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Artwork

The Australian Geospatial-Intelligence Organisation (AGO) strives to be an inclusive workforce built on mutual respect and understanding of diverse people, groups, and cultures. We show respect to Aboriginal and Torres Strait Islanders and their connection to country. As a geospatial organisation, having a sense of place is at the heart of all we do.

The Indigenous artwork displayed in this strategy is titled ‘Australians Together’. It was thoughtfully created by Ngarigo man, Mr Daniel Lock, for the 2020 Defence National Reconciliation Week art competition held by the Directorate of Indigenous Affairs.

The complete artwork, explanation, and artist’s story can be found on the inside back cover of this document.

The artwork must not be reproduced without permission.

Enquiries about the artwork, its use, and Defence Indigenous Affairs can be directed to indigenous.affairs@defence.gov.au.
Acknowledgement of Country

AGO acknowledges the Traditional Custodians of the lands, seas, and air in which we live, work, and train. We pay our respects to their Elders past, present, and emerging.

We also pay our respects to the Aboriginal and Torres Strait Islander men and women who have contributed to the defence of Australia in times of peace and war.
I am pleased to present the AGO Strategy 2025. This document builds on its predecessors that laid foundations for making GEOINT richer and more accessible, and outlines AGO’s strategic direction to transform the way we collect, analyse, and disseminate GEOINT over the next five years.

The formation of the Defence Intelligence Group (DIG) is an important opportunity for AGO. We are better together, and capitalising on the shared strengths across our intelligence enterprise will empower us to deliver greater impact to decision-makers at all levels. GEOINT is a critical piece of the intelligence enterprise and the establishment of the DIG positions AGO to marshal intelligence capability and transform GEOINT for Defence.

The 2020 Defence Strategic Update highlighted that Australia is at the centre of a dynamic strategic environment. The next five years will present unprecedented change and opportunities for AGO. To navigate today’s complex strategic environment we must do things differently. The AGO Strategy 2025 outlines how we will do that.

Our workforce will become more diverse, integrated, and innovative in order to meet the requirements of 2025. We will modernise our analytic and business practices to become a data-driven organisation. We will strengthen our current partnerships and build new ones, particularly with Australian industry, to realise our 2025 vision. As we focus on the future, we will continue to adopt new technologies and build capability to transform the way we collect, analyse, and disseminate GEOINT to enable superior decision advantage.

We will measure our success by the impact we provide to others: the availability, timeliness, quality and relevance of our GEOINT.

Our mission is to provide GEOINT for the defence of Australia and its National Interests. I know that AGO staff are committed to achieving that mission. I am excited about the opportunities that lie ahead.

Scott Dewar

Director, Australian Geospatial-Intelligence Organisation
Who we are

The Australian Geospatial-Intelligence Organisation (AGO) is the lead agency for geospatial data, information, and intelligence (GEOINT) for Defence and the National Intelligence Community (NIC). As part of the Defence Intelligence Group (DIG), AGO provides strategic leadership for the Defence GEOINT Community.

GEOINT is a key enabler of Defence’s ability to achieve its objectives: to shape the strategic environment, deter actions against our interests, and respond with credible military force when required. Through the production and delivery of GEOINT, AGO enables safety of navigation, planning and conduct of Defence operations, situational awareness, policy advice, and intelligence insights. AGO is also responsible for the GEOINT Program, which drives capabilities that underpin GEOINT for Defence.

AGO products and services range from topographic maps, aeronautical and navigational charts, imagery and geospatial analysis, intelligence and insights, through to three-dimensional visualisations, and support to precision-guided weapons.

AGO provides support to Defence, the NIC, and the broader Australian community according to both its intelligence and non-intelligence functions, defined by law in the Intelligence Services Act 2001 (Cth). Within AGO, the Australian Hydrographic Office (AHO) is responsible for providing Australia’s national hydrographic services under the Navigation Act 2012 (Cth).

We are a young organisation with a long and proud history. Renamed in 2013, AGO was originally formed in 2000 when the Australian Imagery Organisation, the Defence Topographic Agency, and the Directorate of Strategic Military Geographic Information were brought together to form the Defence Imagery and Geospatial Organisation (DIGO).

Since then AGO has incorporated other geospatial functions including: the Royal Australian Air Force’s (RAAF) targeting capability, provided by 460 Squadron since 2010, the RAAF’s aeronautical charting function, through the Aeronautical Information Service in 2017, and the hydrographic, oceanographic, meteorology, and charting capabilities of the Royal Australian Navy’s (RAN) Hydrography, Meteorology and Oceanography Branch in 2017.

Our story has evolved over the past century with origins that date back to the establishment of the Royal Australian Survey Corps in 1915, the RAN Hydrographic Department established in 1920, and the RAAF’s 460 Squadron first formed in 1941. AGO will continue to evolve as our strategic environment and technology changes.
What is GEOINT?

GEOINT refers to the collection, analysis, and dissemination of imagery and geospatial information to describe, assess, and visually depict physical features and geographically referenced activities in the air, land, maritime, and space domains.

GEOINT covers a spectrum of geospatial data, information, and intelligence, including, but not limited to:

- Activities and Events
- Aeronautical
- Bathymetric
- Elevation and Depth
- Geodesy
- Human Geography
- Hydrographic
- Imagery
- Intelligence Mission Data
- Maritime
- Meteorological
- Names and Boundaries
- Oceanographic
- Targeting
- Topographic
By 2025 our GEOINT will go further; to more customers, more places, and in greater detail. It will be available where it’s needed, how it’s needed, and when it’s needed.

Our GEOINT will be collected, analysed, and disseminated faster, from ever increasing sources and in higher volumes, to ensure Australia’s information superiority and situational awareness.

Our GEOINT will be available on fixed and deployed networks to ensure Defence capabilities, platforms and personnel have timely access to authoritative and reliable GEOINT at the point of need.

As the demand for GEOINT continues to grow, we will become more agile and adaptive, invest in new capabilities, solve problems with innovative thinking, and leverage our partnerships to better integrate and realise our vision.
Our principles and culture

The Defence values of Service, Courage, Respect, Integrity, and Excellence are integral to AGO. In addition, there are enduring principles which guide the culture of our organisation, the activities of our teams, and the mindset of our workforce. Key to AGO’s success are our principles of diversity and inclusion, and our culture of collaboration, communication, innovation, and adaptation, which apply to all aspects of AGO’s work.

Diversity and inclusion

AGO values the unique skills, talents, and perspectives we draw from people of diverse backgrounds and circumstances. We are dedicated to Defence’s Diversity and Inclusion principles and initiatives to ensure every individual has a sense of belonging within AGO, and is empowered to bring their true self to work each day to contribute to our shared mission. We achieve this through listening, reflecting, treating each other with respect and compassion, and fostering opportunities for inclusion of different perspectives across all elements of our business. Embracing our differences strengthens our organisational capability.

Collaboration and communication

AGO is a complex and diverse organisation that delivers better outcomes through collaboration and communication. By increasing opportunities for collaboration across multi-disciplinary teams and sharing our experiences, AGO achieves greater results. Clear and consistent communication creates transparency and enables AGO to understand the risks to our work, seize opportunities, and improve our capability.

Innovation and adaptation

Advances in new and emerging technologies present a range of opportunities for AGO to develop and embrace innovative solutions. By creating space for innovation, maintaining a focus on the future, advancing our technological skills, and sharing our experiences, we will continuously adapt and improve the way we do business. Transforming the way we do GEOINT continually strengthens our tradecraft.
Strategic context

The AGO Strategy 2025 builds on its predecessors, and provides guidance and direction to AGO for the next five years. It is to be read in conjunction with the 2020 Defence Strategic Update, the 2020 Force Structure Plan, and the Defence GEOINT 2030 strategy.

The 2020 Defence Strategic Update highlighted that our region is in the midst of the most consequential realignment since World War II. The Indo-Pacific is at the centre of greater strategic competition, making it more contested. Our immediate region is increasingly complex, with Australian interests being directly challenged. Major powers have become more assertive in advancing their strategic preferences and seeking to exert influence. AGO will deliver critical geospatial insights for decision-makers and ADF platforms, and enable Defence to shape the strategic environment, deter actions against our interests, and respond with credible military force when required.

Many countries in the Indo-Pacific are modernising their militaries and accelerating their preparedness, including with emerging and disruptive technologies which will be rapidly translated into weapons systems. Reduced strategic warning times as a result of new adversarial capabilities and grey zone activities mean AGO must deliver GEOINT at the time of need to enable a more capable, agile and potent ADF.

To meet the challenges posed by this dynamic strategic environment AGO must transform the way we collect, analyse, and disseminate GEOINT.
AGO will provide impact for Defence, the NIC, and the Australian maritime community through the delivery of trusted GEOINT data, products, and services. We will work closely with our DIG colleagues to increase the impact of Defence intelligence reporting. Our GEOINT will assist Defence and the NIC to achieve their objectives by reducing uncertainty for decision-makers and enabling Defence capabilities. AGO will maintain the trust of our customers by ensuring the availability, timeliness, security, and quality of GEOINT, and will adapt to our changing strategic environment by improving our prioritisation frameworks and increasing our preparedness.

<table>
<thead>
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<th>Strategic goal 1 – Impact</th>
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<tr>
<th>Objectives</th>
<th>Lines of effort</th>
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</table>
| Deliver trusted and assured GEOINT | • Deliver unique intelligence insights to reduce uncertainty for decision-makers  
• Provide trusted GEOINT data, products, and services to Defence capabilities, ADF platforms, new weapons systems, and personnel for mission success  
• Provide assured GEOINT products and services to the maritime community |
| GEOINT with purpose | • Produce GEOINT in accordance with Defence and government requirements and priorities  
• Improve understanding of customer requirements to ensure GEOINT is fit for purpose  
• Embed GEOINT in Defence business through increased understanding and accessibility |
| Agile and responsive GEOINT | • Refine mission management frameworks to enable a more rapid response to changing priorities  
• Enable greater self-service and product-on-demand by delivering data- and service-centric GEOINT  
• Increase AGO’s readiness to respond to a range of scenarios though refined contingency plans, practices, and exercises |
Strategic goal 2 – People

AGO will equip and empower our people to deliver increasingly complex and diverse functions and outputs. We will attract, recruit, and train a diverse and highly skilled workforce to achieve our mission. AGO will continuously develop our people and value their unique skills, expertise, and perspectives. Our APS, ADF, and contract workforce will be better integrated across locations, ICT environments and platforms, embedded with our partners, and enabled by improved business practices and systems.

Objectives

- Attract and recruit a diverse workforce
- Continuous workforce development
- Increase workforce integration

Lines of effort

**Attract and recruit a diverse workforce**
- Attract a diverse workforce through targeted marketing and engagement activities
- Expand AGO entry pathways to recruit a diverse workforce with the skills and aptitude needed to meet current and future GEOINT challenges, including in fields such as geomatics
- Improve business practices to support successful applicants during onboarding

**Continuous workforce development**
- Enhance the learning and development framework to support the professionalisation of core, specialist, and leadership skills
- Expand opportunities to support the diverse career aspirations of our staff and increase workforce mobility
- Increase the digital and data fluency of AGO staff to enable and empower people to work smarter with data

**Increase workforce integration**
- Improve business practices so staff are more integrated across our multi-classification and geographically-dispersed workforce
- Utilise multi-disciplinary teams to leverage diversity and deliver complex mission outcomes
- Increase integration across the Defence Intelligence Enterprise, Defence GEOINT Community, NIC, and with partners to share training and tradecraft, and enable interoperability
Strategic goal 3 – Data

AGO will analyse and deliver insights from larger volumes of GEOINT data, from a wider range of sources, at a pace that enables decision advantage. We will foster a data-driven culture and support our people to innovate and work smarter with data by including automation, artificial intelligence, and human-machine collaboration in our workflows. AGO will diversify and maximise access to the best available GEOINT. We will modernise our data governance, management, and sharing practices, and promote GEOINT standards to improve interoperability for Defence, the NIC, and other partners.

**Objectives**

**Work smarter with data**

- Equip our people with data skills and capabilities, and transform business intelligence practices to become a data-driven organisation
- Modernise analytic and business practices through standardising and structuring data to enable discoverability, interoperability, optimisation, and automation
- Leverage machine learning, artificial intelligence, and automation to enable deeper insights, faster analytics, and big data analysis

**More data from more sources**

- Enable seamless sharing of GEOINT with partners by leveraging national and international data-sharing agreements
- Integrate with Defence Intelligence, Surveillance, and Reconnaissance (ISR) assets for greater access to, and sharing of, GEOINT
- Transform the data acquisition model to ensure long-term data support for the future force through industry

**Strengthen GEOINT data governance**

- Invest in new systems and policies to improve data governance and data management practices across all ICT environments
- Assure hydrographic data, enabling authoritative navigational charts, publications, and services for the Australian charting area
- Maintain and promote authoritative GEOINT standards to enable integration and interoperability across Defence
Strategic goal 4 – Partnerships

AGO will expand our partnerships to meet the increasing demand for GEOINT. We will further integrate across Defence to better understand requirements, create efficiencies, and improve transparency in support of the Defence GEOINT Community. AGO will deepen partnerships with the NIC and broader Australian Government, and will strengthen international partnerships to support the performance of our functions and assure our collective GEOINT advantage. We will expand engagement with industry to meet the demand for GEOINT, and enable Australian industry to grow in support of Defence interests.

Objectives

Deepen national GEOINT partnerships

- Provide strategic leadership for the Defence GEOINT Community to coordinate and integrate GEOINT collection, production, and dissemination across the Defence enterprise
- Expand GEOINT provision and support to the NIC
- Increase engagement and partnerships with Federal, State, and Territory geospatial agencies and forums

Strengthen international partnerships

- Advance close cooperation and interoperability with Five Eye GEOINT partners
- Support Defence’s focus on our immediate region through bilateral partnerships, developing new international partners, and engagement in associated activities in support of shared goals
- Strengthen involvement and increase contributions towards international and multilateral GEOINT organisations, programs and exercises

Expand engagement with industry

- Expand the use of industry for GEOINT collection, analysis, production, and capability development
- Engage industry for GEOINT research and development to leverage expertise, accelerate AGO modernisation, and drive innovation
- Develop multi-year production plans to provide assurance for ongoing commitment to industry partners
AGO will deliver an integrated suite of enhanced GEOINT capabilities for Defence through the GEOINT Platform. The GEOINT Platform will provide a consistent and seamless access point for GEOINT across Defence and the NIC. To achieve Defence’s mission and increase the ADF’s self-reliance and resilience, we will develop and integrate sovereign GEOINT collection assets, including a space-based imagery capability, and enhance Defence’s GEOINT production, and dissemination capabilities. As part of the DIG, AGO will deliver GEOINT capability through stronger governance.

### Strategic goal 5 – Capability

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<tr>
<th>Objectives</th>
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| **Build the GEOINT Platform** | • Leverage the best available industry technology to connect GEOINT information, applications, stakeholders, and workflows through Defence and NIC enterprise architectures  
• Provide a consistent GEOINT user experience across ICT environments  
• Enhance collection, analysis, production, and dissemination systems to support the GEOINT Platform |
| **Develop and integrate sovereign GEOINT collection capabilities** | • Integrate with Defence ISR capabilities to deliver a network of GEOINT collection assets  
• Collect timely satellite imagery to support Defence, the NIC, and government requirements, including through commercial sources  
• Plan Australia’s first sovereign GEOINT satellite collection system that maximises Australian industry involvement  
• Work with Air Force, as the Space Domain Lead, to align AGO capabilities with future architecture |
| **Strengthen GEOINT Capability Program governance** | • Ensure the GEOINT Capability Program integrates with Defence governance frameworks, and aligns with the Capability Life Cycle architecture and joint force directives  
• Ensure GEOINT systems and data requirements are understood by Defence’s capability programs throughout all stages of the Capability Life Cycle |
IMPACT
Deliver trusted and assured GEOINT
GEOINT with purpose
Agile and responsive GEOINT

PEOPLE
Attract and recruit a diverse workforce
Continuous workforce development
Increase workforce integration

DATA
Work smarter with data
More data from more sources
Strengthen GEOINT data governance

PARTNERSHIPS
Deepen national GEOINT partnerships
Strengthen international partnerships
Expand engagement with industry

CAPABILITY
Build the GEOINT Platform
Develop and integrate sovereign GEOINT collection capabilities
Strengthen GEOINT Capability Program governance

Summary
Artist: Daniel Lock

I am a proud Ngarigo man working in the Directorate of Logistics in Estate and Infrastructure Group. Originally from South-East Queensland, I moved away from home to take up an employment opportunity in Canberra with Defence in February 2016.

Living and working in the Nation's Capital has presented a number of unique cultural opportunities.

Specifically, Ngarigo is located south of Canberra in the Snowy Mountains, and it’s through Defence that I have been able to connect with other members of my Mob.

These connections have had a ripple effect, ever growing connections between members of my family with land, home, and Elders.

Working for the Directorate of Logistics has been a great experience, and my Director Bob Hogan has been very supportive of my culture and always encouraging further learning and development.
Artwork: ‘Australians Together’

This artwork represents how we are all connected from the same starting point and, regardless of how far we expand, learn, or develop, we share commonalities.

The theme, ‘In This Together’ is further reinforced by the blue waves surrounding us, signifying the oceans around Australia. Our land, an island, offers a great sense of community and pride. Each of the symbolic waves contain three ripples that are for the First peoples, the settlers and their families, and finally all the people who are still choosing to come and make this beautiful place their home.

The spiral characterises a DNA helix, showing that while we are different in many ways, we are still connected at the most basic levels. The colours have also been purposely chosen to represent the heroic efforts of healthcare workers during the COVID-19 pandemic. The starting point in the middle of the picture represents the beginning of the journey from the viewers’ perspective.