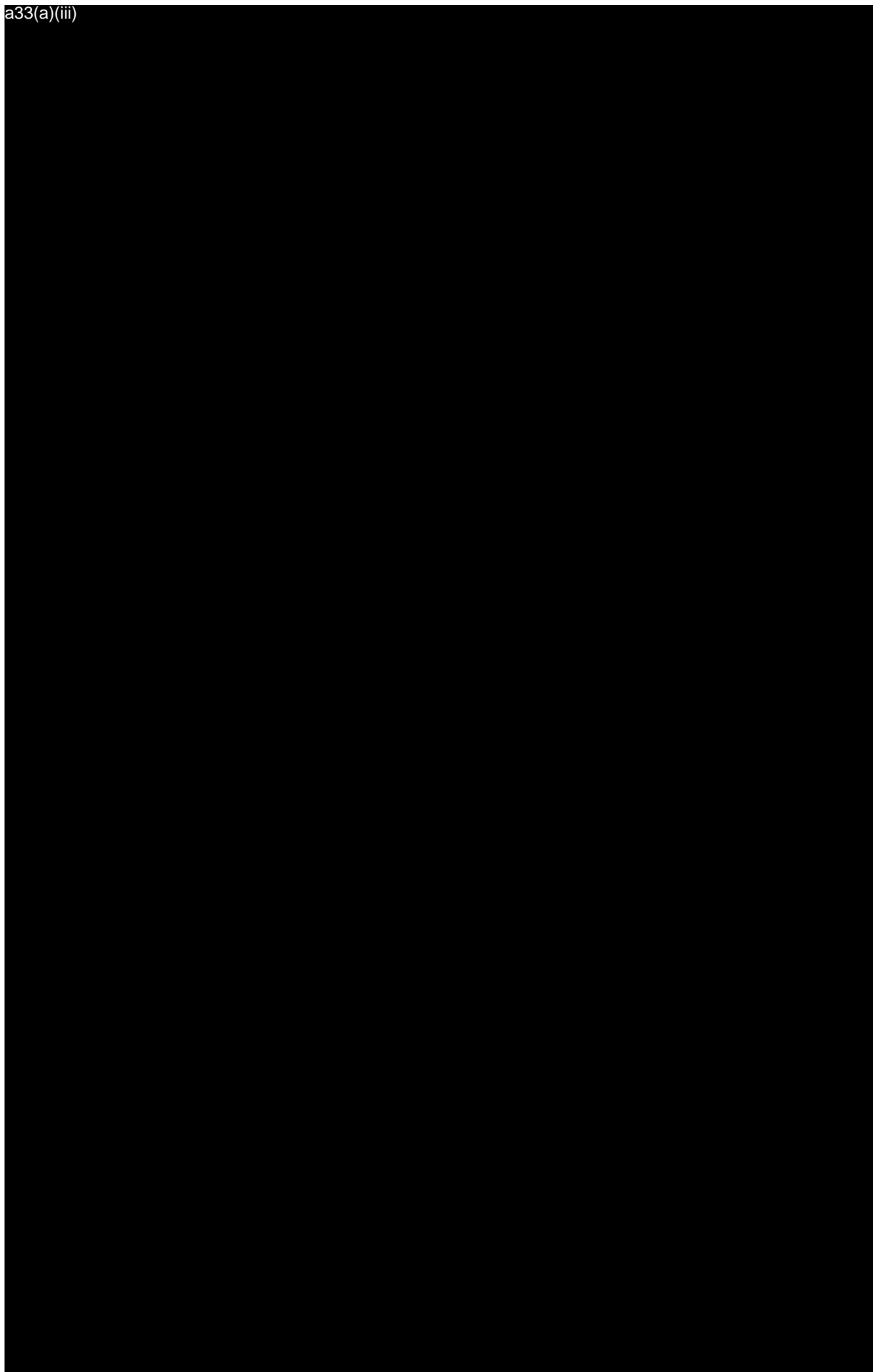
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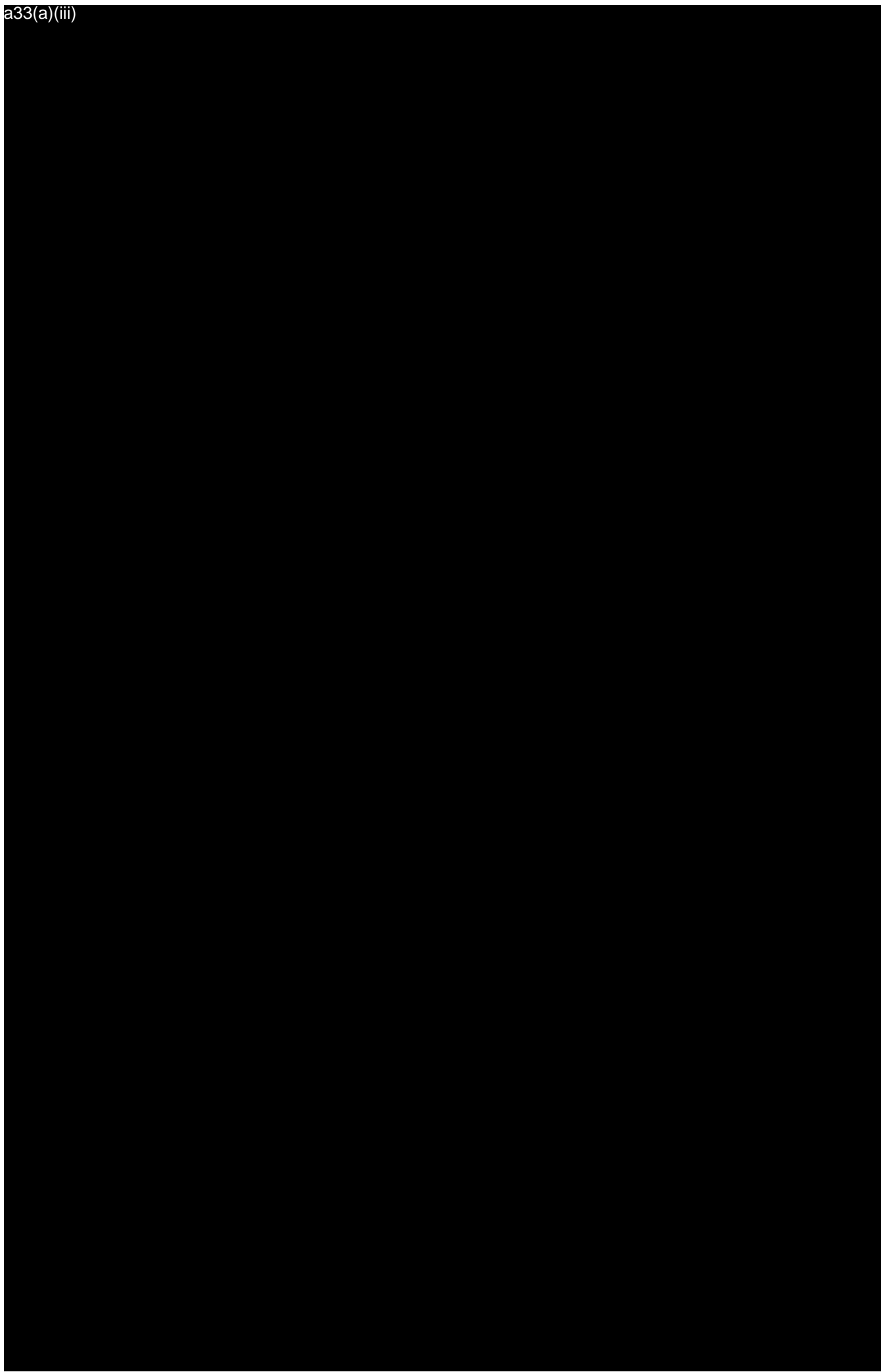
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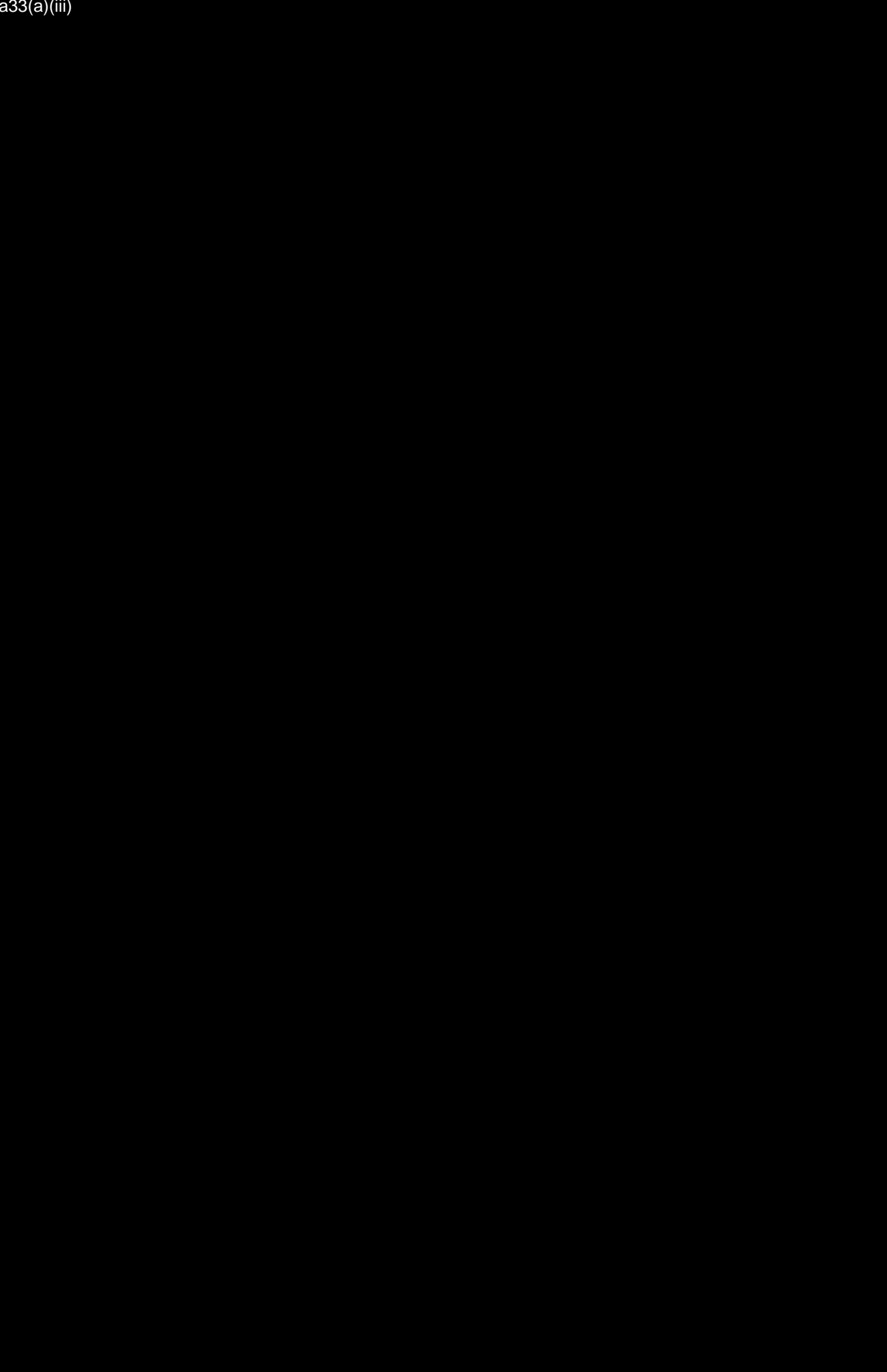
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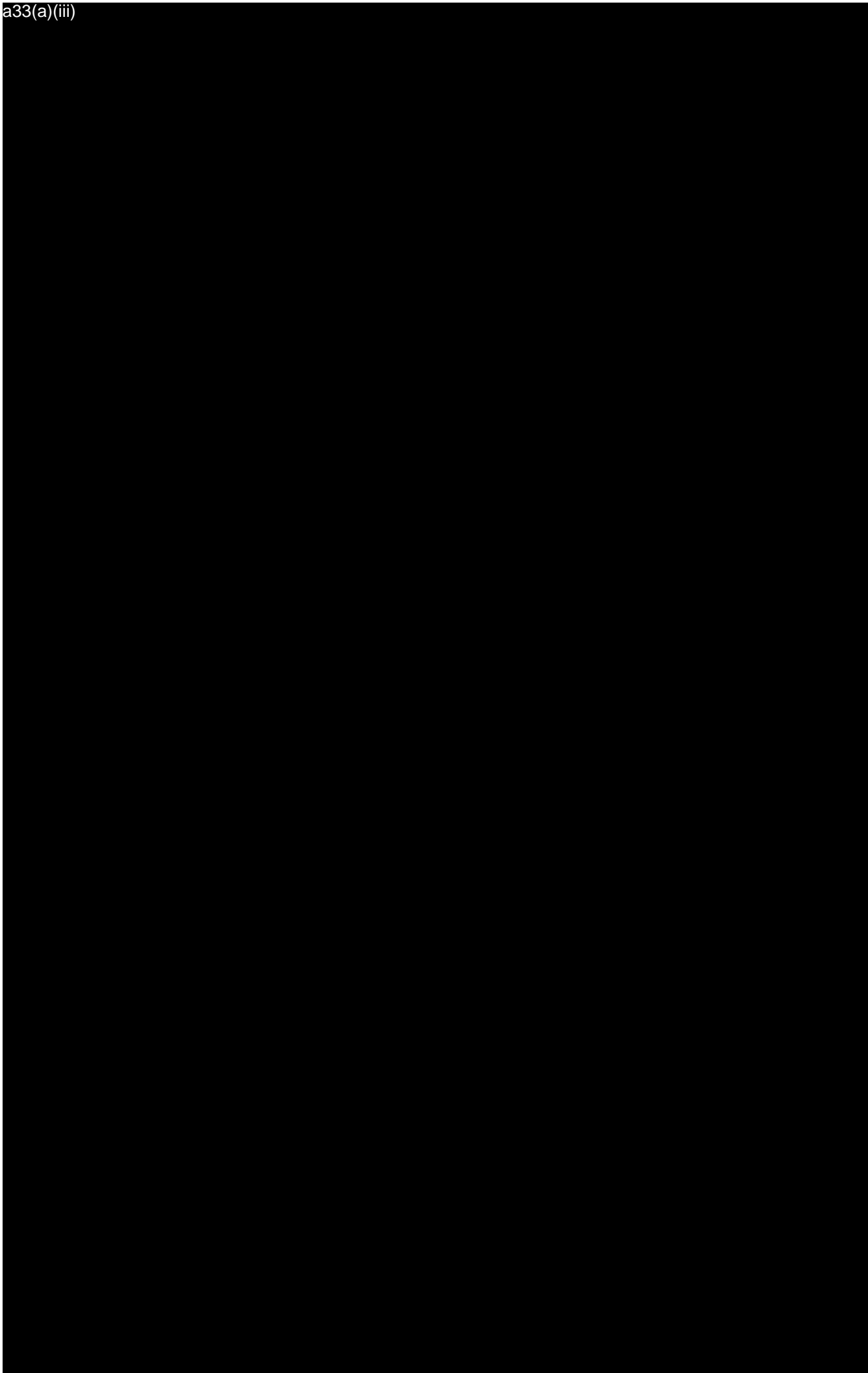
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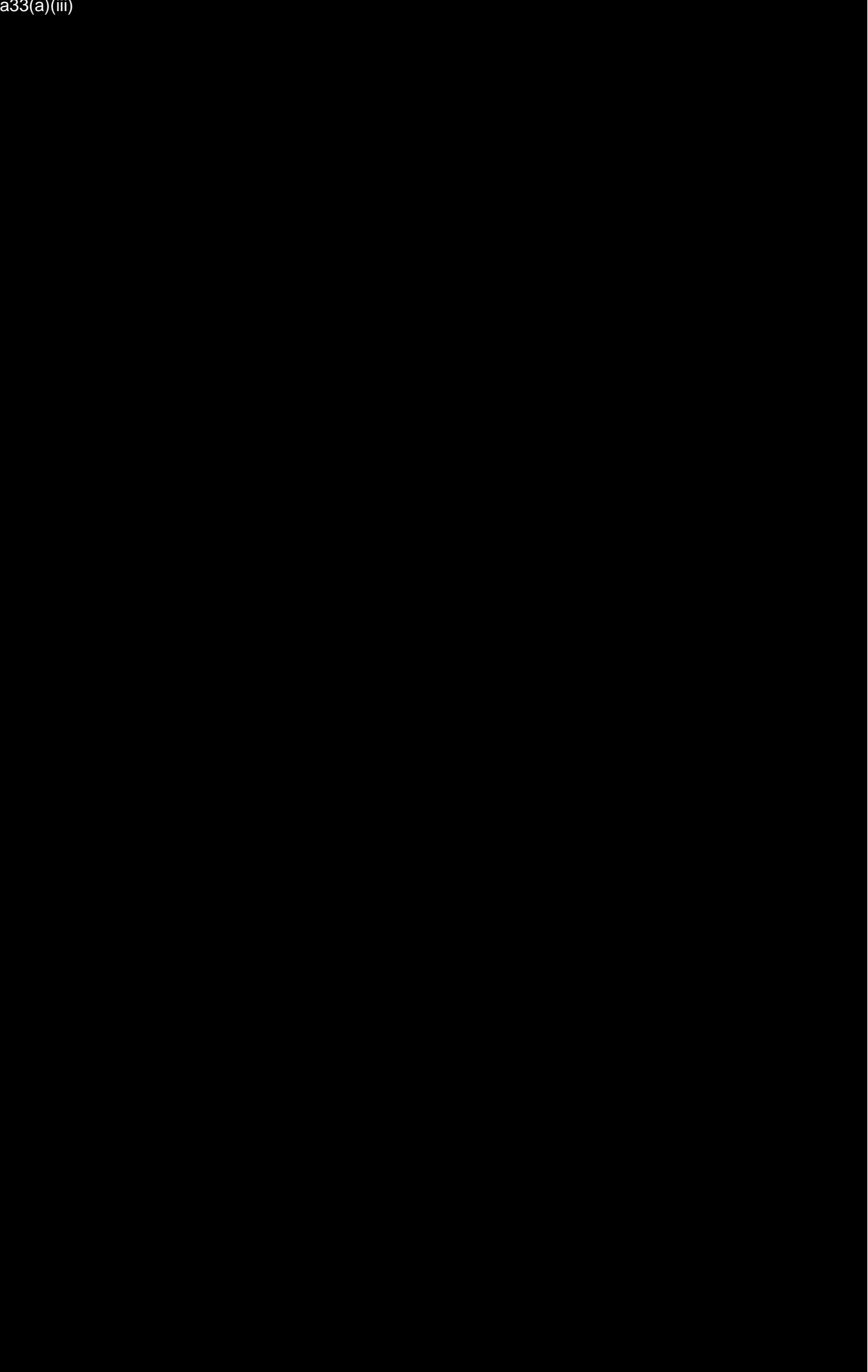
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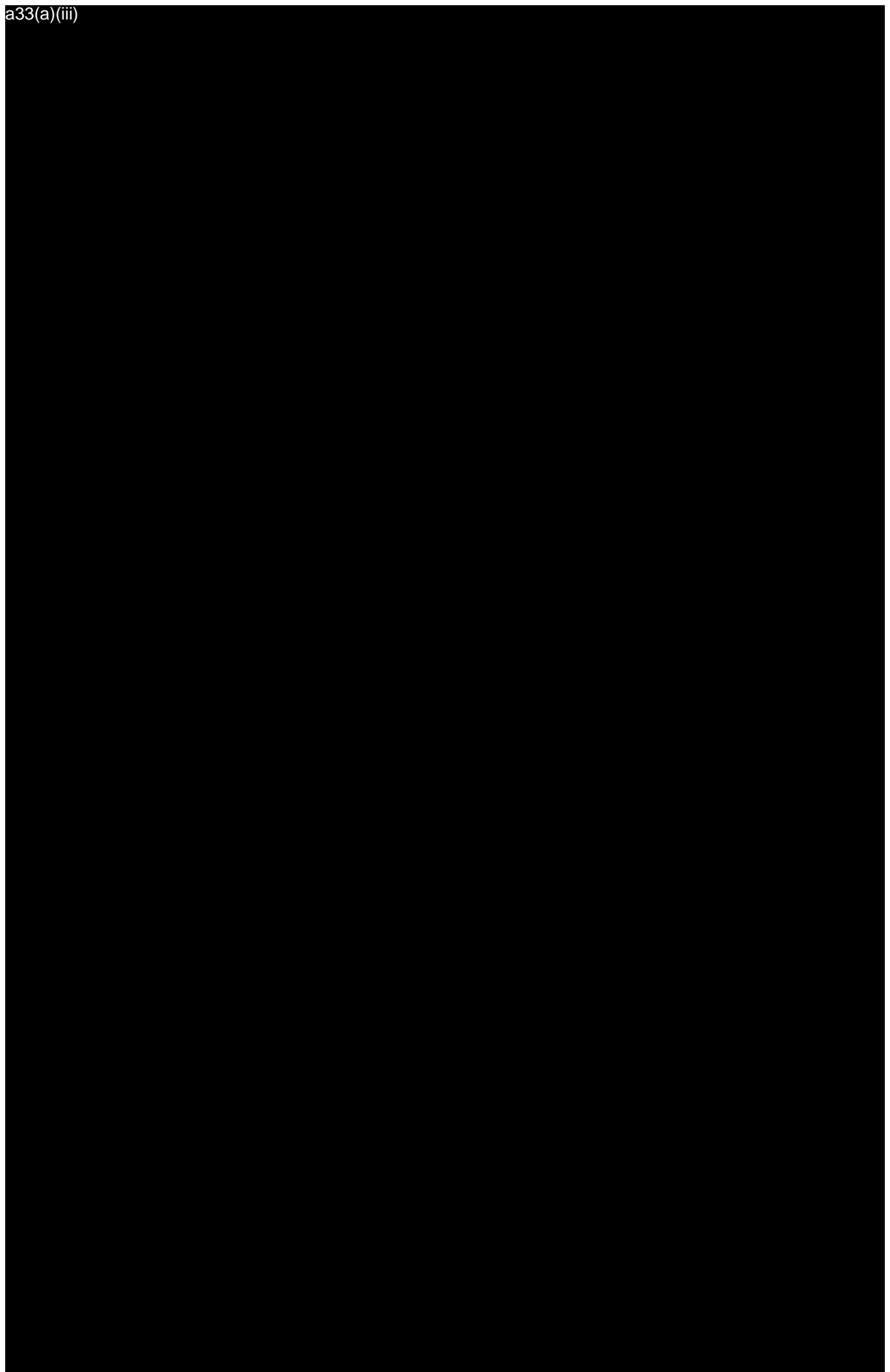
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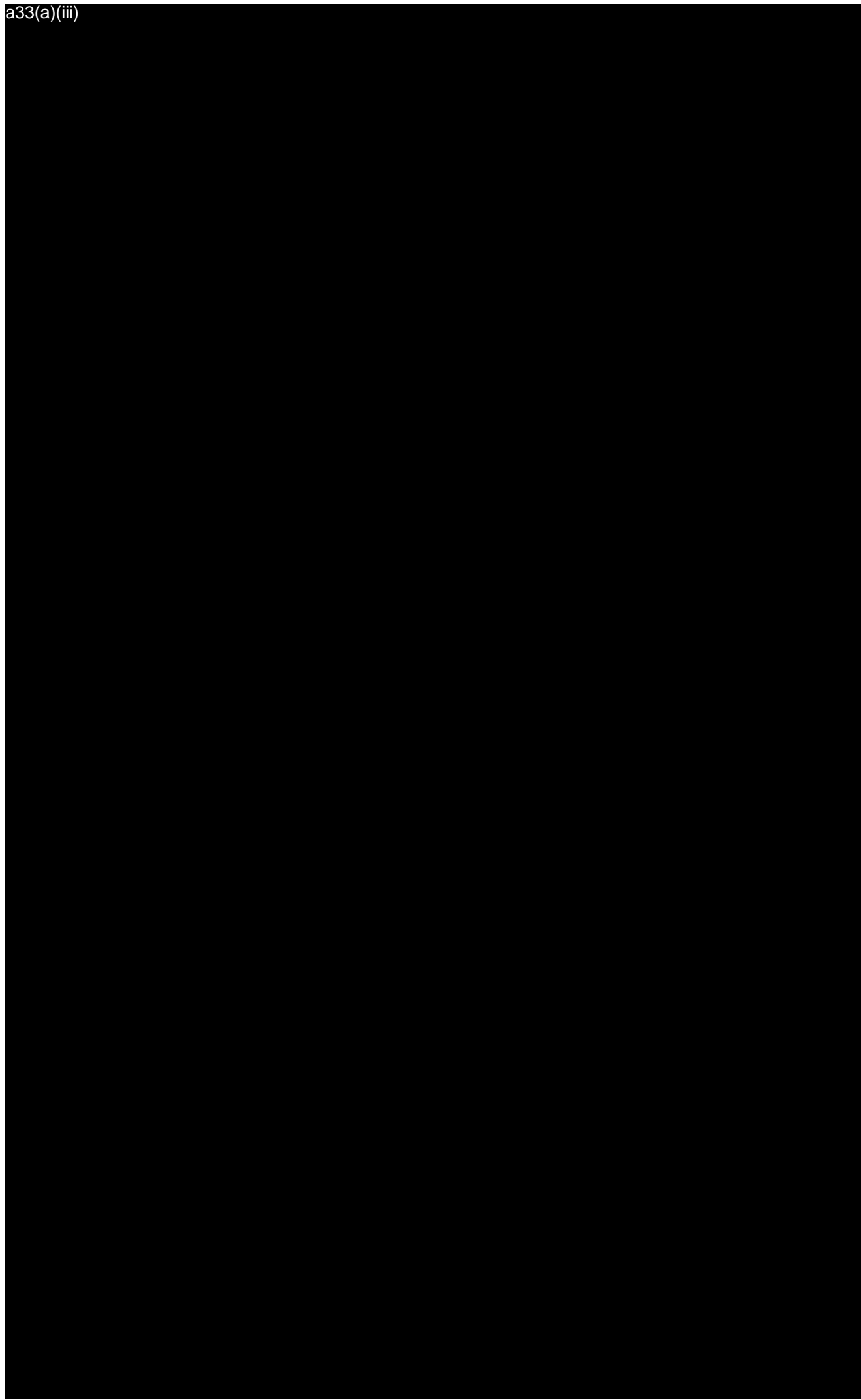
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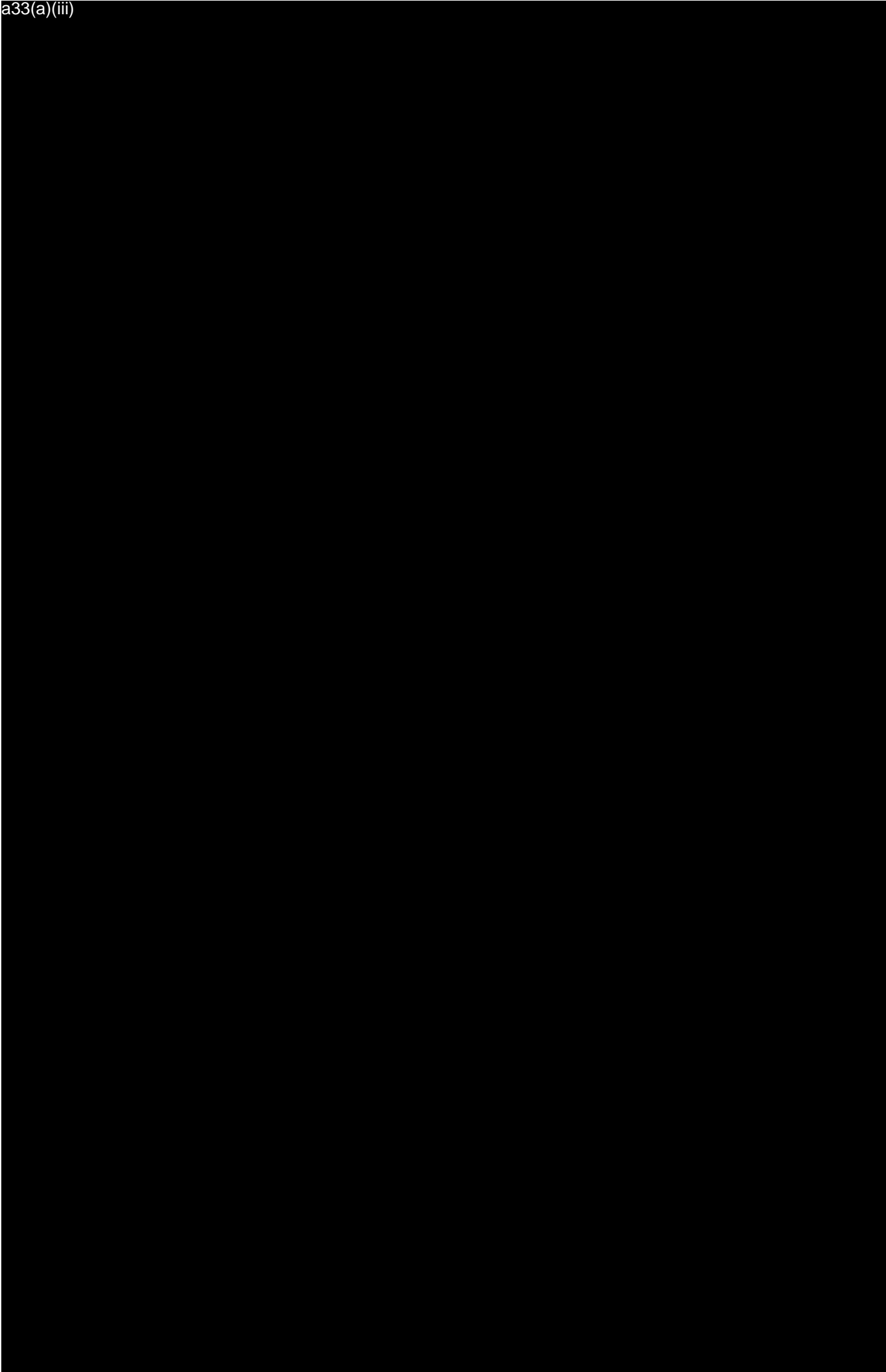
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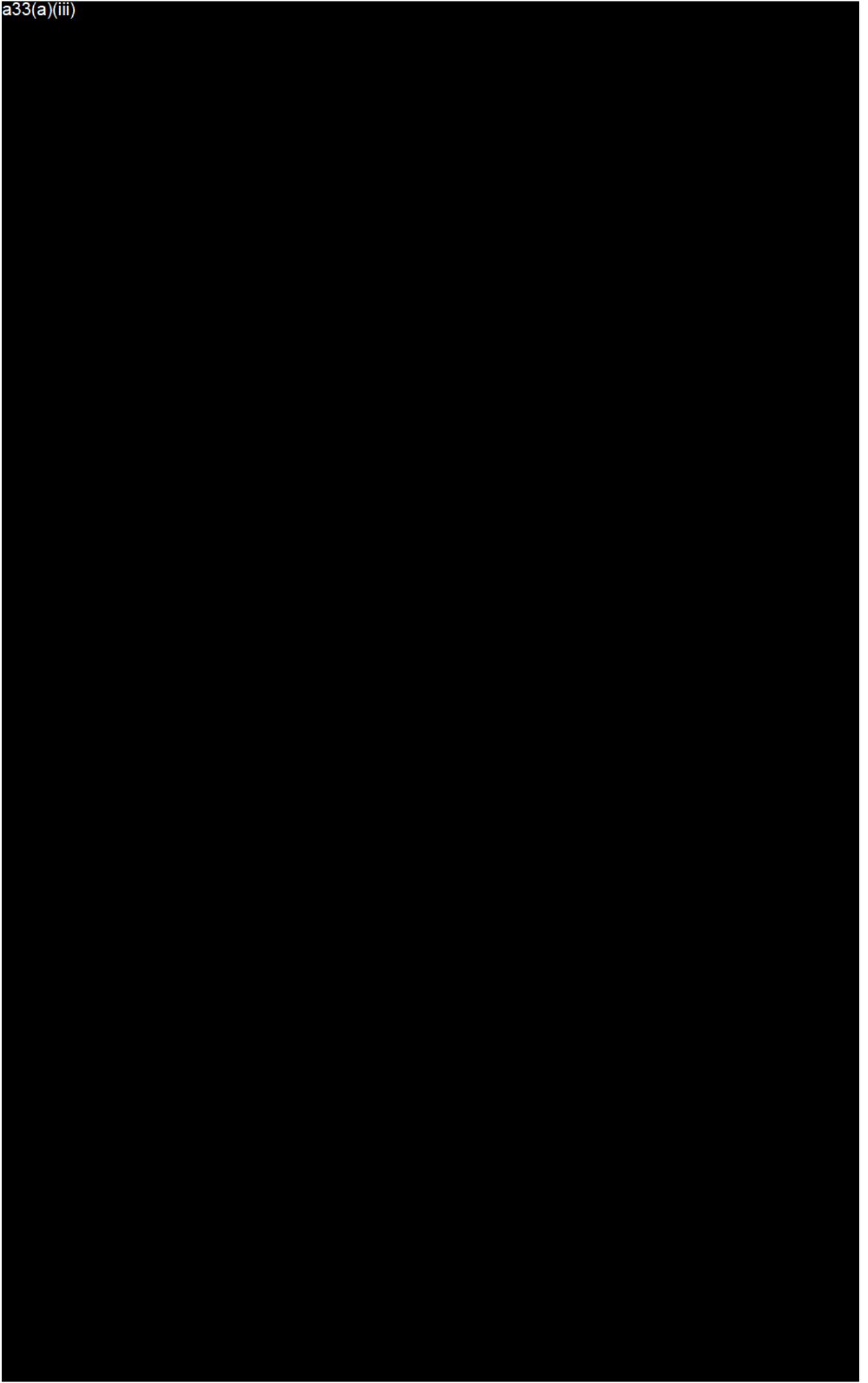
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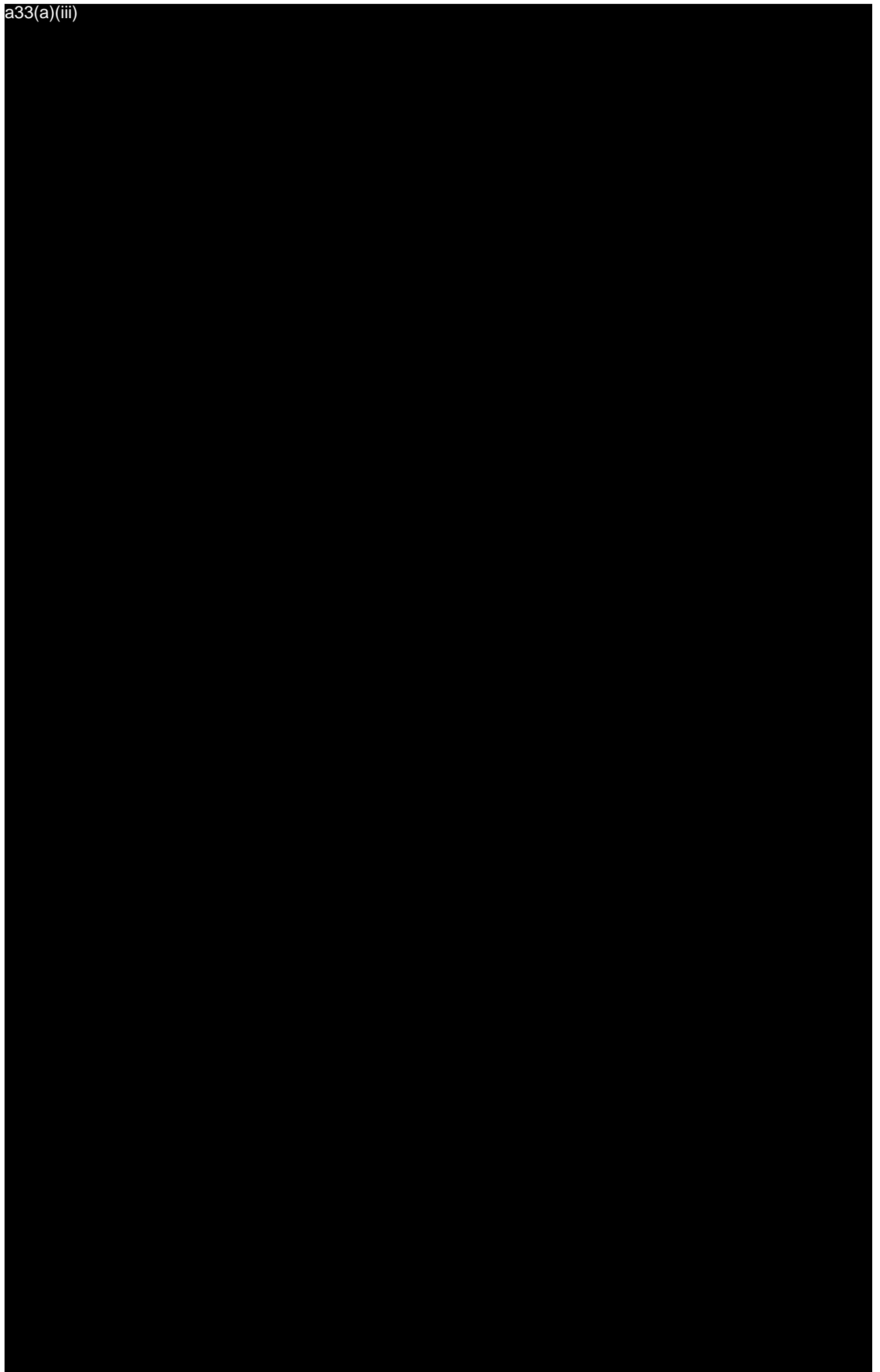
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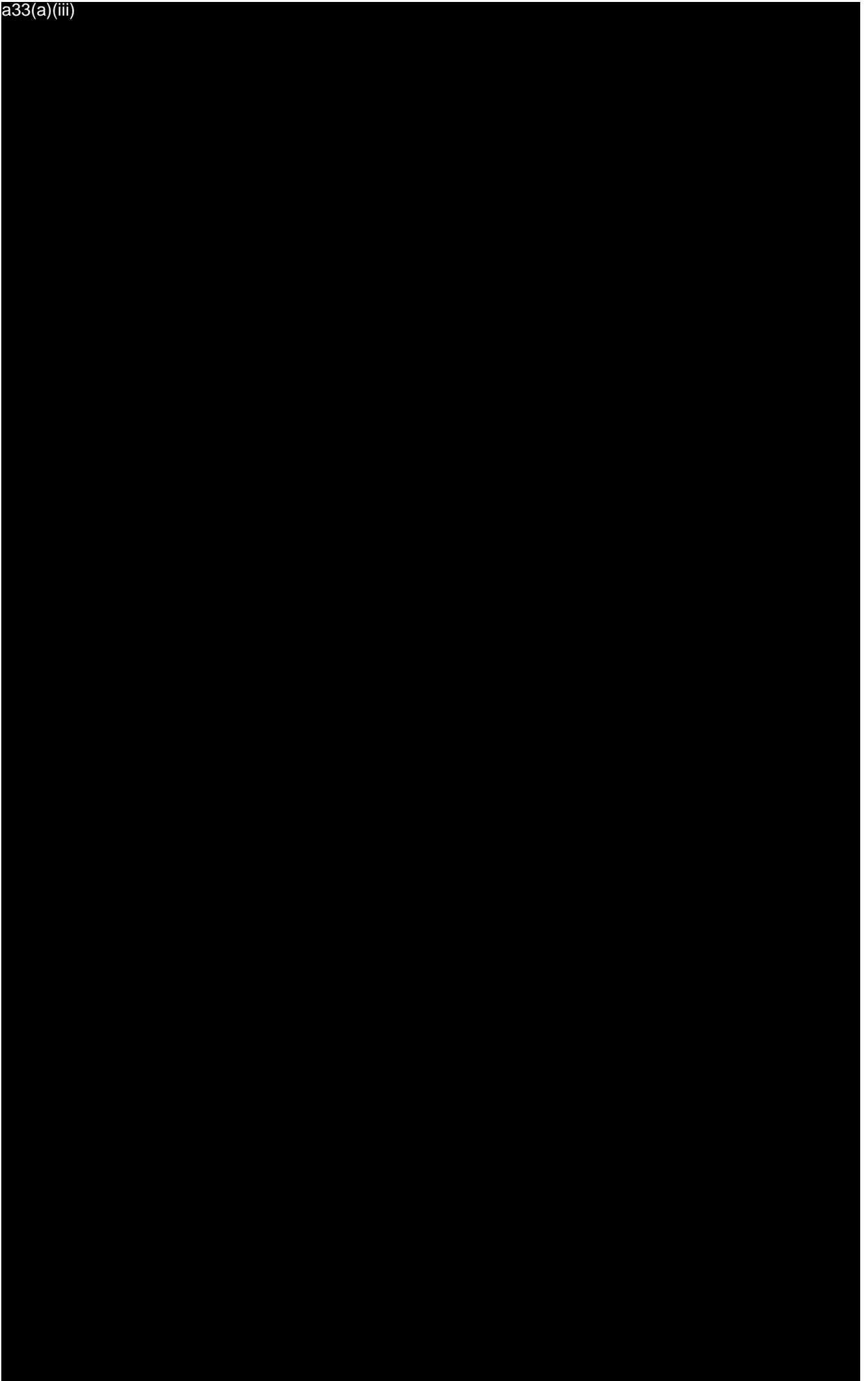
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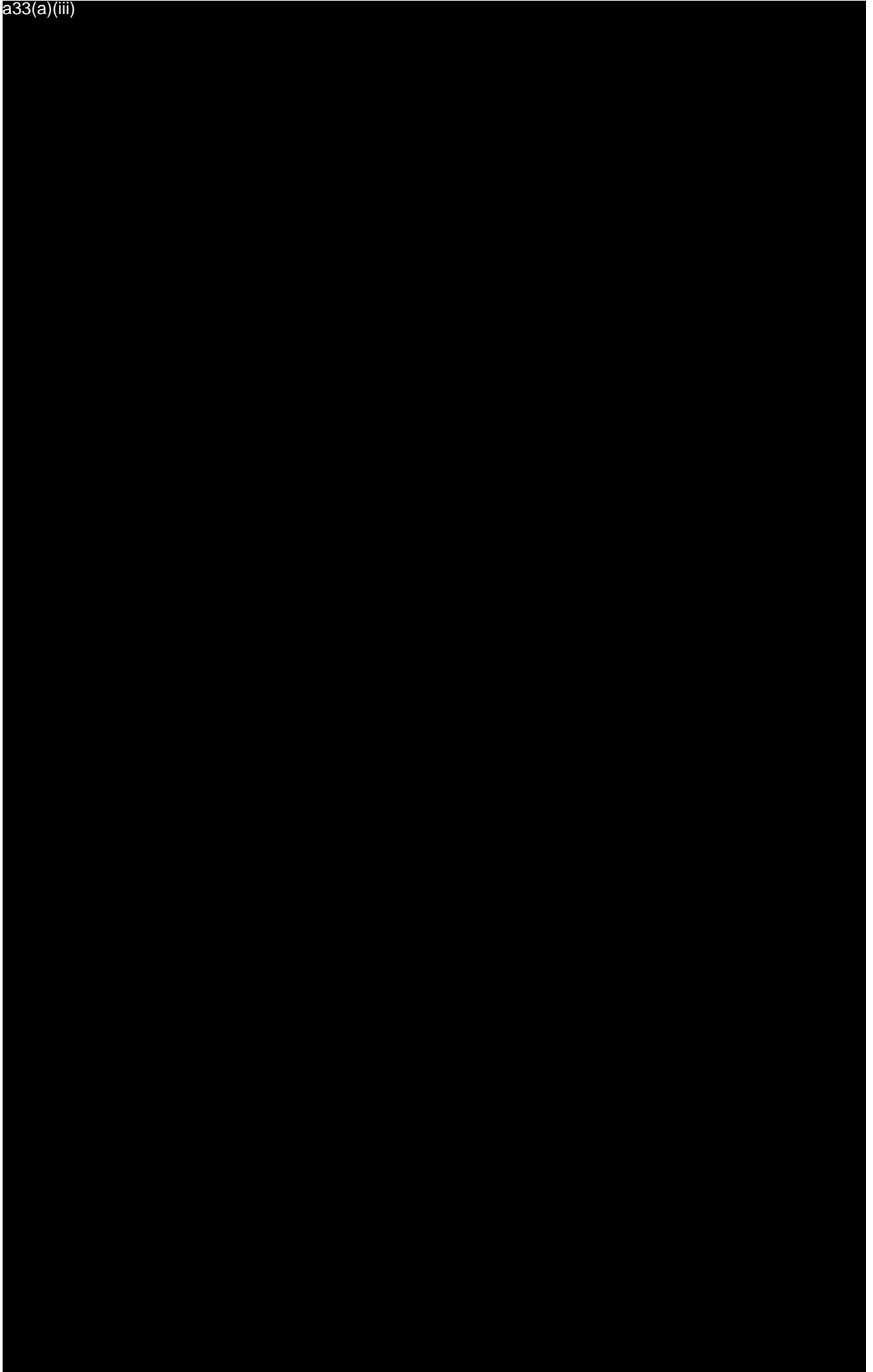
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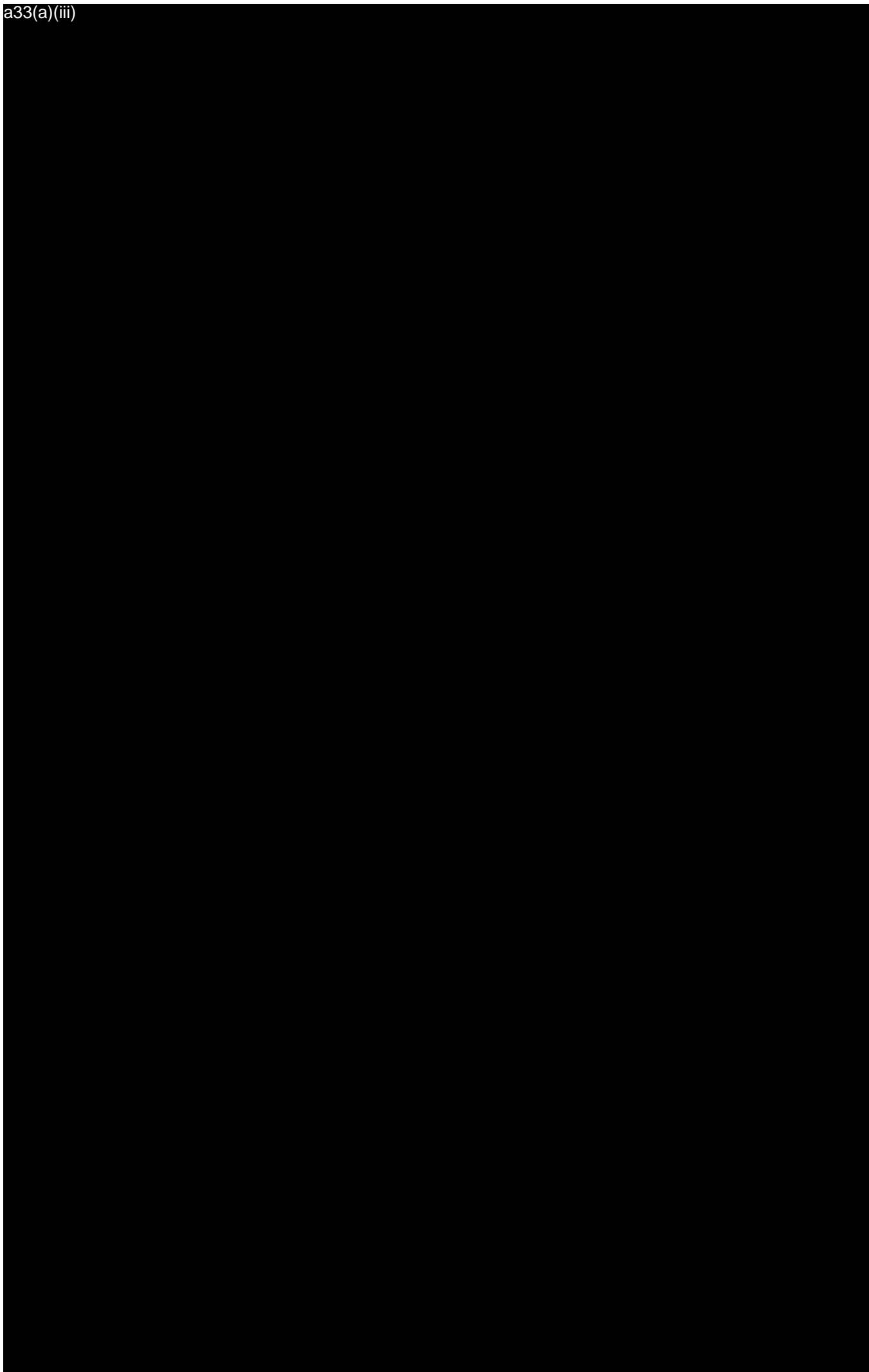
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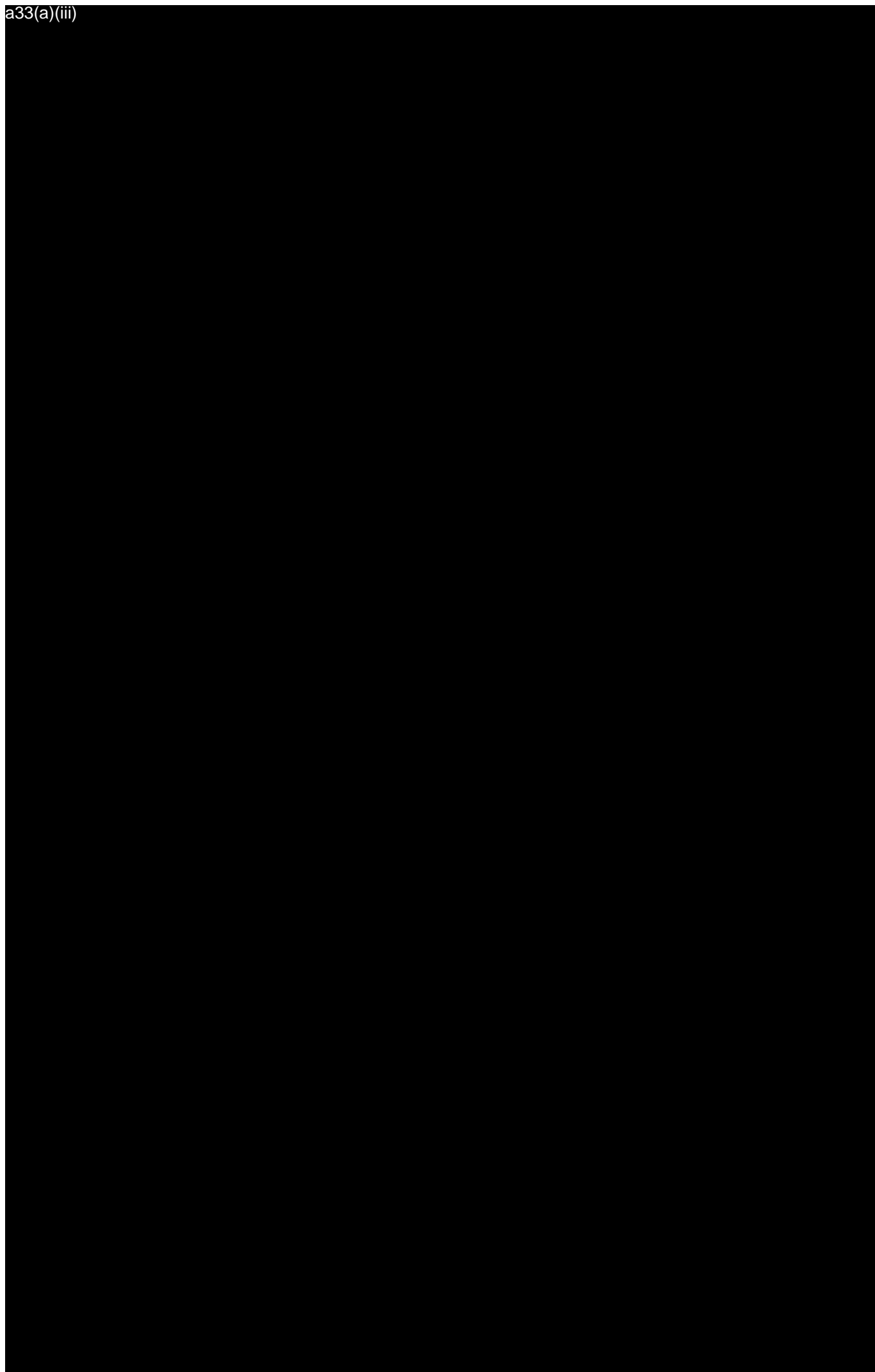
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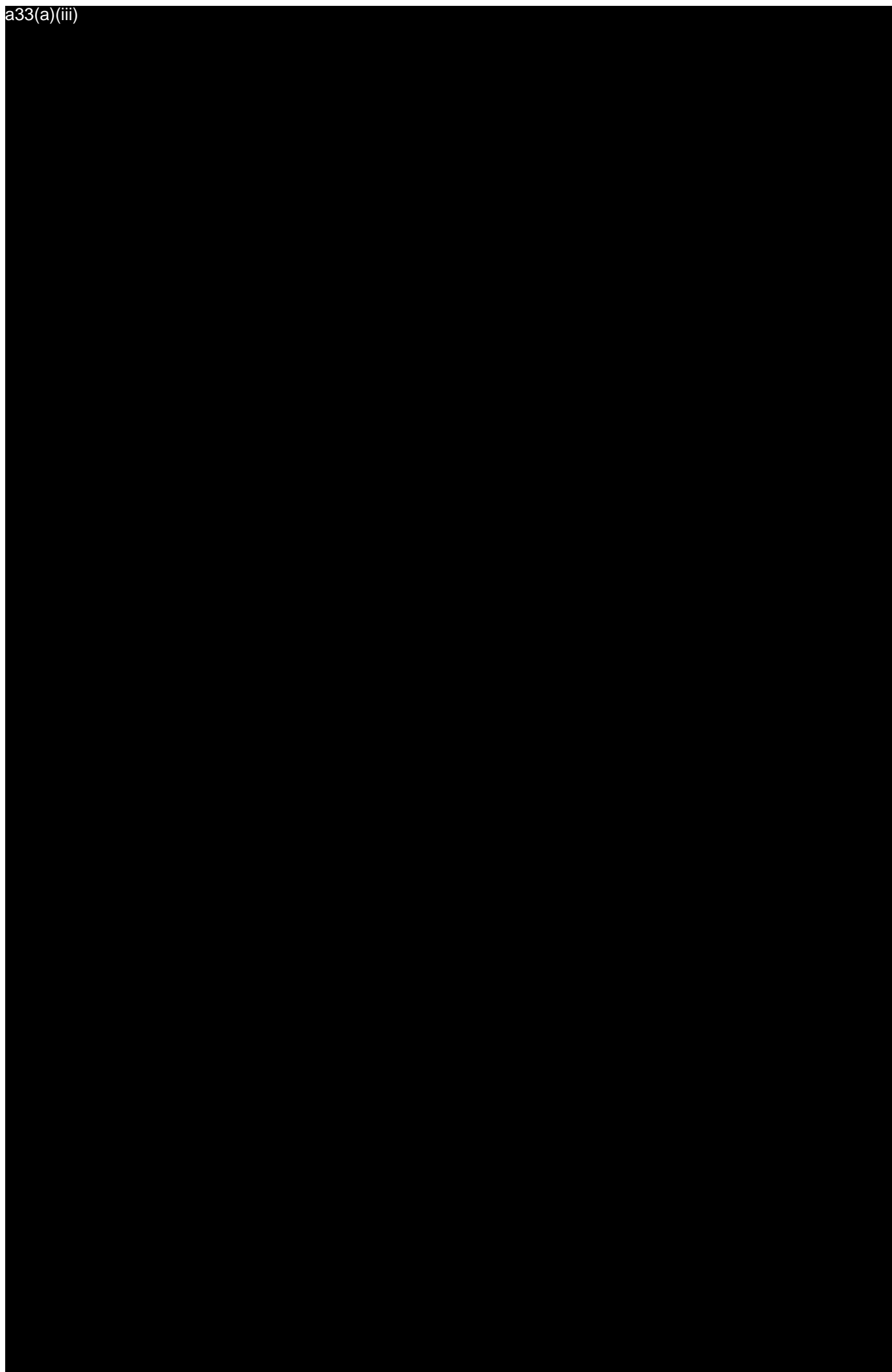
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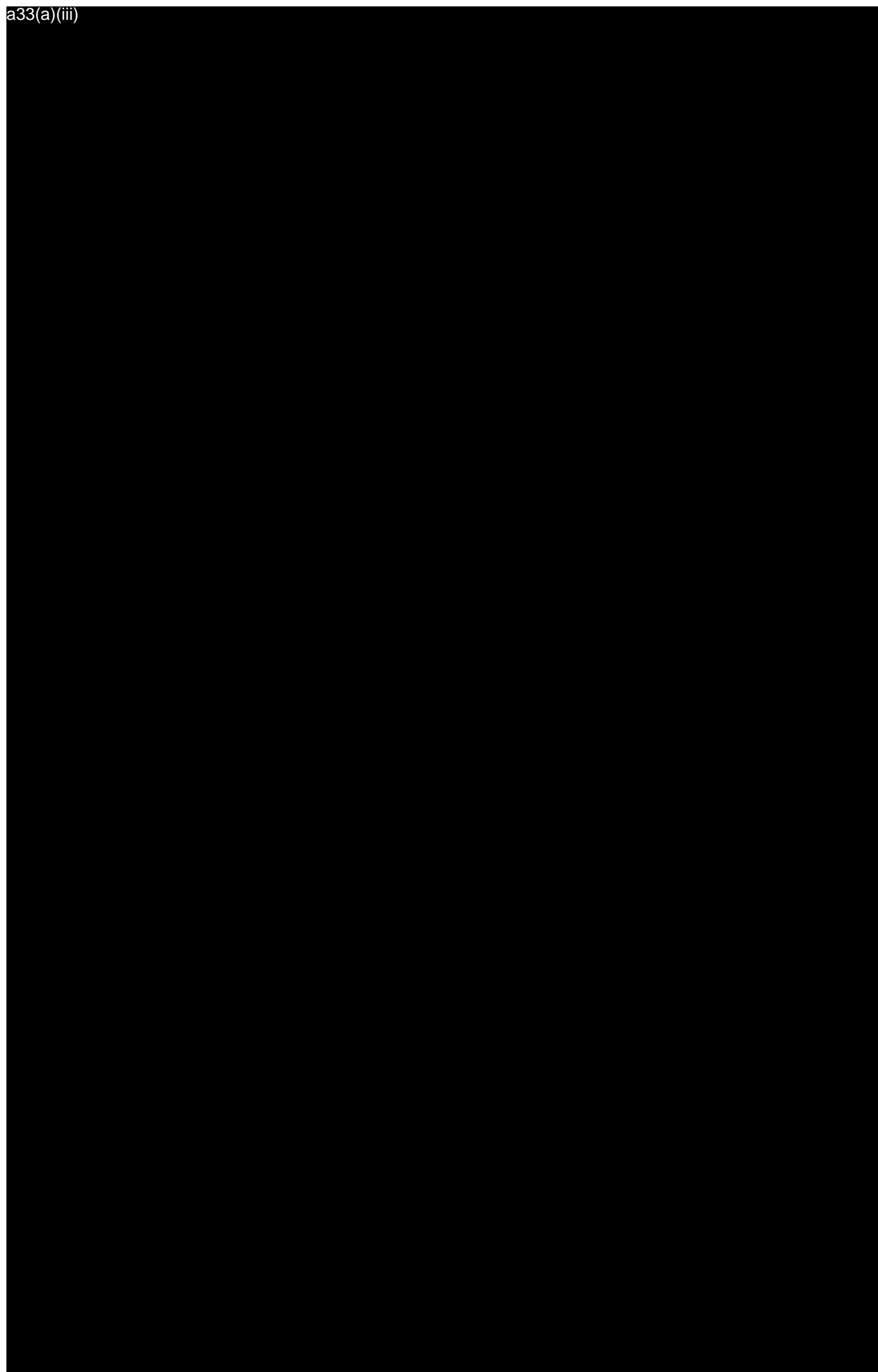
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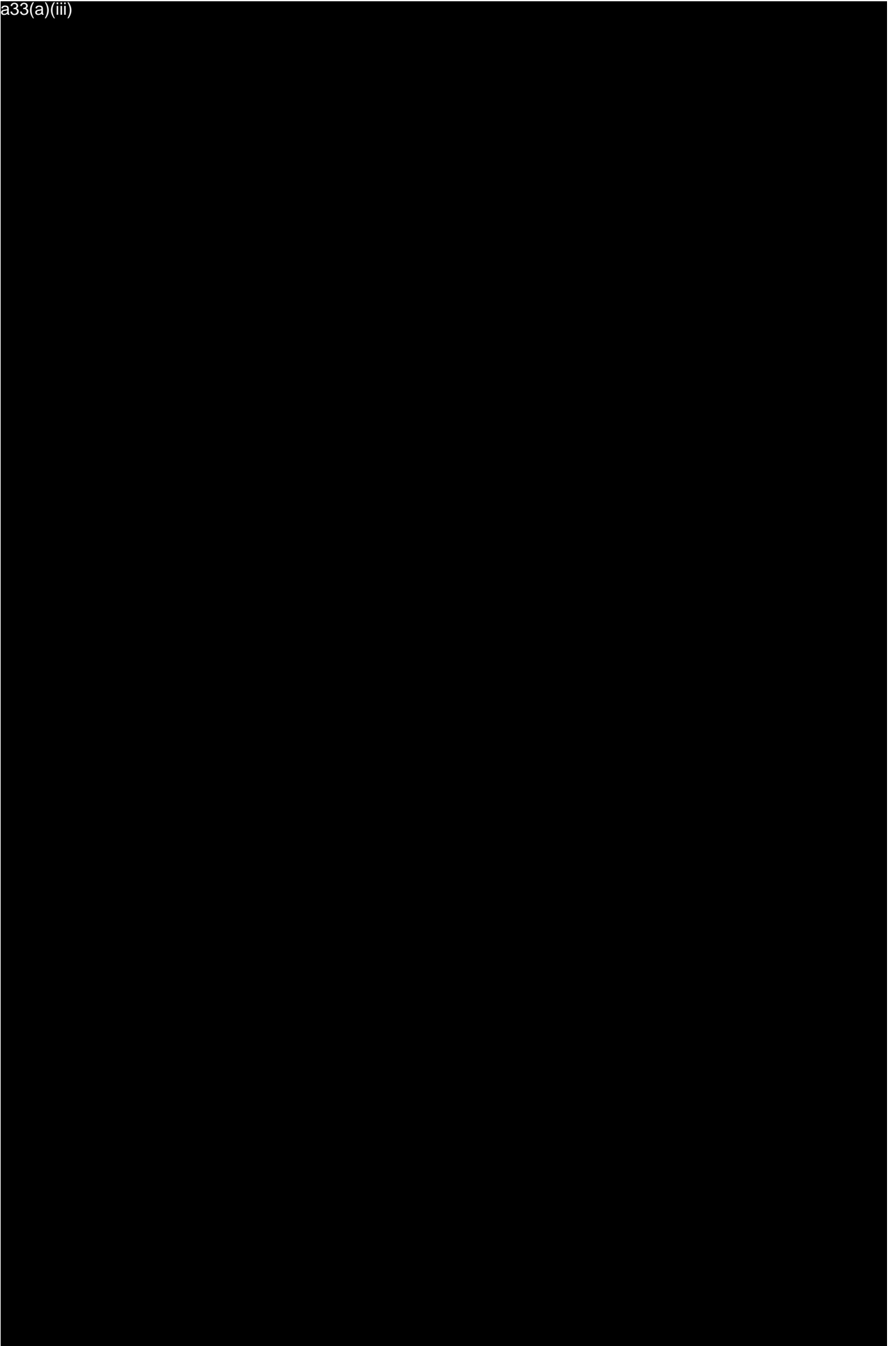
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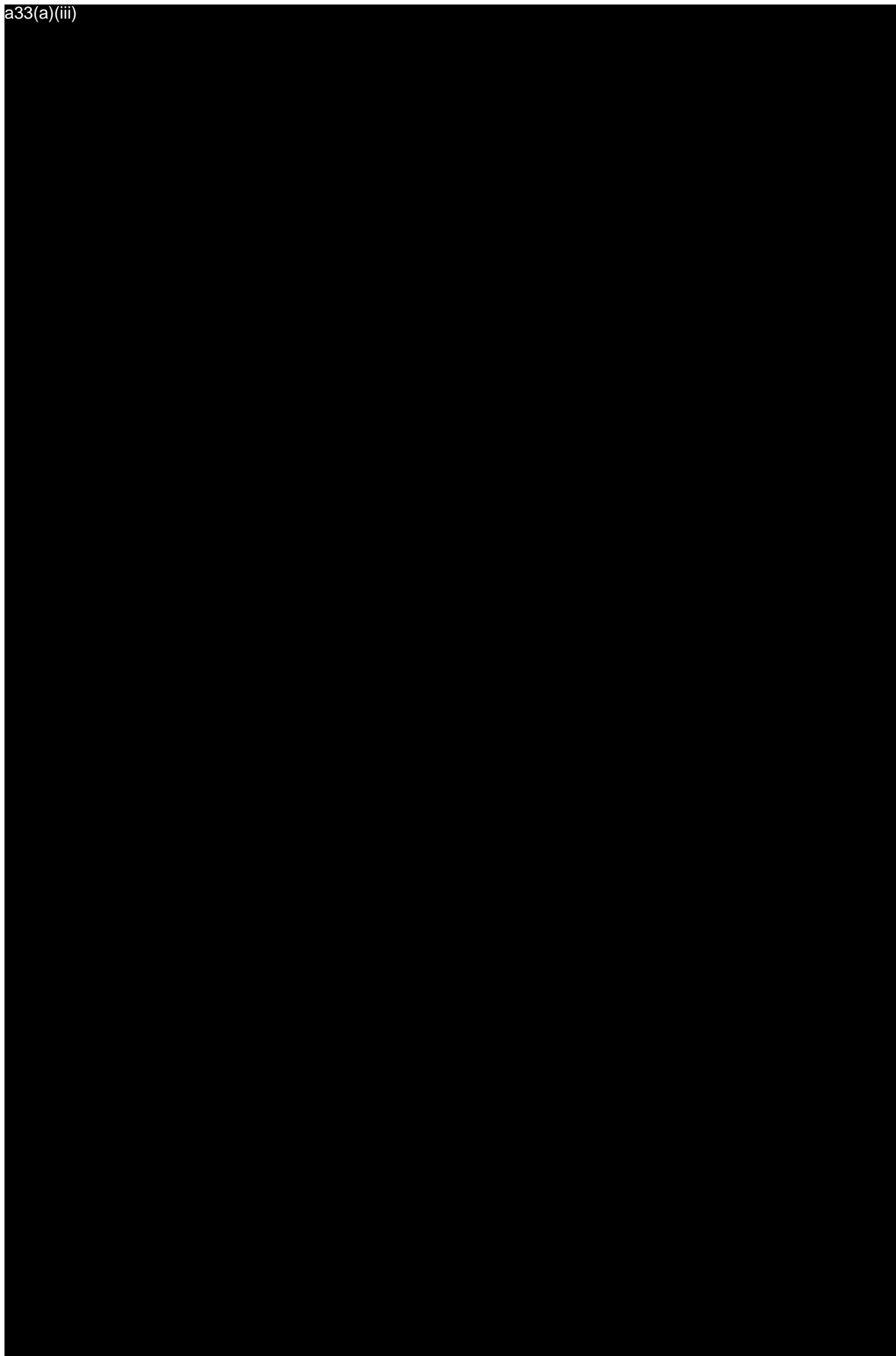
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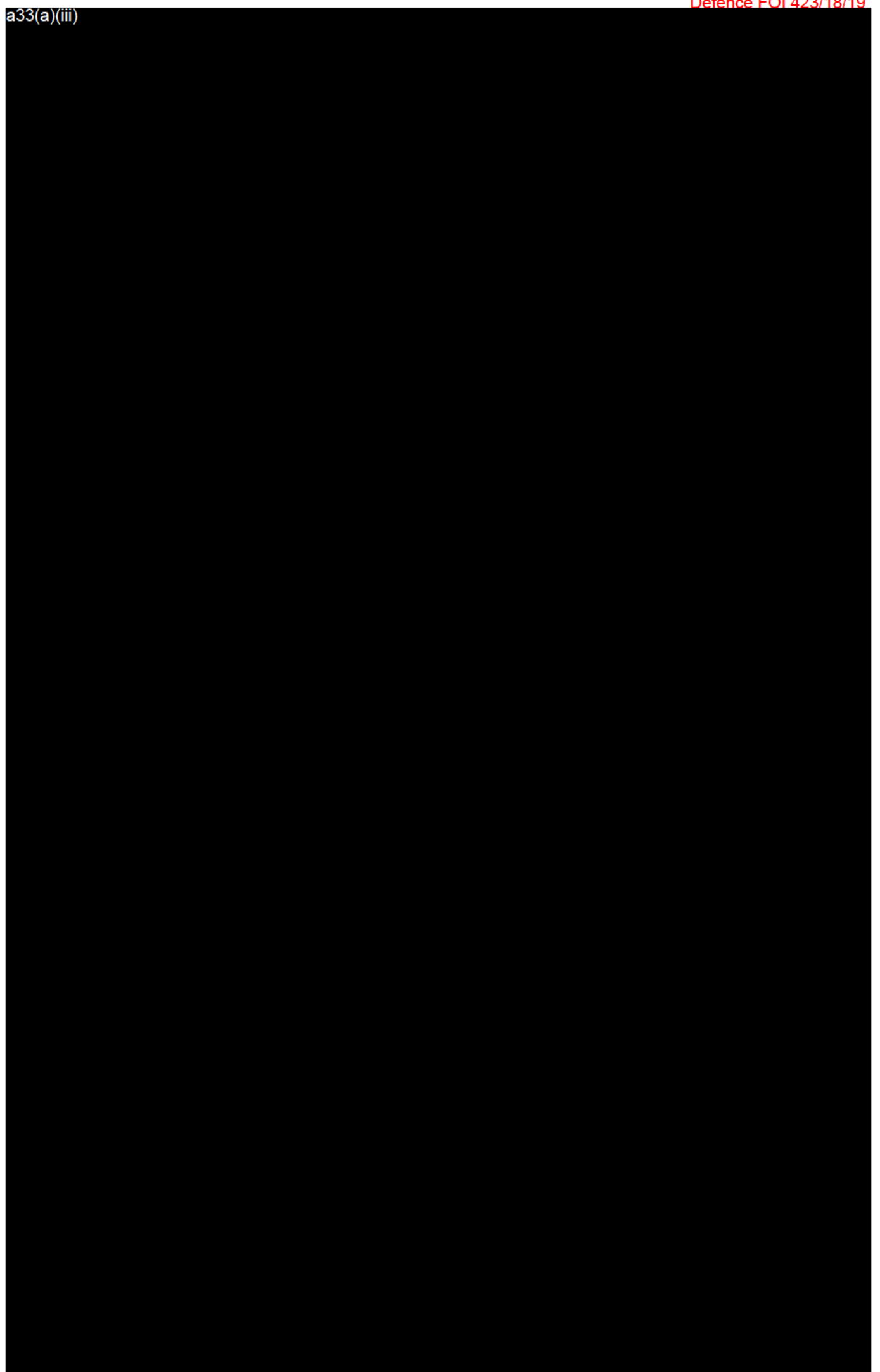
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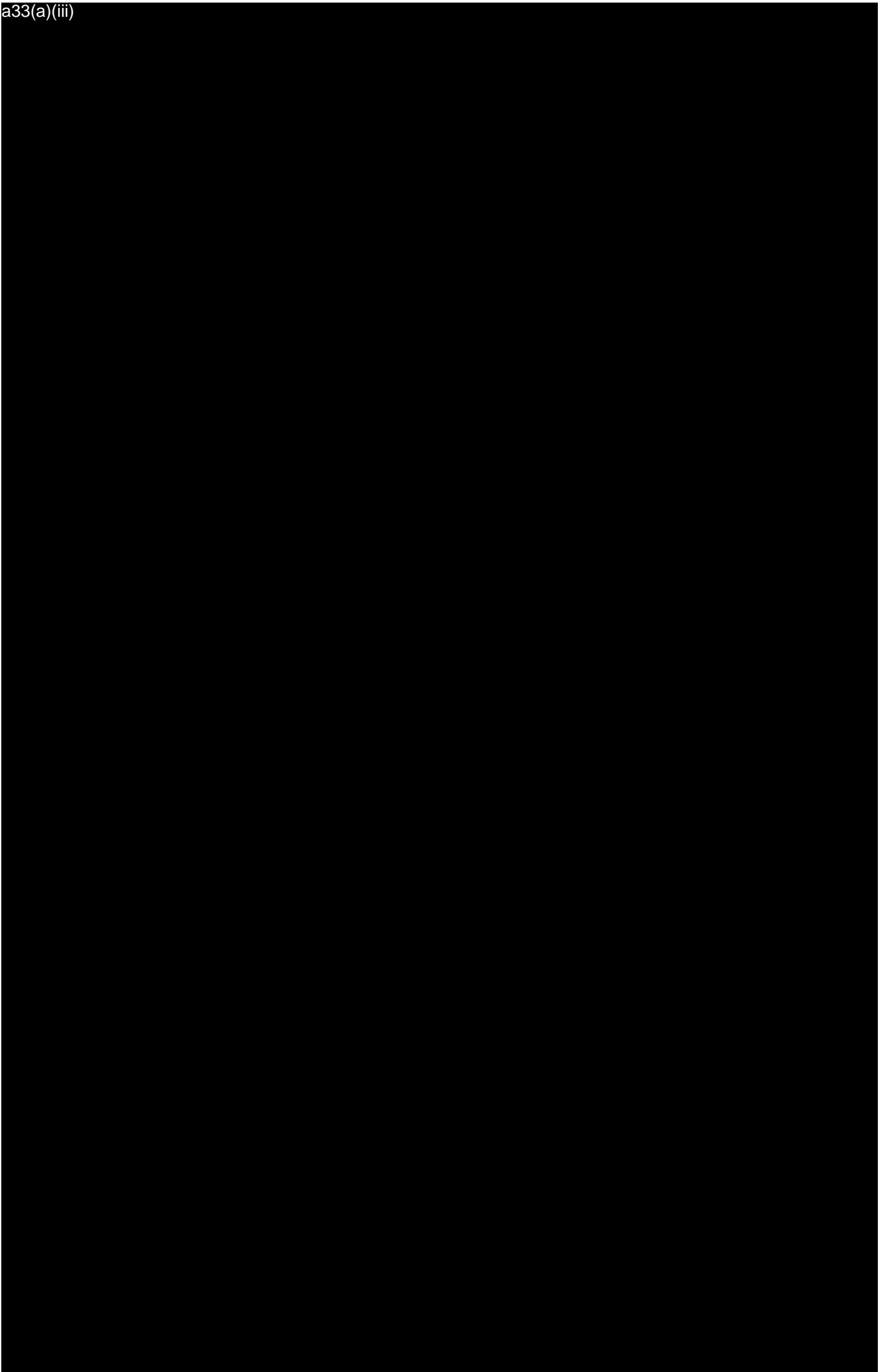
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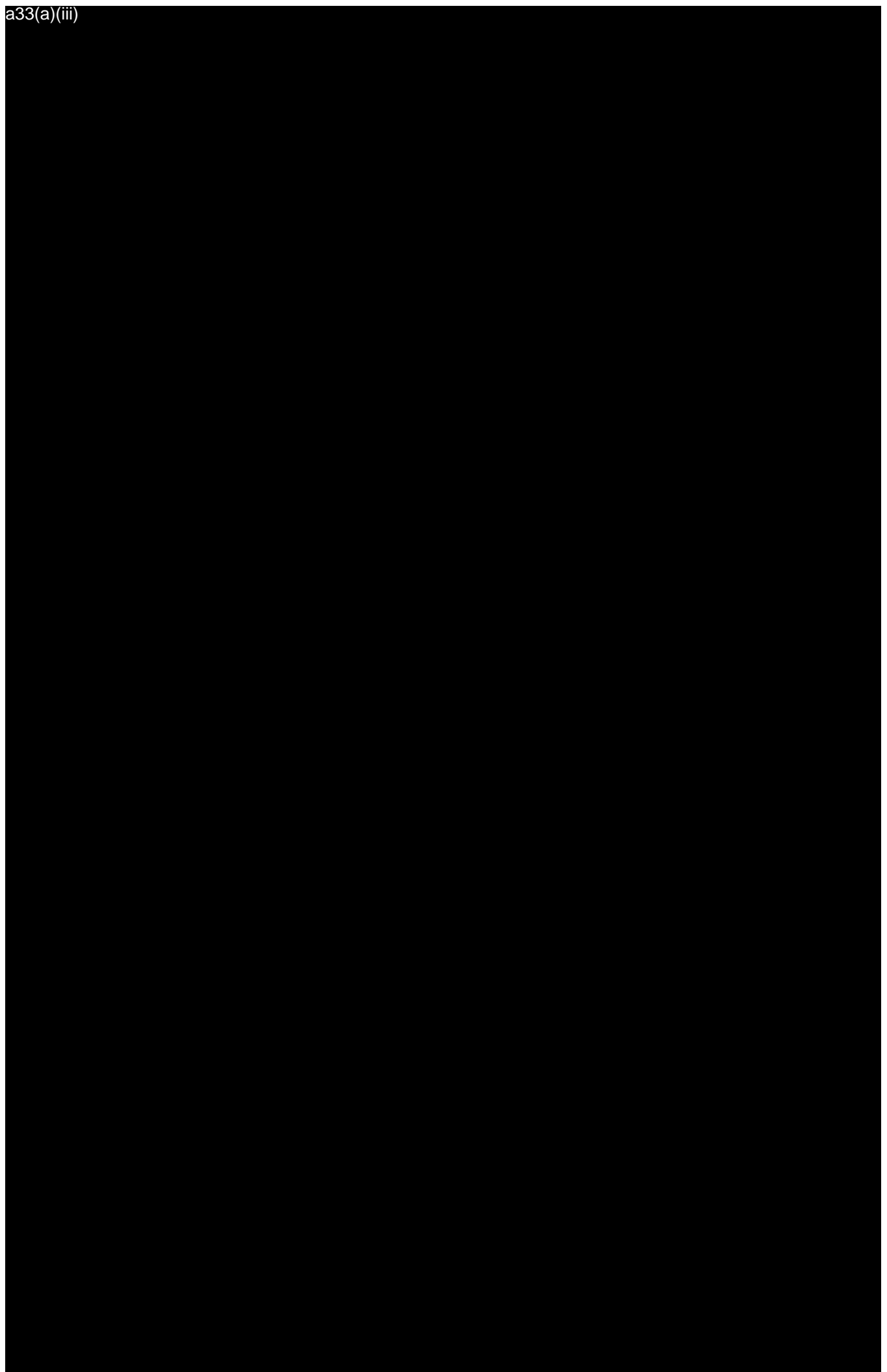
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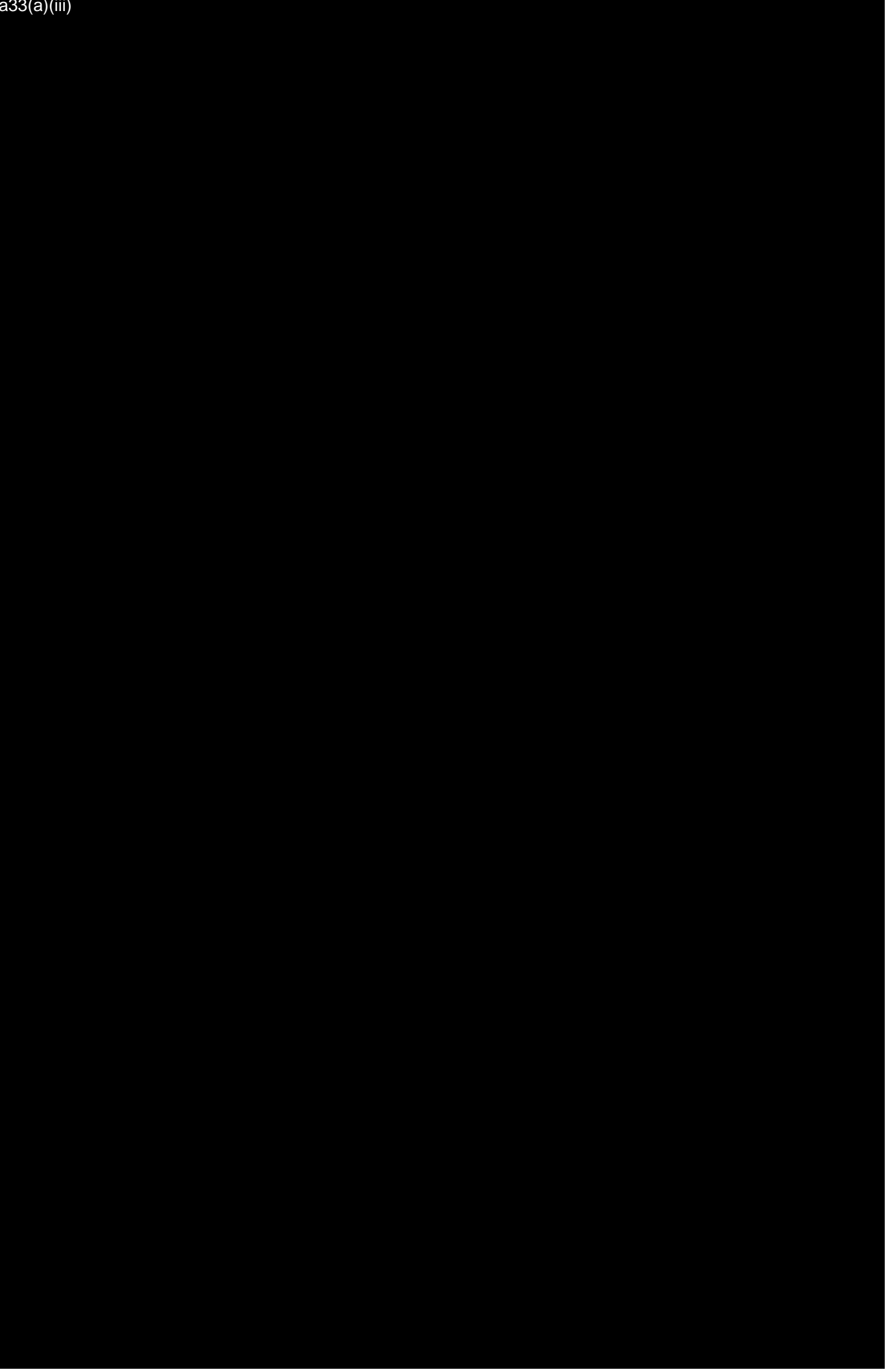
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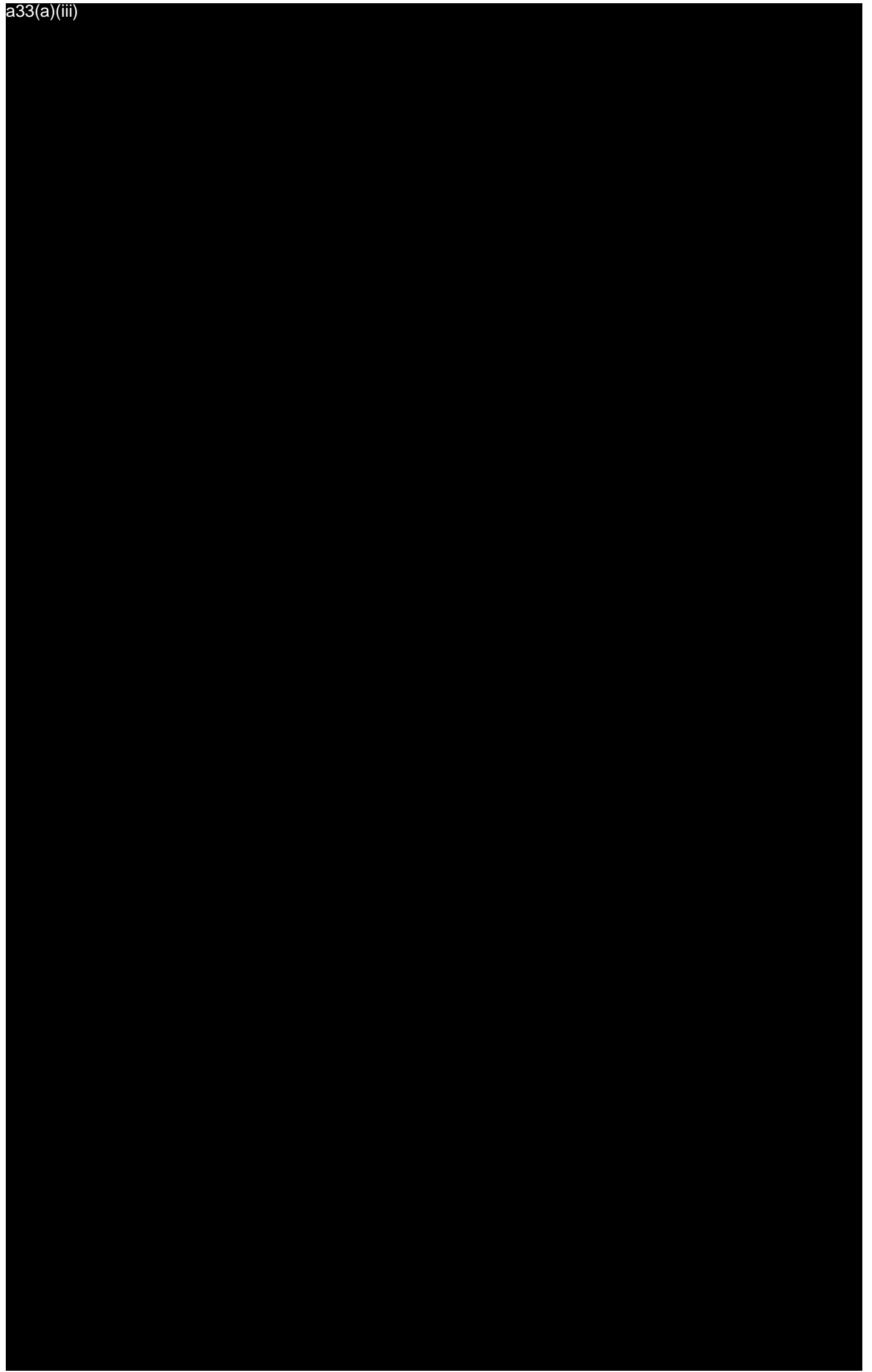
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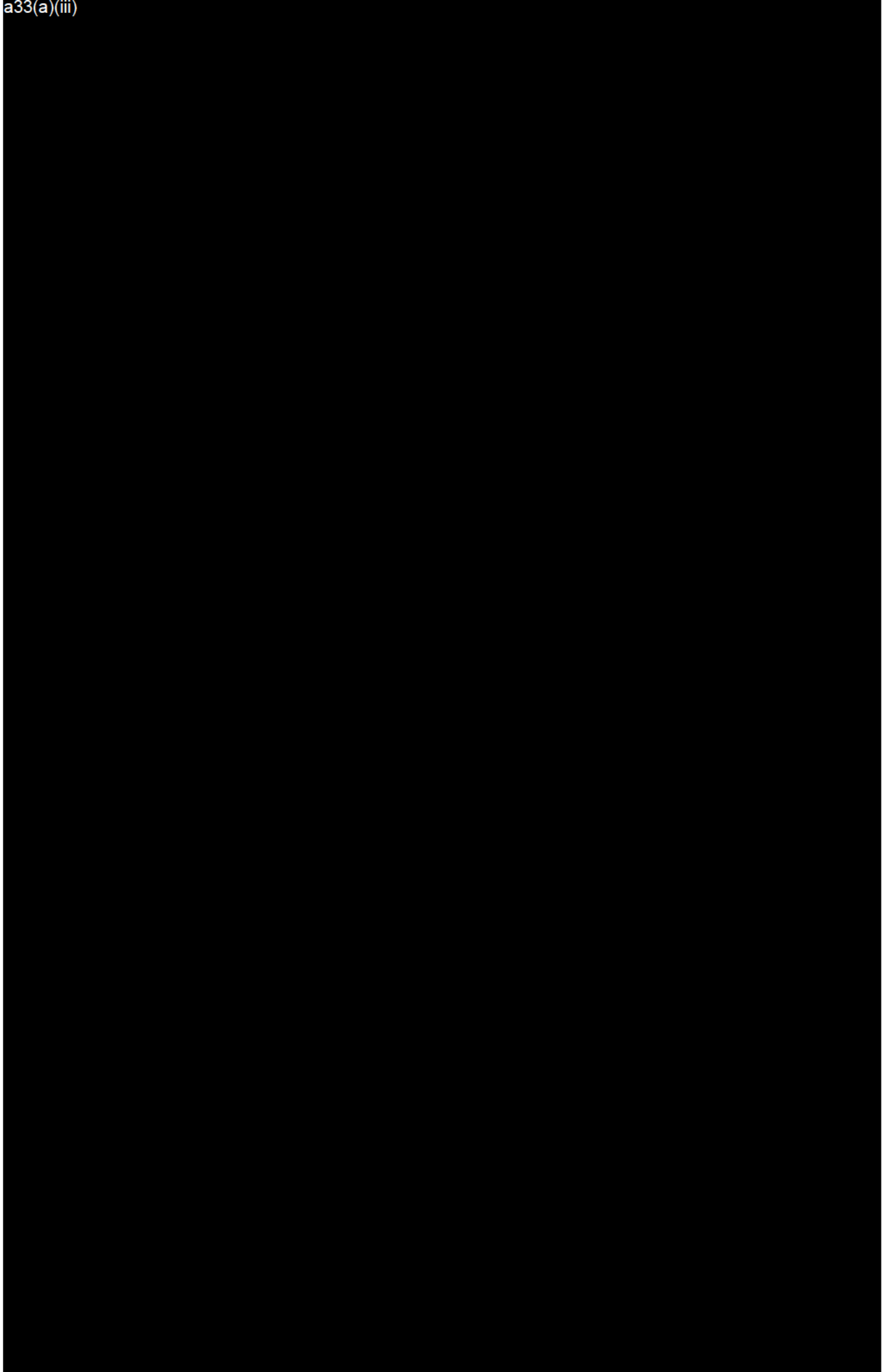
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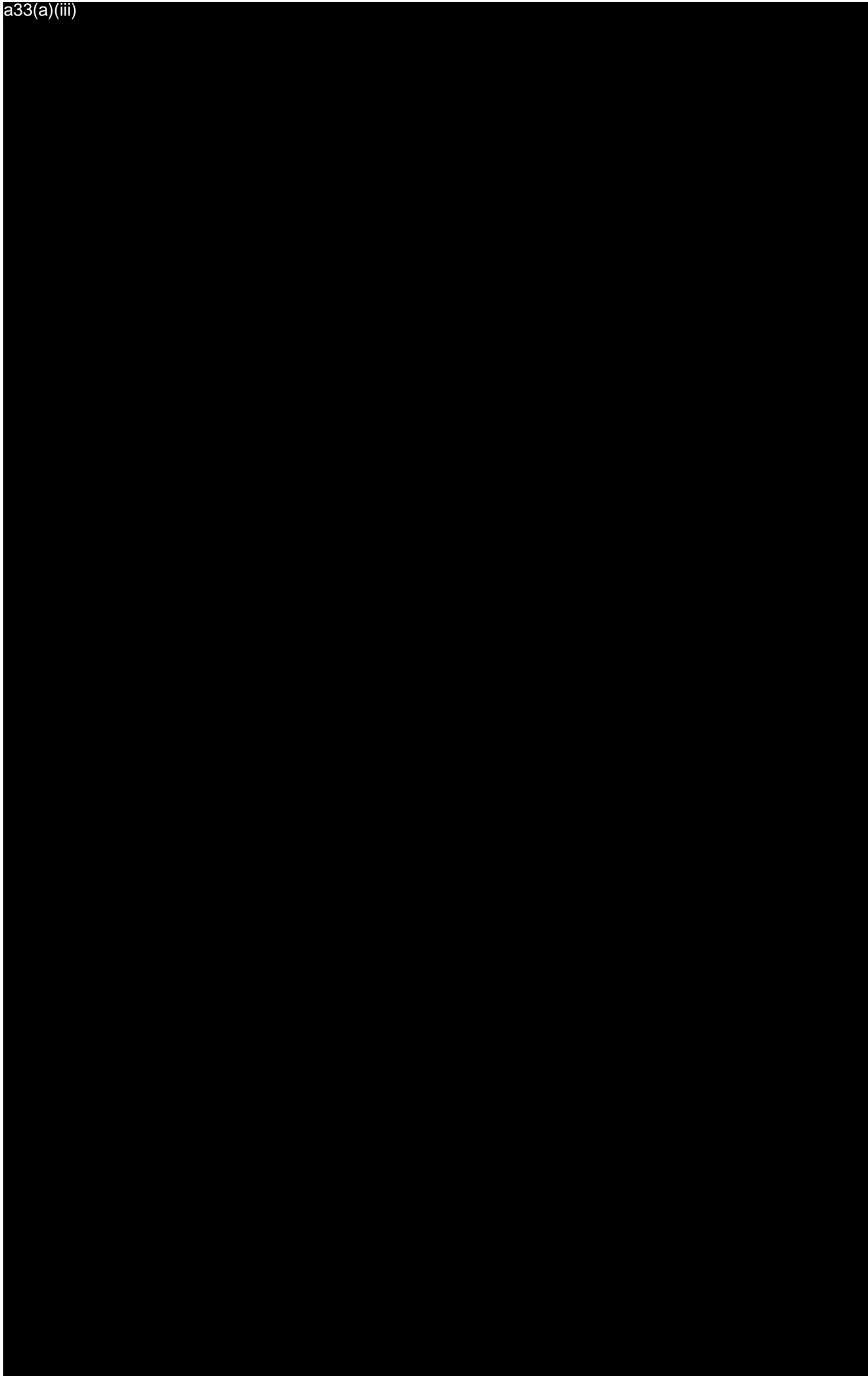
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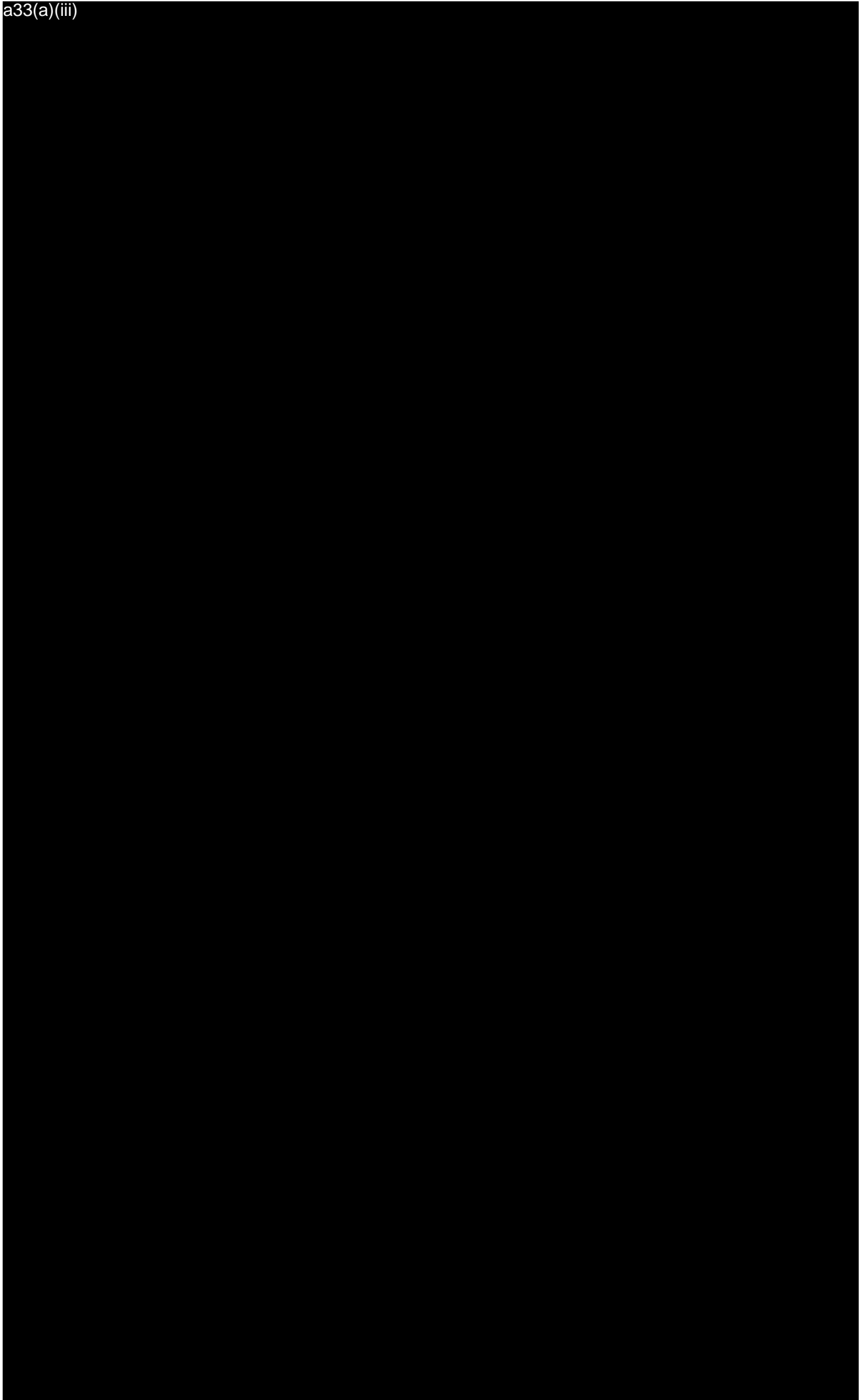
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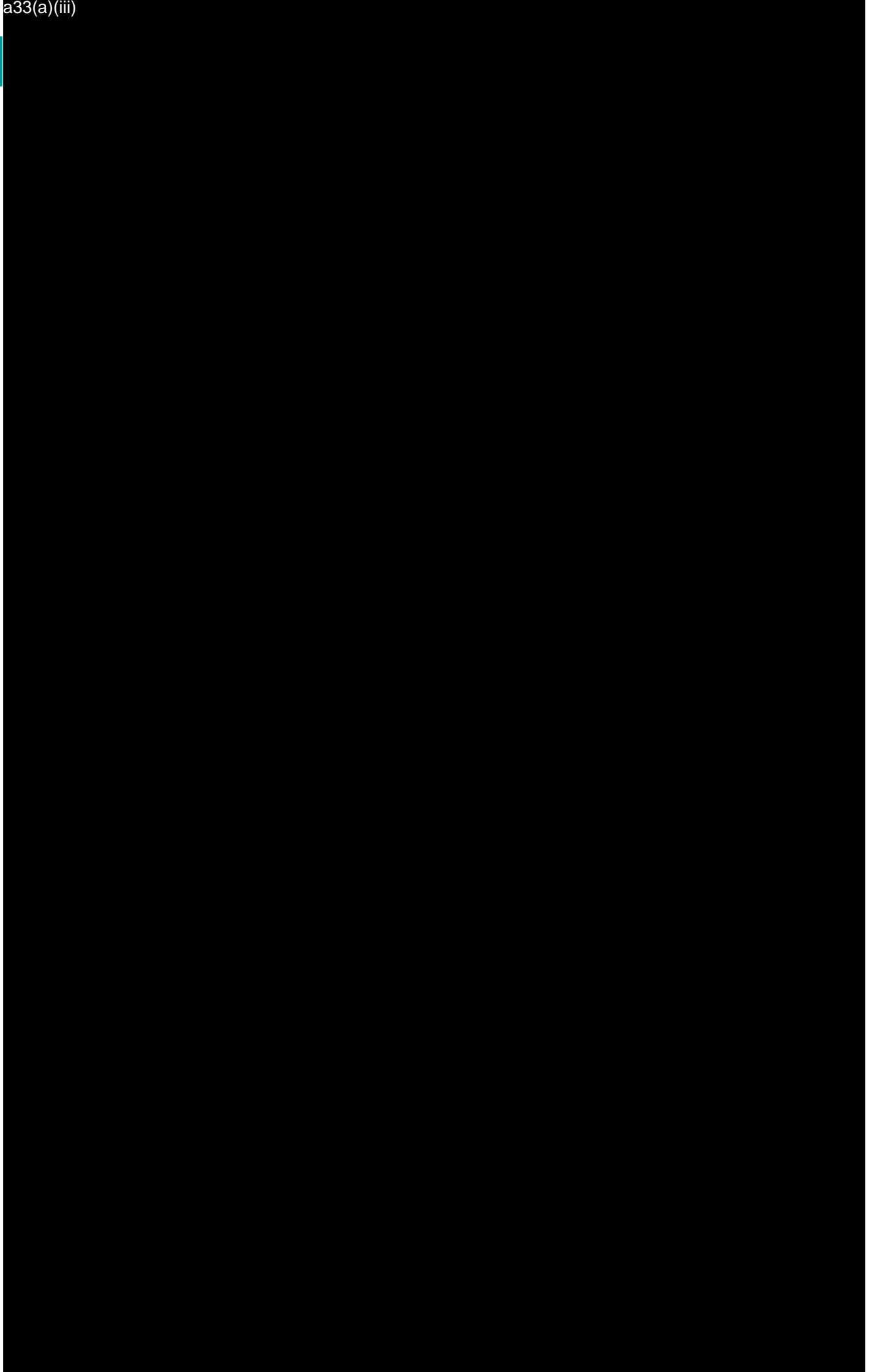
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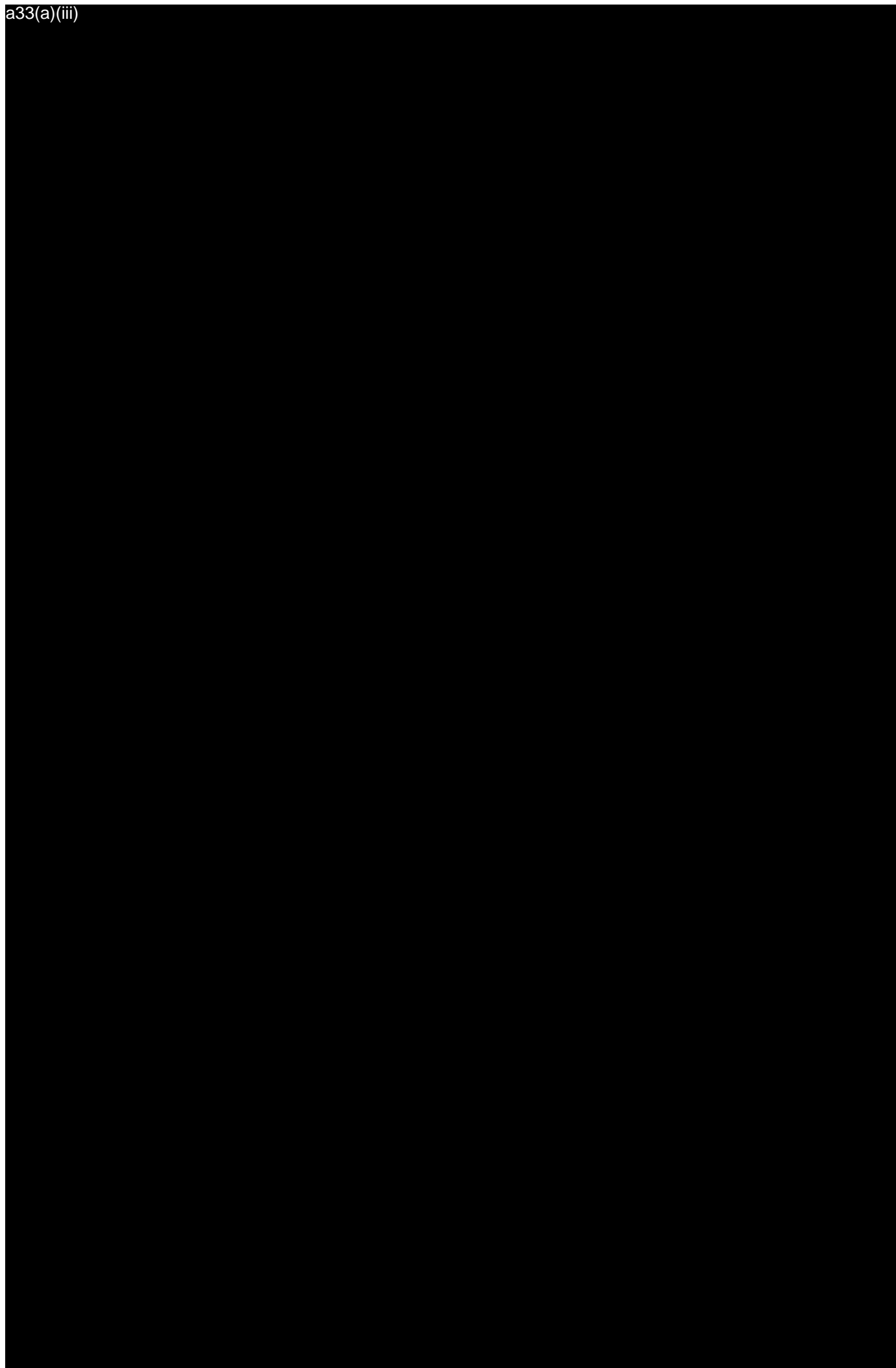
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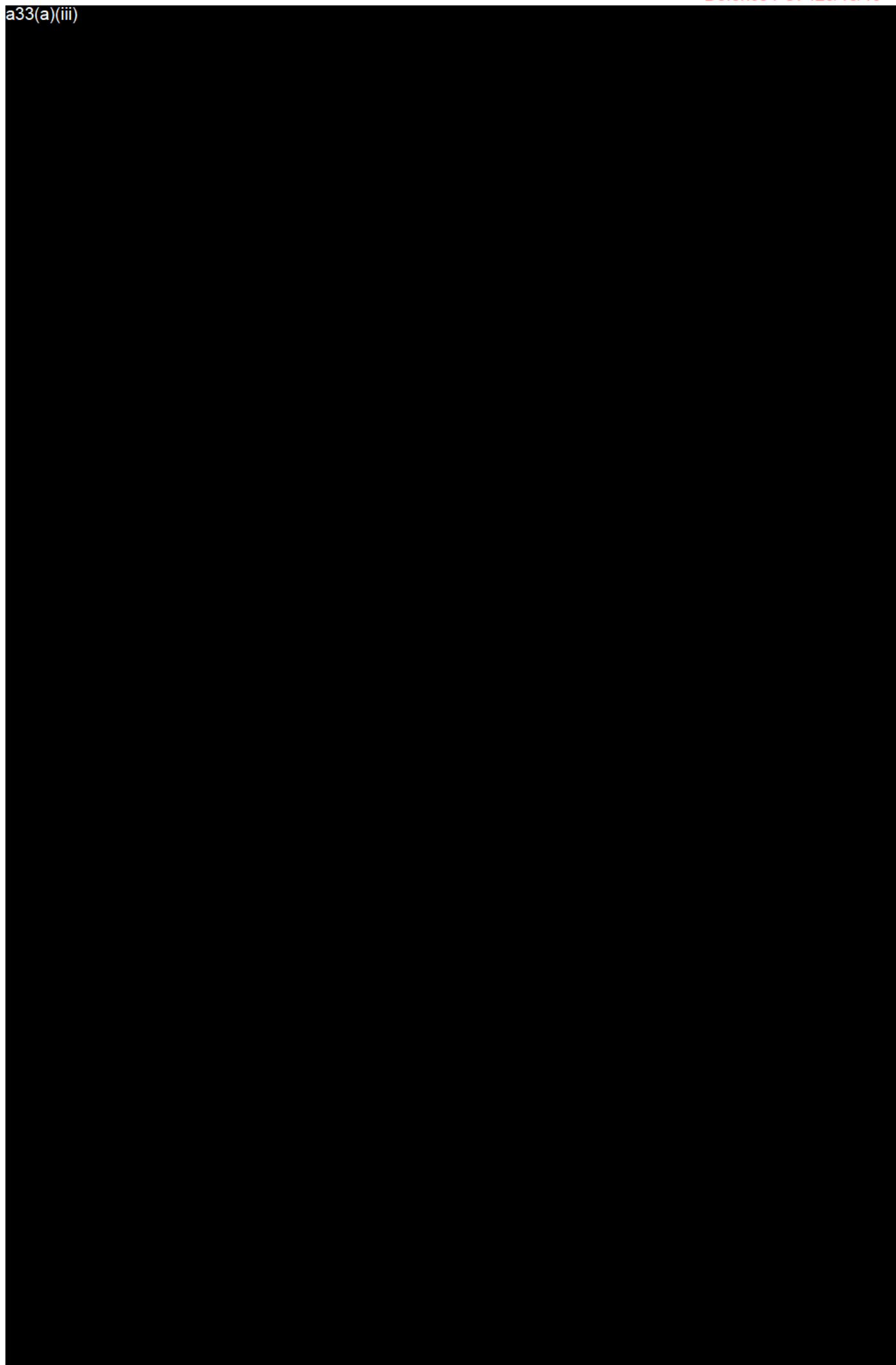
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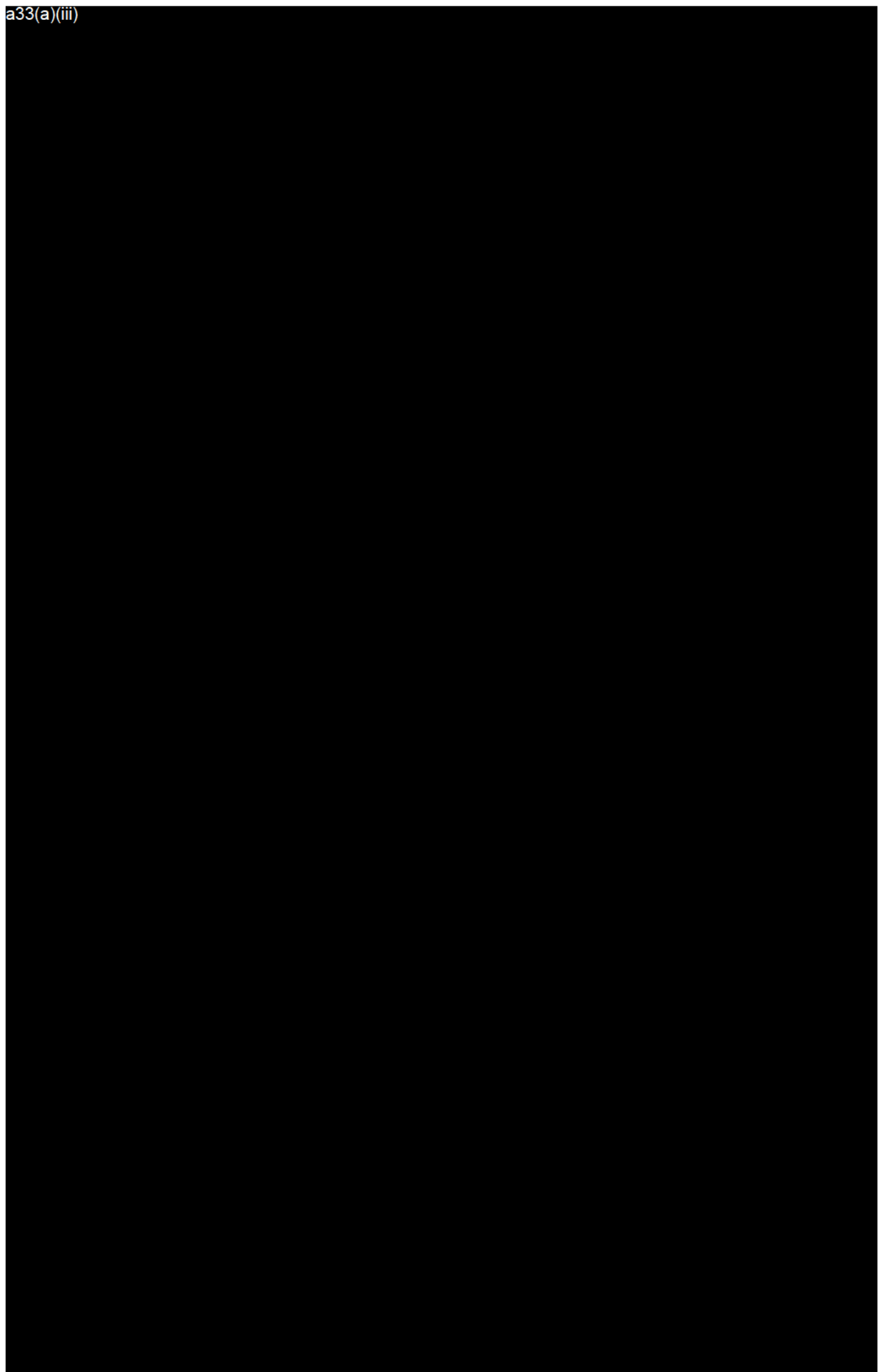
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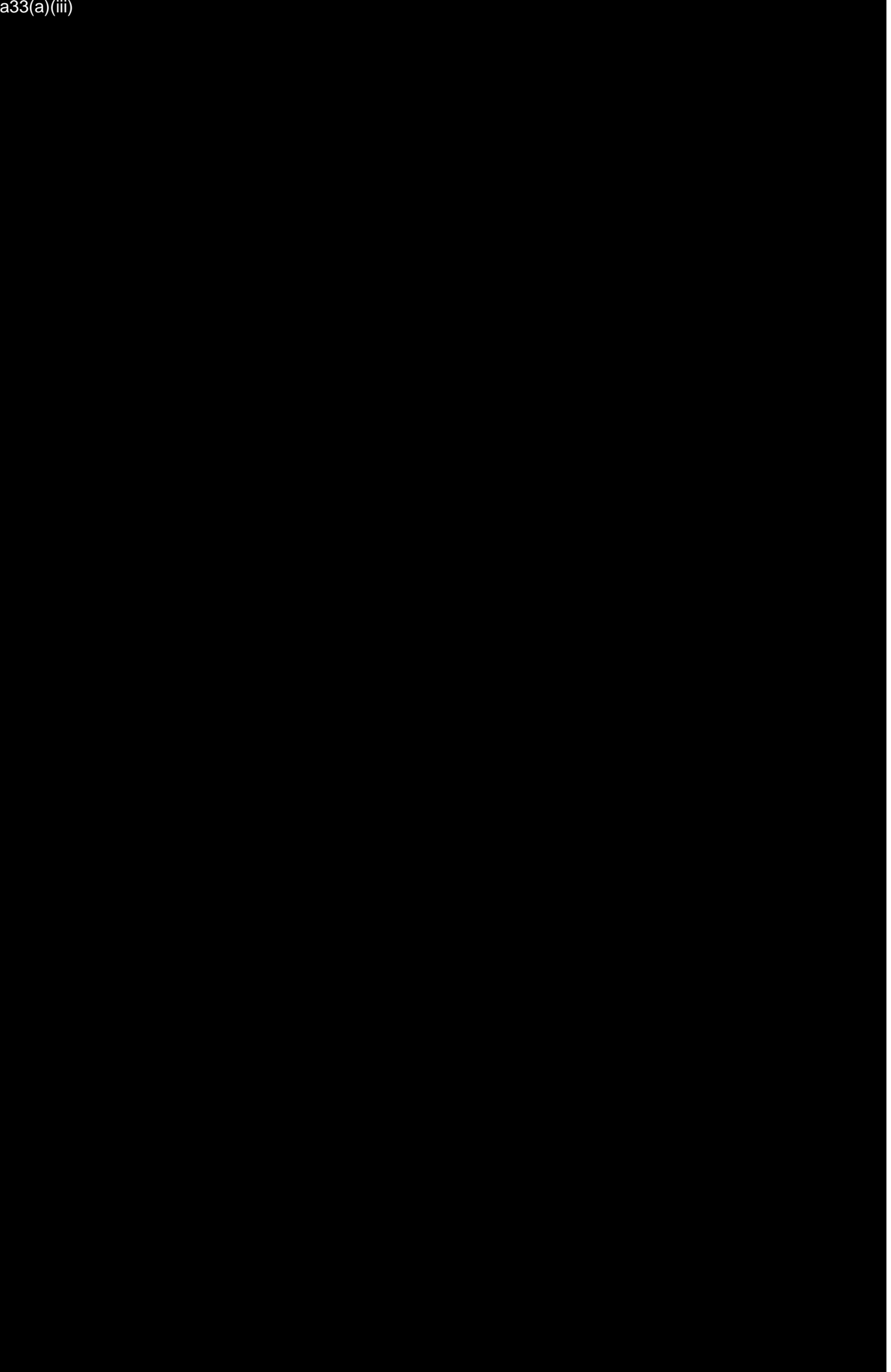
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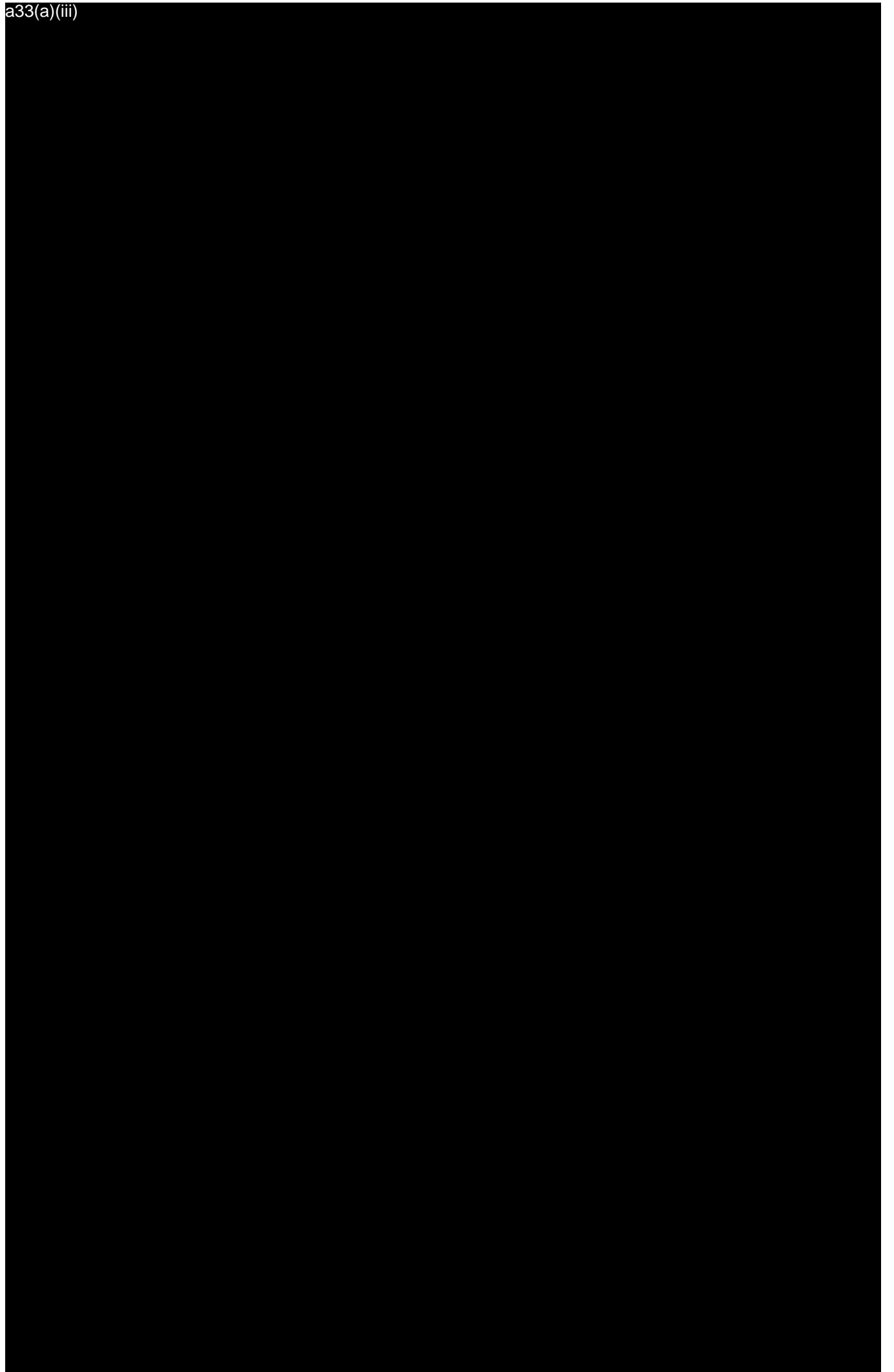
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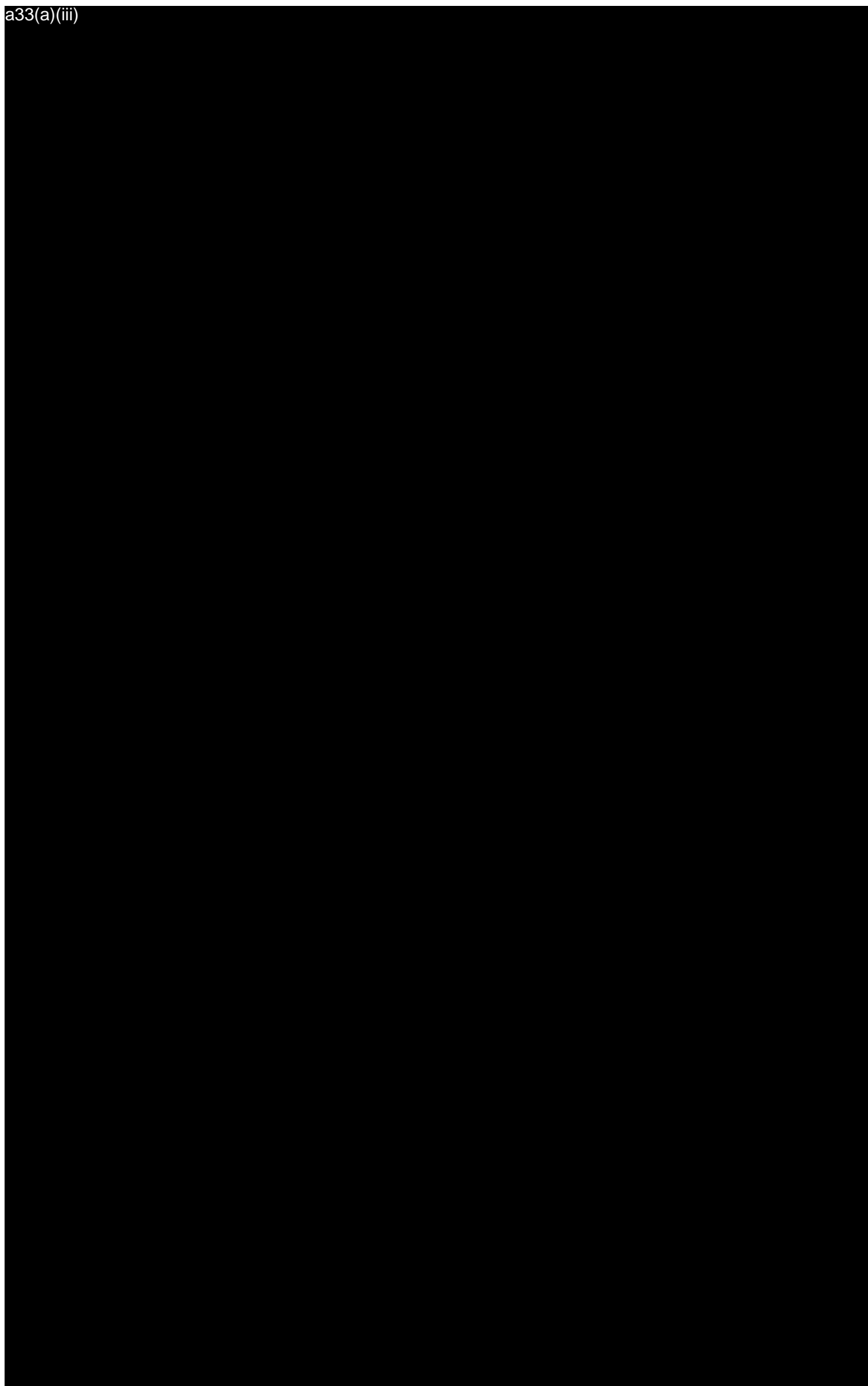
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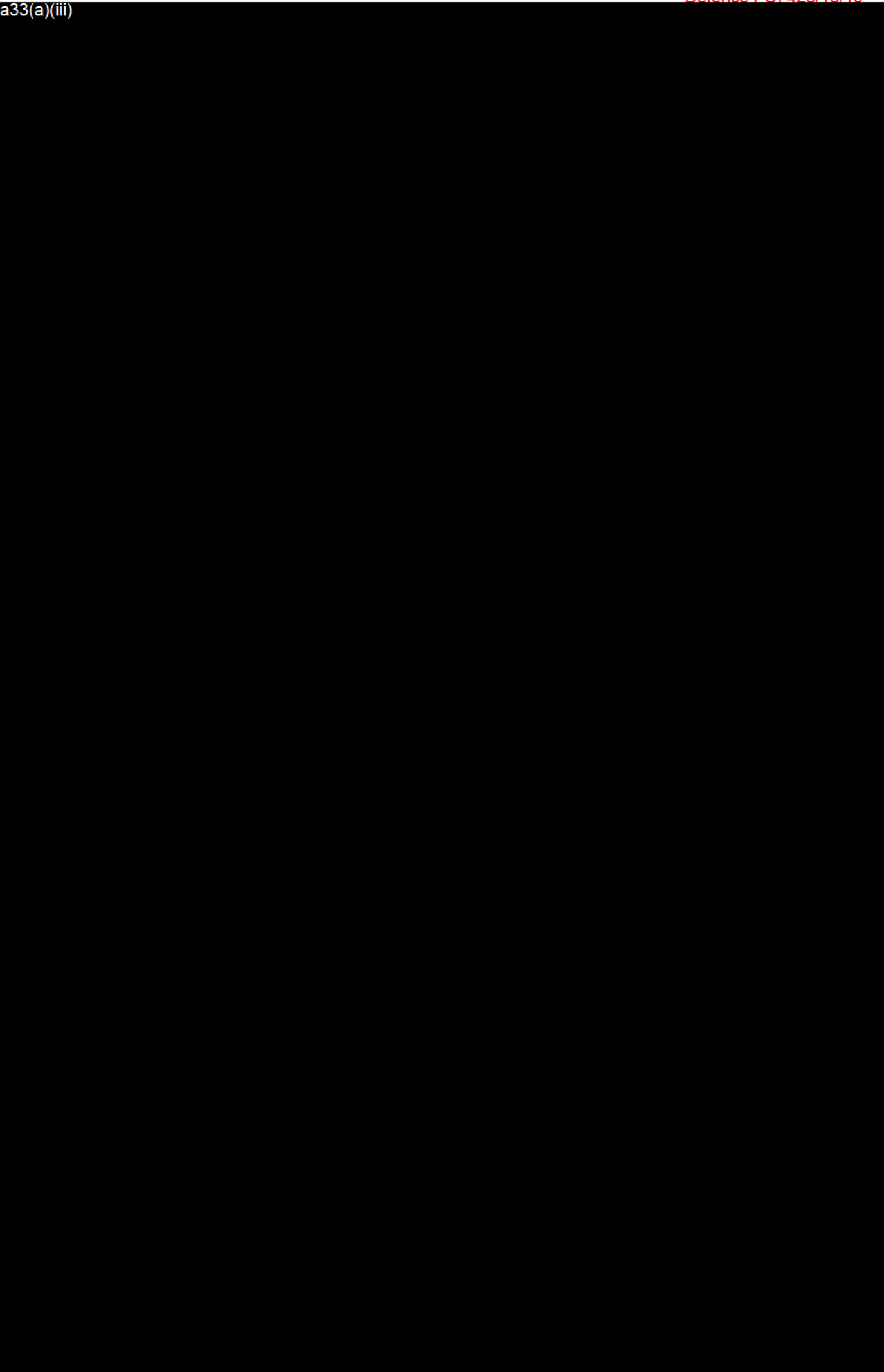
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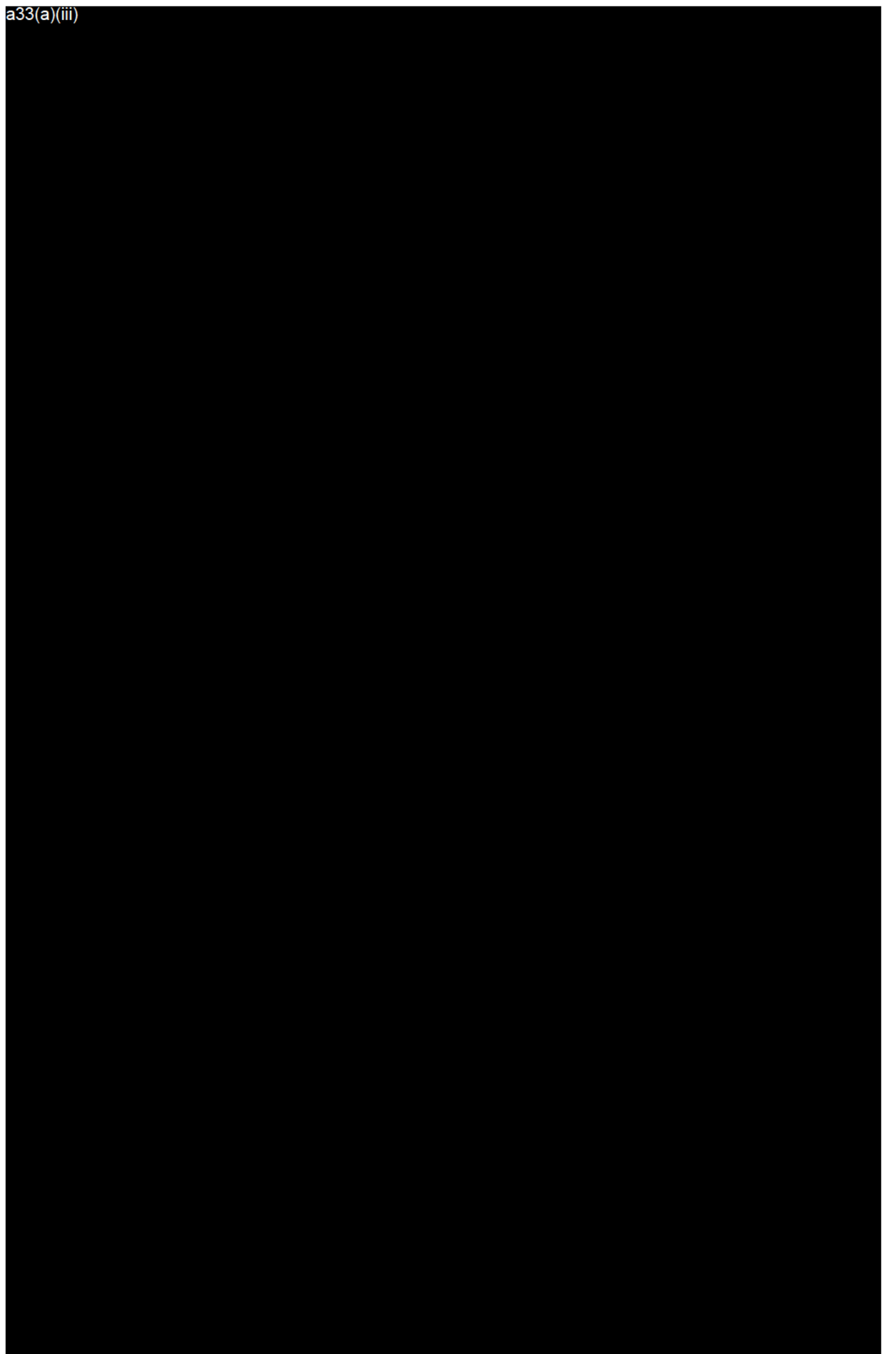
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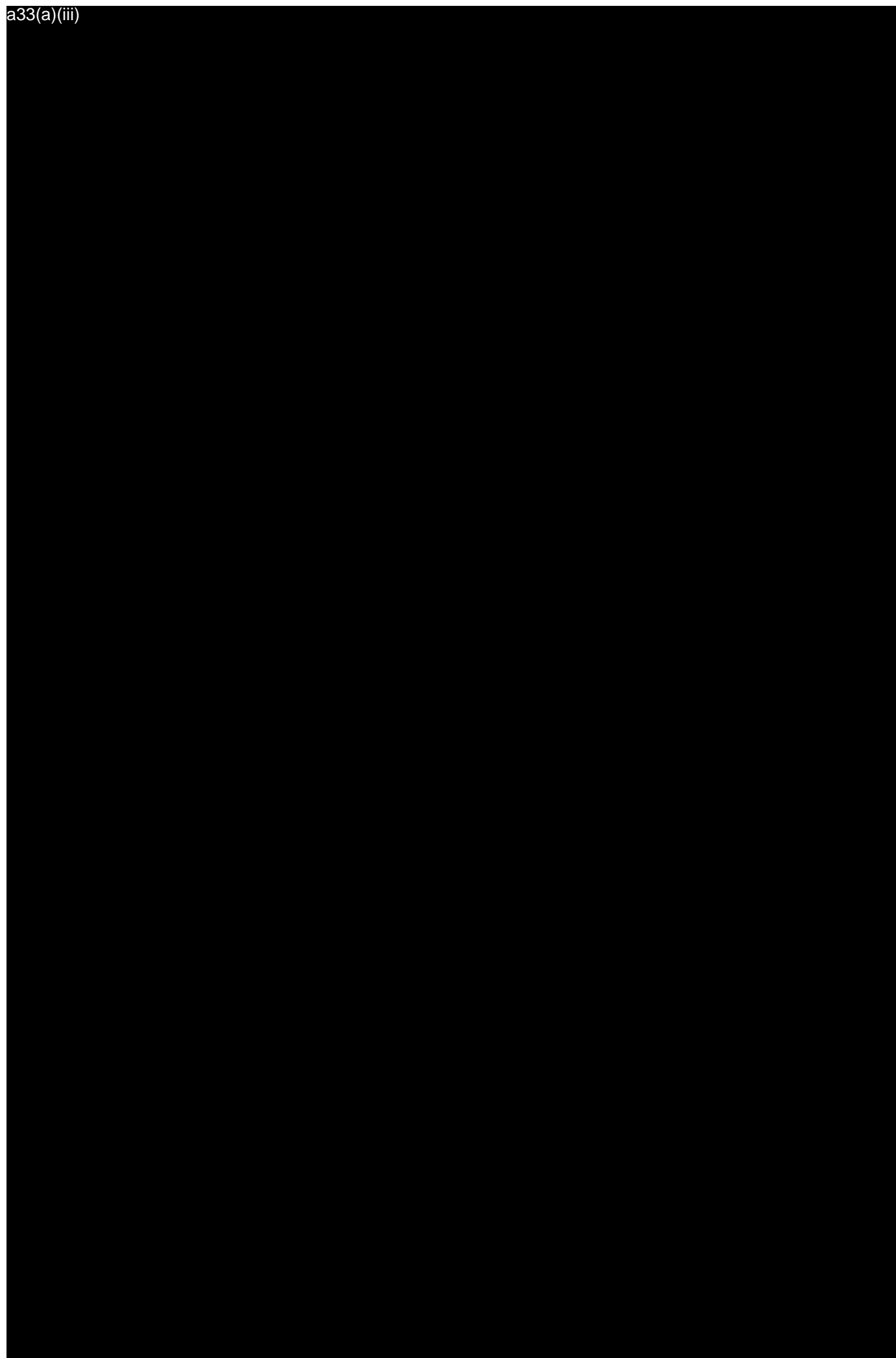
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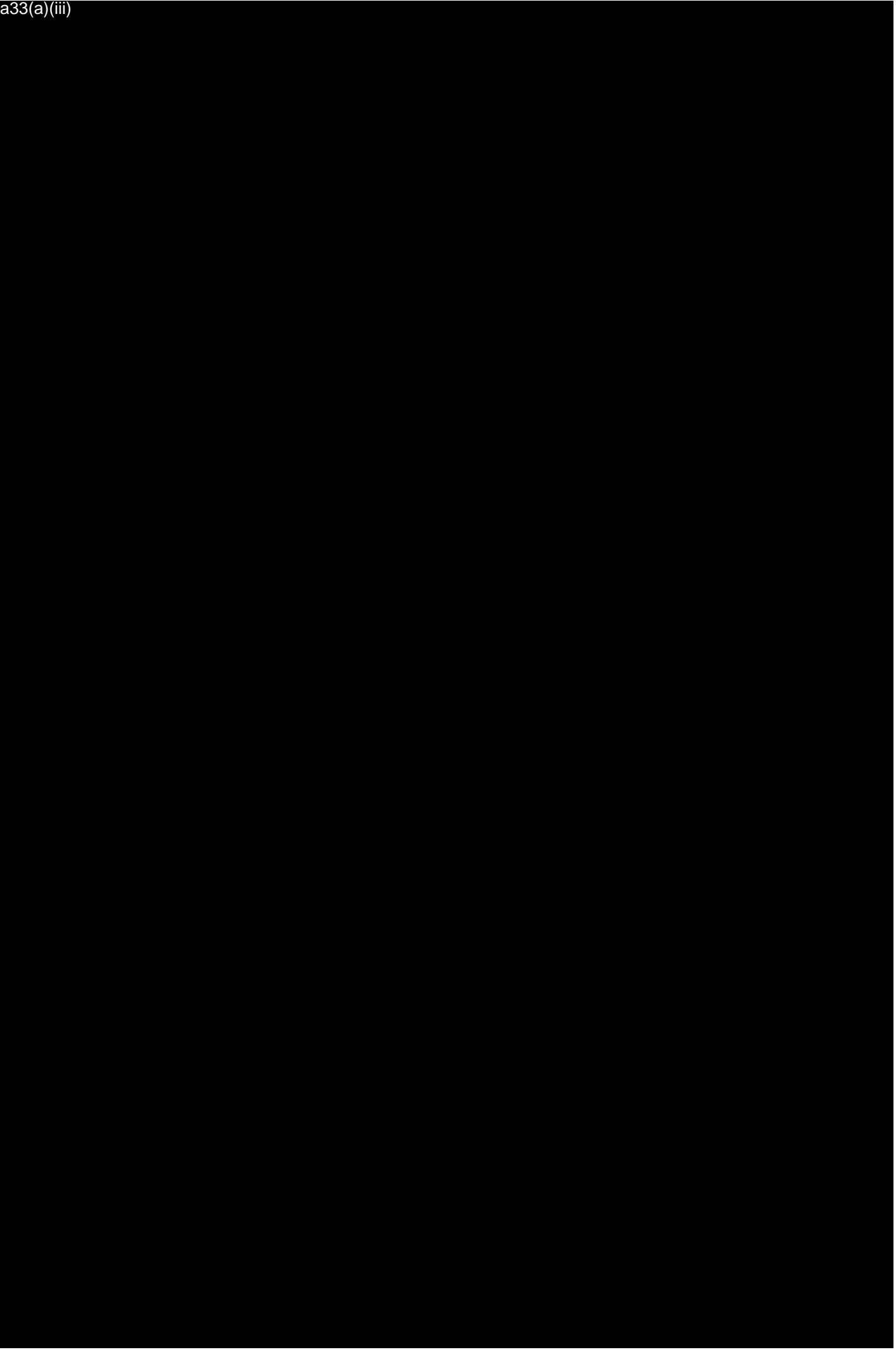
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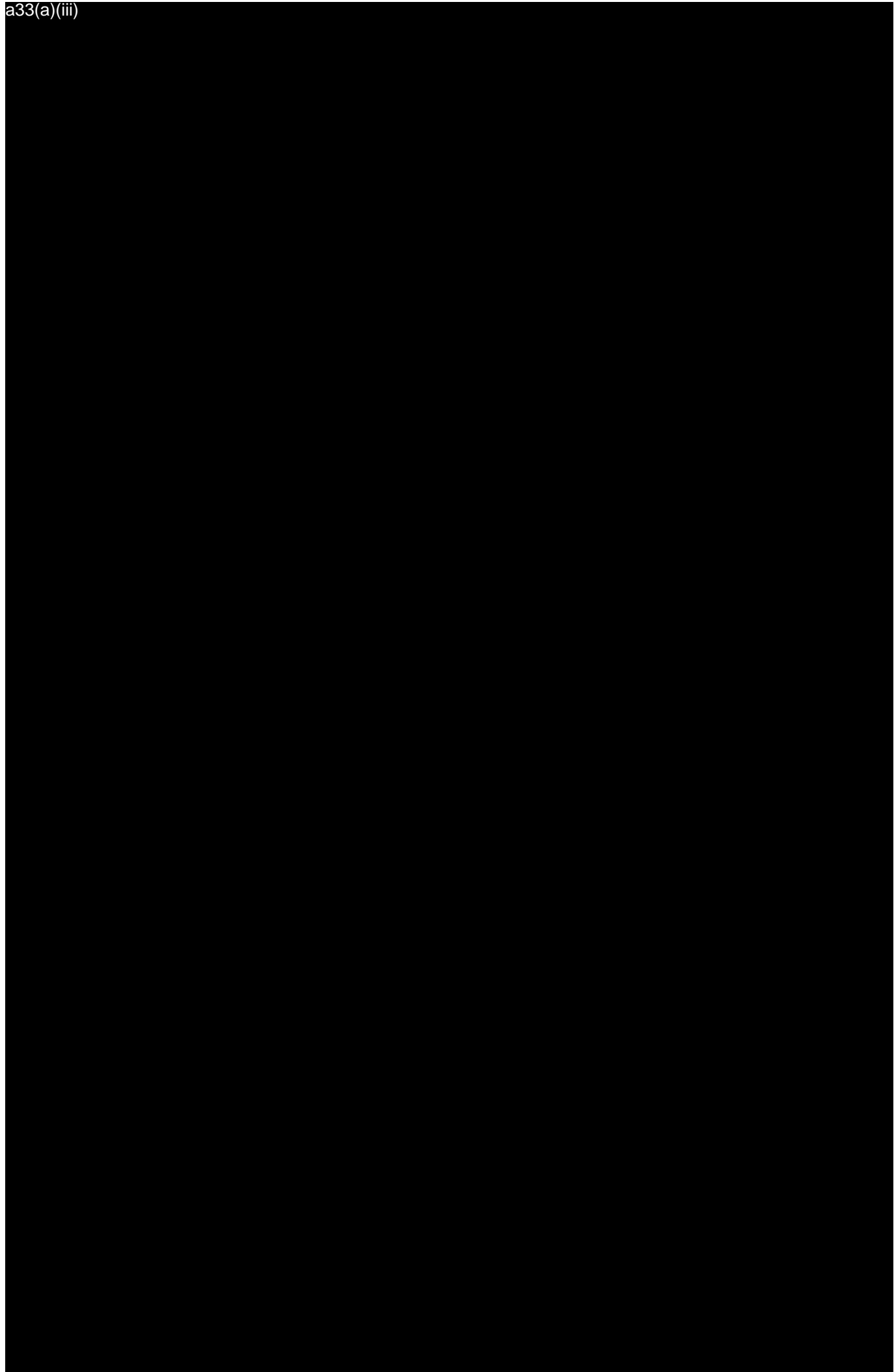
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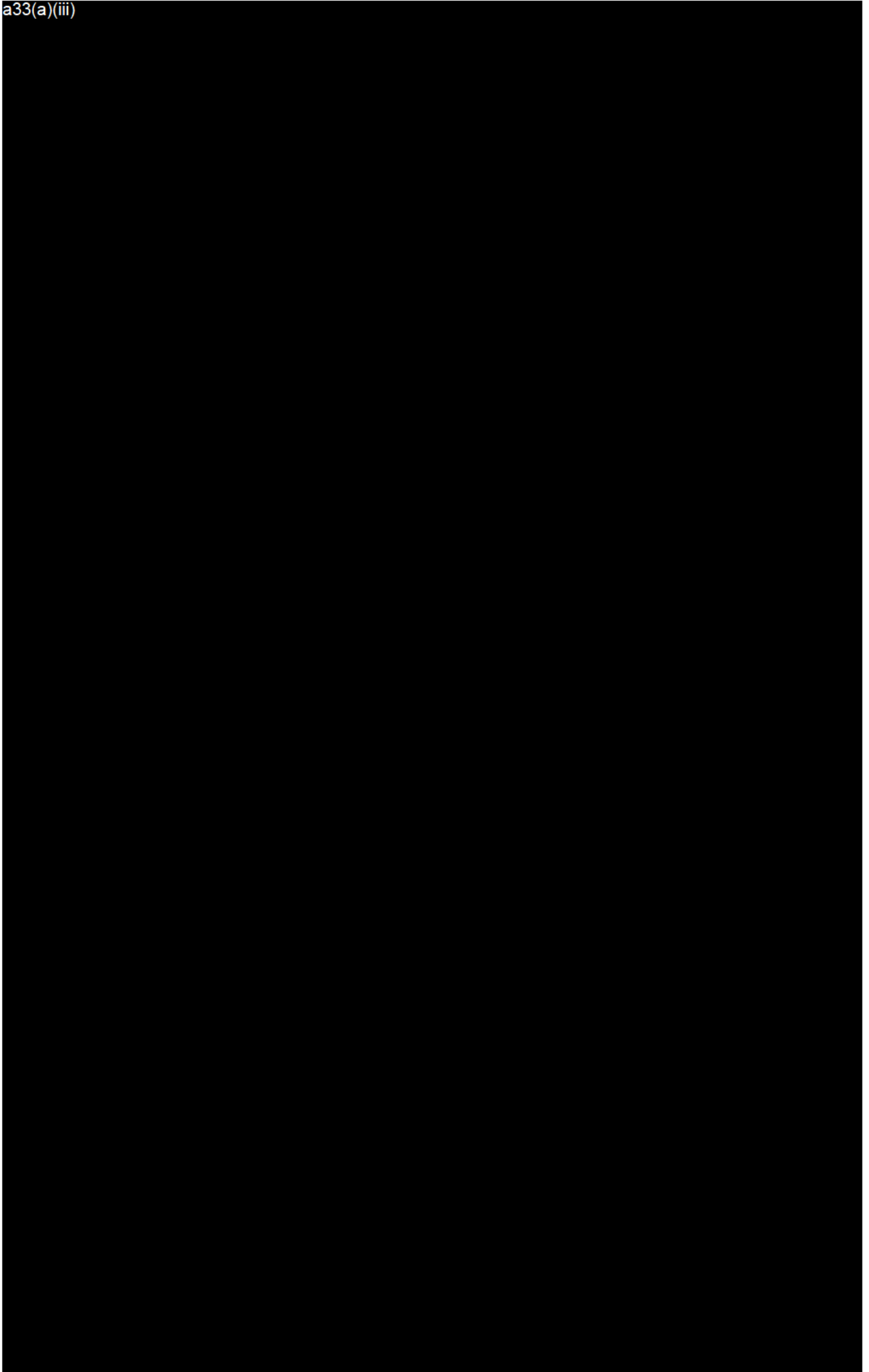
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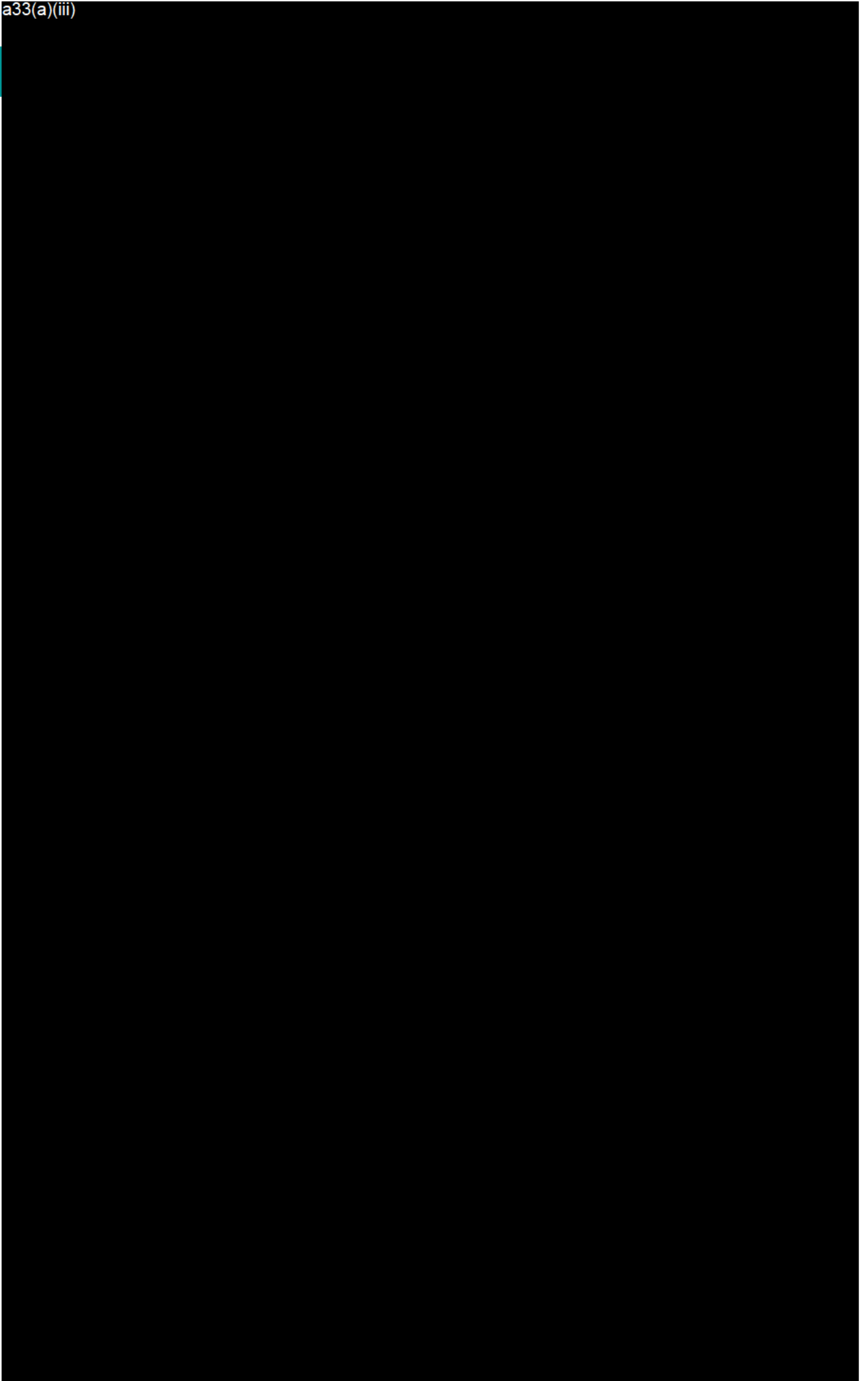
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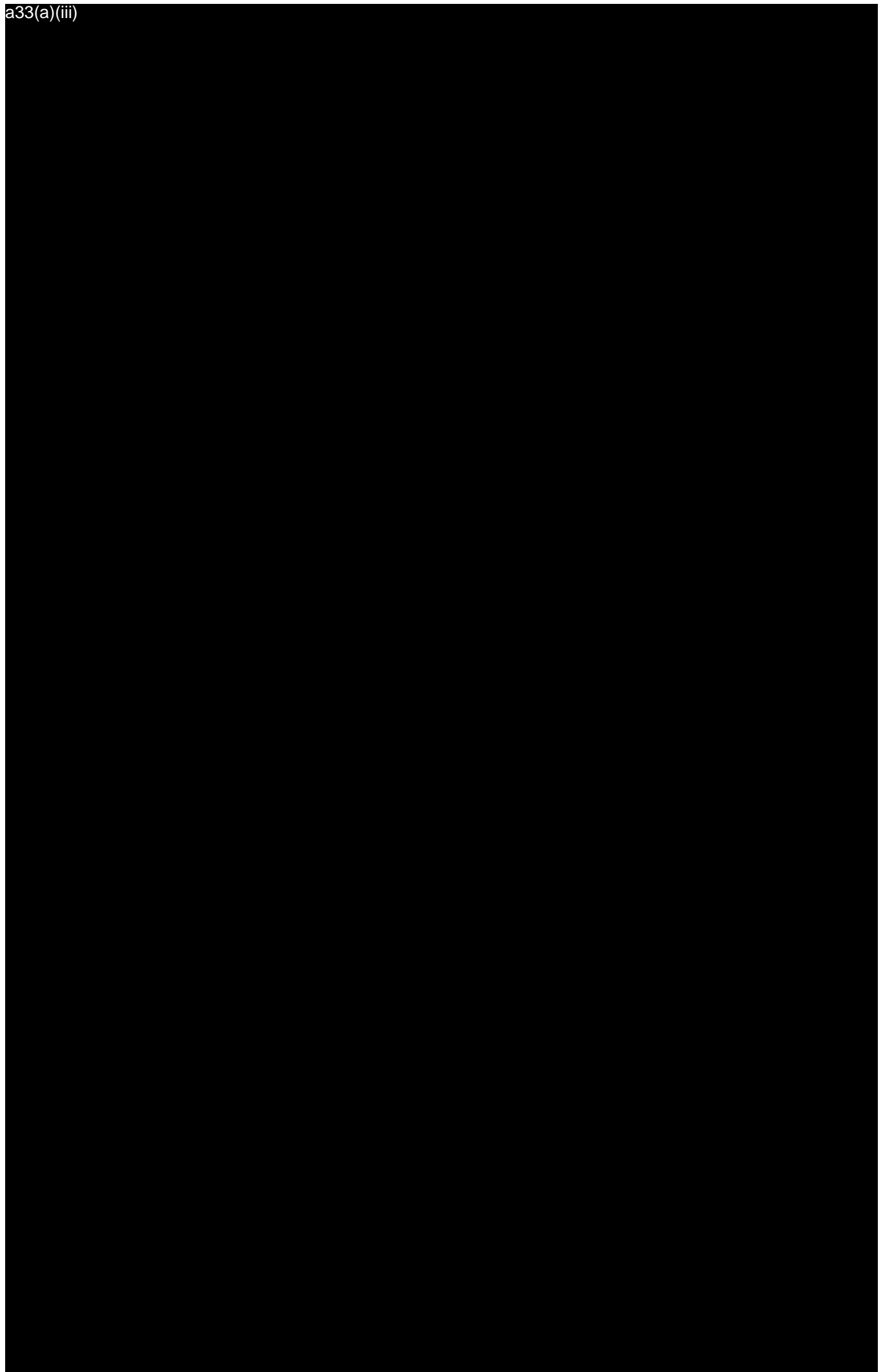
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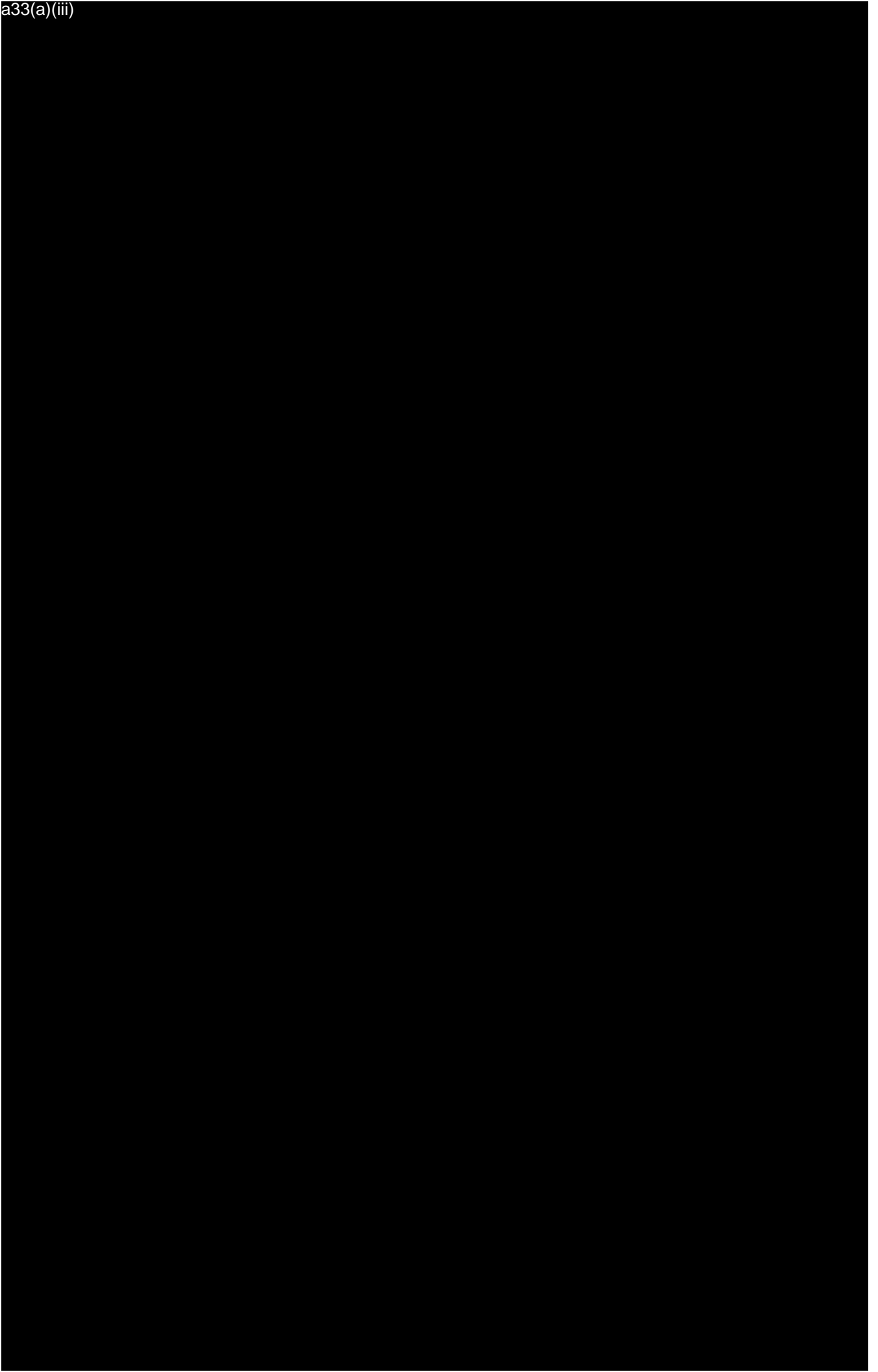
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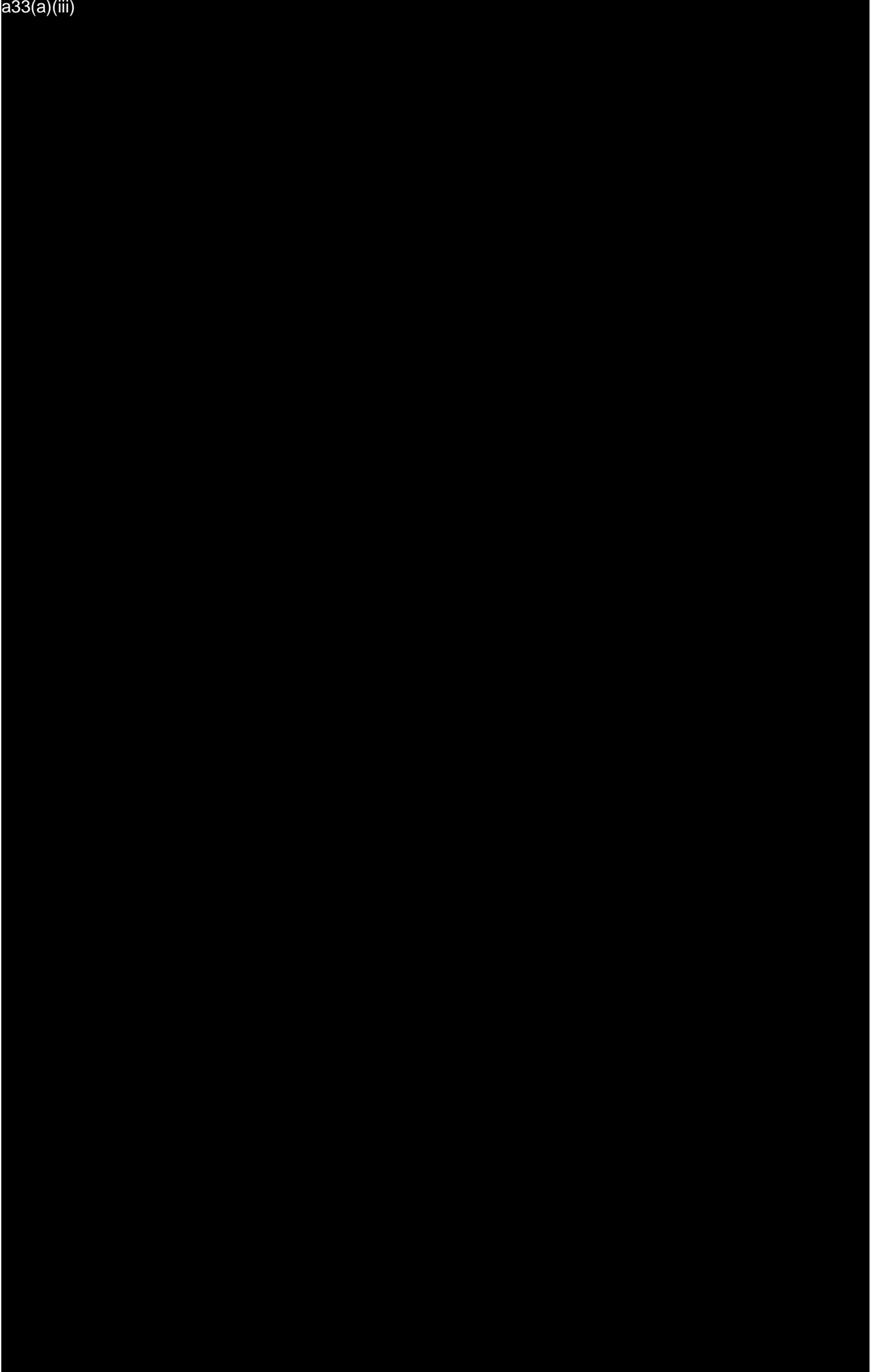
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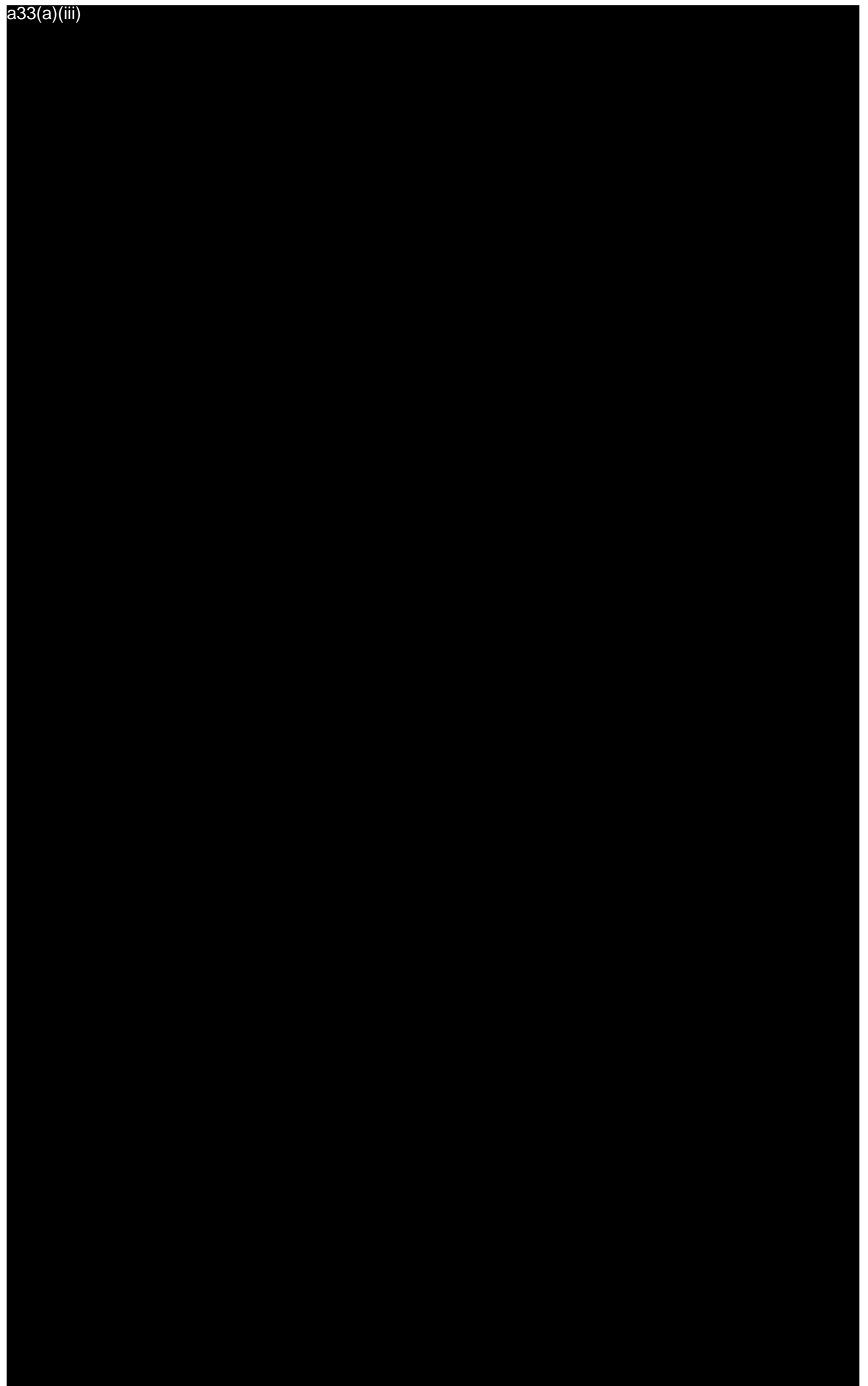
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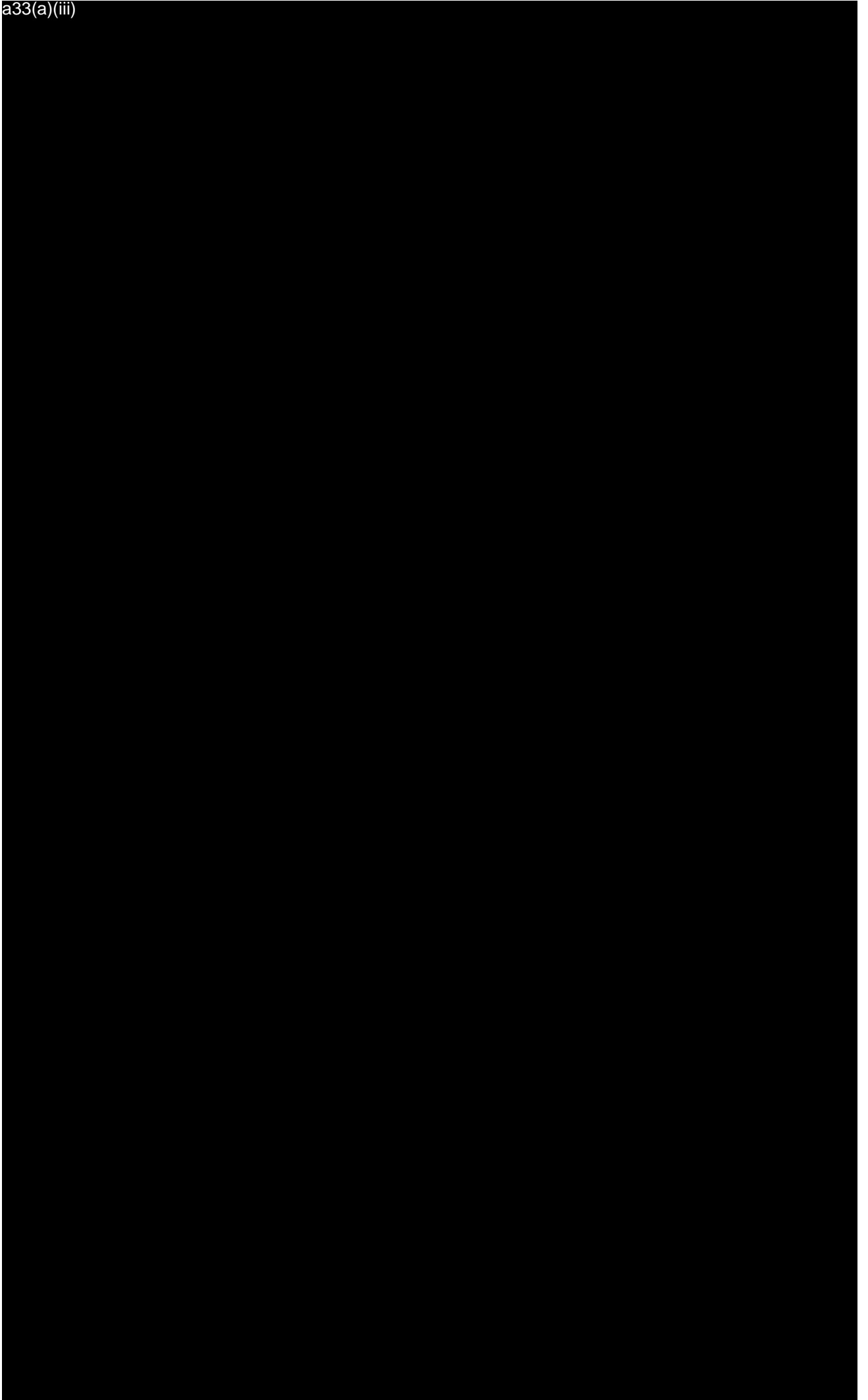
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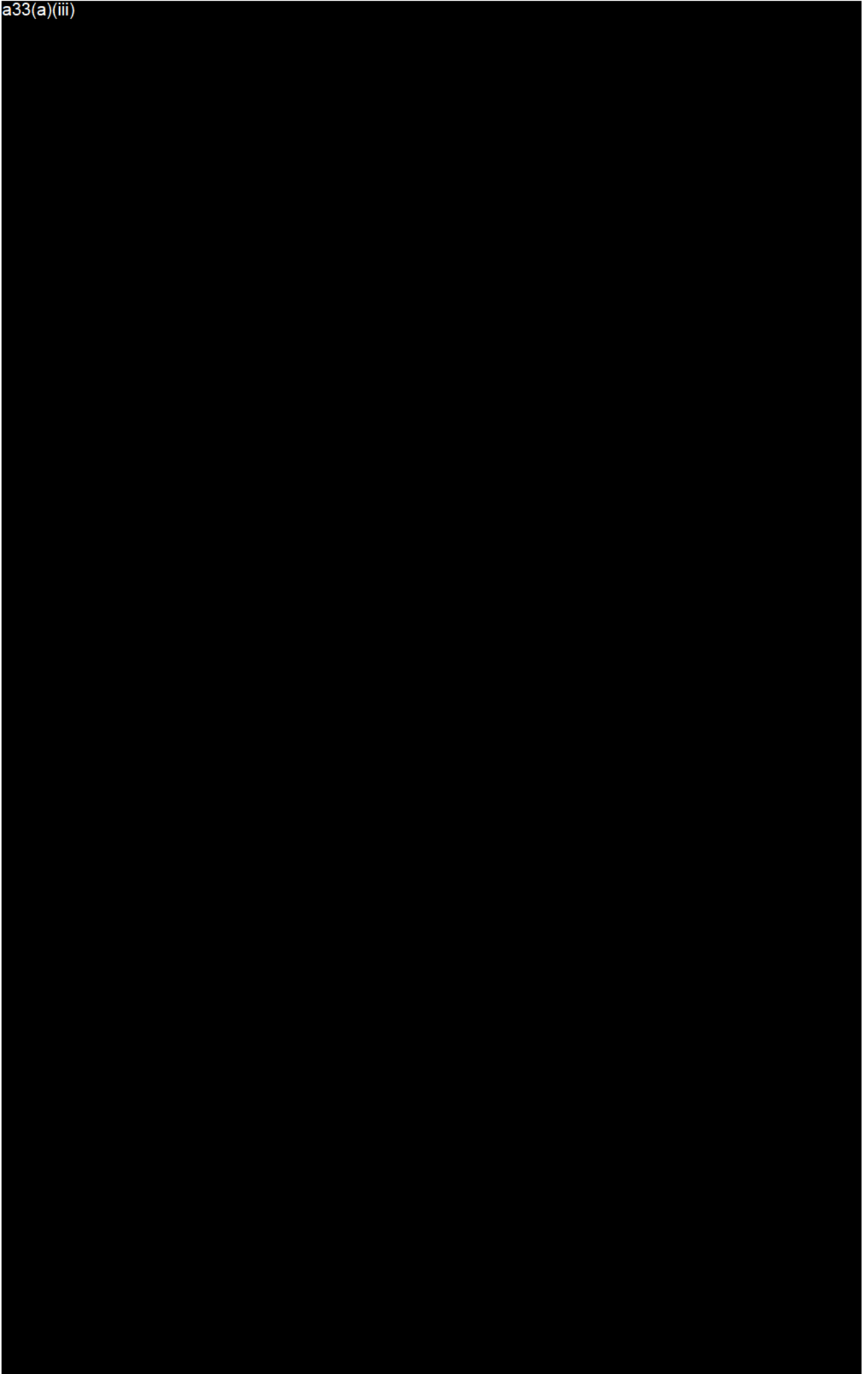
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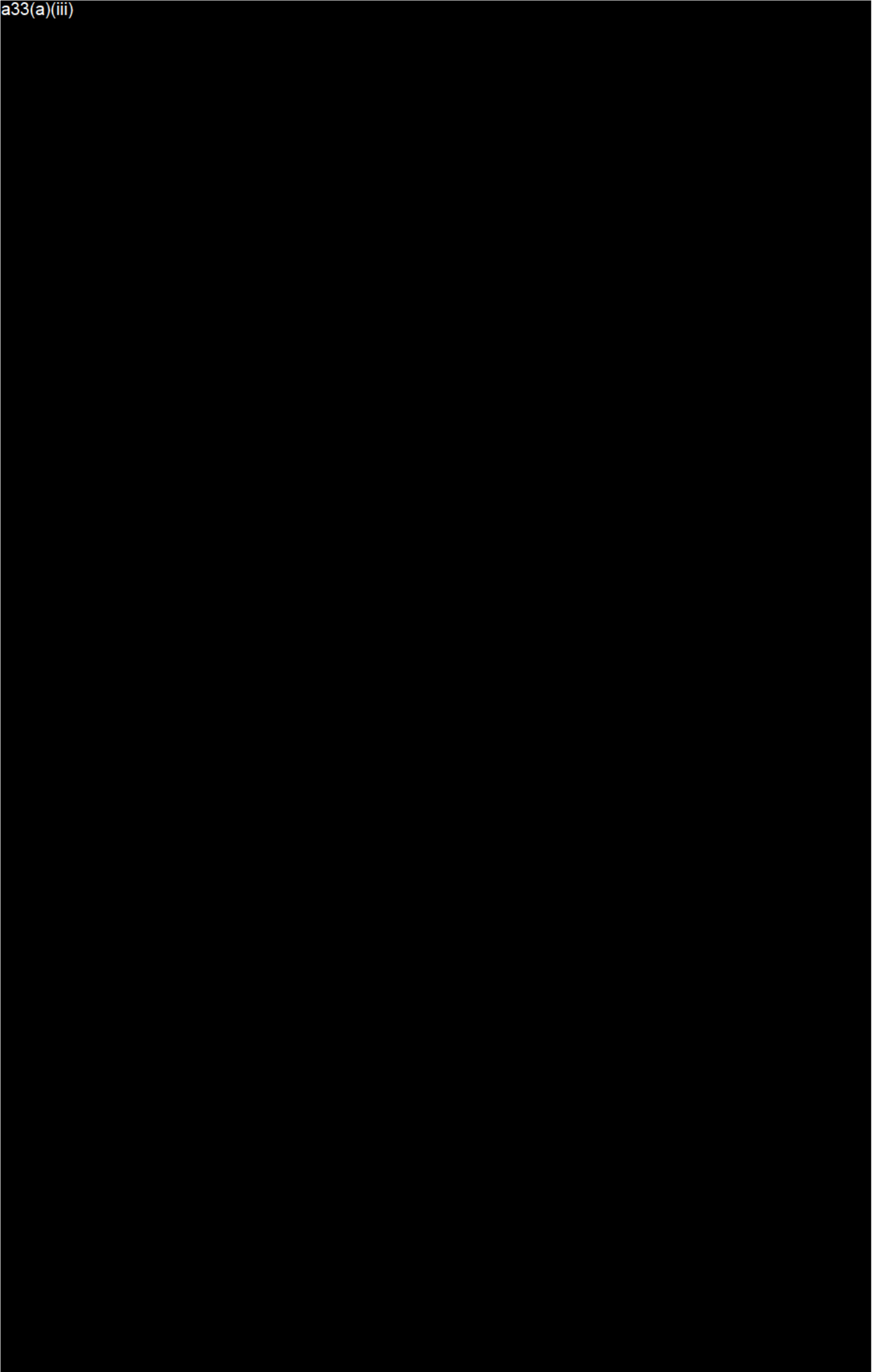
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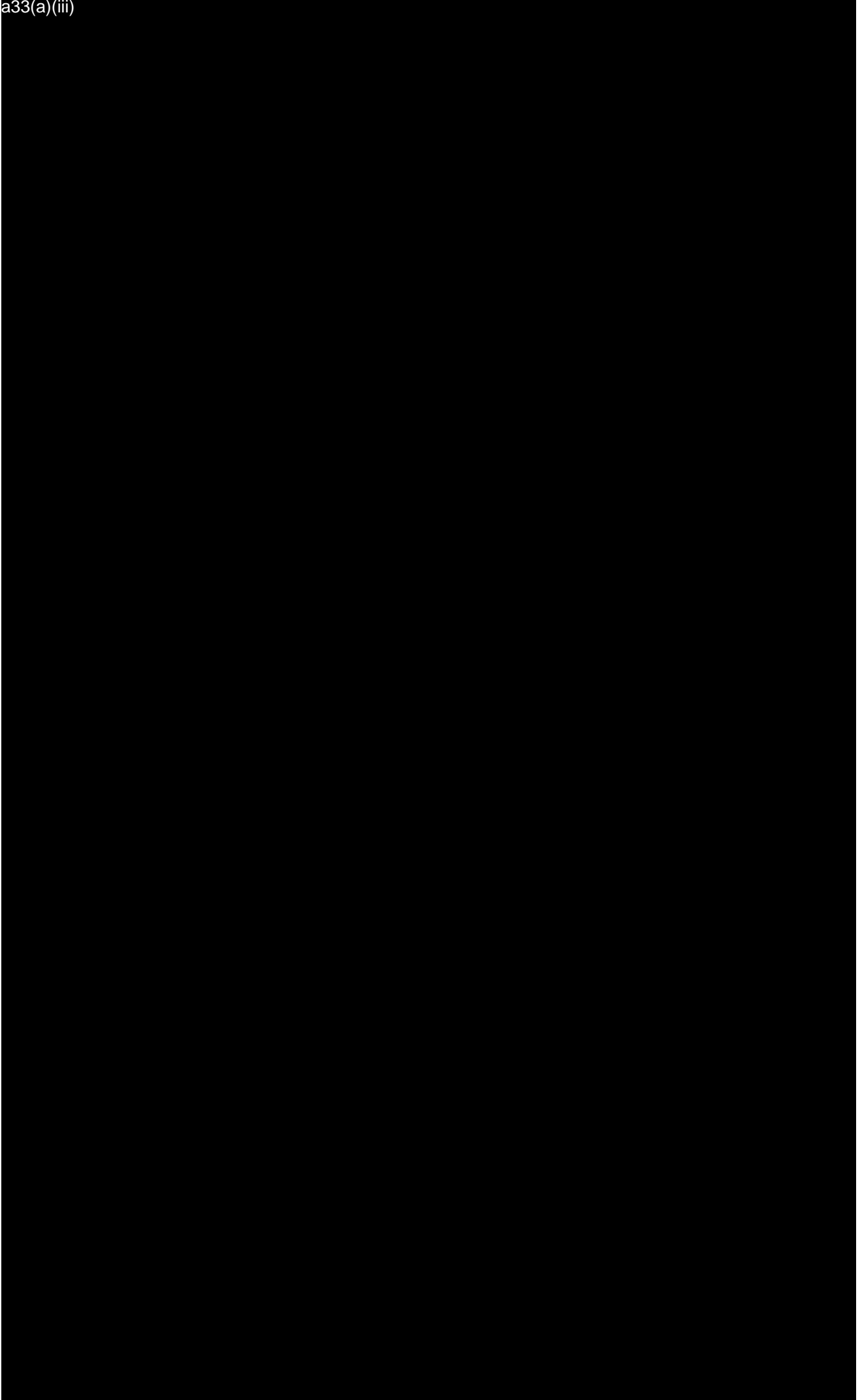
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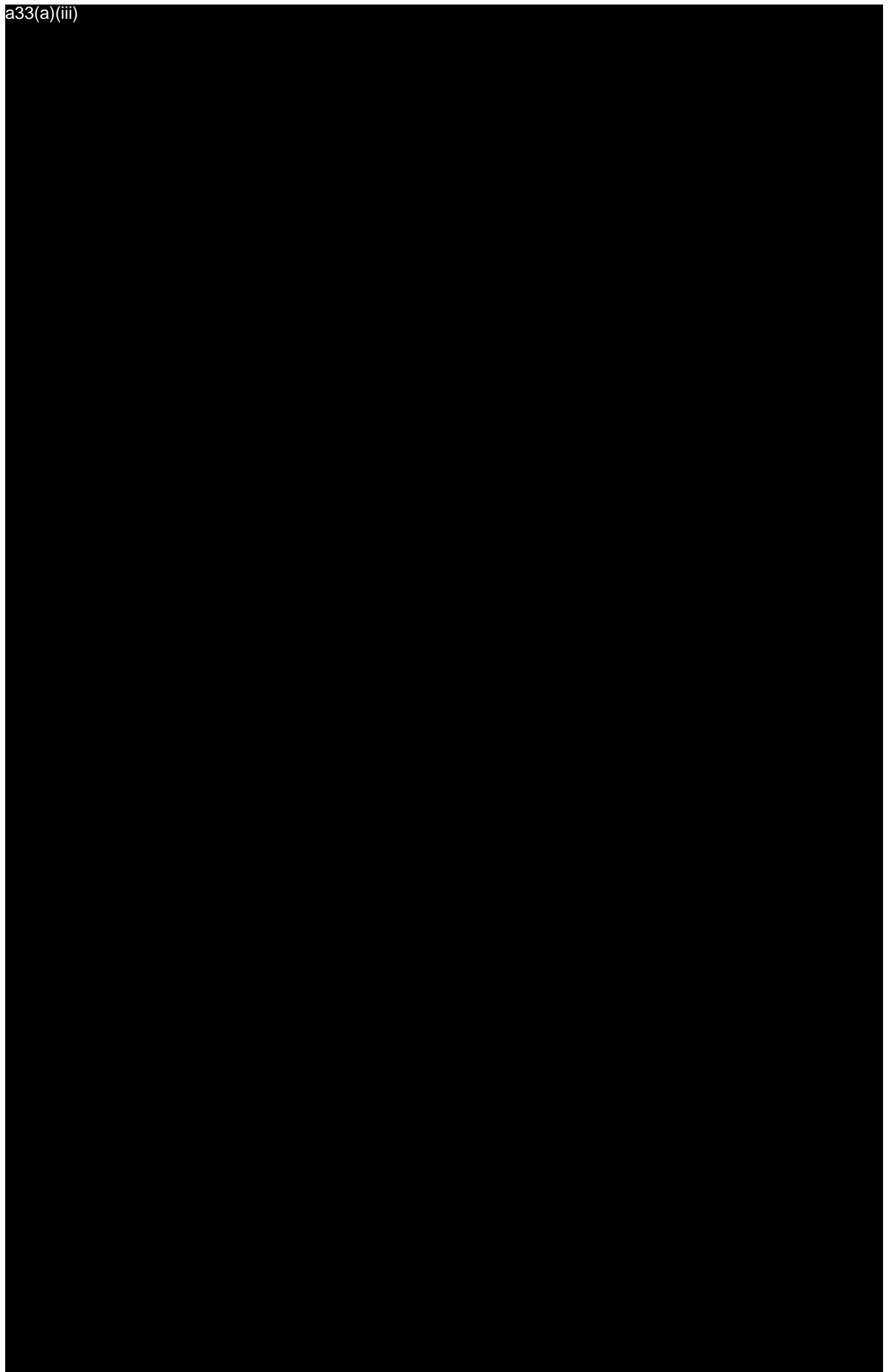
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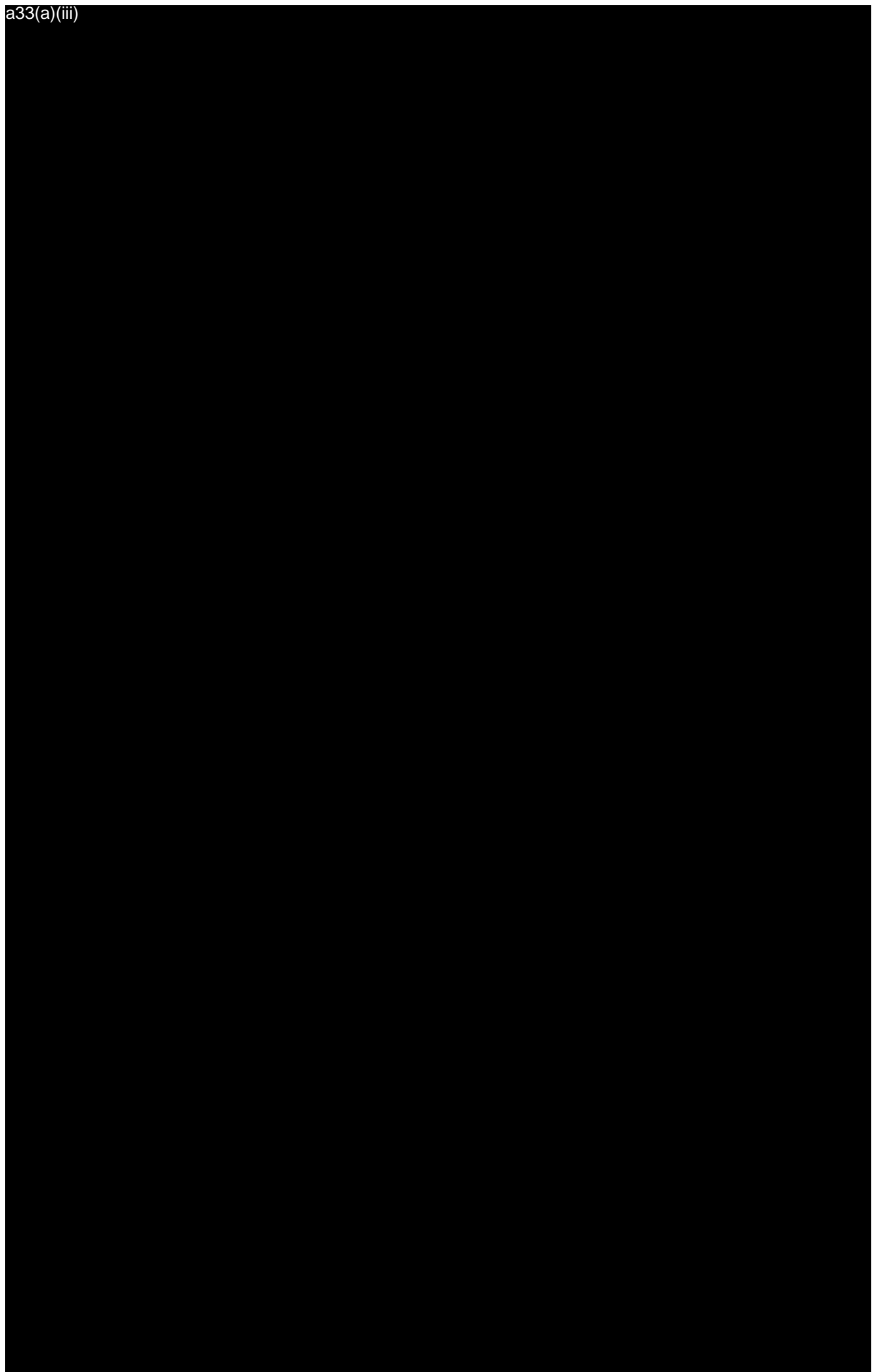
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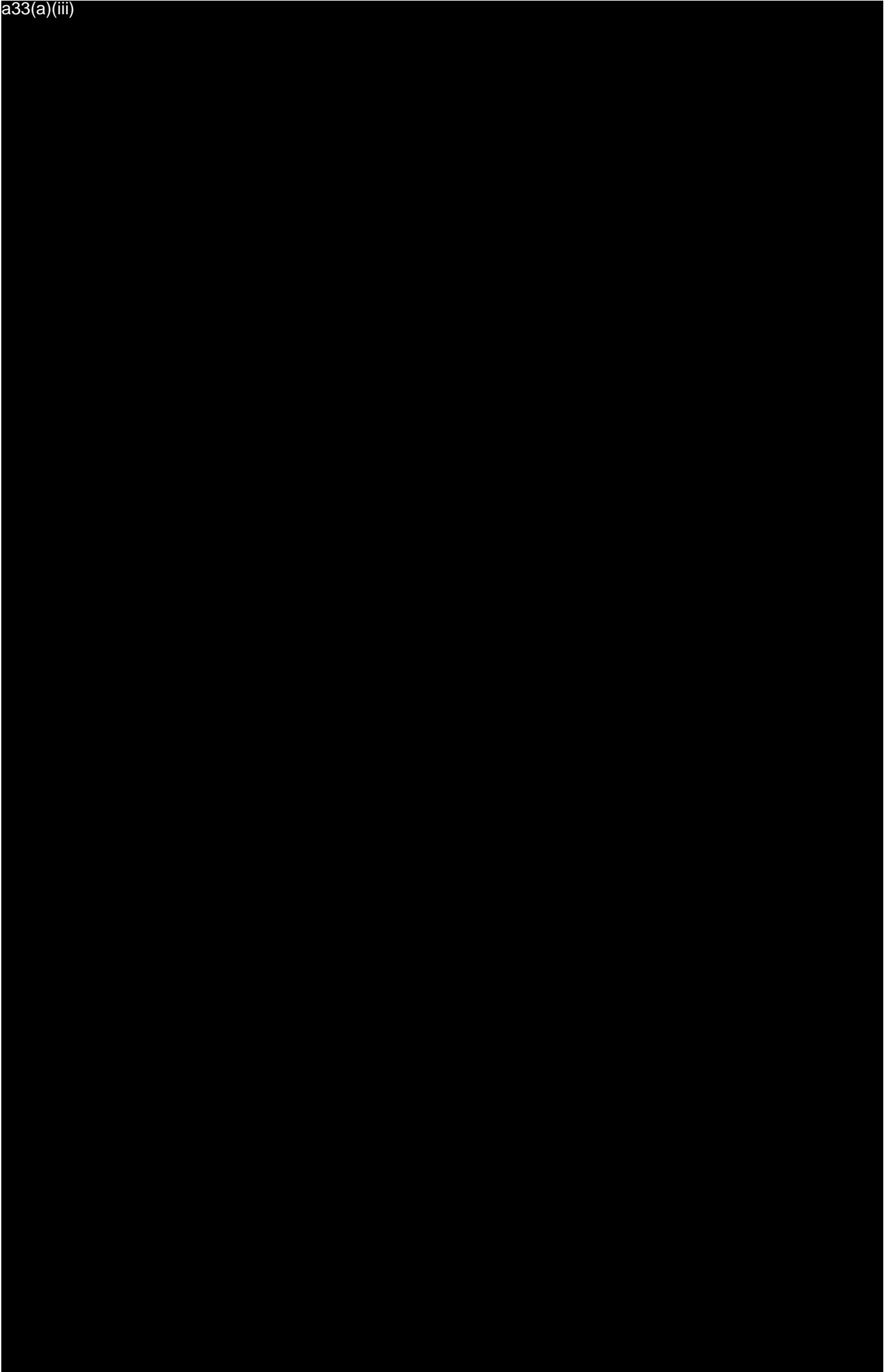
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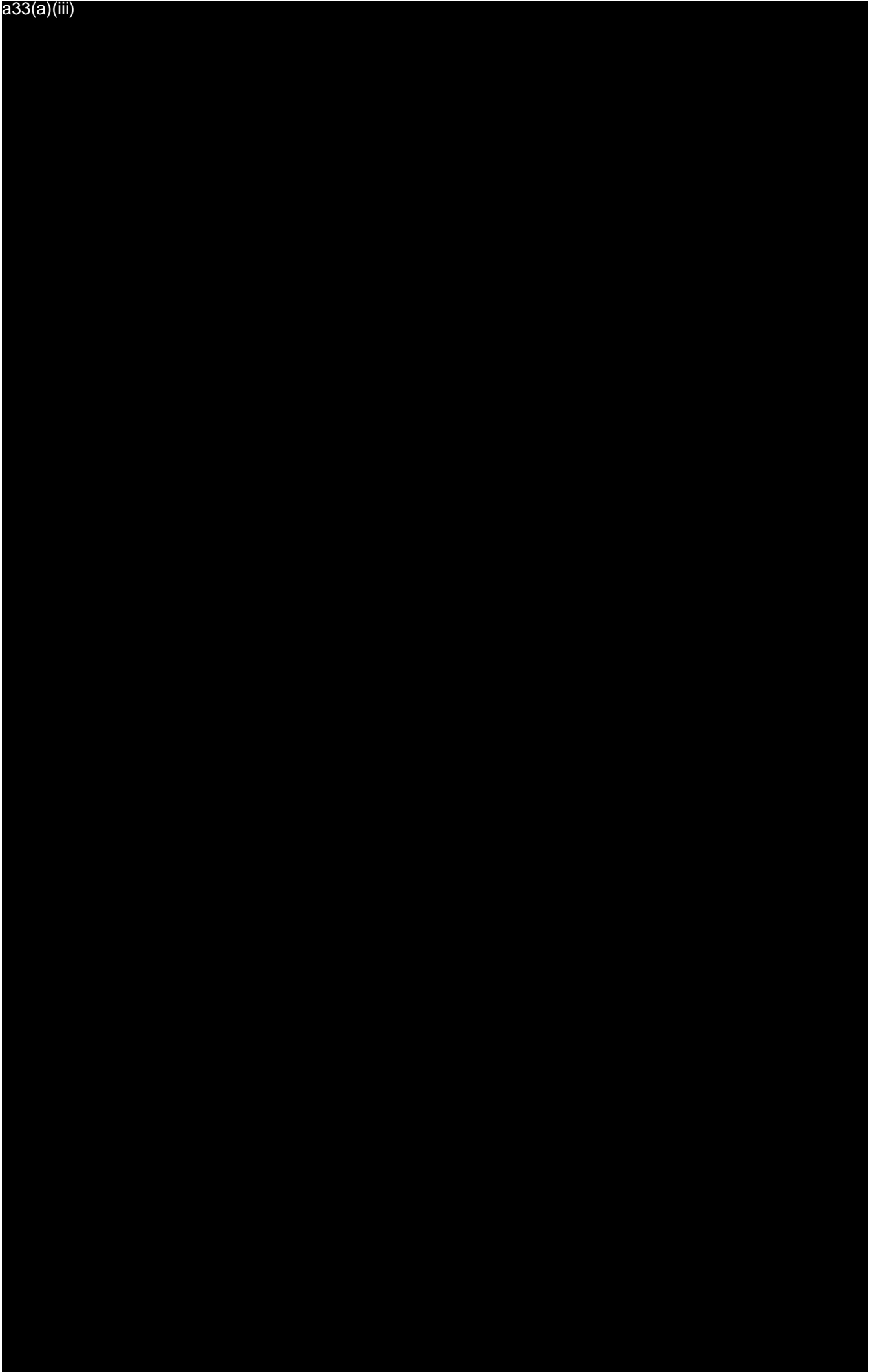
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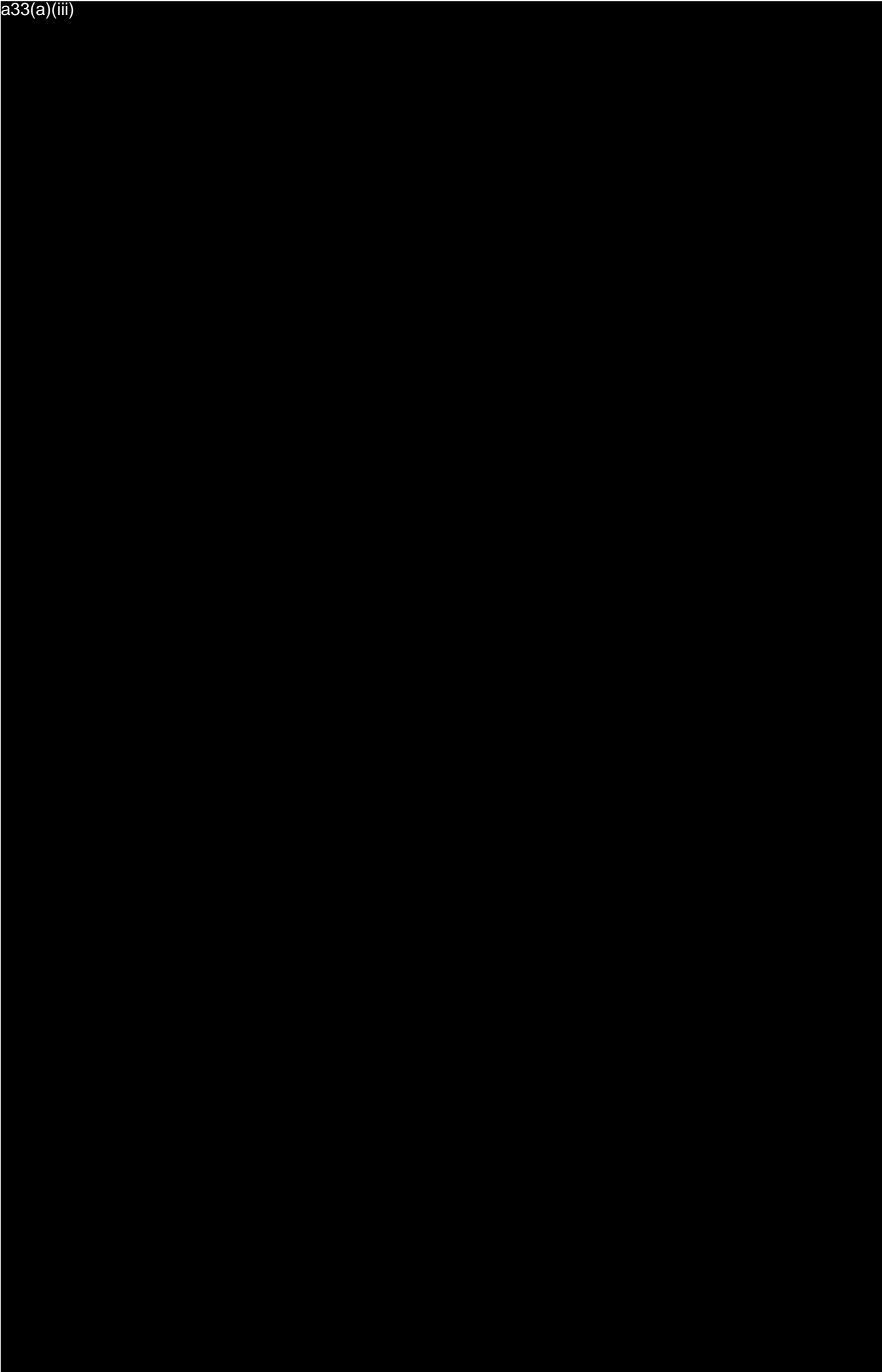
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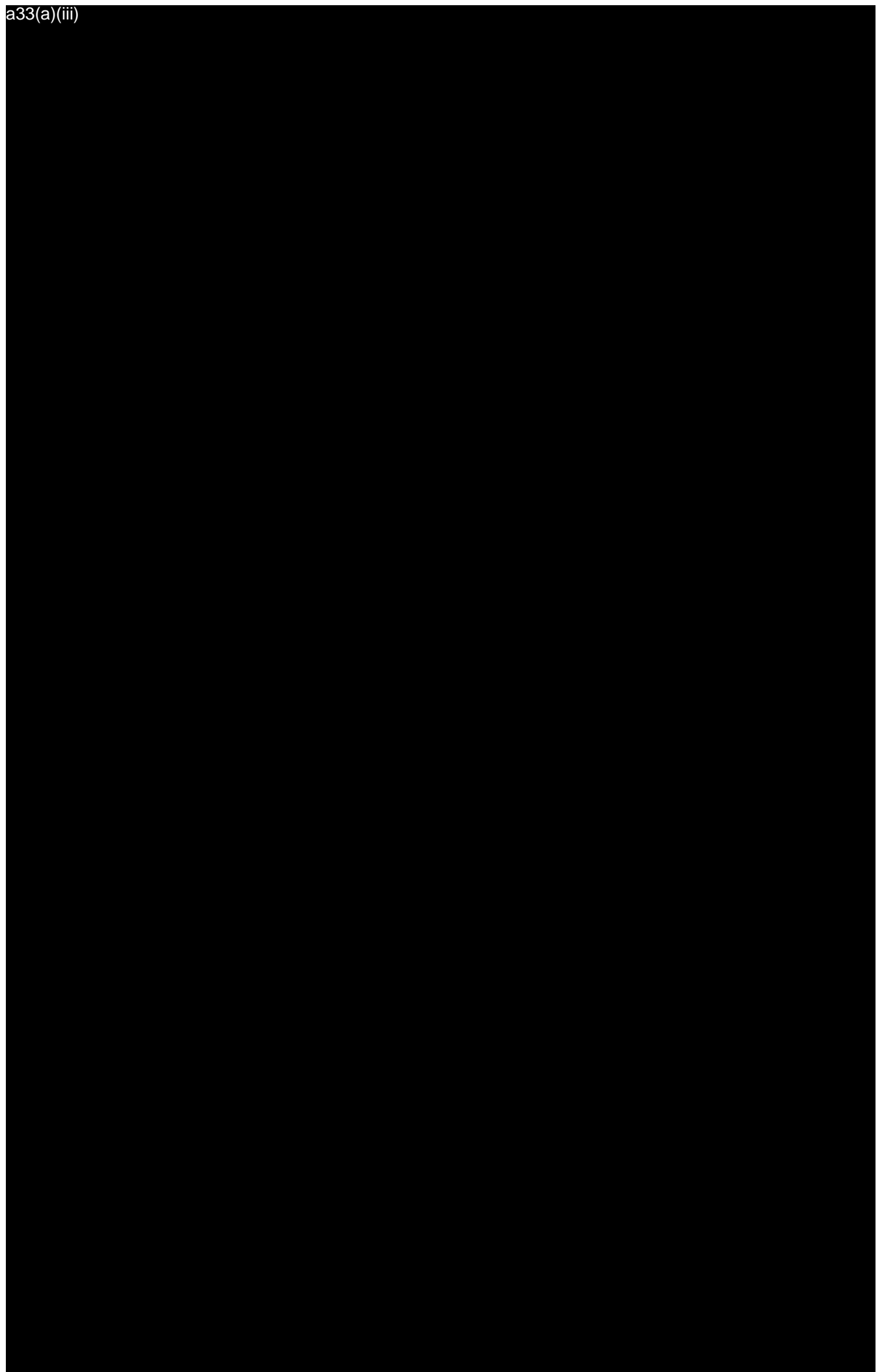
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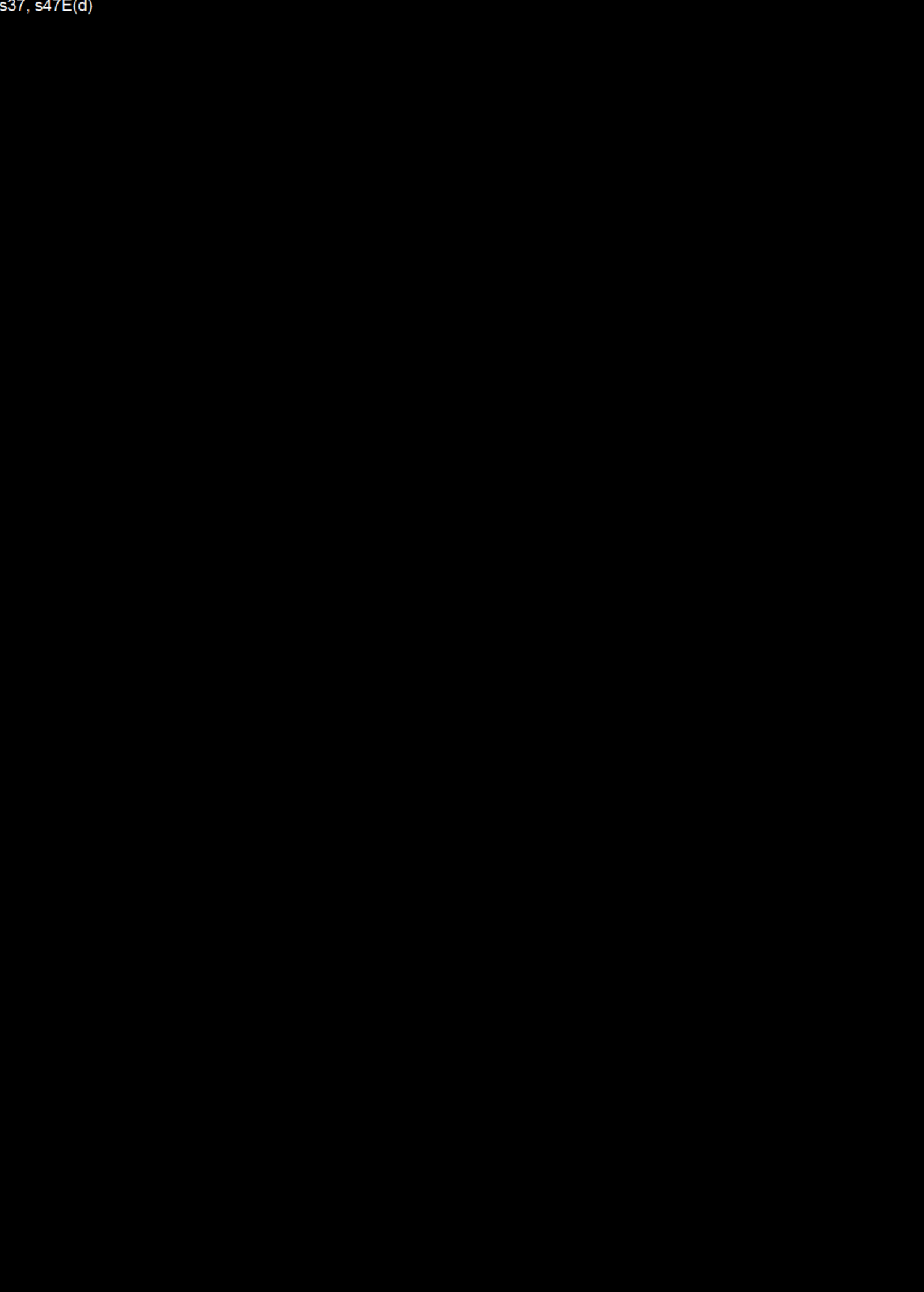
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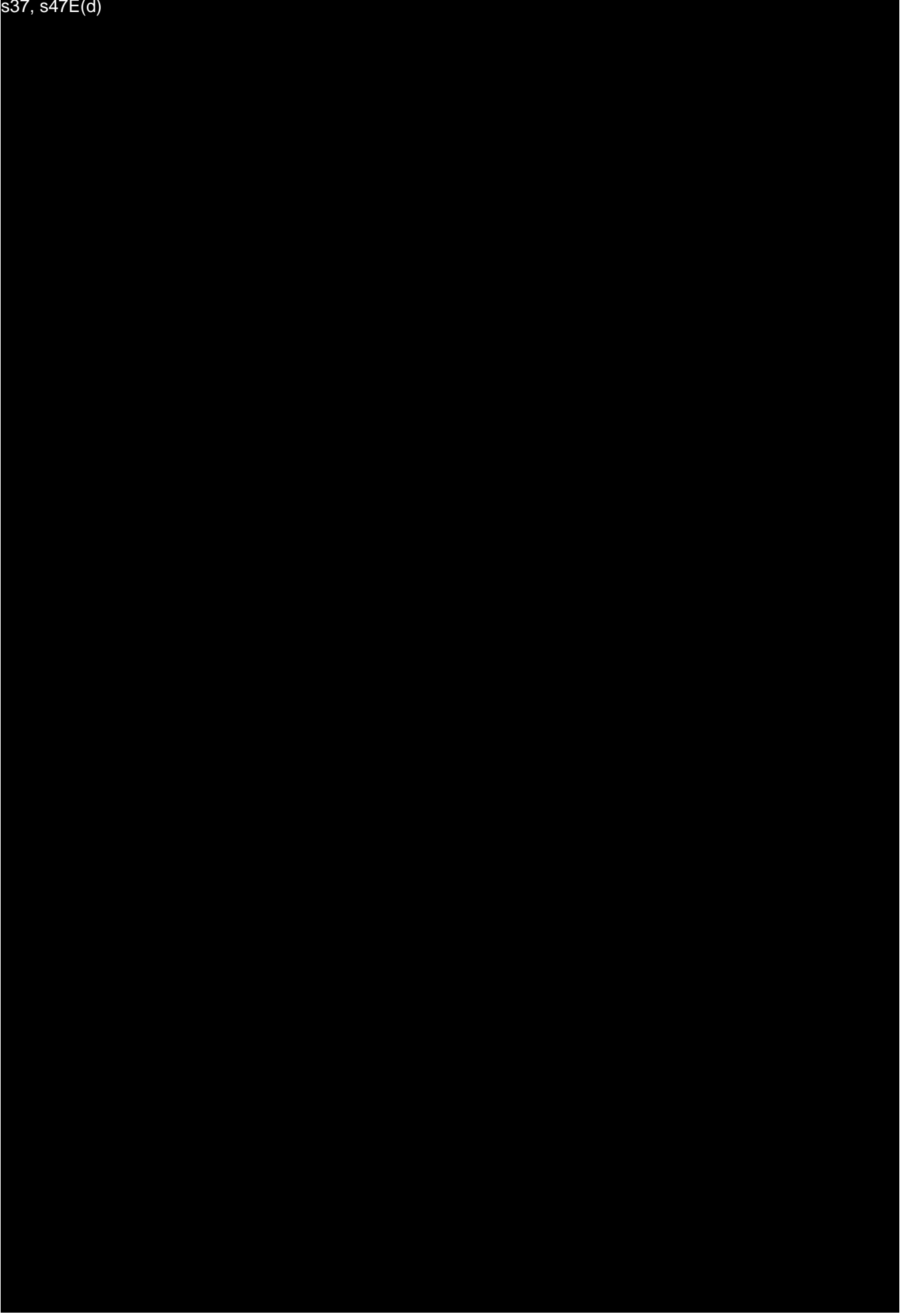
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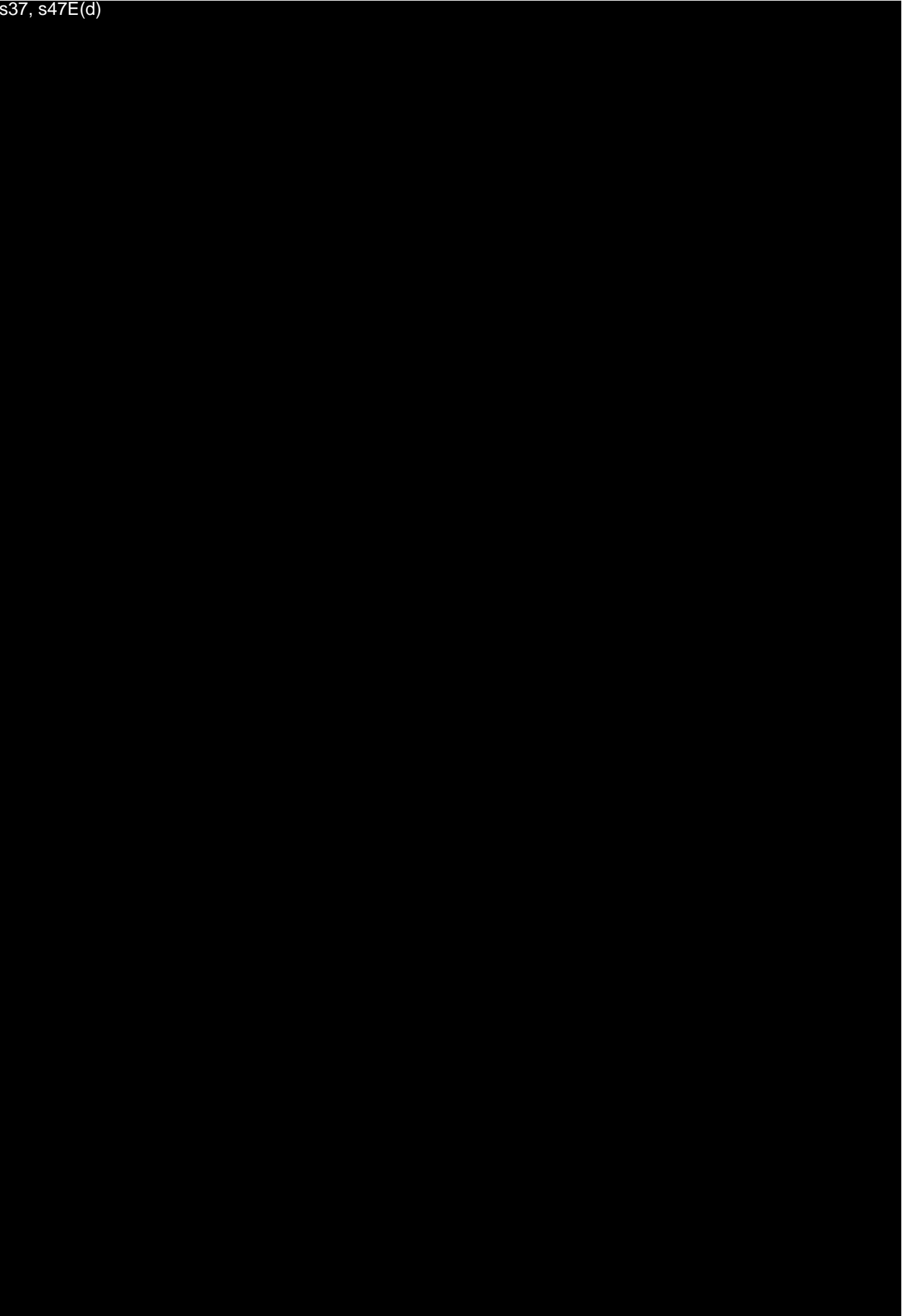


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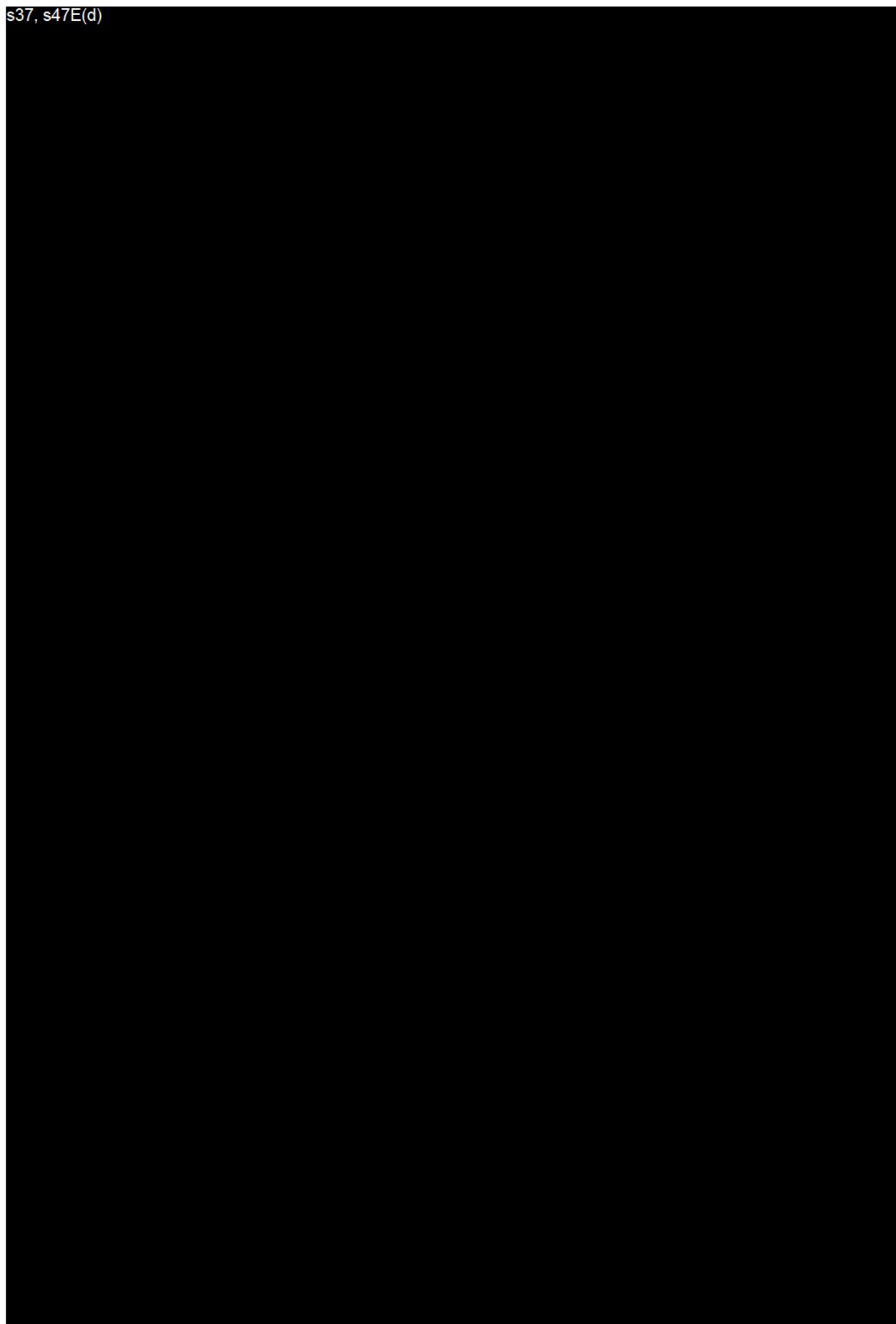
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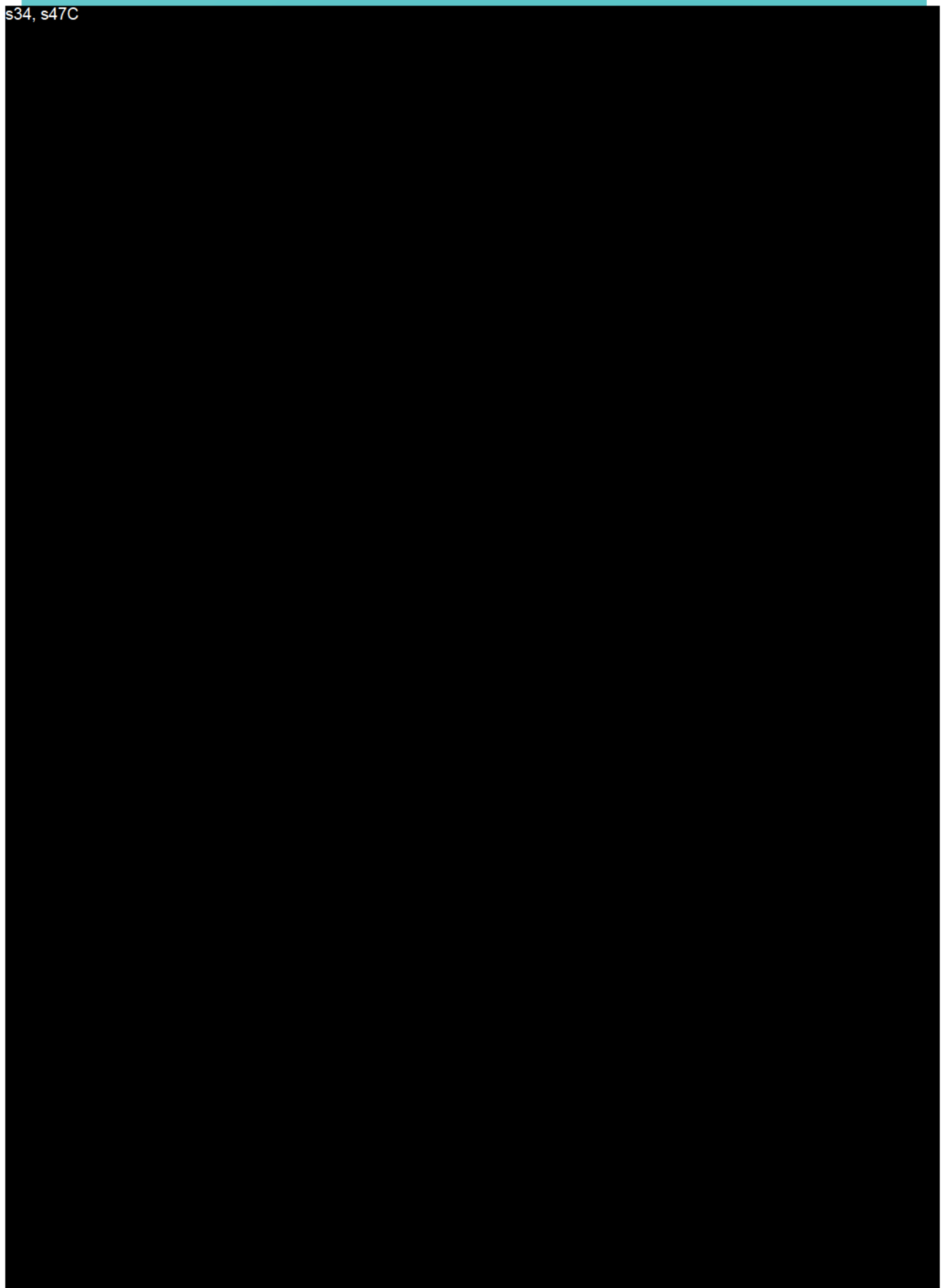
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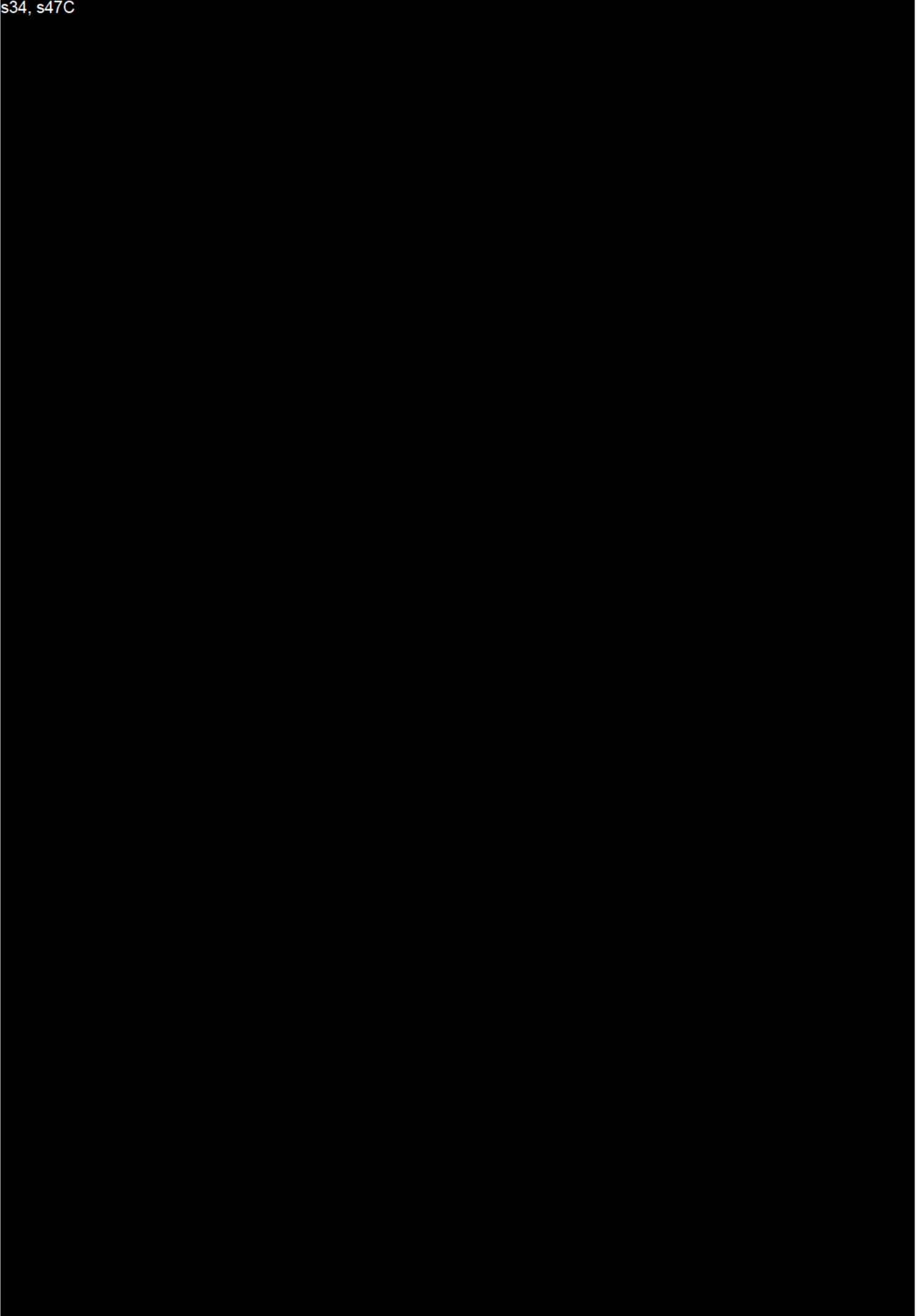


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Events, Meetings and Visits

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May/June schedule

Events

31 May – 2 June	Shangri-La Dialogue	Singapore	The largest and most important annual gathering of Defence Ministers, Defence Force Chiefs and Senior Defence Officials from the Indo-Pacific region.
31 May	<i>Kuttabul</i> Memorial Service	Garden Island Defence Precinct, Sydney	Wreath laying at the <i>Kuttabul</i> memorial and Japanese midget submarine conning tower in Navy Heritage Centre to commemorate the 77 th anniversary of the sinking of <i>Kuttabul</i> during the Battle of Sydney in 1942 with 21 lives lost.
21 June (TBC)	Handover of third Tongan Guardian Class Patrol Boat	Perth	Handover ceremony of the third guardian class patrol boat under the Pacific Patrol Boat Replacement program.

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May/June schedule

29 June	Decommissioning of HMAS <i>Success</i>	Fleet Base East, Garden Island, Sydney	Formal parade to mark the decommissioning of HMAS <i>Success</i> followed by a reception, with an opportunity for the Minister to speak. Media in attendance.
30 June	Decommissioning of HMAS <i>Newcastle</i>	Fleet Base East, Garden Island, Sydney	Formal parade to mark the decommissioning of HMAS <i>Newcastle</i> followed by a reception, with an opportunity for the Minister to speak. Media in attendance.

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July schedule

Events


2 July	Launch The Defence Reconciliation Action Plan 2019-22	Australian War Memorial	This is the Department's commitment to the Whole of Government 'Closing the Gap' Strategy
3 July	Chief of Air Force Change of Command Parade	Field Marshall Blamey Square, Canberra	
13 July	Arrival of HMAS <i>Ballarat</i>	Fleet Base West, HMAS <i>Stirling</i> , Perth	Marking the return of HMAS <i>Ballarat</i> from deployment in the Middle East on Operation MANITOU.

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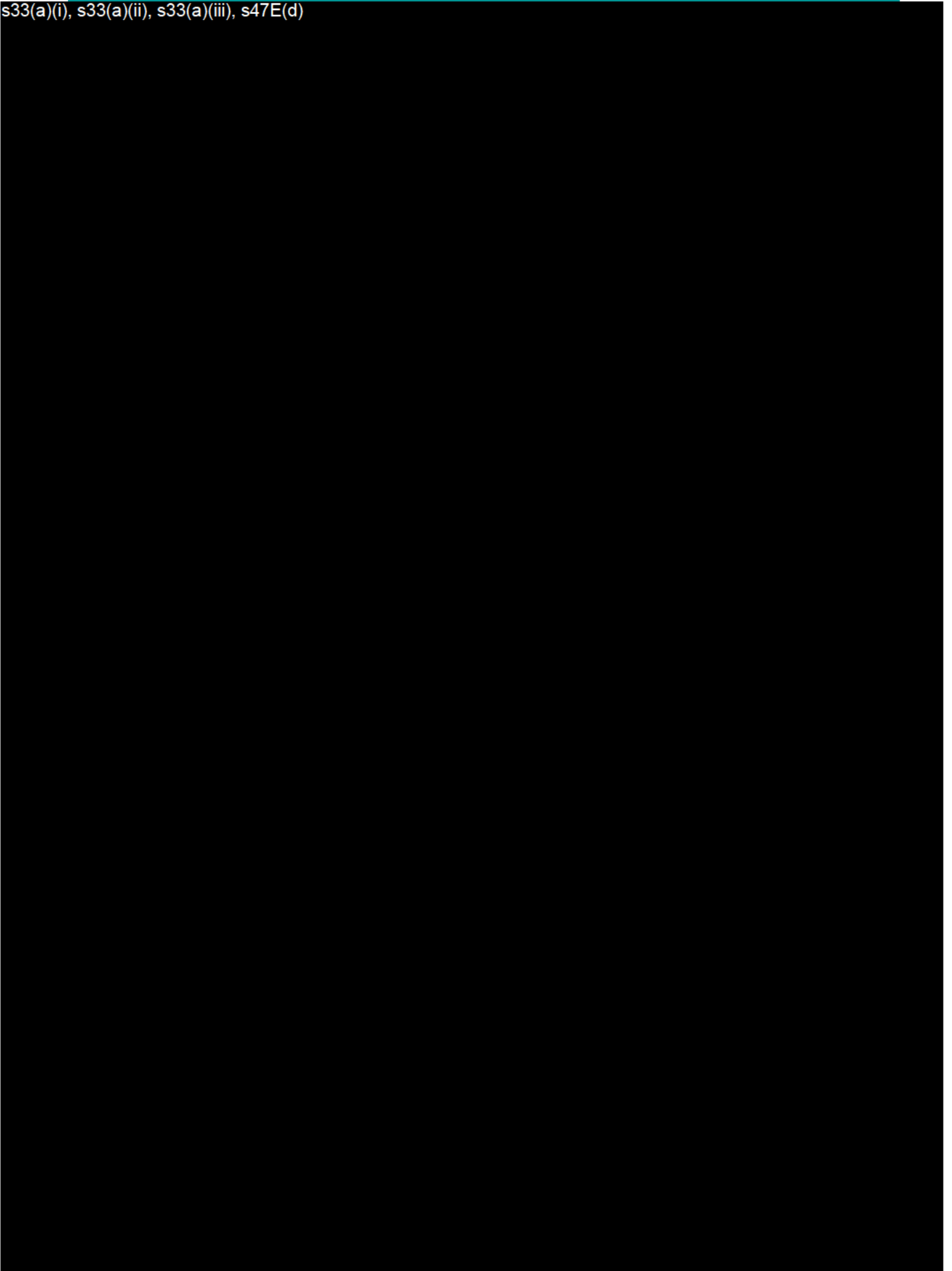
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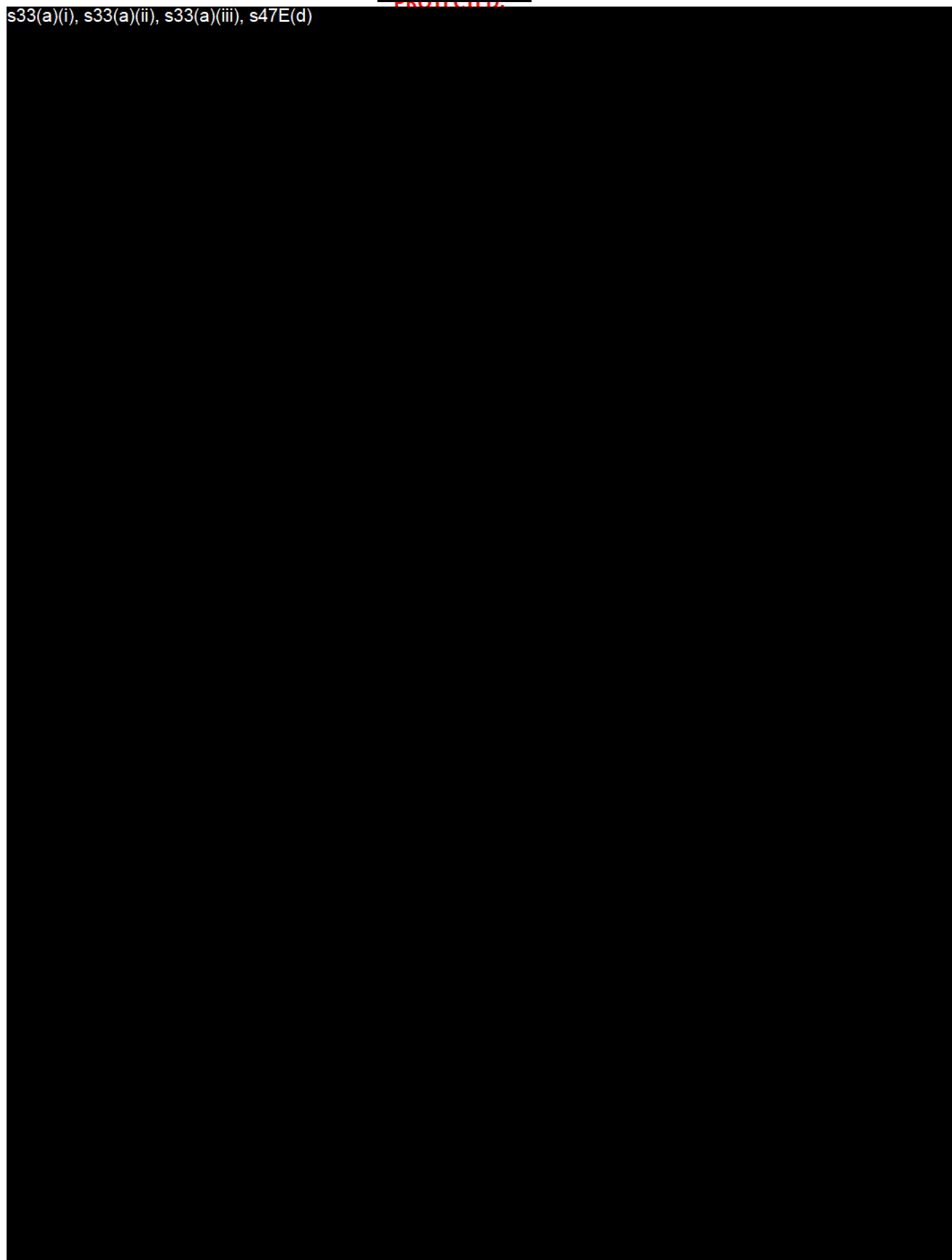
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Australian Government
Department of Defence



Australian Government
Department of Defence

Implementing Your Agenda

Incoming Government Brief 2019



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Incoming Government Brief May 2019

Implementing Your Agenda

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ADF Superannuation

Proposal

The Australian Defence Force Superannuation Scheme (ADF Super) membership eligibility will be extended to allow ADF Super members to choose to remain contributory members when they discharge from the ADF. This will align ADF Super with superannuation arrangements available in broader industry and other public superannuation schemes.

Source: [Budget 2019-20: Budget Measures, Budget Paper No.2. pp.66](#)

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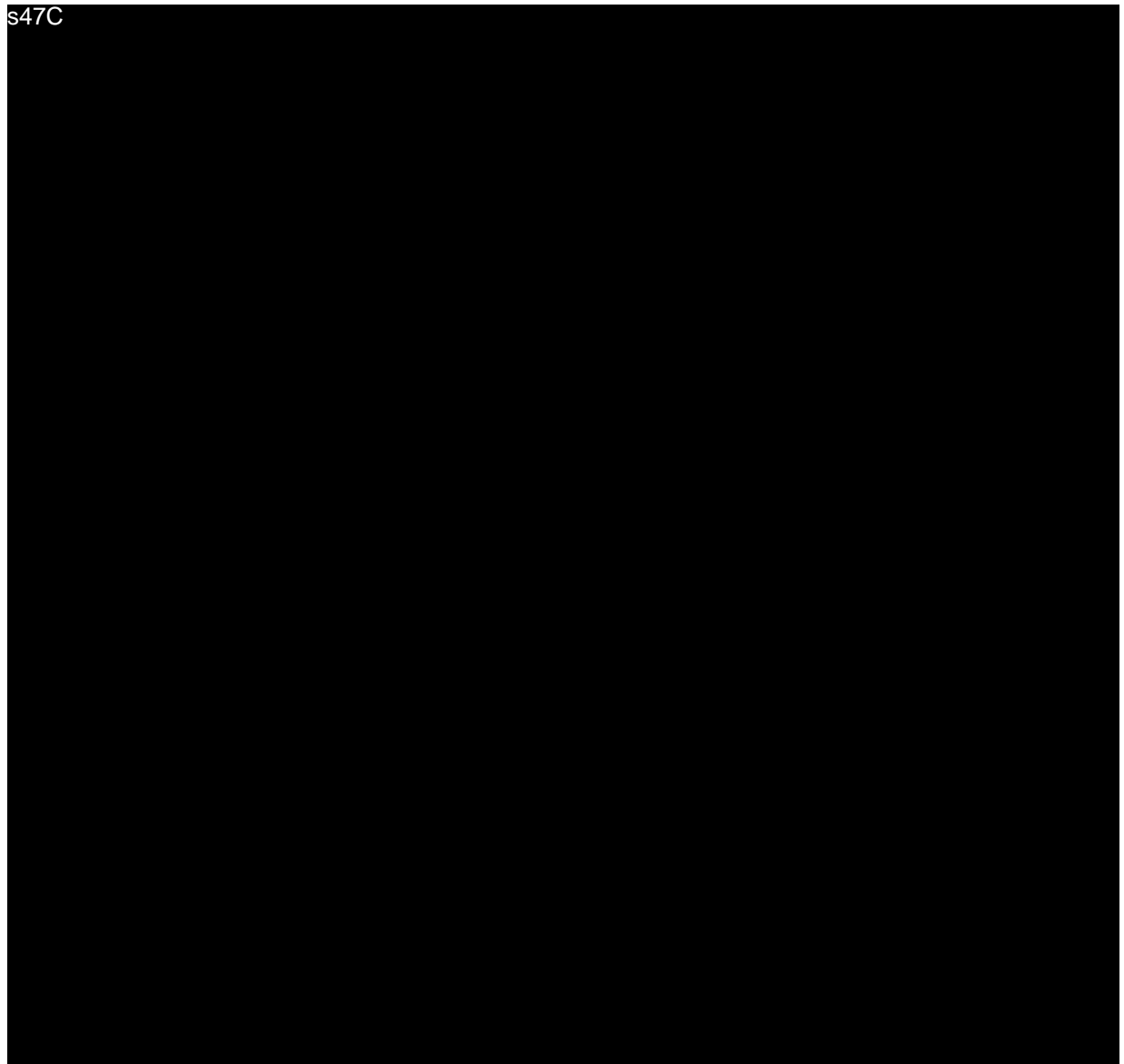


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ADF Superannuation

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Defence Innovation and Design Precinct at the University of Tasmania's Australian Maritime College

Proposal

The Coalition will provide \$30 million to phase one investment in the Tasmanian Defence Innovation and Design Precinct at the University of Tasmania's Australian Maritime College.

Source: [Liberal Party Media Release, Morrison Government Delivers on Defence Innovation Precinct for Launceston, of 17 April 2019](#)

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Defence Innovation and Design Precinct at the University of Tasmania's Australian Maritime College

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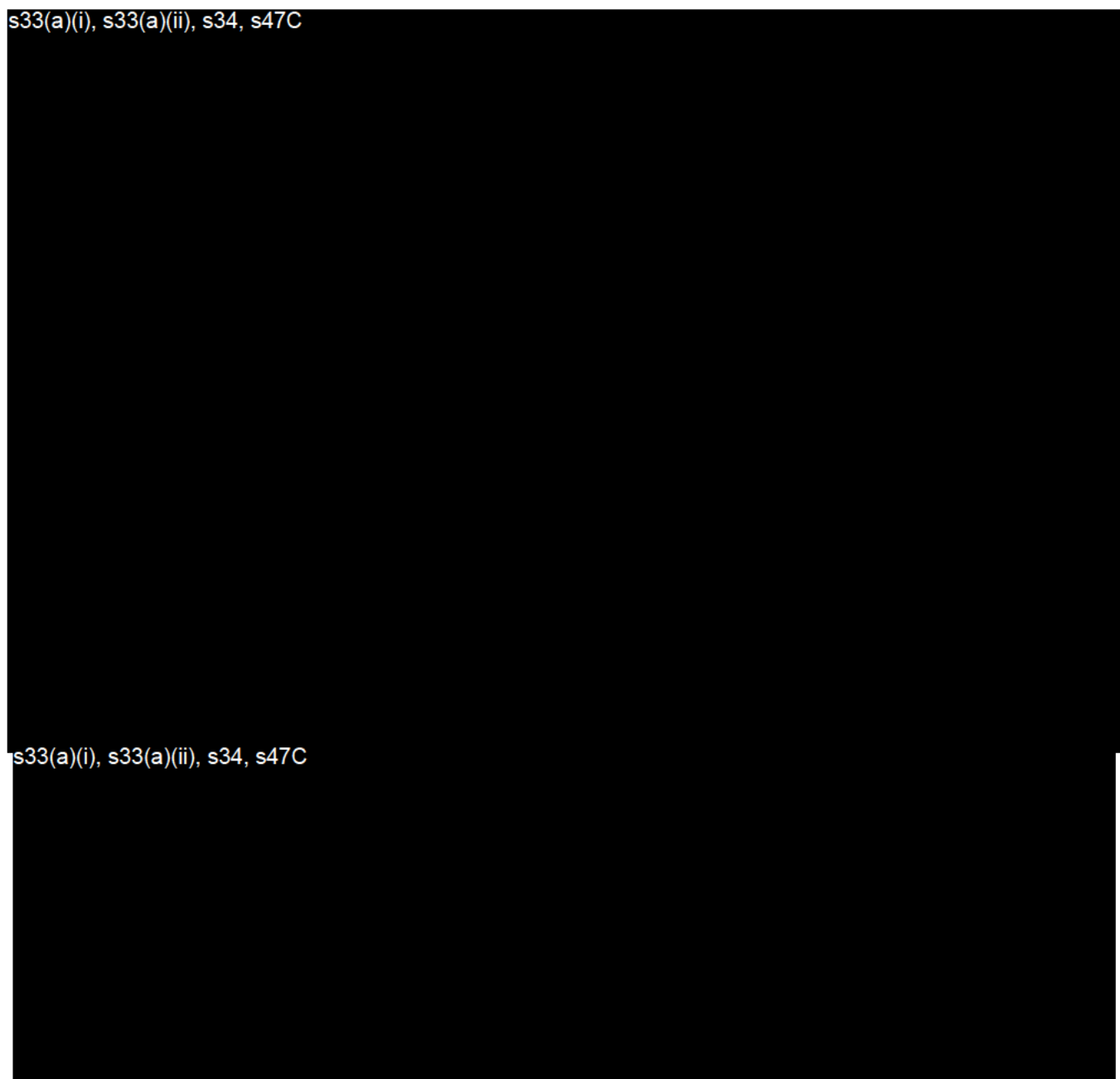
Delivering Howitzer Capability in Geelong

Proposal

The Coalition Government announced that Defence will acquire a new mobile artillery system to be built and maintained in Geelong under an "accelerated approval process". This includes 30 self-propelled howitzers and their supporting systems with work beginning before the end of 2022-23.

Source: [Joint Media Release, Morrison Government Delivers up to 350 Jobs to Build Army Capability, of 14 May 2019](#)

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Delivering Howitzer Capability in Geelong

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Economic Boost for WA Economy with new naval commitment

Proposal

A re-elected Government will invest up to \$1 billion to increase defence capabilities by building three naval vessels in Henderson, Western Australia – two mine warfare support vessels to replace the Huon-class mine hunter vessels, and a hydrographic military survey vessel. This proposal will retain and provide certainty to around 1,000 WA-based shipbuilding jobs.

Source: [Coalition Media Release, *Boost for WA economy and jobs with naval commitment*, of 29 April 2019](#) (re-announcements from previous decisions)

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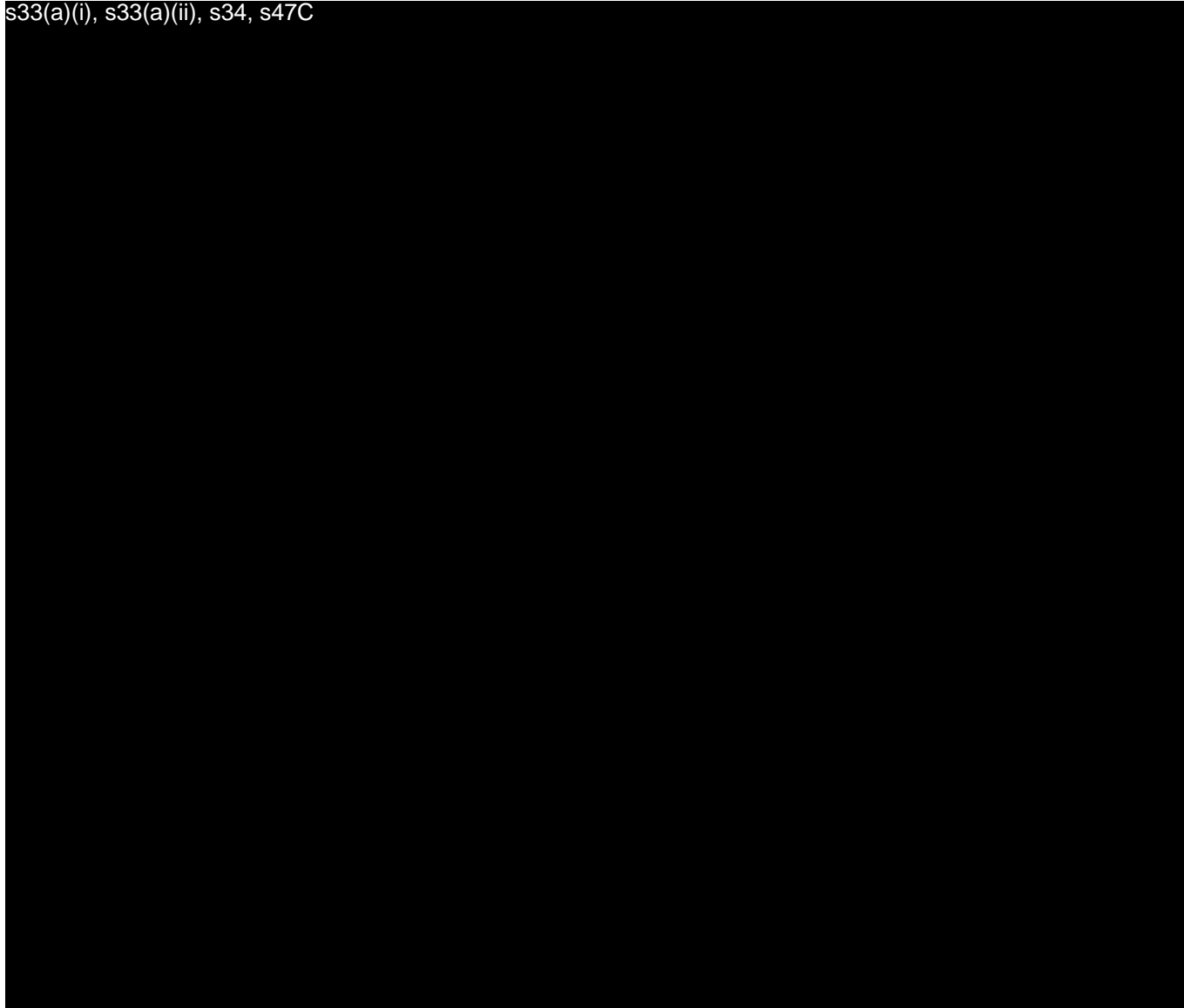


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Economic Boost for WA Economy with new naval commitment

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New Air Defence Capability

Proposal

The Coalition Government announced it will improve the protection of Australian troops through the purchase of a new short range air defence capability using Australian designed and built radars and vehicles. The capability will be based on the Raytheon/Kongsberg National Advanced Surface to Air Missile System (NASAMS) which is used by several countries, including the US.

Source: [Joint Media Release, *New air defence capability*, of 25 March 19](#)

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New Air Defence Capability

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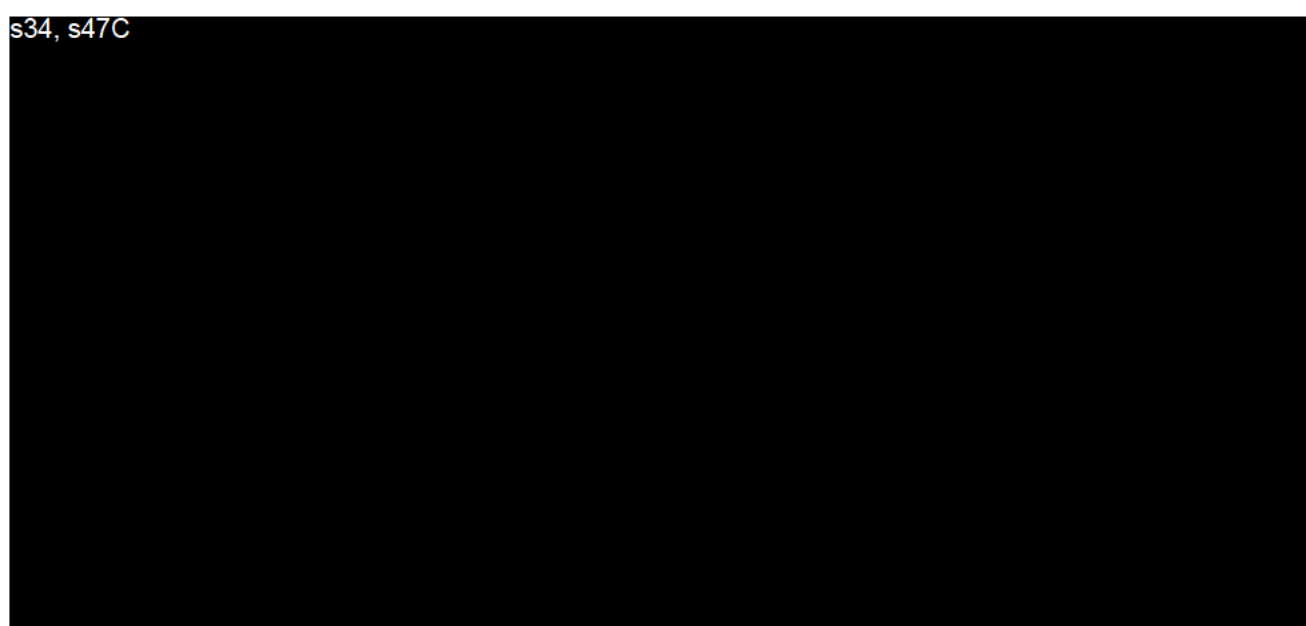
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Stanage Bay Road Upgrade

Proposal

This commitment seeks to upgrade Stanage Bay Road which is a 100 kilometre long road from the Bruce Highway to Stanage, located in Central Queensland (approximately 75 kilometres north of Rockhampton). The commitment would allow the road to be sealed with bitumen to the entry gate of the Shoalwater Bay Training Area.

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The Coalition will bring forward approved infrastructure work packages in NT

Proposal

The Coalition will direct Defence to bring forward the start date on approved infrastructure work packages for commencement before the end of 2019.

Source: [Media Release, Coalition Delivering Defence Infrastructure in the Northern Territory. of 3 May 2019.](#)

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The Coalition will bring forward approved infrastructure work packages in NT

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The Cyber Security National Workforce Growth Program

Proposal

Investing \$80 million in Australia's key security and cyber security agencies to put in 230 additional professionals to combat the cyber security threats that Australia faces. \$50 million will go into the cyber security workforce strategy, to include things like getting women into cyber security and working through the gap programme through defence industries to ensure more people with critical skills and capabilities in cyber security are being trained and recruited.

Source: Transcript of the Prime Minister's doorstep interview at Henderson, Western Australia, on 29 April 2019, page 2.

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The Cyber Security National Workforce Growth Program

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Chief Finance Officer
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Secretary

Mr Greg Moriarty Secretary of Defence

Mr Moriarty commenced as Secretary of the Department of Defence on 4 September 2017.

Mr Moriarty first worked in Defence from 1986 to 1995, primarily in the Defence Intelligence Organisation. He also served in the Headquarters of the United States Central Command in the Persian Gulf during Operations Desert Shield and Desert Storm.

Prior to his appointment as the Secretary of Defence, Mr Moriarty held senior roles in the Prime Minister's office, first as the International and National Security Adviser and then as Chief of Staff to Prime Minister Malcolm Turnbull.

In June 2015 Mr Moriarty was appointed Commonwealth Counter-Terrorism Coordinator in the Department of the Prime Minister and Cabinet. Mr Moriarty was responsible for coordinating and implementing Australia's counter-terrorism arrangements, in close partnership with the States and Territories.

Mr Moriarty has extensive experience within the Department of Foreign Affairs and Trade. Mr Moriarty served in a number of senior roles, including as Deputy Secretary (2015), Ambassador to Indonesia (2010-2014), First Assistant Secretary, Consular Public Diplomacy and Parliamentary Affairs Division (2009-2010), Assistant Secretary, Parliamentary and Media Branch (2008-2009), Ambassador to Iran (2005-2008), Assistant Secretary, Maritime South East Asia Branch (2002-2005) and as the Senior Negotiator with the Peace Monitoring Group on Bougainville.

Mr Moriarty holds a Bachelor of Arts Degree with Honours from the University of Western Australia and a Masters Degree in Strategic and Defence Studies from the Australian National University. He is married with two children. Mr Moriarty has studied Indonesian and Tok Pisin.



CDF

General Angus J. Campbell, AO, DSC Chief of the Defence Force

General Angus Campbell joined the Australian Army in 1981, graduating from the Royal Military College - Duntroon in 1984. He was assigned to the Royal Australian Infantry Corps and initially served as a platoon commander in the 3rd Battalion (Parachute), The Royal Australian Regiment (3RAR).

He then served in troop and squadron command appointments within the Special Air Service Regiment.

In 2001 he was appointed the Commanding Officer of the 2nd Battalion, The Royal Australian Regiment (2RAR). While in command, the battalion group deployed to East Timor, as a component of the United Nations Transitional Administration East Timor.

General Campbell has also served in a range of staff appointments including as Aide-de-Camp to the Chief of Army, as a strategic policy officer in Army Headquarters, an instructor at the Australian Command and Staff College and as Chief of Staff to the Chief of the Defence Force.

In late 2005, he joined the Department of Prime Minister and Cabinet as a First Assistant Secretary to head the Office of National Security and was subsequently promoted to Deputy Secretary and appointed to the position of Deputy National Security Adviser. In these roles he was responsible for the preparation of advice to the Prime Minister on national security matters and coordinating the development of whole-of-government national security policy.

Upon his return to the Australian Defence Force in early 2010 he was appointed to the rank of Major General and led the Military Strategic Commitments staff in Defence headquarters until January 2011, when he assumed command of Australian forces deployed in the Middle East Area of Operations. He subsequently served as Deputy Chief of Army from February 2012 to September 2013, when he was promoted to Lieutenant General to command the Joint Agency Task Force responsible for the implementation of Operation Sovereign Borders.

On 16 May 2015, he was appointed Chief of the Australian Army. General Campbell was subsequently promoted and appointed to command of the Australian Defence Force on 7 July 2018.

General Campbell holds a Bachelor of Science (Honours) from the University of New South Wales, a Master of Philosophy in International Relations from Cambridge University and he is a graduate of the Australian Army Command and Staff College.

General Campbell's hobbies include hiking, distance running, military history and gardening. He is married to Stephanie and they have two adult children.



Associate Secretary

Ms Rebecca Skinner **Associate Secretary**

Rebecca was appointed as the acting Associate Secretary of Defence in October 2017 and confirmed in the role September 2018. She is responsible for Defence enterprise planning, performance and risk management, and the integration of all corporate enabling functions across the Department. Prior to this appointment, Rebecca was Deputy Secretary Strategic Policy and Intelligence from September

2016, where she was responsible for the Defence intelligence agencies, strategic, international and industry policy and contestability. This followed her promotion to Deputy Secretary Defence People in May 2014, responsible for ADF and civilian personnel policy, delivery of people shared services, the ADF recruitment and family programs, culture change and honours and awards.

Prior to that she has held the positions of:

- First Assistant Secretary Capability Investment and Resources (2012-2014);
- First Assistant Secretary Ministerial and Executive Coordination and Communication (2011-2012);
- First Assistant Secretary Strategic Policy (2008-2011); and
- During 2010 Rebecca was the head of the secretariat for the Government's review of the Woomera Prohibited Area. She led a cross-government team examining the national security and economic interests of the region and recommending arrangements for its future.

Prior to those appointments, Rebecca had been Assistant Secretary Defence and Intelligence at the Department of the Prime Minister and Cabinet responsible for policy coordination across Defence and the Australian Intelligence Community. Her appointment followed a year as a senior executive in the Attorney General's Portfolio.

Rebecca originally joined the Department of Defence in 1993 after four years teaching secondary school. Rebecca worked at the Australian Signals Directorate (ASD) holding a range of positions in information security and signals intelligence, including a posting as an ASD Liaison officer to the National Security Agency.

Moving to the Defence Intelligence Organisation (DIO) in 2002 to head intelligence production and coordination, she took up a Senior Executive Service (SES) position as Assistant Secretary Analytical Services in 2003 and was promoted to the SES in 2004. In this role Rebecca was responsible for corporate intelligence support functions and the management of the allied information systems and policy.

Rebecca has a Bachelor of Science Degree and a Graduate Diploma in Education from the University of Melbourne, and a Graduate Diploma in Applied Science (Computer Science) from Swinburne University. She is a graduate member of the Australian Institute of Company Directors.

Rebecca is married to Michel and they have two teenage sons.



VCDF

Vice Admiral David Lance Johnston, AO Vice Chief of the Defence Force

Vice Admiral David Johnston RAN was born in 1962 and entered the Royal Australian Naval College as a junior entry Cadet Midshipman in 1978. He graduated from the College in 1982 as a seaman officer, later specialising as a Principal Warfare Officer. He was appointed Vice Chief of the Defence Force on 7 July 2018.

His operational naval tours include serving as Commanding Officer of HMAS Adelaide (FFG 01) and HMAS Newcastle (FFG 06). In these commands he conducted border security patrols and deployed on Operation QUICKSTEP to Fiji in 2006.

His staff appointments include Command and Control specialist staff positions in Australian Defence Headquarters, Operations Manager at Sailors' Career Management and later as Director Joint Plans in Strategic Operations Division, where he developed strategic military response options for consideration by Government.

In July 2007 on promotion to Commodore, he joined Fleet Headquarters as Commodore Flotillas where he was responsible for planning maritime operations and the operational training of Navy's ships, submarines and diving teams.

In November 2008 he assumed the role of J3 (Director General Operations) at Headquarters Joint Operations Command. This role encompassed the operational level execution of all Australian Defence Force operations both overseas and within Australia.

In October 2010, he deployed to Operation SLIPPER in the Middle East Area of Operations as the Deputy Commander Joint Task Force 633. He supported the Commander JTF in providing national command oversight of all Australian Defence Force elements conducting maritime, land and air operations in Iraq, Afghanistan and adjacent maritime areas. He was awarded a Commendation for Distinguished Service for this role.

Promoted to Rear Admiral he assumed the role of Deputy Chief Joint Operations Command in June 2011. While performing this role he commanded the Defence Joint Task Force that supported the Commonwealth Heads of Government Meeting in 2011 and the visit by the President of the United States of America later in that year.

Vice Admiral Johnston was appointed Commander Border Protection Command in December 2011 and held this responsibility until December 2013. As commander of this multi-agency organisation he was responsible for the civil maritime security of Australia's maritime domain using resources from both the Australian Defence Force and the then Australian Customs and Border Protection Service.

On promotion to Vice Admiral in April 2014, he was appointed Chief of Joint Operations in May 2014. As CJOPS his role was to plan, control and command ADF military campaigns, operations, joint exercises and other activities in order to meet Australia's national objectives.

Vice Admiral Johnston holds a Master of Science in Operations Research from the USN Postgraduate School in Monterey, California and a Master of Arts in Strategic Studies from Deakin University. He participated in the inaugural Australian Security Executive Development Program in 2009. In 2012 he was appointed a Member of the Order of Australia (Military Division) and in 2018 was appointed an Officer of the Order of Australia (Military Division). He is married and has two children.



Chief of Navy

Vice Admiral Michael Noonan, AO

Chief of Navy

Vice Admiral Michael Noonan, AO, RAN joined the Royal Australian Navy in 1984, trained as a seaman officer and then subsequently completed Principal Warfare Officers course and specialised in Air Direction and Above Water Warfare.

Throughout his career, he had experience in a wide range of Navy and ADF operations through various sea and shore posting and operational roles. Highlights have included deployments to the Middle East, Southern Ocean and being the Commissioning Commanding Officer of the Anzac class frigate HMAS Parramatta.

He has fulfilled leadership positions at all levels of the Australian Defence Force, with senior positions including the Director of Military Strategic Commitments, Director General of Operations at HQJOC, Command of Maritime Border Command and Deputy Chief of Navy.

In June 2018, he was appointed as an Officer of the Order of Australia in recognition of his distinguished service in significant senior ADF command roles.

Vice Admiral Noonan assumed command of the Royal Australian Navy on 7 July 2018 and will be the 32nd professional head of the Australian Navy, and the 9th officer to hold the title of Chief of Navy Australia. In this role, he is entrusted by Government to be its principal naval advisor, and to raise, train and sustain Australia's naval forces to execute maritime missions in a dynamic region.



Chief of Army

Lieutenant General Rick Burr AO, DSC MVO

Chief of Army

Lieutenant General Burr assumed command of the Australian Army on 2 July 2018.

He joined the Army in 1982, graduating from the Royal Military College at Duntroon in 1985 to the Royal Australian Infantry Corps. He has seen service in 8th/9th Battalion, Royal Australian Regiment, and the Special Air Service Regiment, which he

commanded in 2003–04.

Lieutenant General Burr's senior leadership roles have been diverse: he was previously the Deputy Chief of Army and, prior to that, uniquely, served as the Deputy Commanding General to the US Army—Pacific, becoming the first foreign officer to hold the position. In 2011–12, he served as Commander of 1st Division and the Deployable Joint Force Headquarters.

His operational commands include Commander of Special Operations Forces to the International Security Assistance Force in Afghanistan in 2008, a theatre-level multinational command position, and, earlier, Commander of Australian Special Operations Task Groups in both Afghanistan (2002) and Iraq (2003).

In addition to his command roles, Lieutenant General Burr gained broad experience across Army, Defence and the Australian Government in a range of staff, training and representational appointments.

Committed to the development of our future leaders, he has served as an instructor at the Royal Military College at Duntroon, and Chief Instructor of the Australian Defence Force Warfare Centre, responsible for the education and training of ADF officers in planning joint operations.

In key staff roles he was the senior operations and plans officer in Headquarters Special Operations Command in 2001–02, and Military Assistant to the Chief of the Army in 2005. As a colonel he served as Director of Force Structure and then Director General Preparedness and Plans in Army Headquarters. In 2007, he was seconded as a senior adviser to the Department of Prime Minister and Cabinet, and was Director General

Military Strategic Commitments in 2009–10. In a key representational appointment, he was the Equerry to Her Majesty Queen Elizabeth II for the Royal Visit to Australia in 2000.

Lieutenant General Burr is a Distinguished Graduate of the United States Marine Corps Command and Staff College and graduate of the USMC School of Advanced Warfighting. He holds a Bachelor of Arts from the University of New South Wales, a Master of Military Studies from the Marine Corps University, and has completed the Harvard Business School Advanced Management Program. His personal awards include being appointed Officer of the Order of Australia, Distinguished Service Cross, Member of the Royal Victorian Order and a number of foreign awards for distinguished service. He is also Patron to the Defence Australian Rules Football.

Lieutenant General Burr and his wife, Bronwyn, are originally from the Riverland in South Australia.



Chief of Air Force

Air Marshal Leo Davies, AO, CSC

Chief of Air Force

Air Marshal Leo Davies joined the Royal Australian Air Force as a cadet Navigator in 1979 and graduated to fly P-3B and P-3C Orion aircraft with No 11 Squadron at RAAF Base Edinburgh in South Australia.

In 1987, he completed pilot training and an F-111 conversion course, before being posted to No 1 Squadron at RAAF Base Amberley in 1988. Air

Marshal Davies was posted to Cannon Air Force Base in New Mexico in 1990 to fly F-111D aircraft, on exchange with the United States Air Force.

After returning to Australia in 1993, he was posted to No 1 Squadron as the Operations Flight Commander, followed by a year as Operations Officer at Headquarters No 82 Wing. After a posting in 1997 and 1998 as the Executive Officer at No 1 Squadron, he completed RAAF Command and Staff Course. In 2000, he commenced two years in Capability Systems within Defence Headquarters.

In 2002 and 2003, Air Marshal Davies' long association with No 1 Squadron was again rekindled when he returned as Commanding Officer and achieved 2000 hours flying the F-111. He was the Staff Officer to the Chief of Air Force during 2004, before taking up the post of Officer Commanding No 82 Wing at RAAF Base Amberley, where he was awarded a Conspicuous Service Cross (CSC) for outstanding achievement.

In 2006 and 2007, Air Marshal Davies worked as Director Combat Capability within Air Force Headquarters, and was deployed to the Middle East to work in the Combined Air Operations Centre.

Between 2008 and 2010, he was the Director General Capability Planning within Air Force Headquarters. He was then posted to Washington as the Air Attaché, where he was awarded the United States Legion of Merit - Officer. Air Marshal Davies returned from Washington in January 2012 to take up his appointment as Deputy Chief of Air Force.

In 2014, Air Marshal Davies was appointed an Officer of the Order of Australia (AO) for distinguished service to the Australian Defence Force in senior command and staff

appointments. He was promoted to Air Marshal and appointed Chief of Air Force on 4 July 2015.

He is married to Rhonda who is a Registered Nurse and they have two children: Erin, who is also a Registered Nurse (midwife), and Jacob.



Chief of Joint Operations

Air Marshal Mel Hupfeld AO DSC

Chief Joint Operations

Air Marshal Mel Hupfeld is the Chief of Joint Operations at Headquarters Joint Operations Command. He is responsible for ADF Operations and Joint exercises both domestically and internationally as directed by the Chief of the Defence Force in order to achieve Government strategic priorities. In carrying out this mission Air Marshal Hupfeld is responsible for the planning, control and conduct of all Australia's

military campaigns, Operations, joint exercises and other activities in order to meet Australia's national objectives.

Air Marshal Hupfeld was born in Sydney in 1962 and joined the Royal Australian Air Force (RAAF) in 1980, graduating with a Bachelor of Science degree in 1983 from the RAAF Academy.

During Air Marshal Hupfeld's career he initially flew the Mirage IIIO fighter before converting to the F/A-18 Hornet when it was first introduced to service. In 1989 he qualified as a Fighter Combat Instructor and in 1997 he attended the Royal Air Force Advanced Staff Course, graduating with a Master of Arts in Defence Studies from the King's College in London.

Air Marshal Hupfeld has commanded at all levels throughout his military career. His command appointments include; Commanding Officer No 75 Squadron, Officer Commanding No 81 Wing, Commander Air Combat Group and Air Commander Australia. The highlight of these appointments was the Command of No 75 Squadron on Operations BASTILLE and FALCONER in the Middle East. He was awarded a Distinguished Service Cross in recognition of his performance in this role, and his Squadron was awarded a Meritorious Unit Citation. Additional operational deployment included an embedded role in 2008 as Director of the Combined Air and Space Operations Centre in the Middle East Area of Operations.

Air Marshal Hupfeld's Staff appointments include; Deputy Director and Director Aerospace Combat Development, Head Capability Systems Division, acting Chief Capability Development Group (CDG) (during the First Principles Review implementation and disbandment of CDG) and Head Force Design in Vice Chief of Defence Force Group.

In 2015 Air Marshal Hupfeld was appointed as an Officer of the Order of Australia (AO) for distinguished service to the Australian Defence Force in senior command and staff appointments.

On promotion to Air Marshal in May 2018, he was appointed as the Chief of Joint Operations.

Air Marshal Hupfeld is married to Louise, and his interests include mountain biking, running, fishing, light aircraft, and sailing.



Chief of Joint Capabilities

Air Marshal Warren McDonald, AM, CSC

Chief of Joint Capabilities

Air Marshal Warren McDonald was born in Hay, NSW and joined the Royal Australian Air Force at the age of 15 as an apprentice motor transport fitter. In 1989, he was commissioned and underwent pilot training, flying his first operational tour on the P-3C Orion at No 11 Squadron. In 1993, he was posted to Canada to fly the CP-140 Aurora at 415 Squadron.

In 1996, he returned to fly the P-3C Orion with No 10 Squadron and was then posted to No 92 Wing's Maritime Test and Evaluation Unit to introduce the AP-3C Orion. In 2001, he was promoted to Squadron Leader and posted to No 10 Squadron as a flight commander. In 2002, he was posted to Butterworth Malaysia, as the commander of 92WG's Detachment Alpha. In 2005, he returned to Australia to attend Australian Command and Staff Course. This was followed by promotion to Wing Commander and a posting as Deputy Director of Project Air 7000 Phase 1.

In 2007, Air Marshal McDonald was appointed Commanding Officer of No 11 Squadron, for which he was awarded the Conspicuous Service Cross. This was followed in 2009 by appointment as Officer Commanding No 92 Wing and promotion to Group Captain. He commanded No 92 Wing until October 2011, when he deployed to the Middle East as the Australian Air Component Commander for Joint Task Force 633 in support of Operation SLIPPER. With over 5000 hours on the P-3, he has served four operational tours in the Middle East, each one in a different command position.

Upon his return from the Middle East in May 2012, Air Marshal McDonald was promoted to Air Commodore and appointed Director General Capability Planning - Air Force, before appointment as Commander Air Mobility Group. In June 2015, he was appointed a Member of the Order of Australia (AM) for exceptional performance as Officer Commanding No 92 Wing, Director General Capability Planning - Air Force and Commander Air Mobility Group.

On promotion to Air Vice-Marshal in July 2015, he commenced as Deputy Chief of Air Force. Air Marshal McDonald is currently serving as the Chief of Joint Capabilities within the Australian Defence Force Headquarters, following his promotion to Air Marshal in December 2018.

He is married to his very understanding wife, Sarah.



Chief Information Officer

Mr Stephen Pearson

Chief Information Officer

Mr Stephen Pearson commenced as Chief Information Officer (CIO) in February 2018.

A consistent, results-driven global CIO and IT executive, he has proven ability to deliver sustainable transformational change through positive influencing, the close collaboration of IT and business stakeholders, and effective leveraging of technology as a key business enabler.

As Defence CIO he is responsible for:

- secure and integrated single information environment which supports Defence's business and military operations;
- providing strong leadership of the people and financial resources within the Group; and
- making a significant leadership contribution in relation to security, both for the Defence organisation and at a whole of government level.

Prior to joining the APS, Stephen's career encompassed diverse industry sectors including mining services, supply and logistics, retail, airlines, financial services, manufacturing, healthcare and professional services.

He has a strong record of success in developing and implementing IT strategies, operating models and technology solutions (digital, ERP) in complex global business environments. He is experienced with both centralised and distributed IT functions, and is an advocate of organisation change management to complement technology initiatives.

After spending a number of years successfully delivering major business change initiatives at Air Canada, Qantas, Coles and Newcrest Mining, he was the global CIO of Orica during a time of great change in the industry and the organisation. He has also been an independent advisor to Toll Group, Ausenco and Oil Search leadership, supporting their respective transformation programs. Prior to joining Defence, Stephen was CIO and Head of Transformation at Lattice Energy.

His vision for the future is for the successful delivery of effective, flexible, innovative and scalable ICT solutions and services to support our current and future integrated Defence capability to defend the country and its interests.

Stephen graduated from the University of Central Queensland with a Bachelor of Business Studies in 1977 and is a Chartered Accountant.

He is married with two children, a daughter and a son. He enjoys tennis, keeping fit, travelling, wine, music and watching most sports, particularly rugby union where he is a Foundation Member of the Melbourne Rebels.



Chief Finance Officer

Mr Steven Groves

Chief Finance Officer

Steven Groves is the Chief Finance Officer (CFO) for the Department of Defence.

Before being appointed as the CFO, Steven was the Acting Chief Operating Officer, Deputy Secretary Corporate and Enabling Group at the Department of Home Affairs.

Prior to this, Steven was the CFO of the Department of Home Affairs including in its various pre-merger entities including the Department of Immigration and Border Protection, the Australian Customs and Border Protection Service and the Australian Customs Service. While at ACBPS Steven also led a taskforce on Revenue and Trade Crime. Steven joined Customs in 2008. Steven was first appointed a CFO of a Commonwealth Department in 2007 at the Department of Veterans Affairs.

Prior to Veterans Affairs, Steven spent 8 years in corporate accounting roles at the Australian Taxation Office (ATO) leading at various times the Management Accounting and Financial Operations Branches. During this time, he worked directly to the ATO CFO in a deputy role.

Steven has extensive experience in executive and leadership positions within the Commonwealth Public Service with over 20 years working predominantly in senior corporate finance roles.

Steven graduated in 1994 from the James Cook University, in Townsville with a Bachelor of Commerce. Steven is a Fellow of CPA Australia and has completed a number of post graduate courses.

Steven grew up in Townsville, North Queensland and is married with 2 teenage children.



DEPSEC Defence People

Ms Justine Greig

Deputy Secretary Defence People

Justine Greig was appointed to the role of Deputy Secretary Defence People in June 2018. She is responsible for people strategy, policy development and service delivery to support the 100,000 strong Australian Defence Force and Defence Australian Public Service workforce.

Justine also leads the Defence culture reform program, known as Pathway to Change. She has had a long term professional interest in organisational culture, leadership development and workplace inclusion. Justine is currently a member of the Australian Human Resource Institute Public Sector panel.

Justine's qualifications include a Bachelor of Arts (Hons Psychology), a Master of Science (Occupational Psychology, University of London) and a Master of Arts (Strategic Studies, Deakin University).

In the past she was a finalist in both the Australian Human Resource Institute David Ulrich Practitioner of the Year Award, and the Australian Financial Review/Westpac Women of Influence Awards, in the Public Policy Category. Her love of HR is beaten however by her love of watching her two children play sport.



DEPSEC Secretary and Infrastructure

Mr Steve Grzeskowiak

Deputy Secretary Estate and Infrastructure

Following a Career in Engineering Management in the UK, Steve moved to Australia in 2003 to take up a position within the Department of Defence.

Steve was promoted into the Senior Executive Service in July 2004 as the Director General Occupational Health and Safety for Defence and was responsible for overseeing Defence's corporate OH&S programs. He moved into Personnel Policy in July 2006 as the Director General Personnel Policy and Employment Conditions. In 2008 Steve became Head People Policy in the new People Strategies and Policy Group, with responsibility for Policy issues across the human resources spectrum for Defence APS and ADF.

In 2011 Steve transferred into the Defence Support Chief Operating Officer position and in January 2013 Steve was promoted to Deputy Secretary Estate and Infrastructure. As a consolidated service delivery organisation for Defence, Steve is responsible for a range of enabling services where Defence works, trains and lives across Australia and the development and management of the Defence estate.

Steve is married with two children and lives in Canberra, Australia.



DEPSEC Capability Acquisition and Sustainment

Mr A.P (Tony) Fraser, AO, CSC

Deputy Secretary Capability Acquisition and Sustainment

Tony Fraser leads the Capability Acquisition and Sustainment Group in the Department of Defence.

Tony has extensive experience spanning the defence, industry and commercial sectors and working with Government. His most recent appointment was Managing

Director of Airbus Australia Pacific.

Tony completed 34 years of service in the Australian Army and reached the rank of Major General. He has 5,500 military flying hours, mostly on helicopters, and achieved an A1 flying instructor rating.

During his 6 years in the then-Defence Materiel Organisation, he led the team assisting David Mortimer in his review of Defence Procurement and Sustainment.

In addition to his military career courses, Tony Fraser is a graduate of the Harvard Business School. He has been recognised as an Officer in the Order of Australia and a Conspicuous Service Cross. He has two grown daughters, Katelin and Sarah.



DEPSEC Strategic Policy & Intelligence

Mr Peter Tesch

Deputy Secretary Strategic Policy & Intelligence

Mr Tesch was appointed as Deputy Secretary Strategic Policy & Intelligence on 1 May 2019. As Deputy Secretary Strategic Policy and Intelligence, Mr Tesch has the stewardship of the Defence Intelligence agencies, and lead responsibility for Defence's strategic, international and industry policy.

Mr Tesch comes to this role following a distinguished career as a senior officer with the Department of Foreign Affairs and Trade (DFAT). He most recently served as Australia's Ambassador to the Russian Federation from March 2016 until April 2019. Prior to this, he held several executive positions in DFAT, including as First Assistant Secretary International Security Division over January 2014 to December 2015. Mr Tesch has also previously served in the Office of the Minister for Trade (1993-1994).

He has previously represented Australia overseas as Ambassador to Germany (2009-2013); Commissioner-General for the Shanghai 2010 World Expo (2008-2009); Deputy Permanent Representative to the United Nations, New York (2002-2005); Deputy Commissioner-General at the Expo 2000, Hanover (1999-2000); Ambassador to Kazakhstan (1997-1999); and Third Secretary, Moscow (1989-1991).

Mr Tesch holds a Bachelor of Arts degree with Honours from the University of Queensland. He speaks German and Russian.



Chief Defence Scientist

Professor Tanya Monro

Chief Defence Scientist

Professor Tanya Monro began her role as Chief Defence Scientist in March 2019.

Professor Monro was previously Deputy Vice Chancellor Research and Innovation and an ARC Georgina Sweet Laureate Fellow at the University of South Australia.

Professor Monro was the inaugural Director of the Institute for Photonics and Advanced Sensing (IPAS) from 2008 to 2014 and was also the inaugural Director for the ARC Centre of Excellence for Nanoscale BioPhotonics at the University of Adelaide. Her research is in the field of photonics, with a focus on sensing, lasers and new classes of optical fibres.

Professor Monro obtained her PhD in physics in 1998 from The University of Sydney, for which she was awarded the Bragg Gold Medal for the best Physics PhD in Australia. In 2000, she received a Royal Society University Research Fellowship at the Optoelectronics Research Centre at the University of Southampton in the UK, and is also an inaugural Bragg Fellow of the Royal Institution of Australia.

Professor Monro is a Fellow of the Australian Academy of Science, the Australian Academy of Technological Sciences and Engineering, the Optical Society of America and the Australian Institute of Physics. She is a member of the Prime Minister's Commonwealth Science Council, and a Board Member of the Commonwealth Science and Industrial Research Organisation (CSIRO), the South Australian Defence Advisory Board, and the South Australian Economic Development Board.

Her awards include: the Prime Minister's Malcolm McIntosh Prize for Physical Scientist of the Year (2008), South Australian Scientist of the Year (2010), South Australia's Australian of the Year (2011), and the Eureka Prize for Excellence in Interdisciplinary Scientific Research (2015).



DEPSEC National Naval Shipbuilding & General Manager Submarines

Mr Stephen Johnson

Deputy Secretary National Naval Shipbuilding & General Manager

Stephen E. Johnson has served as Deputy Secretary National Naval Shipbuilding within the Department of Defence since March 2018. He joined Defence in October 2015 as the General Manager for Submarine Programs and continues in that role in addition to his responsibilities as a Deputy Secretary.

The Commonwealth has made considerable progress in establishing its Naval Submarine and Shipbuilding Programs. The Collins Program, formerly a project of concern, now has a sustained record of performing better than international performance benchmarks for reliable operations at sea. Multi-billion dollar programs for upgrading radio and sonar capabilities have been approved, funded and are being installed. Planning for the Life Extension of the Collins Class is in progress.

The Future Submarine Program completed its Competitive Evaluation Process in early 2016, selecting Naval Group France (then DCNS) as the designer and builder of Australia's next class of submarines. Design work began in 2016. A secure facility was designed, built, and staffed in Cherbourg, France in 2017. The majority of the Concept Design work for the Future Submarine completed in late 2018.

The Commonwealth's National Naval Shipbuilding Office was formally established in 2018. The BAE Type 26 was selected as the basis for design of the Hunter Class ASW Frigate in June, 2018. Later in 2018, the Offshore Patrol Vessel began construction at the Osborne Naval Shipyard early to schedule in November 2018. The building of the construction yards for ships (Osborne South) and for submarines (Osborne North) also started in 2018.

Johnson has a long history of service in Shipbuilding Programs and with the US Navy Submarine Force. A retired US Navy Rear Admiral, Johnson's most recent active duty assignment was as the Director, Strategic Systems Program where he was responsible for the US Navy Intercontinental Ballistic Missile Programs as well as Officer in Charge of the Replacement for the Ohio Class SSBN (now the Columbia SSBN Program). RADM Johnson has had a major role in the design or construction the Virginia Class, the Seawolf

Class, the USS Jimmy Carter, and the Columbia Class. Johnson commanded the Nuclear Powered Fast Attack Submarine USS CHICAGO (SSN 721).

Prior to joining the Commonwealth's Department of Defence, he worked as Vice President and General Manager of Power & Control Technologies, a DRS company and major supplier of equipment to the US Navy ship and submarine programs.