## PORTFOLIO BUDGET STATEMENTS 2025-26

BUDGET RELATED PAPER NO. 1.4A

**DEFENCE PORTFOLIO**

Budget Initiatives and Explanations of Appropriations

Specified by Outcomes and Programs by Entity

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Letter of

## Letter of Transmittal

**THE HON RICHARD MARLES**

**DEPUTY PRIME MINISTER**

**MINISTER FOR DEFENCE**

parliament House

canberra 2600

President of the Senate

Australian Senate

Parliament House

CANBERRA ACT 2600

Speaker

House of Representatives

Parliament House

CANBERRA ACT 2600

Dear President

Dear Speaker

I hereby submit the Portfolio Budget Statements in support of the 2025-26 Budget for the Defence Portfolio.

These statements have been developed, and are submitted to the Parliament, as a statement on the outcomes for the Portfolio.

I present these statements to provide accountability to the Parliament and, through it, the public.

Yours sincerely

**Richard Marles**

## **Abbreviations and Conventions**

The following notations may be used:

NEC/nec not elsewhere classified

‑ nil

.. not zero, but rounded to zero

na not applicable (unless otherwise specified)

nfp not for publication

$m $ million

$b $ billion

Figures in tables and in the text may be rounded. Figures in text are generally rounded to one decimal place, whereas figures in tables are generally rounded to the nearest thousand. Discrepancies in tables between totals and sums of components are due to rounding.

**Enquiries**

Should you have any enquiries regarding this publication please contact Assistant Secretary Budgeting and Reporting, Defence Finance Group, Department of Defence on (02) 5108 6064.

Links to Portfolio Budget Statements (including Portfolio Additional Estimates Statements and Portfolio Supplementary Additional Statements) can be located on the Australian Government Budget website at: [www.budget.gov.au](http://www.budget.gov.au).

User Guide  
To The  
Portfolio Budget Statements

**User Guide**

The purpose of the *2025-26 Portfolio Budget Statements* (PB Statements) is to inform Senators and Members of Parliament of the proposed allocation of resources to government outcomes by entities within the portfolio. Entities receive resources from the annual appropriations acts, special appropriations (including standing appropriations and special accounts), and revenue from other sources.

A key role of the PB Statements is to facilitate the understanding of proposed annual appropriations in Appropriation Bills (No. 1 and No. 2) 2025-26 (or Appropriation (Parliamentary Departments) Bill *(*No. 1) 2025-26 for the parliamentary departments) and related Supply Bills where they exist applicable to the 2025–26 Budget. In this sense, the PB Statements are Budget related papers and are declared by the Appropriation Acts to be ‘relevant documents’ to the interpretation of the Acts according to section 15AB of the *Acts Interpretation Act 1901*.

The PB Statements provide information, explanation and justification to enable Parliament to understand the purpose of each outcome proposed in the Bills.

As required under section 12 of the *Charter of Budget Honesty Act 1998*, only entities within the general government sector are included as part of the Commonwealth general government sector fiscal estimates and produce PB Statements where they receive funding (either directly or via portfolio departments) through the annual appropriation acts.

**The Commonwealth Performance Framework**

The following diagram outlines the key components of the Commonwealth performance framework. The diagram identifies the content of each of the publications and the relationship between them. Links to the publications for each entity within the portfolio can be found in the introduction to Section 2: Outcomes and Planned Performance.

**Commonwealth performance framework**Key components of relevant publications

Portfolio Budget Statements   
(typically May)   
Portfolio based

Corporate plan   
(31 August)  
Entity based

Supports Annual Appropriations. Informs senators and members of parliament of the proposed allocations of other resources to government outcomes and programs.

Provides links to relevant programs  
undertaken by other Commonwealth  
entities.

Provides high-level performance  
information for current, ongoing programs.

Provides detailed performance information for proposed new budget measures that require a new program or significantly change an existing program.

Links to the corporate plan through reporting key activities.

Primary planning document of a  
Commonwealth entity.

Sets out the purposes of the entity and the key activities it will undertake to achieve its purposes over a minimum  
4-year period.

Describes the environment in which the entity operates, the capability it requires to undertake its key activities, its risk oversight and management systems including key risks and how those are managed, and how it will cooperate with others, including any subsidiaries, to achieve its purposes.

Explains how the entity’s performance will be measured and assessed.

Annual performance statements   
(October following year)Entity based

Included in the Commonwealth entity’s annual report.

Reports on the actual performance results for the reporting year as set out in the corporate plan and Portfolio Budget Statements.

Provides an analysis of the factors that may have contributed to the entity’s  
performance results.

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## **Portfolio Overview**

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**Defence Portfolio Overview**

### Ministers and their Portfolio Responsibilities

The Defence Portfolio (the Portfolio) has three Ministers:

* the Hon Richard Marles MP, Deputy Prime Minister and Minister for Defence;
* the Hon Pat Conroy MP, Minister for Defence Industry and Capability Delivery and Minister for International Development and the Pacific; and
* the Hon Matt Keogh MP, Minister for Veterans’ Affairs and Minister for Defence Personnel.

In addition to these Ministers, the following Minister was sworn in as a Minister involved in the administration of the Department of Defence:

* the Hon Tony Burke MP, Minister for Home Affairs, Minister for Immigration and Multicultural Affairs, Minister for Cyber Security and Minister for the Arts.

In addition to the above Ministers, on 29 July 2024, the Prime Minister made the following non‑Ministerial appointments:

* Mr Luke Gosling OAM MP, Special Envoy for Defence, Veterans’ Affairs and Northern Australia; and
* Dr Andrew Charlton MP, Special Envoy for Cyber Security and Digital Resilience.

### The Defence Portfolio

The Portfolio consists of component organisations that together are responsible for the defence of Australia and its national interests. The most significant bodies are the:

* Department of Defence, headed by the Secretary of the Department of Defence; and
* Australian Defence Force (ADF), commanded by the Chief of the Defence Force.

Defence is established as a Department of State under the Administrative Arrangements Order. The Department of Defence operates under the *Public Service Act 1999* and is a non-corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013*. The ADF is constituted through the *Defence Act 1903*. In practice, these bodies work together closely and are broadly regarded as one organisation known simply as ‘Defence’.

Defence’s primary roles are to protect and advance Australia’s strategic interests through the promotion of security and stability, provide military capabilities to defend Australia and its national interests, and support the Australian community and civilian authorities as directed by the Government.

The Portfolio includes the Australian Signals Directorate (ASD), the Australian Submarine Agency (ASA) and Defence Housing Australia (DHA). The Portfolio also contains some smaller entities, including a number of statutory offices, trusts and companies created under *the Public Governance, Performance and Accountability Act 2013, Defence Force Discipline Act 1982* and *Defence Act 1903*, which are independent but reside administratively within the Portfolio.

The Department of Veterans’ Affairs (DVA) and associated bodies, as designated in the Administrative Arrangements Order, also form part of the Portfolio. DVA is administered separately to Defence, and information related to the Department can be found in its Portfolio Budget and Portfolio Additional Estimate Statements.

The Defence Executive Support Program 2.2, includes amounts that will be transferred to the Australian Naval Nuclear Powered Submarine Regulator (ANNPSR) when the agency is created in 2025-26. The final allocation of funding for the ANNPSR will be finalised ahead of its establishment.

For information on resourcing across the Portfolio, please refer to Part 1: Agency Financial Resourcing in *Budget Paper No. 4: Agency Resourcing*.

### Portfolio Structure and Outcomes

1. Defence Portfolio Structure and Outcomes

Deputy Prime Minister   
Minister for Defence  
The Hon Richard Marles MP

Minister for Veterans’ Affairs  
Minister for Defence Personnel  
The Hon Matt Keogh MP

Minister for Defence Industry and Capability Delivery

Minister for International Development and the Pacific  
The Hon Pat Conroy MP

Minister for Home Affairs

Minister for Immigration and Multicultural Affairs

Minister for Cyber Security

Minister for the Arts

The Hon Tony Burke MP

Special Envoy for Defence, Veterans’ Affairs and Northern Australia

Mr Luke Gosling, OAM MP

Special Envoy for Cyber Security and Digital Resilience

Dr Andrew Charlton MP

Chief of the Defence Force

Secretary

**Defence and the Australian Defence Force**

**Outcome 1:** Defend Australia and its national interests through the conduct of operations and provision of support for the Australian community and civilian authorities in accordance with Government direction.

**Outcome 2**: Protect and advance Australia’s strategic interests through the provision of strategic policy, the development, delivery and sustainment of military, intelligence and enabling capabilities, and the promotion of regional and global security and stability as directed by Government.

Chief of the Defence Force  
Admiral David Johnston, AC, RAN

Secretary  
Mr Greg Moriarty, AO

**Australian Signals Directorate**

Director-General: Ms Abigail Bradshaw, CSC

**Outcome 1**: Defend Australia from global threats and advance our national interests through the provision of foreign signals intelligence, cyber security and offensive cyber operations, as directed by Government.

**Australian Submarine Agency**

Director General: Vice Admiral Jonathan Mead, AO, RAN

**Outcome 1**: Safely and securely acquire, construct, deliver, technically govern, sustain and dispose of Australia’s conventionally-armed, nuclear-powered submarine capability, via the AUKUS partnership.

**Defence Housing Australia**

Managing Director: Mr Andrew Jaggers, PSM

**Outcome 1**: To contribute to Defence outcomes by providing total housing services that meet Defence operational and client needs through a strong customer and business focus.

Trusts, companies and other statutory offices and entities.

Military Justice Appointments.

The Defence Portfolio Structure and Outcomes is effective at the time of this publication’s release.

**Defence Portfolio Bodies**

**AAF Company**

Chair: Brigadier Eamon Lenaghan, CSC

The AAF Company is a Commonwealth company under the *Public Governance, Performance and Accountability Act 2013.* It was incorporated in 1987 under the *Corporations ACT 2001.* The AAF Company undertakes the management and trusteeship of the Army’s two trust funds known as the ‘Army Amenities Fund’ and the ‘Messes Trust Fund’. The AAF Company promotes and supports the objectives of the two funds which provides amenities for members of the Australian Army.

Army and Air Force Canteen Service

Chair: Mr Glenn Kirk, GAICD

The Army and Air Force Canteen Service (AAFCANS), a Commonwealth authority established under the *Army and Air Force Canteen Service Regulations 1959* supplies goods, facilities and services to, or for the entertainment and recreation of, members of the Army and the Air Force including persons employed in, or in connection with, Army or Air Force installations and dependants of those members or persons, visitors to such installations and members of the Army or Air Force Cadets.

**Australian Military Forces Relief Trust Fund**

Chair: Major General Craig Dobson, AM, CSC

The Australian Military Forces Relief Trust Fund (AMFRTF) is a corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013*. It was a Commonwealth authority established under the *Services Trust Funds Act 1947*. The AMFRTF provides benefits to members of the ADF who have served in, or in association with the Australian Army and to the dependants of such members.

**Australian Strategic Policy Institute Limited**

Chair: Ms Gai Brodtmann

The Australian Strategic Policy Institute Limited is a Commonwealth company that provides policy-relevant research and analysis to inform Government decisions and public understanding of strategic and defence issues.

Royal Australian Air Force Veterans’ Residences Trust

Chair: Air Commodore David E. Tindal, AM (Retd)

The Royal Australian Air Force Veterans’ Residences Trust, a Commonwealth authority established by the *Royal Australian Air Force Veterans’ Residences Act 1953*, provides residences in which eligible former members, including dependants, of the Royal Australian Air Force, Royal Australian Air Force Nursing Service and Women’s Auxiliary Australian Air Force who are in necessitous circumstances and, if the Trust so approves, the dependants of such eligible persons, may be accommodated or supported.

Royal Australian Air Force Welfare Recreational Company

Chair: Air Commodore Martin Smith

The Royal Australian Air Force Welfare Recreational Company is a Commonwealth company that provides access to discounted recreational accommodation and manages and promotes the Royal Australian Air Force Central Welfare Trust Fund owned recreational facilities for the Royal Australian Air Force members, their families and other eligible persons. It also provides financial support to, and assists in the provision of, recreational facilities and services to the Royal Australian Air Force members.

**Royal Australian Air Force Welfare Trust Fund**

Chair: Principal Air Chaplain James Cox

The Royal Australian Air Force Welfare Trust Fund, a Commonwealth authority established under the *Services Trust Funds Act 1947*, provides benefits for members of the Defence Force who have served in, or in association with, the Royal Australian Air Force and to the dependants of such members.

**Royal Australian Navy Central Canteens Board**

Chair: Captain Steve Bowater, OAM, RAN

The Royal Australian Navy Central Canteens Board (RANCCB), a corporate Commonwealth entity established under the *Navy (Canteens) Regulations 1954*, administers the Royal Australian Navy Central Canteens Fund. The principal activities of the RANCCB are to provide welfare and lifestyle related benefits and services to Navy members and their families.

Royal Australian Navy Relief Trust Fund

Chair: Commodore Shane Glassock, CSC, RAN

The Royal Australian Navy Relief Trust Fund, a Commonwealth authority established under the *Services Trust Funds Act 1947*, provides benefits for members of the Defence Force who have served in, or in association with, the Navy and to the dependants of such members.

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## **Defence**

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**Defence**

Section 1: Defence Overview and Resources

#### 1.1 Strategic Direction Statement

The *2024 National Defence Strategy* sets out the Government’s strategic framework to guide the significant and urgent changes required to transform Defence’s capability, force posture, force structure, acquisition, workforce and international engagement.

The *2024 National Defence Strategy* also details the concept of *National Defence* – a coordinated, whole‑of‑government and whole-of-nation approach that harnesses all arms of national power to defend Australia and advance our interests.

To guide Defence’s contribution to *National Defence*, the Government has adopted the Strategy of Denial as the cornerstone of Defence planning. This approach aims to deter a potential adversary from taking actions that would be inimical to Australia’s interests and regional stability. The Strategy of Denial involves working with the United States and key partners to ensure no country attempts to achieve its regional objectives through military action. By signalling a credible ability to hold potential adversary forces at risk, this strategy also seeks to deter attempts to coerce Australia through force.

The *2024 Integrated Investment Program* sets out the specific capabilities the Government will invest in to give effect to the *2024 National Defence Strategy*. Together, the *2024 National Defence Strategy* and the *2024 Integrated Investment Program* are designed to ensure the Australian Defence Force (ADF) has the capacity to achieve its five tasks:

* defend Australia and our immediate region;
* deter through denial any adversary’s attempt to project power against Australia through our northern approaches;
* protect Australia’s economic connection to our region and the world;
* contribute with our partners to the collective security of the Indo-Pacific region; and
* contribute with our partners to the maintenance of the global rules-based order.

The *2024 National Defence Strategy* and the *2024 Integrated Investment Program* advance the implementation of the Government’s six immediate priorities announced in response to the *Defence Strategic Review*:

* acquisition of conventionally armed, nuclear-powered submarines through the Australia, the United Kingdom and United States (AUKUS) partnership to improve our deterrence capabilities;
* developing the ADF’s ability to precisely strike targets at longer range and manufacture munitions in Australia;
* improving the ADF’s ability to operate from Australia’s northern bases;
* initiatives to improve the growth and retention of a highly-skilled defence workforce;
* lifting our capacity to rapidly translate disruptive new technologies into ADF capability, in close partnership with Australian industry; and
* deepening our diplomatic and defence partnerships with key partners in the Indo-Pacific.

The *2024 National Defence* *Strategy* and the *2024 Integrated Investment Program* detail the Government’s plan to transform the ADF from a balanced force capable of responding to a range of contingencies, to an integrated, focused force designed to address Australia’s most significant strategic risks. The Government has reset defence capability priorities to deliver this fundamental change. This reset has involved a complete rebuild of the Integrated Investment Program to ensure it is a coherent, logical and affordable plan for defence capability.

In rebuilding the Integrated Investment Program, the Government has made decisions to prioritise and fund the acquisition of key capabilities to bolster Australia’s deterrence capabilities. The Government also made tough, but necessary, decisions to cancel, divest, delay or re-scope projects or activities that are not critical to delivering the force our strategic circumstances require. This reprioritisation has enabled the Government to accelerate new, and more potent immediate and longer-term priority projects and capabilities.

The Government has committed to a biennial National Defence Strategy cycle to ensure Defence policy, strategy, capability and planning keep pace with the rapidly evolving strategic environment, respond to Australia’s national security priorities and provide clarity of process and approach to defence industry. The next National Defence Strategy will be delivered in 2026 as part of the 2026-27 Commonwealth Budget process.

Defence remains committed to implementing the Government’s response to the Final Report released by the Royal Commission into Defence and Veteran Suicide. Resources are being allocated and prioritised to ensure the design and implementation of initiatives meet the intent of the recommendations. Governance structures have also been established to enable Defence’s senior leadership to have oversight of the broad program of activities and appropriate engagement with the Commonwealth Taskforce led out of the Department of the Prime Minister and Cabinet and the new legislated Defence and Veterans’ Service Commission to be established by September 2025.

The Australian Submarine Agency (ASA) was established on 1 July 2023 to oversee and manage Australia’s nuclear-powered submarine program, including acquisition, delivery, construction, technical governance, sustainment, and disposal of nuclear-powered submarines. The ASA will also enable the necessary policy, legal, non-proliferation, workforce, security and safety arrangements. The ASA is a non-corporate Commonwealth entity that operates within the Defence portfolio and has its own chapter in the *Portfolio Budget Statements 2025-26 (*PBS 2025‑26*)*. The Royal Australian Navy will continue to be responsible for submarine operations.

Acquisition of a conventionally-armed, nuclear-powered submarine capability will give Australia a more capable and potent submarine force to enhance Australia’s ability to deter threats to its security and contribute to the security and stability of the Indo-Pacific region. Through the AUKUS partnership, the nuclear‑powered submarine pathway (Pillar I) will also bolster interoperability among AUKUS partners, build the combined capabilities of AUKUS partners and create a stronger, more resilient trilateral industrial base for submarine production and maintenance.

AUKUS partners continue to accelerate the development and delivery of a range of advanced capabilities to enhance collective security and deterrence in the Indo-Pacific and beyond. The alignment of our national defence strategies, anchored in our shared values and strategic interests as longstanding security partners, is facilitating unprecedented collaboration. In addition to working on dedicated AUKUS capabilities, AUKUS Pillar II is breaking down barriers and driving reform through the creation of a fit-for-purpose enabling environment that will help rapidly deliver advanced capabilities into the hands of the warfighter.

**Defence Organisational Chart**

1. Defence Organisational Chart

Deputy Prime Minister  
Minister for Defence

The Hon Richard Marles MP

Minister for Defence Industry and

Capability Delivery

The Hon Pat Conroy MP

Minister for Veterans’ Affairs

Minister for Defence Personnel

The Hon Matt Keogh MP

Stars (\*) refer to ADF Star Rank

Secretary   
Mr Greg Moriarty, AO

Chief of the Defence Force  
Admiral David Johnston, AC RAN

Associate Secretary

Mr Matthew Yannopoulos, PSM

Vice Chief of the Defence Force

Air Marshal Robert Chipman, AO, CSC

Chief Information Officer

Mr Chris Crozier

Chief Finance Officer

Mr Steven Groves

Chief of Navy

Vice Admiral Mark Hammond, AO, RAN

Chief of Army

Lieutenant General Simon Stuart, AO, DSC

Chief of Air Force

Air Marshal Stephen Chappell, DSC, CSC, OAM

Deputy Secretary

Defence People

Ms Justine Greig, PSM

Deputy Secretary

Security and Estate

Ms Celia Perkins

Deputy Secretary

Governance

Mr John Reid, PSM

Chief of Joint Operations

Vice Admiral Justin Jones, AO, CSC, RAN

Chief of Joint Capabilities

Lieutenant General Susan Coyle, AM, CSC, DSM

Chief of Guided Weapons and Explosive Ordnance

Air Marshal Leon Phillips, OAM

Deputy Secretary

Strategy, Policy and Industry

Mr Hugh Jeffrey

Chief of Defence Intelligence

Mr Tom Hamilton

Chief of Personnel

Lieutenant General Natasha Fox, AO, CSC

Chief Defence Scientist

Professor Tanya Monro, AC

Deputy Secretary

Capability Acquisition and Sustainment

Mr Chris Deeble, AO, CSC

Minister for Home Affairs

Minister for Cyber Security

The Hon Tony Burke MP

*Sworn to administer the Department of Defence*

Deputy Secretary

Naval Shipbuilding and Sustainment

Mr Jim McDowell

This Defence Organisational Chart is effective at the time of this publication’s release.

Senior Executive Changes

Stars (\*) refer to ADF Star Rank

Stars (\*) refer to ADF Star Rank

There have been no changes since the last Portfolio Statements.

Organisational Structure

There have been no changes since the last Portfolio Statements.

#### 1.2 Defence Resource Statement

The Defence Resource Statement details the resourcing for Defence at Budget Estimates. Table 1 outlines the total resourcing available from all sources for the 2025-26 Budget year, including variations through Special Appropriations and Special Accounts. For more detailed information, please refer to *Budget Paper No. 4 – Agency Resourcing*.

Table 1: Total Defence Resourcing [a]



**Notes**

a. This table is prepared on an accrual basis, except for serials 7 to 10, 12, 14, 21 to 24, 27 and 28.

b. The funding movement from 2027-28 to 2024-25 of $700 million is to partly address Defence’s ongoing working capital requirements. This adjustment provides an increase to cash reserves to meet Defence industry commitments as and when they fall due for payment. While the increase in working capital in 2024-25 is by way of the movement of appropriation from 2027-28, the movement will be represented as an equity injection and not as increased Defence funding. This is because the injection will be used to address existing expenditure commitments already incurred/recognised. In 2027-28, the reduction of appropriation will not impact planned capital expenditure levels as Government has agreed Defence will operate with a Net Capital Deficit in that financial year.

c. The appropriations for 2024-25 as disclosed in Serials 1 to 4 include amounts in 2024-25 that are yet to receive royal assent. Further, since the appropriations disclosed are reported on an accrual basis, they do not include supplementation or handback relating to prior years mainly on account of No Win/No Loss (NWNL) arrangements.

d. Represents net transfers to and from the Official Public Account.

e. All figures are net of GST.

f. The variation in 2025-26 Own Source Revenue compared to the Previous Estimate, predominantly relates to revenue from foreign government activities.

g. Includes estimated resourcing required to meet payments for the Defence Superannuation Benefits. Table 50 shows estimates of total expenses for the Defence Superannuation Schemes.

h. Own Source Revenue received in cash is returned to the Official Public Account .

#### 1.3 Budget Measures

Budget Measures relating to Defence are detailed in Budget Paper No. 2 and are summarised below.

2025-26 Budget Measures and Other Budget Adjustments

Table 2: Defence 2025-26 Budget Measures and Other Budget Adjustments



**Notes**

a. This measure provides $17.0 million over the period 2024-25 to 2025-26, which is being met from within the existing resourcing of the Department of Defence.

b. This measure provides $24.2 million over the period 2024-25 to 2025-26, which is being met from within the existing resourcing of the Department of Defence.

c. This adjustment includes funding made available from prior year appropriations.

d. This adjustment includes funding made available from prior year appropriations for working capital (refer Table 1 Serial 4), and a   
re-profiling of Departmental funding to continue accelerating capability acquisition in line with the Integrated Investment Program .

Operations Summary

Table 3: Net Additional Cost of Current Major Operations to 2028-29 [a] [b] [c]



**Notes**

a. This table reflects ongoing and new Major Operations funded under No Win/No Loss arrangements.

b. The Net Additional Cost of Major Operations include the budget adjustments shown under Table 2.

c. Certain Operations are not for publication (nfp) due to national security reasons.

#### 1.4 Key Cost Category Estimates

Table 4a: Defence, ASD and ASA Funding from Government [a]



**Notes**

a. Provides a consolidated summary of Defence Portfolio funding, excluding Defence Housing Australia and Department of Veterans' Affairs.

b. These amounts refer to appropriations only. Refer Table 1 Serial 6 for total appropriation.

Table 4b: Defence Planned Expenditure by Key Cost Category [a] [b] [c]



**Notes**

a. These categories are funded by appropriations and own source revenue.

b. Does not include expenses in relation to Defence Trusts and Joint Accounts, as these expenses are incurred on behalf of such trusts and joint accounts and are offset by revenues. Refer Table 1 Serials 17-19 and Table 38.

c. Does not include the impact of changes to Defence Working Capital on account of movement of funds as shown under Table 1 Serial 4. While the increase in working capital in 2024-25 is by way of the movement of appropriation from 2027- 28, the movement will be represented as an equity injection and not as increased Defence funding. This is because the injection will be used to address existing expenditure commitments already incurred/recognised, such as pre-payments. In 2027-28, the reduction of appropriation will not impact planned capital expenditure levels as Government has agreed Defence will operate with a Net Capital Deficit in that financial year.

1. Capability Acquisition Program [a]



**Notes**

a. These categories are funded by appropriations and own source revenue.

b. The Capability Acquisition Program includes unapproved and approved projects.

1. Capability Sustainment Program [a]



**Notes**

a. These categories are funded by appropriations and own source revenue.

b. Defence Digital Sustainment includes all ICT sustainment for the Department.

c. Security and Estate Sustainment includes all estate maintenance, garrison support and associated costs for the Department.

d. Total sustainment includes both approved (current) sustainment and unapproved sustainment (relating to unapproved projects).

1. Retained Capital Receipts



#### 1.5 People

Workforce Overview

The *2024 Defence Workforce Plan* (the Workforce Plan), released in November 2024, outlined how Defence will achieve the Australian Defence Force (ADF), Australian Public Service (APS) and external workforce required to deliver Australia’s National Defence Strategy.

Through the initiatives included in the Workforce Plan, the permanent ADF will grow to around 69,000 by the early 2030s, with a focus on strengthening the junior and middle ranks. Defence will continue to invest in the skilling and development of the Defence APS while reducing reliance on the contracted workforce. Defence recognises there will continue to be a need for contracted support in specialist areas.

The Workforce Plan includes eight strategic tasks with clearly defined actions and outcomes to address the requirements of the total Defence workforce. These eight strategic tasks address ADF recruitment and retention, APS skilling and development, as well as actions that will improve Defence’s organisational culture, the wellbeing of our people and the support to ADF members and their families.

The Workforce Plan will work hand-in-hand with other broader efforts to improve the lifetime wellbeing of Defence members, veterans and their families, which includes the Government Response to the Final Report of the Royal Commission into Defence and Veteran Suicide. Defence will implement the agreed recommendations from the Government Response it has responsibility to lead, as guided by the new Commonwealth Taskforce led out of the Department of the Prime Minister and Cabinet. Defence will also engage, as required, with the Interim Head of the new Defence and Veterans’ Service Commission, as they work across government towards the commencement of the legislated oversight body on 30 September 2025.

Workforce Summary

The planned growth path for the full-time equivalent (FTE) Defence workforce will be 79,236 in 2025‑26, comprising 59,373 permanent ADF (75 per cent) and 19,863 APS employees (25 per cent). The service breakdown of the permanent ADF is:

* 15,392 Navy personnel;
* 27,773 Army personnel; and
* 16,208 Air Force personnel.

The workforce growth path across the forward estimates (Table 8) reflects the budgeted workforce requirement outlined in the *2024 Defence Workforce Plan*.

Modest growth is expected in the permanent ADF in 2025-26, with inflows exceeding outflows at the whole of ADF level. At the service level, Navy and Air Force are expected to continue to grow. Army’s inflow must increase further in 2025-26 to enable net growth.

Achieving net growth across all Services is a priority. Defence will continue to transform ADF recruitment and retention by:

* widening eligibility criteria to enable more people to join the ADF, including expanding the recruitment of eligible permanent residents living in Australia;
* expanding the recruiting system to translate this wider pool of eligible applicants into an increase in the number of ADF recruits;
* improving processes to enable faster recruiting so that skills gaps can be identified and addressed more quickly; and
* encouraging current personnel, who have built the skills and expertise the ADF needs, to stay and serve longer through retention initiatives, including through expansion of the ADF Continuation Bonus.

The ADF Reserves are an important part of the total ADF workforce. The forecast contribution from Service Categories (SERCAT) 3, 4 and 5 in 2025-26 is 1,135,450 days of service performed by an estimated 21,690 members of the Reserve Forces. In 2025-26, Defence will implement the *Strategic Review of the ADF Reserves*, which includes increasing the Operational Reserve force (SERCAT 4) by an additional 1,000 personnel by 2030. Information about the ADF Total Workforce System and the structure of service categories is available on the department’s website here: <https://www.defence.gov.au/PayandConditions/ADF/ADF-TWS.asp>.

The APS workforce growth is expected to moderate during 2025-26 following a period of growth. Defence will continue to focus on skilling, developing and professionalising the APS workforce to deliver the priorities outlined in the *2024 National Defence Strategy* and Integrated Investment Program. Delivering a skilled workforce in support of National Naval Shipbuilding, Defence Guided Weapons and Explosive Ordnance, and AUKUS Pillars One and Two remains a priority.

Defence People

Achieving the Defence mission requires an integrated workforce. To enable this, Defence will focus on the recruitment, retention, culture and wellbeing of its people and support to ADF families as outlined in the Defence Workforce Plan. Defence will continue to develop, implement and finalise initiatives that improve organisational culture and strengthen the wellbeing of the workforce. This includes progressing work under the *Defence Culture Blueprint Program,* improving and communicating the Employee Value Proposition to the Defence workforce.

Ongoing efforts under the *Defence Work Health and Safety Strategy 2023-2028* will enable a positive work, health and safety culture across the organisation. Defence’s investment in a life-span approach and support for mental health, wellbeing and suicide prevention will be underpinned by the *Defence and Veteran Mental Health and Wellbeing Strategy 2024-2029*.

To further support Defence personnel and their families, Defence will deliver the *Defence Strategy for Preventing and Responding to Family and Domestic Violence 2023-2028* including a mandatory family and domestic violence awareness program. Defence will continue to support transitioning members through the implementation of the *2023 Veteran Transition Strategy*.

The APS workforce will continue to be strengthened through an APS skills uplift, training and professionalisation. This will enable ongoing re-balancing of the APS workforce to address critical areas such as engineering, intelligence, cyber, ICT, project and program management and contract management. This skilling and re-balance will be achieved through the implementation of a Defence APS Academy, organisational capability reviews, job family reform and ongoing implementation of the Strategic Commissioning Framework.

The Defence Workforce Plan will be reviewed biennially, through the National Defence Strategy review cycle. This will ensure Defence’s strategic workforce planning aligns with the integrated workforce requirements needed to deliver the Defence mission.

1. Planned Workforce Forecast for the 2025-26 Budget and Forward Estimates - Average Full-time equivalent [a] [b]

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  |  | **2024-25**  **Estimated Actual (Workforce Achievement)** | **2025-26 Budget Estimate (Workforce Requirement)** | **2026-27**  **Forward Estimate(Workforce Requirement)** | **2027-28**  **Forward Estimate(Workforce Requirement)** | **2028-29**  **Forward Estimate(Workforce Requirement)** |
|  | **ADF Permanent Force** |  | 15,392 |  |  |  |
|  | Navy | 15,282 | 16,053 | 16,709 | 17,092 |
|  | Army | 27,736 | 27,773 | 28,588 | 29,905 | 30,704 |
|  | Air Force | 15,832 | 16,208 | 16,408 | 16,658 | 16,908 |
| **1** | **Total Permanent Force** | **58,850** | **59,373** | **61,049** | **63,272** | **64,704** |
|  | **Civilian Employees** |  | 19,863 |  |  |  |
|  | APS | 19,237 | 20,261 | 20,274 | 20,275 |
| **2** | **Total Civilian Employees** | **19,237** | **19,863** | **20,261** | **20,274** | **20,275** |
|  | **Total Workforce Strength (1 + 2)** | **78,087** | **79,236** | **81,310** | **83,546** | **84,979** |

**Notes**

1. All numbers for the full-time workforce elements represent average full-time equivalents.
2. Forward Estimates reflect the budgeted workforce requirements for ADF and approved Government budgeted allocations for APS.
3. Planned Workforce Allocation for the 2025-26 Budget and Forward Estimates - Reserve (Service Categories 3, 4 and 5) [a] [b]

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  |  | **2024-25**  **Estimated Actual** | **2025-26 Budget Estimate** | **2026-27 Forward Estimate** | **2027-28 Forward Estimate** | **2028-29 Forward Estimate** |
|  | **Service Category 3 and 5** |  |  |  |  |  |
|  | Navy | 118,000  (2,000) | 120,500  (2,050) | 123,000  (2,100) | 125,500  (2,150) | 128,000  (2,200) |
|  | Army | 740,000  (15,500) | 740,000  (15,500) | 740,000  (15,500) | 740,000  (15,500) | 740,000  (15,500) |
|  | Air Force | 268,000  (4,000) | 274,000  (4,100) | 280,000  (4,200) | 286,000  (4,300) | 292,000  (4,400) |
| **1** | **Sub-total Service Category 3 and 5** | **1,126,000**  **(21,500)** | **1,134,500**  **(21,650)** | **1,143,000**  **(21,800)** | **1,151,500**  **(21,950)** | **1,160,000**  **(22,100)** |
|  | **Service Category 4 [c]** |  |  |  |  |  |
|  | Air Force | 950  (40) | 950  (40) | 950  (40) | 950  (40) | 950  (40) |
| **2** | **Sub-total Service Category 4** | **950**  **(40)** | **950**  **(40)** | **950**  **(40)** | **950**  **(40)** | **950**  **(40)** |
|  | **Total Reserves (1 + 2)** | **1,126,950**  **(21,540)** | **1,135,450**  **(21,690)** | **1,143,950**  **(21,840)** | **1,152,450**  **(21,990)** | **1,160,950**  **(22,140)** |

**Notes**

a. This table does not include Reservists undertaking continuous full-time service (Service Option C), as these are captured in Table 8, nor Reservists not currently rendering service (including SERCAT 2).

b. As the number of days or hours worked by Reserve members can vary greatly, figures in Table 9 show the total number of days service rendered, with a headcount of members rendering paid service in brackets.

c. SERCAT 4 is available to all three Services. It is currently only used by Air Force on an ongoing basis, however Navy are currently undertaking a trial of SERCAT 4. The increased use of SERCAT 4 is a key recommendation of the Strategic Review of the ADF Reserves.

1. Breakdown of Average Personnel Numbers by Service and Rank

|  |  |  |
| --- | --- | --- |
|  | **2024-25 Estimated Actual** | **2025-26 Budget Estimate[a]** |
| **Navy** |  |  |
| One Star and above **[b]** | 83 | 83 |
| Senior Officers **[c]** | 867 | 873 |
| Officers | 3,550 | 3,576 |
| Other Ranks | 10,781 | 10,860 |
| **Total Navy** | **15,282** | **15,392** |
| **Army** |  |  |
| One Star and above **[b]** | 97 | 97 |
| Senior Officers **[c]** | 1,077 | 1,078 |
| Officers | 5,369 | 5,376 |
| Other Ranks | 21,193 | 21,221 |
| **Total Army** | **27,736** | **27,773** |
| **Air Force** |  |  |
| One Star and above **[b]** | 73 | 73 |
| Senior Officers **[c]** | 876 | 897 |
| Officers | 4,831 | 4,946 |
| Other Ranks | 10,052 | 10,292 |
| **Total Air Force** | **15,832** | **16,208** |
| **APS** |  |  |
| Senior Executives**[d]** | 206 | 204 |
| Senior Officers**[c]** | 7,476 | 7,719 |
| Other APS Staff | 11,555 | 11,940 |
| **Total APS** | **19,237** | **19,863** |
| **Total Workforce** | **78,087** | **79,236** |

**Notes**

1. The forecast distribution by rank and service is based on a forecast workforce supply and the current workforce distribution. This is subject to review as the workforce is reset and grows to fill ADF requirements.
2. The figures for One Star and above include Chief of the Defence Force, Service Chiefs and Group Heads.
3. Senior Officers are of Lieutenant Colonel or Colonel rank equivalent and APS Executive Levels 1 and 2.
4. The figures for Senior Executives include the Secretary, SES Band Three, Two and One employees, Chiefs of Divisions and Medical Officers.

Section 2: Defence Outcomes and Planned Performance

Government outcomes are the intended results, impacts or consequences of actions by the Government on the Australian community. Commonwealth programs are the primary vehicle by which government entities achieve the intended results of their outcome statements. Entities are required to identify the programs which contribute to government outcomes over the Budget and forward years.

Each outcome is described below together with its related programs. The following provides detailed information on expenses for each outcome and program, further broken down by funding source.

**Note:**

Performance reporting requirements in the Portfolio Budget Statements are part of the Commonwealth performance framework established by the *Public Governance, Performance and Accountability Act 2013*. It is anticipated that the performance measures described in Portfolio Budget Statements will be read with broader information provided in an entity’s corporate plans and annual performance statements – included in Annual Reports – to provide a complete picture of an entity’s planned and actual performance.

The most recent corporate plan for Defence can be found at:

<http://www.defence.gov.au/about/strategic-planning/defence-corporate-plan/>.

The most recent annual performance statement can be found at:

<https://www.defence.gov.au/about/information-disclosures/annual-reports>.

1. Structure of Defence’s Outcomes

**Notes**

a. Includes the Governance Group.

b. Includes the Guided Weapons and Explosive Ordnance Group.

c. Includes the Chief of Personnel.

1. Changes to the Program Structures Since the Last Portfolio Budget Statements

|  |  |  |
| --- | --- | --- |
| **Program No.** | **Program title** | **Description of change** |
|  | Nil changes |  |

#### 2.1 Budget Expenses and Performance for Outcome 1

|  |
| --- |
| **Outcome 1: Defend Australia and its national interests through the conduct of operations and provision of support for the Australian community and civilian authorities in accordance with Government direction.** |

Outcome 1 Strategy

Defence plans for, develops and maintains the capability to deter and defeat armed attacks on Australia or on Australian interests. This includes planning for, conducting, controlling and evaluating Defence contributions to Government-directed operations.

Defence also supports the Commonwealth and State/Territory governments with emergency and non-emergency tasks, as well as supporting regional disaster assistance and events of national significance as directed by the Government.

**Current Operations and Support**

* ACCORDION – Provide support to Operations STEADFAST, MANITOU and other ADF activities from within the Middle East region.
* ARGOS – Contribute to the international effort to enforce United Nations Security Council resolutions on North Korea.
* ASLAN – Contribute to the United Nations Mission in South Sudan.
* AUGURY – GLOBAL - ADF support to the whole-of-government Counter Terrorism objectives.
* BANNISTER – Deployment of planning teams to support Australian overseas missions or other activities as required.
* BEECH – Defence’s support to the Australian Government response to the Hamas-Israel conflict.
* DYURRA – ADF space operations and their integration into wider ADF and allied space domain operations.
* FORTITUDE – Contribution to the United Nations Disengagement Observer Force (UNDOF).
* GATEWAY – Conduct northern Indian Ocean and South China Sea maritime surveillance patrols.
* HYDRANTH - ADF contribution to support United States and United Kingdom (UK) defensive actions targeting the capabilities used in Houthi rebel attacks in the Red Sea.
* INDO-PACIFIC ENDEAVOUR – Strengthening Australia’s engagement and partnerships with regional security forces.
* KUDU – ADF commitment to the training of Armed Forces of Ukraine recruits in the UK.
* LINESMEN – Supports the United Nations Command Military Armistice Commission (UNCMAC) in its efforts to reduce tensions on the Korean Peninsula.
* MANITOU – Contribute to maritime security in the Middle East Region including the Arabian Gulf, Gulf of Aden, the Red Sea and Indian Ocean.
* MAZURKA – Contribute to the Multinational Force and Observers in Sinai.
* PALADIN – Contribute to the United Nations Truce Supervision Organisation in the Middle East.
* RENDER SAFE – ADF-led mission to safely dispose of Second World War Explosive Remnants of War from Pacific island nations.
* RESOLUTE – Contribute to the whole-of-government maritime surveillance and response in the maritime approaches to Australia.
* SOLANIA – Contribute to maritime surveillance within the Pacific Region.
* SOUTHERN DISCOVERY - Provide ADF support to the Australian Antarctic Division.
* STEADFAST – Contribute to the NATO Mission in Iraq supporting continued capacity building of the Iraqi Security Forces.
* Defence Assistance to the Civil Community – Assist Commonwealth and State/Territory governments with emergency and non-emergency tasks as required. On a case by case basis, support events of national significance as requested by relevant authorities.

**Ceased Operations**

* No operations have ceased since the release of the *2024-25 Defence Portfolio Additional Estimates Statements*.

Linked Programs

| Australian Communications and Media Authority |
| --- |
| Program 1.1 - Communications regulation, planning and licensing. |
| Contribution to Outcome 1 by linked program |
| Defence provides support to fulfil Australia’s international obligations to manage interference through High Frequency Direction Finding as part of Project Nullarbor improvements to the Defence High Frequency Communications System. |

| Department of Home Affairs |
| --- |
| Program 3.4 - Border Enforcement. |
| Contribution to Outcome 1 by linked program |
| Defence supports the Department of Home Affairs (Home Affairs) through tasks that include planning and conduct of operations to provide security of Australia’s maritime borders from unauthorised maritime arrivals, illegal exploitation of natural resources, and other maritime threats to Australian sovereignty, including counter-terrorism responses. Defence contributes to Maritime Border Command tasking through Operation RESOLUTE, providing maritime surveillance and response assets that are tasked routinely in accordance with the Government’s priorities. Defence is also supporting the acquisition and sustainment of additional Cape Class Vessels by the Department of Home Affairs to be operated by the Australian Border Force. Defence also supports Commonwealth and state/territory governments with emergency and non‑emergency tasks through the provision of capabilities and/or expertise. Defence further provides support to Home Affairs by regulating the export and supply of military and dual-use goods and technology. Home Affairs enforces regulations at the border. This includes export controls assessment of goods stopped at the border and engagement on export compliance activities. |

Outcome 1 Resources

1. Total Budgeted Resources Available for Outcome 1



Contributions to Outcome 1

Program 1.1: Operations Contributing to the Safety of the Immediate Neighbourhood

|  |  |  |
| --- | --- | --- |
| Program 1.1: Operations Contributing to the Safety of the Immediate Neighbourhood | | |
|  | | |
| **Program 1.1** **Objective**  To ensure that the Government, through the Australian Defence Force, has an active and effective role in promoting stability, integrity and cohesion in our immediate neighbourhood.  Australia shares the immediate neighbourhood with Indonesia, New Zealand, Papua New Guinea, Timor-Leste, Southeast Asian countries and the island countries of the Pacific. | | |
| **Key Activity** | This program will be achieved through the following activity:  **1. Conduct operations and deployments to defend Australia and its national interests.**  Defence conducts operations and deployments both within Australia and overseas, in accordance with direction from the Government. When required, Defence responds with military force to defend Australia and its national interests. Defence also works in close collaboration with our international partners and federal, state and territory governments to support our response to crises and disasters at home and abroad. | |
| **Year** | **Performance measures** | **Expected Performance Results** |
| Current Year  2024-25 [a] | 1.1: Defence maintains ready forces, plans and conducts operations, activities and investments as directed by Government to achieve Defence’s strategic objectives. | Defence responds to Australian Government requirements and conducts operations as directed. This will change year on year.  *Expected to be achieved.* |
| 1.2: Defence commits ADF and/or APS assistance to domestic crisis and emergency response, as directed by Government. | Defence responds to Australian Government direction as required. This will change year on year.  *Expected to be achieved.* |
| **Year** | **Performance measures** | **Planned Performance Results** |
| Budget Year  2025-26 [b] | 1.1: Defence maintains ready forces, plans and conducts operations, activities and investments as directed by Government to achieve Defence’s strategic objectives. | Defence responds to Australian Government requirements and conducts operations as directed. This will change year on year. |
| 1.2: Defence commits ADF and/or APS assistance to domestic crisis and emergency response, as directed by Government. | Defence responds to Australian Government direction as required. This will change year on year. |
| Forward Estimates  2026-29 | As per 2025-26. | As per 2025-26. |
| Material changes to Program 1.1 resulting from 2025-26 Budget Measures: Nil. | | |

Notes

1. Performance Measure 1.2 has been amended for 2024-25, as published in the updated 2024-28 Defence Corporate Plan in March 2025.
2. In accordance with Defence’s Enterprise Performance Framework, Defence is undertaking materiality assessments that may result in updates to the 2025-26 performance information in the 2025-29 Defence Corporate Plan, if required.
3. Cost Summary for Program 1.1 Operations Contributing to the Safety of the Immediate Neighbourhood



**Note**

a. Total Program funded expenditure includes operating expenses and capital expenditure funded by appropriation and own source revenue. This excludes expenses not requiring appropriation.

Program 1.2: Operations Supporting Wider Interests

|  |  |  |
| --- | --- | --- |
| Program 1.2: Operations Supporting Wider Interests | | |
|  | | |
| **Program 1.2** **Objective**  Operations supporting wider interests are designed to contribute to United Nations’ and international efforts to uphold global security. | | |
| **Key Activity** | This program will be achieved through the following activity:  **1. Conduct operations and deployments to defend Australia and its national interests.**  Defence conducts operations and deployments both within Australia and overseas, in accordance with direction from the Government. When required, Defence responds with military force to defend Australia and its national interests. Defence also works in close collaboration with our international partners and federal, state and territory governments to support our response to crises and disasters at home and abroad. | |
| **Year** | **Performance measures** | **Expected Performance Results** |
| Current Year  2024-25 [a] | 1.1: Defence maintains ready forces, plans and conducts operations, activities and investments as directed by Government to achieve Defence’s strategic objectives. | Defence responds to Australian Government requirements and conducts operations as directed. This will change year on year.  *Expected to be achieved.* |
| 1.2: Defence commits ADF and/or APS assistance to domestic crisis and emergency response, as directed by Government. | Defence responds to Australian Government direction as required. This will change year on year.  *Expected to be achieved.* |
| **Year** | **Performance measures** | **Planned Performance Results** |
| Budget Year  2025-26 [b] | 1.1: Defence maintains ready forces, plans and conducts operations, activities and investments as directed by Government to achieve Defence’s strategic objectives. | Defence responds to Australian Government requirements and conducts operations as directed. This will change year on year. |
| 1.2: Defence commits ADF and/or APS assistance to domestic crisis and emergency response, as directed by Government. | Defence responds to Australian Government direction as required. This will change year on year. |
| Forward Estimates  2026-29 | As per 2025-26. | As per 2025-26. |
| Material changes to Program 1.2 resulting from 2025-26 Budget Measures: Nil. | | |

Notes

1. Performance Measure 1.2 has been amended for 2024-25, as published in the updated 2024-28 Defence Corporate Plan in March 2025.
2. In accordance with Defence’s Enterprise Performance Framework, Defence is undertaking materiality assessments that may result in updates to the 2025-26 performance information in the 2025-29 Defence Corporate Plan, if required.
3. Cost Summary for Program 1.2 Operations Supporting Wider Interests



**Note**

a. Total Program funded expenditure includes operating expenses and capital expenditure funded by appropriation and own source revenue. This excludes expenses not requiring appropriation.

Program 1.3 Defence Contribution to National Support Tasks in Australia

|  |  |  |
| --- | --- | --- |
| Program 1.3 Defence Contribution to National Support Tasks in Australia | | |
|  | | |
| **Program 1.3** **Objective**  To undertake tasks that include: planning and conduct of operations to provide security of the Australian coastline from unauthorised maritime arrivals, smuggling, quarantine evasion and other intrusions to Australian sovereignty; counter-terrorism responses; search and rescue; humanitarian assistance and disaster relief. Defence contributes to the Department of Home Affairs civil surveillance program and Maritime Border Command tasking, providing maritime surveillance assets that are tasked routinely in accordance with the Government's direction.  Defence, through the Defence Assistance to the Civil Community program, supports the Commonwealth and state/territory governments with emergency and non-emergency tasks, as well as supporting events of national significance as requested by relevant authorities and the general public. | | |
| **Key Activity** | This program will be achieved through the following activity:  **1. Conduct operations and deployments to defend Australia and its national interests.**  Defence conducts operations and deployments both within Australia and overseas, in accordance with direction from the Government. When required, Defence responds with military force to defend Australia and its national interests. Defence also works in close collaboration with our international partners and federal, state and territory governments to support our response to crises and disasters at home and abroad. | |
| **Year** | **Performance measures** | **Expected Performance Results** |
| Current Year  2024-25 [a] | 1.1: Defence maintains ready forces, plans and conducts operations, activities and investments as directed by Government to achieve Defence’s strategic objectives. | Defence responds to Australian Government requirements and conducts operations as directed. This will change year on year.  *Expected to be achieved.* |
| 1.2: Defence commits ADF and/or APS assistance to domestic crisis and emergency response, as directed by Government. | Defence responds to Australian Government direction as required. This will change year on year.  *Expected to be achieved.* |
| **Year** | **Performance measures** | **Planned Performance Results** |
| Budget Year  2025-26 [b] | 1.1: Defence maintains ready forces, plans and conducts operations, activities and investments as directed by Government to achieve Defence’s strategic objectives. | Defence responds to Australian Government requirements and conducts operations as directed. This will change year on year. |
| 1.2: Defence commits ADF and/or APS assistance to domestic crisis and emergency response, as directed by Government. | Defence responds to Australian Government direction as required. This will change year on year. |
| Forward Estimates  2026-29 | As per 2025-26. | As per 2025-26. |
| Material changes to Program 1.3 resulting from 2025-26 Budget Measures: Nil. | | |

Notes

1. Performance Measure 1.2 has been amended for 2024-25, as published in the updated 2024-28Defence Corporate Plan in March 2025.
2. In accordance with Defence’s Enterprise Performance Framework, Defence is undertaking materiality assessments that may result in updates to the 2025-26 performance information in the 2025-29 Defence Corporate Plan, if required.
3. Cost Summary for Program 1.3 Defence Contribution to National Support Tasks in Australia



**Note**

a. Total Program funded expenditure includes operating expenses and capital expenditure funded by appropriation and own source revenue. This excludes expenses not requiring appropriation.

#### 2.2 Budget Expenses and Performance for Outcome 2

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| **Outcome 2: Protect and advance Australia’s strategic interests through the provision of strategic policy, the development, delivery and sustainment of military, intelligence and enabling capabilities, and the promotion of regional and global security and stability as directed by Government.** |

Outcome 2 Strategy

Defence ensures that its policy, strategy, capability and planning keeps pace with the rapidly changing strategic environment through the biennial National Defence Strategy cycle. The Defence Strategy Framework, endorsed by the Secretary of Defence and the Chief of the Defence Force, outlines the intelligence-informed, strategy-led and accountable process by which strategy cascades throughout the organisation.

The biennial National Defence Strategy is Defence’s highest-level classified planning document. It informs the context, preparation and alignment of subsidiary planning documents across policy, enterprise planning, force employment, force generation and force design. The National Defence Strategy implements Cabinet decisions and updated Government direction, identifies priorities, and provides guidance on the tasks that need to be undertaken to achieve the Strategy of Denial.

The *2024 National Defence Strategy* re-weighted the three prevailing strategic defence objectives: to shape Australia’s strategic environment, deter actions against Australia’s interests, and respond with credible military force, when required. While these objectives had previously been weighted equally in Australia’s strategic settings, deterrence is now Australia’s primary Strategic Defence Objective.

The Government has adopted the Strategy of Denial as the cornerstone of Defence planning. This approach aims to deter a potential adversary from taking actions that would be inimical to Australia’s interests and regional stability. The Strategy of Denial involves working with the United States and key partners to ensure no country attempts to achieve its regional objectives through military action. By signalling a credible ability to hold potential adversary forces at risk, this strategy also seeks to deter attempts to coerce Australia through force.

The *2024 National Defence Strategy* and the *2024 Integrated Investment Program* are designed to ensure the ADF has the capacity to:

1. defend Australia and our immediate region;
2. deter through denial any potential adversary’s attempt to project power against Australia through our northern approaches;
3. protect Australia’s economic connection to our region and the world;
4. contribute with our partners to the collective security of the Indo-Pacific; and
5. contribute with our partners to the maintenance of the global rules-based order.

The Government has committed to a biennial National Defence Strategy cycle to ensure Defence policy, strategy, capability and planning keep pace with the rapidly evolving strategic environment, respond to Australia’s national security priorities and provide clarity of process and approach to defence industry. The next National Defence Strategy will be delivered in 2026.

International engagement remains a critical function of Defence. Defence works with the United States and key partners to build a stable, secure and prosperous region that is free from coercion. Defence conducts operations and exercises in the region – including with the United States and key partners – to underpin the international rules‑based order, maintain regional security and stability, and deter potential adversaries. The Defence Cooperation Program is a key part of our Defence engagement, enhancing shared understanding and capability with our partners in the Pacific, Southeast Asia and Northeast Indian Ocean. We are building on decades of defence cooperation and interoperability, working together to meet regional security priorities, and investing to play our part in keeping and building peace in our region.

Australia’s support for the principles of sovereignty, territorial integrity and international law is not constrained by geography. Australia has committed over $1.3 billion in military assistance to support Ukraine’s self‑defence. In addition to materiel and financial support, the Australian Defence Force continues to make an important contribution to multinational efforts in support of Ukraine under Operation Kudu. The Australian Defence Force is also providing personnel to support maritime security in the Middle East, including by supporting coalition efforts to protect international shipping transiting the Red Sea.

A continued focus in 2025 includes the ongoing implementation of the *Defence Trade Control Amendment Act 2014* which established a trilateral export control licence-free environment with the United States and the United Kingdom. This legislation came into effect on 1 September 2024, with the commencement of its three new offences coming into effect on 1 March 2025. Defence will also seek to strengthen industrial engagement with other priority partners in the region to bolster collective capability and resilience. Regulating the export of military and dual-use goods and technologies (consistent with Australia’s national interest) is vital for maintaining the ADF’s security and capability edge, preventing regional and international instability, ensuring Australia upholds international obligations, through participation in a series of multilateral non-proliferation and export control regimes, and preventing the illicit trade of conventional weapons or proliferation of weapons of mass destruction.

Defence is strengthening our cooperation with key partners in the Indo-Pacific, including Japan, India, the Republic of Korea, and France. Defence is enhancing operational cooperation with Japan through the 2022 Joint Declaration on Security Cooperation and the Australia-Japan Reciprocal Access Agreement, both reflections of our strategic alignment. Defence is developing an enduring and reciprocal framework to support increasingly sophisticated defence activities with the Republic of Korea. With India, Defence is enhancing maritime domain awareness cooperation and exercising with increased complexity and regularity. Defence is also deepening operational cooperation with France in the Indo-Pacific.

A strong partnership with defence industry is critical to delivering defence capabilities. A capable, resilient, competitive and innovative sovereign defence industrial base enables Defence’s mission and Australia’s national security outcomes. The Government’s *2024 Defence Industry Development Strategy* establishes the framework and principles for the direction of defence industry policy. The Strategy includes initiatives to develop the sovereign defence industrial base required to meet our national security needs. The next Defence Industry Development Strategy will be delivered in 2026 to align with the biennial National Defence Strategy cycle.

Intelligence delivers decision advantage to the Government, Defence leaders and operational commanders. It is a critical enabler for the integration and interoperability of our next-generation platforms, ensuring a capability edge through superior battlespace awareness. Defence Intelligence agencies continue to work closely with, and as, members of the National Intelligence Community so that current and future national security challenges are met and Australia’s interests are maintained and protected.

Linked Programs

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| **Attorney-General’s Department** |
| Program 1.8 – Nuclear-Powered Submarines. |
| **Contribution to Outcome 2 by linked programs** |
| The Attorney-General’s Department provides policy and legal advice to the government on the legal risks of the Nuclear-Powered Submarine Program, and international and domestic regulatory frameworks. |

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| **Australian Federal Police** |
| Program 1.1 – Federal Policing.  Program 3.1 – Specialist Protective Services.  Program 3.2 – International Police Assistance and External Territories. |
| **Contribution to Outcome 2 by linked programs** |
| The Australian Federal Police (AFP) engages with the Department of Defence under a framework for cooperation between the participants to strengthen and consolidate sharing of information in national security, international and border-related activities (directly and through the National Intelligence Community). This cooperation promotes security and stability within Australia’s External and Internal Territories, including Christmas Island, Cocos (Keeling) Islands, Norfolk Island and the Jervis Bay Territory.  The AFP delivers protective security services for Defence at Defence Sites. The AFP National Operations State Service Centre works closely with Defence for matters of crisis management and response, assisting domestic and international coordination and management to protect national interests. The placement of AFP advisors at the Australian Civil‑Military Centre (ACMC) supports a high-priority Australian Government initiative to enhance the effectiveness of national and regional civil-military-police interaction in conflict and disaster management and promotes regional and global security. |

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| **Australian Maritime Safety Authority** |
| Program 1.1 – Seafarer and ship safety, safety of navigation and environmental protection. |
| **Contribution to Outcome 2 by linked program** |
| Australian Maritime Safety Authority provides advice and direction on the provision of official nautical charts and publications, to best support Program 1.1. |

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| **Australian Nuclear Science and Technology Organisation** |
| Program 2 – Nuclear-Powered Submarines. |
| **Contribution to Outcome 2 by linked program** |
| The Australian Nuclear Science and Technology Organisation (ANSTO) contributes to Outcome 2 through the provision of expertise and advice in the support of the Nuclear-Powered Submarine Program, with a focus on baselining and augmenting Australia's nuclear stewardship capabilities and credentials. |

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| **Australian Radiation Protection and Nuclear Safety Agency** |
| Program 1.2 – Nuclear-Powered Submarines. |
| **Contribution to Outcome 2 by linked program** |
| Support delivery of nuclear-powered submarines capabilities through radiation protection and nuclear safety research, policy, advice, codes, standards, services and regulation. |

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| **Australian Secret Intelligence Service** |
| Program 1.1 – Security Intelligence. |
| **Contribution to Outcome 2 by linked program** |
| Consistent with the functions for the Australian Secret Intelligence Service (ASIS) detailed in the Intelligence Services Act 2001, ASIS provides assistance to the Australian Defence Force (ADF) in support of military operations; cooperates with the ADF on intelligence matters; and cooperates with and assists the Australian Signals Directorate and the Australian Geospatial-Intelligence Organisation in the performance of their functions. |

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| **Australian Security Intelligence Organisation** |
| Program 1.1 – Security Intelligence. |
| **Contribution to Outcome 2 by linked program** |
| Consistent with the *Australian Security Intelligence Organisation Act* *1979*, Australian Security Intelligence Organisation (ASIO) provides advice to Defence on matters relevant to security. ASIO exercises its foreign collection powers under warrant at the request of the Minister for Defence or the Minister for Foreign Affairs. |

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| **Australian Signals Directorate** |
| Program 1.1 – Foreign Signals Intelligence, Cyber Security, Offensive Cyber Operations. |
| **Contribution to Outcome 2 by linked program** |
| Consistent with the functions for the Australian Signals Directorate (ASD) detailed in the *Intelligence Services Act 2001,* ASD provides foreign signals intelligence, cyber security advice, and offensive cyber operations, and utilises corporate shared services, in order to meet the operational needs of the ADF and the requirements of the Department of Defence. |

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| **Commonwealth Superannuation Corporation** |
| Program 1.1 – Superannuation Scheme Governance. |
| **Contribution to Outcome 2 by linked programs** |
| The Departments of Finance and Defence provide funding through third party access arrangements to Commonwealth Superannuation Corporation for the purpose of providing payments of retirement and death and invalidity benefits for scheme members and beneficiaries, including past, present and future employees of the Australian Government and other eligible employers and members of the ADF. |

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| **Defence Housing Australia** |
| Program 1.1 – The provision of Defence housing and housing related services. |
| **Contribution to Outcome 2 by linked programs** |
| Under a Services Agreement and in accordance with the *Defence Housing Australia Act 1987*, Defence Housing Australia is to achieve the efficient provision of contemporary housing solutions for ADF Members and their families on behalf of Defence. |

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| **Department of Climate Change, Energy, the Environment and Water** |
| Program 1.2 – Support reliable, secure and affordable energy.  Program 2.3 – Accelerate the transition to a circular economy, while safely managing pollutants and hazardous substances. |
| **Contribution to Outcome 2 by linked programs** |
| Defence actively participates in forums relating to renewable energy and energy security and applies principles consistent with Australia’s Paris Agreement commitments when considering energy options.  Defence provides a range of logistics support services and advice to the Australian Antarctic program, including air and sealift capability to supplement existing arrangements in the delivery of cargo and contributing to aeromedical emergency responses in the region.  Defence actively participates in forums and initiatives led by the Department of Climate Change, Energy, the Environment and Water to ensure alignment with national approaches for the effective and efficient management of environmental factors. |

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| **Department of Education** |
| Program 2.1 – Commonwealth Grant Scheme.  Program 2.8 – Nuclear-Powered Submarine Program. |
| **Contribution to Outcome 2 by linked program** |
| The linked programs contribute to Outcome 2 and support Australia’s broader sovereign capabilities through strategic engagement across government, building education pipelines and supporting the nuclear workforce. |

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| **Department of Employment and Workplace Relations** |
| Departmental Program 2.3 – DEWR – Nuclear-Powered Submarine. |
| **Contribution to Outcome 2 by linked program** |
| The linked programs contribute to Outcome 2 and support Australia’s broader sovereign capabilities through strategic engagement across government and supporting the nuclear workforce. |

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| **Department of Finance** |
| Program 2.10 - Nuclear-Powered Submarine Program Advice. |
| **Contribution to Outcome 2 by linked program** |
| Contributes to Outcome 2 through the provision of budget and commercial advice for the delivery of nuclear-powered submarine capabilities. |

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| **Department of Foreign Affairs and Trade** |
| Program 1.1 – Foreign Affairs and Trade Operations.  Program 1.8 – Nuclear-Powered Submarine Program. |
| **Contribution to Outcome 2 by linked programs** |
| Under a Memorandum of Understanding, the placement of Department of Foreign Affairs and Trade advisors at the ACMC supports a high-priority Australian Government initiative to enhance the effectiveness of national and regional civil-military-police interaction in conflict and disaster management and promote~~s~~ regional and global security.  The Department of Foreign Affairs and Trade including the Australian Safeguards and Non‑proliferation Office provides the legal, policy and diplomatic capability necessary to support Australia’s acquisition of conventionally-armed, nuclear-powered submarines. |

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| **Department of Home Affairs** |
| Program 1.2 – National Security and Resilience. |
| **Contribution to Outcome 2 by linked programs** |
| Under a Memorandum of Understanding, the placement of National Emergency Management Australia secondees at the ACMC supports a high-priority Australian Government initiative to enhance the effectiveness of national and regional civil-military-police interaction for national security and disaster management to promote regional and global security and stability.  Under the Service Level Charter, Australian Government Security Vetting Agency (AGSVA) works collaboratively with government agencies to provide the delivery of security vetting functions on behalf of the Commonwealth in line with Government requirements (excluding authorised vetting agencies). |

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| **Department of Industry, Science and Resources** |
| Program 1.1 – Growing innovative and competitive businesses, industries and regions.  Program 1.2 – Investing in science and technology.  Program 1.4 – Nuclear-Powered Submarines. |
| **Contribution to Outcome 2 by linked programs** |
| The Department of Industry, Science and Resources (DISR) works closely with Defence on enterprise-level programs to ensure alignment with whole-of-government industry policy and to support the development of innovative and competitive businesses.  This includes supporting the development of defence industry policy and support programs, and facilitating links between Defence activities and industry initiatives including the National Reconstruction Fund, Buy Australian Plan, designing and implementing grants programs, and Australian industry participation.  DISR engages with the Office of Defence Industry Support to identify and support Australian businesses seeking to increase their capability and capacity to participate in supply chains for defence projects.  DISR collaborates with Defence to ensure a complementary approach between civil space policy, industry development, regulation of space activities and Defence’s space responsibilities and interests.  DISR, through the Australian Radioactive Waste Agency and the Australian Nuclear Science and Technology Organisation, is supporting Defence’s acquisition of conventionally-armed, nuclear-powered submarines.  DISR engages with the department regarding Defence Export Controls align regulatory activity associated with dual-use and critical technologies to harness the benefits while protecting Australia’s research capability, innovation and comparative advantage.  DISR works with Defence on initiatives aimed to address critical workforce shortages in STEM by attracting and retaining Australians from diverse backgrounds in STEM education and careers. |

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| **Department of Infrastructure, Transport, Regional Development, Communications and the Arts** |
| Program 1.1 – The Australian Transport Safety Bureau.  Program 1.1 – The Civil Aviation Safety Authority. |
| **Contribution to Outcome 2 by linked programs** |
| The Memorandum of Understanding (MOU) between Defence and the Australian Transport Safety Bureau (ATSB) contributes to the outcome through the sharing of expertise, training opportunities, experience and equipment in transport safety investigations and supports the adoption of a systematic approach to aviation safety. The ATSB support to Defence Aviation Safety investigations contributes to capability through the prevention of recurrence and the mutual adoption of a systemic approach to aviation safety enhances capability through the prevention of accidents and serious incidents. |

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| **Department of Infrastructure, Transport, Regional Development, Communications and the Arts, continued** |
| The MOU between Defence and the Civil Aviation Safety Authority contributes to the outcome through a harmonisation of military and civil aviation regulation and management. This harmonisation reaches into areas such as shared use airfields, the provision of air traffic services through Airservices Australia to Defence and the use of civil registered aircraft and unmanned aerial systems by the military. Agreement between civil and military regulators leads to cooperation and reduced duplication in Air Traffic Management, aviation landing and approach procedures, aviation rescue and fire-fighting services, and airport infrastructure. |

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| **Department of Social Services** |
| Program 2.1 – Families and Communities. |
| **Contribution to Outcome 2 by linked programs** |
| Defence works with the Department of Social Services on the implementation and management of the National Redress Scheme processes that will be required to ensure that all claims are processed as efficiently as possible. |

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| **Department of the Treasury** |
| Program 1.1 – Department of the Treasury.  Program 1.4 – Commonwealth-State Financial Relations. |
| **Contribution to Outcome 2 by linked program** |
| The Treasury, on behalf of the Government, provides financial support to the states and territories to support the delivery of specified outputs or projects, facilitate reforms or reward jurisdictions that deliver on nationally significant reforms. Defence participates as a consult partner in Australia’s Foreign Investment Framework, undertaking risk assessments in relation to foreign investment applications, where those applications have national security implications or affect Defence interests. |

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| **Department of Veterans’ Affairs** |
| Program 1.1 – Veterans’ Income Support and Allowances.  Program 1.2 – Veterans’ Disability Support.  Program 1.6 – Military Rehabilitation and Compensation Acts Payment – Income Support and Compensation.  Administered Program 2.22 – Housing Assistance. |
| **Contribution to Outcome 2 by linked programs** |
| The Department of Veterans’ Affairs (DVA) and Defence are committed to delivering the best possible outcomes to current and former members of the ADF and their eligible family members.  Under a Memorandum of Understanding (MOU), Defence and DVA work cooperatively to deliver care and support to current and former members of the permanent and reserve forces and their families.  Close and ongoing cooperation occurs between DVA and Defence under this MOU. Ongoing DVA engagement with members starting as early as practical in their careers and continuing through their service and during and after their transition from permanent or continuous full time service, results in better outcomes for members and their families. Such cooperation and engagement is particularly important where a member suffers a serious injury or illness or where the member is identified for medical separation from the ADF.  Defence and DVA work collaboratively on areas of research, mental health, rehabilitation and medical aspects of transition. Defence is also engaged with DVA for the future contracting of health care arrangements.  This is supported through Schedule 6 of the *Agreement between Defence and Veterans’ Affairs for the Provision of Mental Health Support Services by the Open Arms to ADF Personnel* (Agreement for Services).  Under a MOU, and in accordance with the *Defence Home Ownership Assistance Scheme Act 2008*, DVA administer the Defence Home Ownership Assistance Scheme (DHOAS). The scheme was established to support the Government’s ADF recruitment and retention initiatives by incentivising ADF members to remain in the ADF beyond critical career points.  Under Schedule 20 of the MOU, Defence and DVA collaboratively utilise system to system exchanges and/or direct access, to provide access to, or enable disclosure of, certain Personal Information held digitally in specified departmental information systems. These information exchanges support the assessment and determination of claims, and the delivery of appropriate care and support to current and former members of the ADF and their families. |

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| **Geoscience Australia** |
| Program 1.1 – Geoscientific and Spatial Information Services. |
| **Contributing to Outcome 2 by linked program** |
| Australian Hydrographic Office and Geoscience Australia are collaborating to deliver the AusSeabed initiative. |

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| **Office of the Commonwealth Ombudsman - Defence Force Ombudsman** |
| Program 1.1 – Office of the Commonwealth Ombudsman. |
| **Contribution to Outcome 2 by linked programs** |
| The Office of the Commonwealth Ombudsman ensures administrative action by Australian Government entities is fair and accountable by handling complaints, conducting investigations, performing audits and inspections, encouraging good administration, and discharging other specialist oversight tasks. The Commonwealth Ombudsman is also the Defence Force Ombudsman, who offers an independent complaint-handling mechanism for serving and former Defence members and is able to accept complaints where it is alleged that a Defence member has perpetrated an act of sexual abuse, serious physical abuse, or serious bullying or harassment. |

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| **Office of National Intelligence** |
| Outcome 1 – Advancement of Australia's national interests through increased Government awareness of international developments affecting Australia and integration, coordination and evaluation of Australia's national intelligence capabilities. |
| **Contribution to Outcome 2 by linked program** |
| The Office of National Intelligence leads efforts to integrate and coordinate the activities of the national intelligence agencies to meet the operational requirements of the ADF and the Department of Defence, as well as other priorities as set by Government. |

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| **The Australian Trade and Investment Commission (Austrade)** |
| Program 1.1 – Support Australian exporters to expand internationally, attract productive international investment, and grow the visitor economy. |
| **Contribution to Outcome 2 by linked programs** |
| Implementation of the Government’s Defence Export Strategy is led by Defence. This is providing a whole-of-government coordinated approach to supporting Australian defence industry. Cooperation with Austrade is focused on growing exports to underpin sustainability and growth aligned with national security priorities. Defence Export Controls issues authorisations for goods and technology subject to permit requirements. |

Outcome 2 Resources

1. Total Budgeted Resources Available for Outcome 2



Table 16: Total Budgeted Resources Available for Outcome 2 (continued)



**Notes**

a. Includes estimated resourcing used to meet payments for Defence Force Superannuation Nominal Interest under *Military Superannuation and Benefits Act, 1991 Part V, s.17*.

b. Figures for 2024-25 have been calculated using the applicable AASB 119 interest rate. Forward years are estimated based on the discount rate determined by the superannuation scheme actuaries in preparing the latest Long Term Cost Reports, being Consumer Price Index (CPI) plus 2.5 per cent.

c. The decrease in Military superannuation contributions from 2024-25 is attributable to the closure of Military Superannuation and Benefits Scheme (MSBS) to new ADF personnel, resulting in a gradual decline in the number of contributing members in MSBS.

d. The funding movement from 2027-28 to 2024-25 of $700 million is to partly address Defence’s ongoing working capital requirements. This adjustment provides short term relief to increase cash reserves to meet Defence industry commitments as and when they fall due for payment. Refer Table 1 Serial 4. While the increase in working capital in 2024-25 is by way of the movement of appropriation from 2027-28, the movement will be represented as an equity injection and not as increased Defence funding. This is because the injection will be used to address existing expenditure commitments already incurred / recognised. In 2027-28, the reduction of appropriation will not impact planned capital expenditure levels as Government has agreed Defence will operate with a Net Capital Deficit in that financial year .

e. Includes estimated resourcing required to meet payments for the Defence Superannuation Benefits. Table 50 shows estimates of total expenses for the Defence Superannuation Schemes.

f. Total Administered revenue from other sources comprises of Military superannuation contributions, competitive neutrality revenue received from Defence Housing Australia and licence fees received under the Defence Home Ownership Assistance Scheme.

g. Administered returns to the Official Public Account (OPA) are in relation to Administered revenue from activities performed by Defence on behalf of the Australian Government including administered receipts passed through from Superannuation programs to the OPA .

**Contributions to Outcome 2**

Program 2.1: Strategy, Policy and Industry

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| Program 2.1: Strategy, Policy and Industry | | |
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| **Program 2.1** **Objective**  To deliver high-quality policy advice to Government, the Secretary and Chief of the Defence Force, to protect and advance Australia’s strategic interests. | | |
| **Key Activities [a]** | This program will be achieved through the following activities:  **2. Defence is a strategy-led organisation.** It supports operationalising and implementing the Government–directed biennial National Defence Strategy.  **5. Defence’s international engagement –** operational presence; support to regional security capability; people-to-people engagement; and bilateral and multilateral diplomatic engagement – support a strategy of denial in our primary area of military interest.  **8. Defence supports improved regulatory performance, capability and culture –**through regulatory stewardship in line with the Government’s commitment to Australian Public Service reform. | |
| **Year** | **Performance measures** | **Expected Performance Results** |
| Current Year  2024-25 [b] | 2.1: The National Defence Strategy is operationalised and monitored through alignment with enterprise planning. | Proportion of enterprise planning activities that are aligned to the *2024 National Defence Strategy*.  *Expected to be substantially achieved.* |
| 5.1: The ADF has a near persistent presence in Australia’s immediate region. | Defence maintains its regional forward force presence through ADF operations, activities and investments.  *Expected to be achieved.* |
| 5.2: Defence enhances Australia’s relationships with the Government’s priority Indo-Pacific and global partners. | Defence effectively implements action items from annual 2+2 (Foreign Affairs and Defence) ministerial meetings.  *Expected to be achieved.* |
| 8.1: Defence improves regulatory performance and capability through the finalisation of export permit applications within benchmark timeframes and reduction of export permits to the United States and United Kingdom facilitated via the AUKUS Licence-Free environment. | Defence will finalise the approved export permit applications within benchmark timeframes, and will process fewer permits each year in total to the United States and United Kingdom since the introduction of the AUKUS Licence-Free Environment (from 1 September 2024).  *Expected to be substantially achieved.* |
| **Year** | **Performance measures** | **Planned Performance Results** |
| Budget Year  2025-26 [c] | 2.1: The National Defence Strategy is operationalised and monitored through alignment with enterprise planning. | Proportion of enterprise planning activities that are aligned to the *2024 National Defence Strategy*. |
| 5.1: The ADF has a near persistent presence in Australia’s immediate region. | Defence maintains its regional forward force presence through ADF operations, activities and investments. |
| 5.2: Defence enhances Australia’s relationships with the Government’s priority Indo-Pacific and global partners. | Defence effectively implements action items from annual 2+2 (Foreign Affairs and Defence) ministerial meetings. |
| **Year** | **Performance measures** | **Planned Performance Results** |
| Budget Year  2025-26 [c] | 8.1 Defence improves regulatory performance and capability through the finalisation of export permit applications within benchmark timeframes and reduction of export permits to the United States and United Kingdom facilitated via the AUKUS Licence-Free environment. | Defence will finalise the approved export permit applications within benchmark timeframes, and will process fewer permits each year in total to the United States and United Kingdom since the introduction of the AUKUS Licence-Free Environment (from 1 September 2024). |
| Forward Estimates  2026-29 | As per 2025-26. | As per 2025-26. |
| Material changes to Program 2.1 resulting from 2025-26 Budget Measures: Nil. | | |

Notes

1. Key Activity 2 and 5 have been amended and Key Activity 8 is new for 2024-25, as published in the updated 2024-28 Defence Corporate Plan in March 2025.
2. Performance Measures 2.1, 5.1 and 5.2 have been amended, and Performance Measures 2.2, 5.3, 5.4, 8.1 and 8.2 are new for 2024‑25, as published in the updated 2024-28 Defence Corporate Plan in March 2025.
3. In accordance with Defence’s Enterprise Performance Framework, Defence is undertaking materiality assessments that may result in updates to the 2025-26 performance information in the 2025-29 Defence Corporate Plan, if required.
4. Cost Summary for Program 2.1 Strategy, Policy and Industry



**Notes**

1. Negative amounts denote a Net reversal of previous asset write-downs (Net write-on position). Total Defence is in a Net write-down and impairment of assets position in 2024-25 Estimated Actual, 2025-26 Budget Estimate and the Forward Estimates. This program is in a Net write-on position in 2024-25 Estimated Actual, 2025-26 Budget Estimate and the Forward Estimates.
2. Total Program funded expenditure includes operating expenses and capital expenditure funded by appropriation and own source revenue. This excludes expenses not requiring appropriation .

Program 2.2: Defence Executive Support

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| Program 2.2: Defence Executive Support (including Governance Group) | | |
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| **Program 2.2** **Objective**  To integrate parts of Defence to deliver more effective and efficient outcomes, particularly in the areas of service delivery. The Associate Secretary operates the One Defence business model on behalf of the Secretary and Chief of the Defence Force. | | |
| **Key Activities** | This program will be achieved through the following activities:  **4. Invest in Defence People**. Defence has an integrated workforce comprised of Australian Defence Force members, Australian Public Service employees and contractors. We are committed to investing in the growth and retention of a highly skilled workforce to meet Australia’s defence and national security requirements.  **6. Deliver future capability**. Defence will accelerate the development of important capabilities over the next decade to build an integrated, focused force across the maritime, land, air, space and cyber domains. This will ensure the Australian Defence Force has the capacity to defend Australia and its national interests in our evolving strategic circumstances and deter adversaries through a strategy of denial. | |
| **Year** | **Performance measures** | **Expected Performance Results** |
| Current Year  2024-25 [a] | 4.1: Defence recruits and retains an ADF and APS workforce to support the Defence mission. | Defence achieves the ADF and APS Budgeted Workforce Requirement as set out in the 2024 Defence Workforce Plan, and the net flow of the ADF and APS workforce over a 12 month period is trending positive and is positioning Defence to achieve the Budgeted Workforce Requirement over the forward estimates.  *Expected to be partially achieved.* |
| 4.2: Defence grows the necessary skills and capabilities to enable the Defence mission. | The Defence workforce has the technical skills required to deliver the National Defence Strategy as measured through the Defence Strategic Workforce Segments, and the net flow of the ADF and APS workforce over a 12 month period against the Budgeted Workforce Requirement by Strategic Workforce Segment.  *Expected to be partially achieved.* |
| 4.3: The Defence Values and Behaviours enable our people to deliver Australia’s National Defence. | The proportion of ADF and Defence APS personnel that believe appropriate action will be taken if they report an incident of unacceptable behaviour has increased in the last 12 months, the proportion of ADF and Defence APS personnel who have experienced any unacceptable behaviour in the workplace has decreased in the last 12 months, and proportion of ADF and Defence APS personnel who are of the view that Defence Values are being used in their work area has increased in the last 12 months.  *Expected to be substantially achieved.* |
| **Year** | **Performance measures** | **Expected Performance Results** |
| Current Year  2024-25 [a] | 4.4: Defence supports ADF members and their families by providing access to support services and programs having regard to lifetime wellbeing. | At least 75 per cent of eligible permanent ADF members and their families are registered with the ADF Family Health Program; 100 per cent of support services and programs are provided to permanent ADF and their families in accordance with identified service delivery timeframes; Defence’s suicide prevention training is practical, tailored, informed by lived experience and delivered in person; and 100 per cent of Defence-led, Government-agreed recommendations from the Royal Commission into Defence and Veteran Suicide Final Report which are on the Forward Work Plan for the Program Board in 2024-25, have approved Reform Management Plans by 30 June 2025.  *Expected to be partially achieved.* |
| 6.1: Defence is delivering the right future capability at the right time within the Integrated Investment Program to ensure it is equipped to respond to future security challenges as directed by the *2024 National Defence Strategy*. | 80 per cent or more of approved Integrated Investment Program projects across all domains are on track to deliver the scope approved by Government within Government approved cost and schedule.  *Expected to be substantially achieved.* |
| **Year** | **Performance measures** | **Planned Performance Results** |
| Budget Year  2025-26 [b] | 4.1: Defence recruits and retains an ADF and APS workforce to support the Defence mission. | Defence achieves the ADF and APS Budgeted Workforce Requirement as set out in the 2024 Defence Workforce Plan, and the net flow of the ADF and APS workforce over a 12 month period is trending positive and is positioning Defence to achieve the Budgeted Workforce Requirement over the forward estimates. |
| 4.2: Defence grows the necessary skills and capabilities to enable the Defence mission. | The Defence workforce has the technical skills required to deliver the National Defence Strategy as measured through the Defence Strategic Workforce Segments, and the net flow of the ADF and APS workforce over a 12 month period against the Budgeted Workforce Requirement by Strategic Workforce Segment. |
| 4.3: The Defence Values and Behaviours enable our people to deliver Australia’s National Defence. | The proportion of ADF and Defence APS personnel that believe appropriate action will be taken if they report an incident of unacceptable behaviour has increased in the last 12 months, the proportion of ADF and Defence APS personnel who have experienced any unacceptable behaviour in the workplace has decreased in the last 12 months, and proportion of ADF and Defence APS personnel who are of the view that Defence Values are being used in their work area has increased in the last 12 months. |
| **Year** | **Performance measures** | **Planned Performance Results** |
| Budget Year  2025-26 [b] | 4.4: Defence supports ADF members and their families by providing access to support services and programs having regard to lifetime wellbeing. | At least 75 per cent of eligible permanent ADF members and their families are registered with the ADF Family Health Program; 100 per cent of support services and programs are provided to permanent ADF and their families in accordance with identified service delivery timeframes; Defence’s suicide prevention training is practical, tailored, informed by lived experience and delivered in person; and 100 per cent of Defence-led, Government-agreed recommendations from the Royal Commission into Defence and Veteran Suicide Final Report which are on the Forward Work Plan for the Program Board in 2024-25, have approved Reform Management Plans in place by 30 June 2025. |
| 6.1: Defence is delivering the right future capability at the right time within the Integrated Investment Program to ensure it is equipped to respond to future security challenges as directed by the *2024 National Defence Strategy*. | 80 per cent or more of approved Integrated Investment Program projects across all domains are on track to deliver the scope approved by Government within Government approved cost and schedule. |
| Forward Estimates  2026-29 | As per 2025-26. | As per 2025-26. |
| Material changes to Program 2.2 resulting from 2025-26 Budget Measures: Nil. | | |

Notes

1. Performance Measures 4.1 and 4.2 have been amended, and Performance Measures 4.3 and 4.4 are new for 2024-25, as published in the updated 2024-28 Defence Corporate Plan in March 2025.
2. In accordance with Defence’s Enterprise Performance Framework, Defence is undertaking materiality assessments that may result in updates to the 2025-26 performance information in the 2025-29 Defence Corporate Plan, if required.
3. Cost Summary for Program 2.2 Defence Executive Support [a]



**Notes**

a. The Defence Executive Support Program includes amounts that will be transferred to the Australian Naval Nuclear Powered Submarine Regulator (ANNPSR) when the agency is created in 2025-26. The final allocation of funding for the ANNPSR will be finalised ahead of its establishment.

b. Total Program funded expenditure includes operating expenses and capital expenditure funded by appropriation and own source revenue. This excludes expenses not requiring appropriation.

c. The change in estimates includes movement of functions and their associated budgets within Defence.

Program 2.3: Defence Finance

|  |  |  |
| --- | --- | --- |
| Program 2.3: Defence Finance | | |
|  | | |
| **Program 2.3 Objective**  To produce quality financial products to deliver Defence and Government-directed outcomes. | | |
| **Key Activities** | This program will be achieved through the following activities:  **6. Deliver future capability**. Defence will accelerate the development of important capabilities over the next decade to build an integrated, focused force across the maritime, land, air, space and cyber domains. This will ensure the Australian Defence Force has the capacity to defend Australia and its national interests in our evolving strategic circumstances and deter adversaries through a strategy of denial.  **7. Develop the sovereign defence industrial base required for our national security.** The Government’s significant investment in Defence over the coming decade will advance Australia’s prosperity through expenditure on defence capabilities, support to new and existing defence industries and the creation of jobs. | |
| **Year** | **Performance measures** | **Expected Performance Results** |
| Current Year  2024-25 | 6.1: Defence is delivering the right future capability at the right time within the Integrated Investment Program to ensure it is equipped to respond to future security challenges as directed by the *2024 National Defence Strategy*. | 80 per cent or more of approved Integrated Investment Program projects across all domains are on track to deliver the scope approved by Government within Government approved cost and schedule.  *Expected to be substantially achieved.* |
| 7.1: Defence strengthens the sovereign defence industrial base across critical industrial capabilities. | 80 per cent or more of the Defence Industry Development Grant Program budgeted allocation is awarded; supports Australian defence industry in international markets; provides a direct economic contribution to the Australian economy; drives investment in innovation, science and technology to deliver defence priorities; meets or exceeds Indigenous procurement targets; and supports the development of the domestic manufacture of guided weapons, explosive ordnance and munitions.  *Expected to be achieved.* |
| **Year** | **Performance measures** | **Planned Performance Results** |
| Budget Year  2025-26 [a] | 6.1: Defence is delivering the right future capability at the right time within the Integrated Investment Program to ensure it is equipped to respond to future security challenges as directed by the *2024 National Defence Strategy*. | 80 per cent or more of approved Integrated Investment Program projects across all domains are on track to deliver the scope approved by Government within Government approved cost and schedule. |
| 7.1: Defence strengthens the sovereign defence industrial base across critical industrial capabilities. | 80 per cent or more of the Defence Industry Development Grant Program budgeted allocation is awarded; supports Australian defence industry in international markets; provides a direct economic contribution to the Australian economy; drives investment in innovation, science and technology to deliver defence priorities; meets or exceeds Indigenous procurement targets; and supports the development of the domestic manufacture of guided weapons, explosive ordnance and munitions. |
| Forward Estimates  2026-29 | As per 2025-26. | As per 2025-26. |
| Material changes to Program 2.3 resulting from 2025-26 Budget Measures: Nil. | | |

Note

1. In accordance with Defence’s Enterprise Performance Framework, Defence is undertaking materiality assessments that may result in updates to the 2025-26 performance information in the 2025-29 Defence Corporate Plan, if required.
2. Cost Summary for Program 2.3 Defence Finance [a]



**Notes**

a. The Defence Finance Program includes budget adjustments applied at the whole of Defence level, and not otherwise applied to other programs.

b. Employee Budget for whole of Defence FTE is held in this Program from time to time for future prioritisation.

c. Total Program funded expenditure includes operating expenses and capital expenditure funded by appropriation and own source revenue. This excludes expenses not requiring appropriation.

Program 2.4: Joint Capabilities

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| --- | --- | --- |
| Program 2.4: Joint Capabilities | | |
|  | | |
| **Program 2.4** **Objective**  To provide space, cyber and logistics capabilities; that contribute to the Australian Defence Force's capacity to defend Australia, contribute to regional security, support Australia's global interests, shape the strategic environment and protect national interests. | | |
| **Key Activities** | This program will be achieved through the following activities:  **1. Conduct operations and deployments to defend Australia and its national interests.** Defence conducts operations and deployments both within Australia and overseas, in accordance with direction from the Government. When required, Defence responds with military force to defend Australia and its national interests. Defence also works in close collaboration with our international partners and federal, state and territory governments to support our response to crises and disasters at home and abroad.  **6. Deliver future capability**. Defence will accelerate the development of important capabilities over the next decade to build an integrated, focused force across the maritime, land, air, space and cyber domains. This will ensure the Australian Defence Force has the capacity to defend Australia and its national interests in our evolving strategic circumstances and deter adversaries through a strategy of denial. | |
| **Year** | **Performance measures** | **Expected Performance Results** |
| Current Year  2024-25 [a] | 1.1: Defence maintains ready forces, plans and conducts operations, activities and investments as directed by Government to achieve Defence’s strategic objectives. | Defence responds to Australian Government requirements and conducts operations as directed. This will change year on year.  *Expected to be achieved.* |
| 1.2: Defence commits ADF and/or APS assistance to domestic crisis and emergency response, as directed by Government. | Defence responds to Australian Government direction as required. This will change year on year.  *Expected to be achieved.* |
| 6.1: Defence is delivering the right future capability at the right time within the Integrated Investment Program to ensure it is equipped to respond to future security challenges as directed by the *2024 National Defence Strategy.* | 80 per cent or more of approved Integrated Investment Program projects across all domains are on track to deliver the scope approved by Government within Government approved cost and schedule.  *Expected to be substantially achieved.* |
| **Year** | **Performance measures** | **Planned Performance Results** |
| Budget Year [b]  2025-26 | 1.1: Defence maintains ready forces, plans and conducts operations, activities and investments as directed by Government to achieve Defence’s strategic objectives. | Defence responds to Australian Government requirements and conducts operations as directed. This will change year on year. |
| 1.2: Defence commits ADF and/or APS assistance to domestic crisis and emergency response, as directed by Government. | Defence responds to Australian Government direction as required. This will change year on year. |
| 6.1: Defence is delivering the right future capability at the right time within the Integrated Investment Program to ensure it is equipped to respond to future security challenges as directed by the *2024 National Defence Strategy*. | 80 per cent or more of approved Integrated Investment Program projects across all domains are on track to deliver the scope approved by Government within Government approved cost and schedule. |
| **Year** | **Performance measures** | **Planned Performance Results** |
| Forward Estimates  2026-29 | As per 2025-26. | As per 2025-26. |
| Material changes to Program 2.4 resulting from 2025-26 Budget Measures: Nil. | | |

Notes

1. Performance Measure 1.2 has been amended for 2024-25, as published in the updated 2024-28 Defence Corporate Plan in March 2025.
2. In accordance with Defence’s Enterprise Performance Framework, Defence is undertaking materiality assessments that may result in updates to the 2025-26 performance information in the 2025-29 Defence Corporate Plan, if required.
3. Cost Summary for Program 2.4 Joint Capabilities



**Notes**

a. Total Program funded expenditure includes operating expenses and capital expenditure funded by appropriation and own source revenue. This excludes expenses not requiring appropriation.

b. The change in estimates includes movement of functions and their associated budgets within Defence.

Program 2.5: Navy Capabilities

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| --- | --- | --- |
| Program 2.5: Navy Capabilities | | |
|  | | |
| **Program 2.5** **Objective**  To provide maritime capabilities that contribute to the Australian Defence Force’s capacity to defend Australia, contribute to regional security, support Australia’s global interests, shape the strategic environment and protect national interests. | | |
| **Key Activities** | This program will be achieved through the following activities:  **1. Conduct operations and deployments to defend Australia and its national interests.** Defence conducts operations and deployments both within Australia and overseas, in accordance with direction from the Government. When required, Defence responds with military force to defend Australia and its national interests. Defence also works in close collaboration with our international partners and federal, state and territory governments to support our response to crises and disasters at home and abroad.  **6. Deliver future capability**. Defence will accelerate the development of important capabilities over the next decade to build an integrated, focused force across the maritime, land, air, space and cyber domains. This will ensure the Australian Defence Force has the capacity to defend Australia and its national interests in our evolving strategic circumstances and deter adversaries through a strategy of denial. | |
| **Year** | **Performance measures** | **Expected Performance Results** |
| Current Year  2024-25 [a] | 1.1: Defence maintains ready forces, plans and conducts operations, activities and investments as directed by Government to achieve Defence’s strategic objectives. | Defence responds to Australian Government requirements and conducts operations as directed. This will change year on year.  *Expected to be achieved.* |
| 1.2: Defence commits ADF and/or APS assistance to domestic crisis and emergency response, as directed by Government. | Defence responds to Australian Government direction as required. This will change year on year.  *Expected to be achieved.* |
| 6.1: Defence is delivering the right future capability at the right time within the Integrated Investment Program to ensure it is equipped to respond to future security challenges as directed by the *2024 National Defence Strategy*. | 80 per cent or more of approved Integrated Investment Program projects across all domains are on track to deliver the scope approved by Government within Government approved cost and schedule.  *Expected to be substantially achieved.* |
| **Year** | **Performance measures** | **Planned Performance Results** |
| Budget Year  2025-26 [b] | 1.1: Defence maintains ready forces, plans and conducts operations, activities and investments as directed by Government to achieve Defence’s strategic objectives. | Defence responds to Australian Government requirements and conducts operations as directed. This will change year on year. |
| 1.2: Defence commits ADF and/or APS assistance to domestic crisis and emergency response, as directed by Government. | Defence responds to Australian Government direction as required. This will change year on year. |
| 6.1: Defence is delivering the right future capability at the right time within the Integrated Investment Program to ensure it is equipped to respond to future security challenges as directed by the *2024 National Defence Strategy*. | 80 per cent or more of approved Integrated Investment Program projects across all domains are on track to deliver the scope approved by Government within Government approved cost and schedule. |

|  |  |  |
| --- | --- | --- |
| **Year** | **Performance measures** | **Planned Performance Results** |
| Forward Estimates  2026-29 | As per 2025-26. | As per 2025-26. |
| Material changes to Program 2.5 resulting from 2025-26 Budget Measures: Nil. | | |

Notes

1. Performance Measure 1.2 has been amended for 2024-25, as published in the updated 2024-28 Defence Corporate Plan in March 2025.
2. In accordance with Defence’s Enterprise Performance Framework, Defence is undertaking materiality assessments that may result in updates to the 2025-26 performance information in the 2025-29 Defence Corporate Plan, if required.
3. Cost Summary for Program 2.5 Navy Capabilities



**Notes**

a. Total Program funded expenditure includes operating expenses and capital expenditure funded by appropriation and own source revenue. This excludes expenses not requiring appropriation.

b. The change in estimates includes movement of functions and their associated budgets within Defence.

1. Navy Deliverables (Unit Availability Days) [a]

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Deliverables | | 2024-25 Estimated Actual | 2025-26 Budget Estimate | 2026-27 Forward Estimate | 2027-28 Forward Estimate | 2028-29 Forward Estimate |
| 16 | Major Combatants [b] | 2,420 | 3,126 | 2,875 | 3,258 | 3,366 |
| 13 | Minor Combatants [c] | 3,434 | 3,892 | 3,470 | 3,212 | 2,820 |
| 5 | Amphibious and Afloat Support [d] | 709 | 1,113 | 1,039 | 1,089 | 1,168 |
| 11 | Maritime Teams [e] | 3,941 | 3,267 | 3,213 | 3,292 | 3,285 |
| 2 | Hydrographic Force [f] | 591 | 664 | 628 | 496 | 365 |

Notes

1. A Unit Availability Day (UAD) is a day when a unit is materially ready and its personnel state and level of competence enables the unit to safely perform tasks in the unit’s normal operating environment, immediately.
2. Major Combatants comprises seven *Anzac* class frigates, three *Hobart* class destroyers and six *Collins* class submarines. Reduction in UAD’s is due to variation of maintenance activities across *Anzac* class frigates and planned maintenance periods across *Collins* class submarines.
3. Minor Combatants comprises three *Armidale* class patrol boats, eight *Cape* class patrol boats, two *Huon* class coastal minehunters and when commissioned into service the *Arafura* Offshore Patrol Vessels. Decreased UAD’s due to the HMA Ships’ *Broome* and *Gascoyne* decommissioning and the forecast decommissioning of HMA Ships *Bathurst* and *Albany* in December 2025.  UAD data for OPV’s cannot be forecast into forward estimates until commissioned, however, there is an increase in UAD’s in 2025-26 due to the first vessel being accepted by Navy.
4. Amphibious and Afloat Support comprises two *Supply* class replenishment ships, two *Canberra* class amphibious ships and HMAS *Choules*. There is nil significant change forecasted.
5. Maritime Teams comprises two Clearance Diving teams, four Deployable Geospatial Support, two Deployable Meteorological teams and one Senior Deployable Meteorologist. UAD data for Maritime Teams has increased due to the addition of both a Deployable Multibeam Team and Deployable Shallow Water Team.
6. Hydrographic Force comprises one *Leeuwin* class hydrographic ship and the Naval Air Station Weather and Oceanographic Centre. Nil change.
7. Navy Deliverables (Flying Hours) [a]

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Deliverables | | 2024-25 Estimated Actual | 2025-26 Budget Estimate | 2026-27 Forward Estimate | 2027-28 Forward Estimate | 2028-29 Forward Estimate |
| 23 | MH-60R | 6,250 | 6,250 | 6,750 | 7,200 | 7,200 |

Note

* + 1. Workforce pressures in relation to flight crews have reduced flying hours for forecast UAD, affecting capacity to generate 7,200 hours per annum. However, there is no foreseen effect to operational tasking.

Program 2.6: Army Capabilities

|  |  |  |
| --- | --- | --- |
| Program 2.6: Army Capabilities | | |
|  | | |
| **Program 2.6 Objective**  To prepare land forces, including special operations forces, which contribute to the Australian Defence Force’s capacity to defend Australia, contribute to regional security, support Australia’s global interests, shape the strategic environment, and protect national interests. | | |
| **Key Activities** | This program will be achieved through the following activities:  **1. Conduct operations and deployments to defend Australia and its national interests.** Defence conducts operations and deployments both within Australia and overseas, in accordance with direction from the Government. When required, Defence responds with military force to defend Australia and its national interests. Defence also works in close collaboration with our international partners and federal, state and territory governments to support our response to crises and disasters at home and abroad.  **6. Deliver future capability**. Defence will accelerate the development of important capabilities over the next decade to build an integrated, focused force across the maritime, land, air, space and cyber domains. This will ensure the Australian Defence Force has the capacity to defend Australia and its national interests in our evolving strategic circumstances and deter adversaries through a strategy of denial. | |
| **Year** | **Performance measures** | **Expected Performance Results** |
| Current Year  2024-25 [a] | 1.1: Defence maintains ready forces, plans and conducts operations, activities and investments as directed by Government to achieve Defence’s strategic objectives. | Defence responds to Australian Government requirements and conducts operations as directed. This will change year on year.  *Expected to be achieved.* |
| 1.2: Defence commits ADF and/or APS assistance to domestic crisis and emergency response, as directed by Government. | Defence responds to Australian Government direction as required. This will change year on year.  *Expected to be achieved.* |
| 6.1: Defence is delivering the right future capability at the right time within the Integrated Investment Program to ensure it is equipped to respond to future security challenges as directed by the *2024 National Defence Strategy*. | 80 per cent or more of approved Integrated Investment Program projects across all domains are on track to deliver the scope approved by Government within Government approved cost and schedule.  *Expected to be substantially achieved.* |
| **Year** | **Performance measures** | **Planned Performance Results** |
| Budget Year  2025-26 [b] | 1.1: Defence maintains ready forces, plans and conducts operations, activities and investments as directed by Government to achieve Defence’s strategic objectives. | Defence responds to Australian Government requirements and conducts operations as directed. This will change year on year. |
| 1.2: Defence commits ADF and/or APS assistance to domestic crisis and emergency response, as directed by Government. | Defence responds to Australian Government direction as required. This will change year on year. |
| 6.1: Defence is delivering the right future capability at the right time within the Integrated Investment Program to ensure it is equipped to respond to future security challenges as directed by the *2024 National Defence Strategy*. | 80 per cent or more of approved Integrated Investment Program projects across all domains are on track to deliver the scope approved by Government within Government approved cost and schedule. |
| **Year** | **Performance measures** | **Planned Performance Results** |
| Forward Estimates  2026-29 | As per 2025-26. | As per 2025-26. |
| Material changes to Program 2.6 resulting from 2025-26 Budget Measures: Nil. | | |

Notes

1. Performance Measure 1.2 has been amended for 2024-25, as published in the updated 2024-28 Defence Corporate Plan in March 2025.
2. In accordance with Defence’s Enterprise Performance Framework, Defence is undertaking materiality assessments that may result in updates to the 2025-26 performance information in the 2025-29 Defence Corporate Plan, if required.
3. Cost Summary for Program 2.6 Army Capabilities



**Notes**

a. Total Program funded expenditure includes operating expenses and capital expenditure funded by appropriation and own source revenue. This excludes expenses not requiring appropriation.

b. The change in estimates includes movement of functions and their associated budgets within Defence.

1. Army Deliverables (Rate of Effort – Flying Hours)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Deliverables | | 2024-25 Estimated Actual | 2025-26 Budget Estimate | 2026-27 Forward Estimate | 2027-28 Forward Estimate | 2028-29 Forward Estimate |
| 14 | CH-47F Chinook | 2,500 | 3,000 | 3,000 | 3,000 | 3,000 |
| 22 | ARH Tiger [a] | 2,595 | 1,315 | 450 | 450 | - |
| 29 | AH-64E Apache [b] | - | 700 | 2,200 | 3,700 | 5,400 |
| 40 | UH-60M Black Hawk [c] | 2,900 | 3,600 | 4,000 | 4,900 | 6,900 |
| 2 | RQ-7B Shadow 200 – Tactical Uncrewed Aerial System (TUAS) [d] | 1,584 | - | - | - | - |
| 6 | RQ-21 Integrator – TUAS [e] | 1,250 | 2,750 | 2,000 | 2,000 | 2,000 |
| 3 | AW139 [f] | 1,500 | - | - | - | - |
| 5 | H135 | 1,500 | 3,000 | 3,000 | 3,000 | 3,000 |

Notes

1. Reducing ARH Tiger Rate of Effort (ROE) reflects transition of the capability to the replacement Boeing AH-64E Apache.
2. AH-64E Apache Forward Estimates reflect the fleet's planned introduction into service in accordance with Plan TALON as it replaces ARH Tiger. Aircraft deliveries will progressively increase to a fleet of 29. Updated ROE figures from 2025-26 onwards reflect revised capability milestones as agreed by Government.
3. UH-60M Black Hawk Forward Estimates reflect the fleet's planned introduction into service as it replaces MRH90 Taipan. Aircraft deliveries commenced in Quarter 2, 2023 and will progressively increase to a fleet of 40.
4. Shadow 200 withdrawn from service in December 2024.
5. RQ-21 Integrator TUAS Forward Estimates reflect the fleet's planned Introduction into service as it replaces Shadow 200 TUAS. The higher ROE in 2025-26 estimate is due to anticipated support to operations. System deliveries have commenced and will progressively increase to a fleet of 6 systems.
6. The AW139 fleet will be withdrawn from service at the end of Quarter 2, 2025.

Program 2.7: Air Force Capabilities

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| --- | --- | --- |
| Program 2.7: Air Force Capabilities | | |
|  | | |
| **Program 2.7** **Objective**  To provide air power capabilities that contribute to the Australian Defence Force’s capacity to defend Australia, contribute to regional security, support Australia’s global interests, shape the strategic environment and protect national interests. | | |
| **Key Activities** | This program will be achieved through the following activities:  **1. Conduct operations and deployments to defend Australia and its national interests.** Defence conducts operations and deployments both within Australia and overseas, in accordance with direction from the Government. When required, Defence responds with military force to defend Australia and its national interests. Defence also works in close collaboration with our international partners and federal, state and territory governments to support our response to crises and disasters at home and abroad.  **6. Deliver future capability**. Defence will accelerate the development of important capabilities over the next decade to build an integrated, focused force across the maritime, land, air, space and cyber domains. This will ensure the Australian Defence Force has the capacity to defend Australia and its national interests in our evolving strategic circumstances and deter adversaries through a strategy of denial. | |
| **Year** | **Performance measures** | **Expected Performance Results** |
| Current Year  2024-25 [a] | 1.1: Defence maintains ready forces, plans and conducts operations, activities and investments as directed by Government to achieve Defence’s strategic objectives. | Defence responds to Australian Government requirements and conducts operations as directed. This will change year on year.  *Expected to be achieved.* |
| 1.2: Defence commits ADF and/or APS assistance to domestic crisis and emergency response, as directed by Government. | Defence responds to Australian Government direction as required. This will change year on year.  *Expected to be achieved.* |
| 6.1: Defence is delivering the right future capability at the right time within the Integrated Investment Program to ensure it is equipped to respond to future security challenges as directed by the *2024 National Defence Strategy*. | 80 per cent or more of approved Integrated Investment Program projects across all domains are on track to deliver the scope approved by Government within Government approved cost and schedule.  *Expected to be substantially achieved.* |
| **Year** | **Performance measures** | **Planned Performance Results** |
| Budget Year  2025-26 [b] | 1.1: Defence maintains ready forces, plans and conducts operations, activities and investments as directed by Government to achieve Defence’s strategic objectives. | Defence responds to Australian Government requirements and conducts operations as directed. This will change year on year. |
| 1.2: Defence commits ADF and/or APS assistance to domestic crisis and emergency response, as directed by Government. | Defence responds to Australian Government direction as required. This will change year on year. |
| 6.1: Defence is delivering the right future capability at the right time within the Integrated Investment Program to ensure it is equipped to respond to future security challenges as directed by the *2024 National Defence Strategy*. | 80 per cent or more of approved Integrated Investment Program projects across all domains are on track to deliver the scope approved by Government within Government approved cost and schedule. |
| **Year** | **Performance measures** | **Planned Performance Results** |
| Forward Estimates  2026-29 | As per 2025-26. | As per 2025-26. |
| Material changes to Program 2.7 resulting from 2025-26 Budget Measures: Nil. | | |

Notes

1. Performance Measure 1.2 has been amended for 2024-25, as published in the updated 2024-28 Defence Corporate Plan in March 2025.
2. In accordance with Defence’s Enterprise Performance Framework, Defence is undertaking materiality assessments that may result in updates to the 2025-26 performance information in the 2025-29 Defence Corporate Plan, if required.
3. Cost Summary for Program 2.7 Air Force Capabilities



**Notes**

a. Total Program funded expenditure includes operating expenses and capital expenditure funded by appropriation and own source revenue. This excludes expenses not requiring appropriation.

b. The change in estimates includes movement of functions and their associated budgets within Defence.

1. Air Force Deliverables (Flying Hours)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Deliverables [a] | | 2024-25 Estimated Actual | 2025-26 Budget Estimate | 2026-27 Forward Estimate | 2027-28 Forward Estimate | 2028-29 Forward Estimate |
| 49 | PC-21 | 24,700 | 26,820 | 26,820 | 26,820 | 26,820 |
| 11 | KA350 King Air | 3,800 | 3,800 | 3,800 | 3,800 | 3,800 |
| 12 | C-130J Hercules | 5,150 | 7,350 | 7,350 | 7,350 | 7,350 |
| 8 | C-17A Globemaster III | 5,000 | 6,200 | 6,200 | 6,200 | 6,200 |
| 10 | C-27J Spartan | 4,800 | 5,500 | 5,500 | 5,500 | 5,500 |
| 7 | KC-30A MRTT | 4,700 | 4,700 | 4,700 | 4,700 | 4,700 |
| 2 | 737 BBJ | 1,600 | 1,600 | 1,600 | 1,600 | 1,600 |
| 3 | Falcon-7X | 1,750 | 2,400 | 2,400 | 2,400 | 2,400 |
| 12 | P-8A Poseidon[b] | 5,800 | 6,200 | 6,600 | 7,000 | 7,000 |
| 6 | E-7A Wedgetail | 3,200 | 3,600 | 3,600 | 3,600 | 3,600 |
| 24 | F/A-18F Super Hornet | 3,520 | 4,500 | 4,500 | 4,500 | 4,500 |
| 33 | Hawk 127 | 5,350 | 6,500 | 6,500 | 6,500 | 6,500 |
| 12 | E/A-18G Growler | 2,400 | 2,800 | 2,800 | 2,800 | 2,800 |
| 72 | F-35A Lightning II [c] | 10,000 | 11,500 | 12,000 | 12,000 | 12,000 |
| - | MC-55A Peregrine [d] | - | 400 | 1,650 | 2,400 | 3,000 |
| - | MQ-4C Triton [e] | 300 | 1,500 | 2,000 | 2,600 | 2,600 |

Notes

1. Fleet sizes represent totals in service at 1 January 2025.
2. P-8A Poseidon Forward Estimates reflect projected workforce growth.
3. F-35A Lightning ll forward estimates reflects projected workforce growth.
4. MC-55A Peregrine forward estimates variation due to maturing understanding of the platform’s employment.
5. First MQ-4C Triton arrived in Australia in June 2024.

Program 2.8: Australian Defence Force Headquarters

|  |  |  |
| --- | --- | --- |
| Program 2.8: Australian Defence Force Headquarters | | |
|  | | |
| **Program 2.8** **Objective**  To design, integrate and prepare military capability that meets the current and future requirements of Government, and conduct joint, combined and interagency operations as directed by Government. | | |
| **Key Activities** | This program will be achieved through the following activities:  **1. Conduct operations and deployments to defend Australia and its national interests.** Defence conducts operations and deployments both within Australia and overseas, in accordance with direction from the Government. When required, Defence responds with military force to defend Australia and its national interests. Defence also works in close collaboration with our international partners and federal, state and territory governments to support our response to crises and disasters at home and abroad.  **6. Deliver future capability**. Defence will accelerate the development of important capabilities over the next decade to build an integrated, focused force across the maritime, land, air, space and cyber domains. This will ensure the Australian Defence Force has the capacity to defend Australia and its national interests in our evolving strategic circumstances and deter adversaries through a strategy of denial. | |
| **Year** | **Performance measures** | **Expected Performance Results** |
| Current Year  2024-25 [a] | 1.1: Defence maintains ready forces, plans and conducts operations, activities and investments as directed by Government to achieve Defence’s strategic objectives. | Defence responds to Australian Government requirements and conducts operations as directed. This will change year on year.  *Expected to be achieved.* |
| 1.2: Defence commits ADF and/or APS assistance to domestic crisis and emergency response, as directed by Government. | Defence responds to Australian Government direction as required. This will change year on year.  *Expected to be achieved.* |
| 6.1: Defence is delivering the right future capability at the right time within the Integrated Investment Program to ensure it is equipped to respond to future security challenges as directed by the *2024 National Defence Strategy*. | 80 per cent or more of approved Integrated Investment Program projects across all domains are on track to deliver the scope approved by Government within Government approved cost and schedule.  *Expected to be substantially achieved.* |
| **Year** | **Performance measures** | **Planned Performance Results** |
| Budget Year  2025-26 [b] | 1.1: Defence maintains ready forces, plans and conducts operations, activities and investments as directed by Government to achieve Defence’s strategic objectives. | Defence responds to Australian Government requirements and conducts operations as directed. This will change year on year. |
| 1.2: Defence commits ADF and/or APS assistance to domestic crisis and emergency response, as directed by Government. | Defence responds to Australian Government direction as required. This will change year on year. |
| 6.1: Defence is delivering the right future capability at the right time within the Integrated Investment Program to ensure it is equipped to respond to future security challenges as directed by the *2024 National Defence Strategy*. | 80 per cent or more of approved Integrated Investment Program projects across all domains are on track to deliver the scope approved by Government within Government approved cost and schedule. |
| **Year** | **Performance measures** | **Planned Performance Results** |
| Forward Estimates  2026-29 | As per 2025-26. | As per 2025-26. |
| Material changes to Program 2.8 resulting from 2025-26 Budget Measures: Nil. | | |

Notes

1. Performance Measure 1.2 has been amended for 2024-25, as published in the updated 2024-28 Defence Corporate Plan in March 2025.
2. In accordance with Defence’s Enterprise Performance Framework, Defence is undertaking materiality assessments that may result in updates to the 2025-26 performance information in the 2025-29 Defence Corporate Plan, if required.
3. Cost Summary for Program 2.8 Australian Defence Force Headquarters



**Notes**

a. Total Program funded expenditure includes operating expenses and capital expenditure funded by appropriation and own source revenue. This excludes expenses not requiring appropriation.

b. The change in estimates includes movement of functions and their associated budgets within Defence.

Program 2.9: Capability Acquisition and Sustainment

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| --- | --- | --- |
| Program 2.9: Capability Acquisition and Sustainment (including Guided Weapon and Explosive Ordnance Group) | | |
|  | | |
| **Program 2.9** **Objective**  To acquire and sustain Defence equipment, including supplies and services, in the quantities and to the service levels required by Defence and approved by Government. | | |
| **Key Activities** | This program will be achieved through the following activities:  **6. Deliver future capability**. Defence will accelerate the development of important capabilities over the next decade to build an integrated, focused force across the maritime, land, air, space and cyber domains. This will ensure the Australian Defence Force has the capacity to defend Australia and its national interests in our evolving strategic circumstances and deter adversaries through a strategy of denial.  **7. Develop the sovereign defence industrial base required for our national security.** The Government’s significant investment in Defence over the coming decade will advance Australia’s prosperity through expenditure on defence capabilities, support to new and existing defence industries and the creation of jobs. | |
| **Year** | **Performance measures** | **Expected Performance Results** |
| Current Year  2024-25 | 6.1: Defence is delivering the right future capability at the right time within the Integrated Investment Program to ensure it is equipped to respond to future security challenges as directed by the *2024 National Defence Strategy*. | 80 per cent or more of approved Integrated Investment Program projects across all domains are on track to deliver the scope approved by Government within Government approved cost and schedule.  *Expected to be substantially achieved.* |
| 7.1: Defence strengthens the sovereign defence industrial base across critical industrial capabilities. | 80 per cent or more of the Defence Industry Development Grant Program budgeted allocation is awarded; supports Australian defence industry in international markets; provides a direct economic contribution to the Australian economy; drives investment in innovation, science and technology to deliver defence priorities; meets or exceeds Indigenous procurement targets; and supports the development of the domestic manufacture of guided weapons, explosive ordnance and munitions.  *Expected to be achieved.* |
| **Year** | **Performance measures** | **Planned Performance Results** |
| Budget Year  2025-26 [a] | 6.1: Defence is delivering the right future capability at the right time within the Integrated Investment Program to ensure it is equipped to respond to future security challenges as directed by the *2024 National Defence Strategy*. | 80 per cent or more of approved Integrated Investment Program projects across all domains are on track to deliver the scope approved by Government within Government approved cost and schedule. |
| 7.1: Defence strengthens the sovereign defence industrial base across critical industrial capabilities. | 80 per cent or more of the Defence Industry Development Grant Program budgeted allocation is awarded; supports Australian defence industry in international markets; provides a direct economic contribution to the Australian economy; drives investment in innovation, science and technology to deliver defence priorities; meets or exceeds Indigenous procurement targets; and supports the development of the domestic manufacture of guided weapons, explosive ordnance and munitions. |
| **Year** | **Performance measures** | **Planned Performance Results** |
| Forward Estimates  2026-29 | As per 2025-26. | As per 2025-26. |
| Material changes to Program 2.9 resulting from 2025-26 Budget Measures: Nil. | | |

Note

1. In accordance with Defence’s Enterprise Performance Framework, Defence is undertaking materiality assessments that may result in updates to the 2025-26 performance information in the 2025-29 Defence Corporate Plan, if required.
2. Cost Summary for Program 2.9 Capability Acquisition and Sustainment (including Guided Weapons and Explosive Ordnance Group)



**Notes**

a. Negative amounts denote a Net reversal of previous asset write-downs (Net write-on position). Total Defence is in a Net write-down and impairment of assets position in 2024-25 Estimated Actual, 2025-26 Budget Estimate and the Forward Estimates. This program is in a Net write-on position in 2024-25 Estimated Actual, 2025-26 Budget Estimate and the Forward Estimates.

b. Total Program funded expenditure includes operating expenses and capital expenditure funded by appropriation and own source revenue. This excludes expenses not requiring appropriation.

Program 2.10: Security and Estate

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| Program 2.10: Security and Estate | | |
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| **Program 2.10 Objective**  To deliver integrated security, estate and infrastructure services to enable Defence Force Operations and to contribute to Defence outcomes. | | |
| **Key Activity** | This program will be achieved through the following activity:  **6. Deliver future capability**. Defence will accelerate the development of important capabilities over the next decade to build an integrated, focused force across the maritime, land, air, space and cyber domains. This will ensure the Australian Defence Force has the capacity to defend Australia and its national interests in our evolving strategic circumstances and deter adversaries through a strategy of denial. | |
| **Year** | **Performance measures** | **Expected Performance Results** |
| Current Year  2024-25 | 6.1: Defence is delivering the right future capability at the right time within the Integrated Investment Program to ensure it is equipped to respond to future security challenges as directed by the *2024 National Defence Strategy*. | 80 per cent or more of approved Integrated Investment Program projects across all domains are on track to deliver the scope approved by Government within Government approved cost and schedule.  *Expected to be substantially achieved.* |
| **Year** | **Performance measures** | **Planned Performance Results** |
| Budget Year  2025-26 [a] | 6.1: Defence is delivering the right future capability at the right time within the Integrated Investment Program to ensure it is equipped to respond to future security challenges as directed by the *2024 National Defence Strategy*. | 80 per cent or more of approved Integrated Investment Program projects across all domains are on track to deliver the scope approved by Government within Government approved cost and schedule. |
| Forward Estimates  2026-29 | As per 2025-26. | As per 2025-26. |
| Material changes to Program 2.10 resulting from 2025-26 Budget Measures: Nil. | | |

Note

1. In accordance with Defence’s Enterprise Performance Framework, Defence is undertaking materiality assessments that may result in updates to the 2025-26 performance information in the 2025-29 Defence Corporate Plan, if required.
2. Cost Summary for Program 2.10 Security and Estate



**Notes**

a. Total Program funded expenditure includes operating expenses and capital expenditure funded by appropriation and own source revenue. This excludes expenses not requiring appropriation.

b. The change in estimates includes movement of functions and their associated budgets within Defence.

Program 2.11: Chief Information Officer

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| Program 2.11: Defence Digital | | |
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| **Program 2.11** **Objective**  A modern, secure, sustainable and scalable information environment to enable Australian Defence Force Operations and support Defence business. | | |
| **Key Activity** | This program will be achieved through the following activity:  **6. Deliver future capability**. Defence will accelerate the development of important capabilities over the next decade to build an integrated, focused force across the maritime, land, air, space and cyber domains. This will ensure the Australian Defence Force has the capacity to defend Australia and its national interests in our evolving strategic circumstances and deter adversaries through a strategy of denial. | |
| **Year** | **Performance measures** | **Expected Performance Results** |
| Current Year  2024-25 | 6.1: Defence is delivering the right future capability at the right time within the Integrated Investment Program to ensure it is equipped to respond to future security challenges as directed by the *2024 National Defence Strategy*. | 80 per cent or more of approved Integrated Investment Program projects across all domains are on track to deliver the scope approved by Government within Government approved cost and schedule.  *Expected to be substantially achieved.* |
| **Year** | **Performance measures** | **Planned Performance Results** |
| Budget Year  2025-26 [a] | 6.1: Defence is delivering the right future capability at the right time within the Integrated Investment Program to ensure it is equipped to respond to future security challenges as directed by the *2024 National Defence Strategy*. | 80 per cent or more of approved Integrated Investment Program projects across all domains are on track to deliver the scope approved by Government within Government approved cost and schedule. |
| Forward Estimates  2026-29 | As per 2025-26. | As per 2025-26. |
| Material changes to Program 2.11 resulting from 2025-26 Budget Measures: Nil. | | |

Note

1. In accordance with Defence’s Enterprise Performance Framework, Defence is undertaking materiality assessments that may result in updates to the 2025-26 performance information in the 2025-29 Defence Corporate Plan, if required.
2. Cost Summary for Program 2.11 Defence Digital



**Notes**

a. Negative amounts denote a Net reversal of previous asset write-downs (Net write-on position). Total Defence is in a Net write-down and impairment of assets position in 2024-25 Estimated Actual, 2025-26 Budget Estimate and the Forward Estimates. This program is in a Net write-on position in 2024-25 Estimated Actual, 2025-26 Budget Estimate and the Forward Estimates.

b. Total Program funded expenditure includes operating expenses and capital expenditure funded by appropriation and own source revenue. This excludes expenses not requiring appropriation.

c. The change in estimates includes movement of functions and their associated budgets within Defence .

Program 2.12: Defence People

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| Program 2.12: Defence People (including Chief of Personnel) | | |
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| **Program 2.12** **Objective**  To deliver a program that enables the required people capability to operate and support Defence equipment and systems, and to manage the business of Defence. | | |
| **Key Activities** | The program will be achieved through the following activities:  **1. Conduct operations and deployments to defend Australia and its national interests.** Defence conducts operations and deployments both within Australia and overseas, in accordance with direction from the Government. When required, Defence responds with military force to defend Australia and its national interests. Defence also works in close collaboration with our international partners and federal, state and territory governments to support our response to crises and disasters at home and abroad.  **4. Invest in Defence People**. Defence has an integrated workforce comprised of Australian Defence Force members, Australian Public Service employees and contractors. We are committed to investing in the growth and retention of a highly skilled workforce to meet Australia’s defence and national security requirements. | |
| **Year** | **Performance measures** | **Expected Performance Results** |
| Current Year  2024-25 [a] | 1.1: Defence maintains ready forces, plans and conducts operations, activities and investments as directed by Government to achieve Defence’s strategic objectives. | Defence responds to Australian Government requirements and conducts operations as directed. This will change year on year.  *Expected to be achieved.* |
| 1.2: Defence commits ADF and/or APS assistance to domestic crisis and emergency response, as directed by Government. | Defence responds to Australian Government direction as required. This will change year on year.  *Expected to be achieved.* |
| 4.1: Defence recruits and retains an ADF and APS workforce to support the Defence mission. | Defence achieves the ADF and APS Budgeted Workforce Requirement as set out in the 2024 Defence Workforce Plan, and the net flow of the ADF and APS workforce over a 12 month period is trending positive and is positioning Defence to achieve the Budgeted Workforce Requirement over the forward estimates.  *Expected to be partially achieved.* |
| 4.2: Defence grows the necessary skills and capabilities to enable the Defence mission. | The Defence workforce has the technical skills required to deliver the National Defence Strategy as measured through the Defence Strategic Workforce Segments, and the net flow of the ADF and APS workforce over a 12 month period against the Budgeted Workforce Requirement by Strategic Workforce Segment.  *Expected to be partially achieved.* |
| **Year** | **Performance measures** | **Expected Performance Results** |
| Current Year  2024-25 [a] | 4.3: The Defence Values and Behaviours enable our people to deliver Australia’s National Defence. | The proportion of ADF and Defence APS personnel that believe appropriate action will be taken if they report an incident of unacceptable behaviour has increased in the last 12 months, the proportion of ADF and Defence APS personnel who have experienced any unacceptable behaviour in the workplace has decreased in the last 12 months, and proportion of ADF and Defence APS personnel who are of the view that Defence Values are being used in their work area has increased in the last 12 months.  *Expected to be substantially achieved.* |
| 4.4: Defence supports ADF members and their families by providing access to support services and programs having regard to lifetime wellbeing. | At least 75 per cent of eligible permanent ADF members and their families are registered with the ADF Family Health Program; 100 per cent of support services and programs are provided to permanent ADF and their families in accordance with identified service delivery timeframes; and 100 per cent of Defence-led, Government-agreed recommendations from the Royal Commission into Defence and Veteran Suicide Final Report which are on the Forward Work Plan for the Program Board in 2024-25, have approved Reform Management Plans by 30 June 2025.  *Expected to be partially achieved.* |
| **Year** | **Performance measures** | **Planned Performance Results** |
| Budget Year  2025-26 [b] | 1.1: Defence maintains ready forces, plans and conducts operations, activities and investments as directed by Government to achieve Defence’s strategic objectives. | Defence responds to Australian Government requirements and conducts operations as directed. This will change year on year. |
| 1.2: Defence commits ADF and/or APS assistance to domestic crisis and emergency response, as directed by Government. | Defence responds to Australian Government direction as required. This will change year on year. |
| 4.1: Defence recruits and retains an ADF and APS workforce to support the Defence mission. | Defence achieves the ADF and APS Budgeted Workforce Requirement as set out in the 2024 Defence Workforce Plan, and the net flow of the ADF and APS workforce over a 12 month period is trending positive and is positioning Defence to achieve the Budgeted Workforce Requirement over the forward estimates. |
| 4.2: Defence grows the necessary skills and capabilities to enable the Defence mission. | The Defence workforce has the technical skills required to deliver the National Defence Strategy as measured through the Defence Strategic Workforce Segments, and the net flow of the ADF and APS workforce over a 12 month period against the Budgeted Workforce Requirement by Strategic Workforce Segment. |
| **Year** | **Performance measures** | **Planned Performance Results** |
| Budget Year  2025-26 [b] | 4.3: The Defence Values and Behaviours enable our people to deliver Australia’s National Defence. | The proportion of ADF and Defence APS personnel that believe appropriate action will be taken if they report an incident of unacceptable behaviour has increased in the last 12 months, the proportion of ADF and Defence APS personnel who have experienced any unacceptable behaviour in the workplace has decreased in the last 12 months, and proportion of ADF and Defence APS personnel who are of the view that Defence Values are being used in their work area has increased in the last 12 months. |
| 4.4: Defence supports ADF members and their families by providing access to support services and programs having regard to lifetime wellbeing. | At least 75 per cent of eligible permanent ADF members and their families are registered with the ADF Family Health Program; 100 per cent of support services and programs are provided to permanent ADF and their families in accordance with identified service delivery timeframes; and 100 per cent of Defence-led, Government-agreed recommendations from the Royal Commission into Defence and Veteran Suicide Final Report which are on the Forward Work Plan for the Program Board in 2024-25, have approved Reform Management Plans place by 30 June 2025. |
| **Year** | **Performance measures** | **Planned Performance Results** |
| Forward Estimates  2026-29 | As per 2025-26. | As per 2025-26. |
| Material changes to Program 2.12 resulting from 2025-26 Budget Measures: Nil. | | |

Notes

1. Performance Measures 1.2, 4.1 and 4.2 have been amended, and Performance Measures 4.3 and 4.4 are new for 2024‑25, as published in the updated 2024-28 Defence Corporate Plan in March 2025.
2. In accordance with Defence’s Enterprise Performance Framework, Defence is undertaking materiality assessments that may result in updates to the 2025-26 performance information in the 2025-29 Defence Corporate Plan, if required.
3. Cost Summary for Program 2.12 Defence People (including Chief of Personnel) [a]



**Notes**

a. The Defence People Group includes the funded expenditure for the Military Personnel Group and the People Strategy Group.

b. Negative amounts denote a Net reversal of previous asset write-downs (Net write-on position). Total Defence is in a Net write-down and impairment of assets position in 2024-25 Estimated Actual, 2025-26 Budget Estimate and the Forward Estimates. This program is in a Net write-on position in 2024-25 Estimated Actual, 2025-26 Budget Estimate and the Forward Estimates.

c. Total Program funded expenditure includes operating expenses and capital expenditure funded by appropriation and own source revenue. This excludes expenses not requiring appropriation.

d. The change in estimates includes movement of functions and their associated budgets within Defence .

Program 2.13: Defence Science and Technology

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| --- | --- | --- |
| Program 2.13: Defence Science and Technology | | |
|  | | |
| **Program 2.13** **Objective**  To develop innovative technologies that can be delivered by industry and transitioned into Defence capability, and to shape innovation, science and technology within Defence and across the nation. | | | |
| **Key Activities** | This program is achieved through the following activities:  **6. Deliver future capability**. Defence will accelerate the development of important capabilities over the next decade to build an integrated, focused force across the maritime, land, air, space and cyber domains. This will ensure the Australian Defence Force has the capacity to defend Australia and its national interests in our evolving strategic circumstances and deter adversaries through a strategy of denial.  Innovation, science and technology plans make a significant contribution to Integrated Investment Program projects by reducing risk and allowing the insertion of emerging technologies.  **7. Develop the sovereign defence industrial base required for our national security.** The Government’s significant investment in Defence over the coming decade will advance Australia’s prosperity through expenditure on defence capabilities, support to new and existing defence industries and the creation of jobs. | | |
| **Year** | **Performance measures** | **Expected Performance Results** | |
| Current Year  2024-25 | 6.1: Defence is delivering the right future capability at the right time within the Integrated Investment Program to ensure it is equipped to respond to future security challenges as directed by the *2024 National Defence Strategy*. | 80 per cent or more of approved Integrated Investment Program projects across all domains are on track to deliver the scope approved by Government within Government approved cost and schedule.  *Expected to be substantially achieved.* | |
| 7.1: Defence strengthens the sovereign defence industrial base across the critical industrial capabilities. | 80 per cent or more of the Defence Industry Development Grant Program budgeted allocation is awarded; supports Australian defence industry in international markets; provides a direct economic contribution to the Australian economy; drives investment in innovation, science and technology to deliver defence priorities; meets or exceeds Indigenous procurement targets; and supports the development of the domestic manufacture of guided weapons, explosive ordnance and munitions.  *Expected to be achieved.* | |
| **Year** | **Performance measures** | **Planned Performance Results** | |
| Budget Year  2025-26 [a] | 6.1: Defence is delivering the right future capability at the right time within the Integrated Investment Program to ensure it is equipped to respond to future security challenges as directed by the *2024 National Defence Strategy*. | 80 per cent or more of approved Integrated Investment Program projects across all domains are on track to deliver the scope approved by Government, within Government approved cost and schedule. | |
| **Year** | **Performance measures** | **Planned Performance Results** | |
| Budget Year  2025-26 [a] | 7.1: Defence strengthens the sovereign defence industrial base across critical industrial capabilities. | 80 per cent or more of the Defence Industry Development Grant Program budgeted allocation is awarded; supports Australian defence industry in international markets; provides a direct economic contribution to the Australian economy; drives investment in innovation, science and technology to deliver defence priorities; meets or exceeds Indigenous procurement targets; and supports the development of the domestic manufacture of guided weapons, explosive ordnance and munitions. | |
| Forward Estimates  2026-29 | As per 2025-26. | As per 2025-26. | |
| Material changes to Program 2.13 resulting from 2025-26 Budget Measures: Nil. | | | |

Note

1. In accordance with Defence’s Enterprise Performance Framework, Defence is undertaking materiality assessments that may result in updates to the 2025-26 performance information in the 2025-29 Defence Corporate Plan, if required.
2. Cost Summary for Program 2.13 Defence Science and Technology



**Notes**

a. Contains funding relating to the Advanced Strategic Capabilities Accelerator (ASCA) which was established as a separately branded division within Defence in PBS 2023-24. All funding relating to ASCA will be transferred to Program 2.8 Australian Defence Force Headquarters in March 2025.

b. Negative amounts denotes a Net reversal of previous asset write-downs (Net write-on position). Total Defence is in a Net write-down and impairment of assets position in 2024-25 Estimated Actual, 2025-26 Budget Estimate and the Forward Estimates. This program is in a Net write-on position in 2024-25 Estimated Actual, 2025-26 Budget Estimate and the Forward Estimates.

c. Total Program funded expenditure includes operating expenses and capital expenditure funded by appropriation and own source revenue. This excludes expenses not requiring appropriation .

Program 2.14: Defence Intelligence

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| --- | --- | --- |
| Program 2.14: Defence Intelligence | | |
|  | | |
| **Program 2.14** **Objective**  Deliver high-quality and timely intelligence services that achieve Government intelligence priorities. | | | |
| **Key Activities** | This program is achieved through the following activities:  **3. Enable intelligence-informed decision-making.** Classified intelligence assessments and products support Defence and the Government to make informed decisions on matters that may affect Australia’s national interests, including Defence’s strategic policy and overseas operations.  **6. Deliver future capability**. Defence will accelerate the development of important capabilities over the next decade to build an integrated, focused force across the maritime, land, air, space and cyber domains. This will ensure the Australian Defence Force has the capacity to defend Australia and its national interests in our evolving strategic circumstances and deter adversaries through a strategy of denial. | | |
| **Year** | **Performance measures** | **Expected Performance Results** | |
| Current Year  2024-25 | 3.1: Defence key stakeholder satisfaction of the alignment and impact of Defence Intelligence Enterprise (DIE) intelligence assessments and products. | Percentage of DIE intelligence assessments and products aligned to the Defence Intelligence Prioritisation Framework and percentage of satisfaction key stakeholders report in the impact of intelligence assessments and products to their decision-making.  *Baseline to be established.* | |
| 6.1: Defence is delivering the right future capability at the right time within the Integrated Investment Program to ensure it is equipped to respond to future security challenges as directed by the *2024 National Defence Strategy*. | 80 per cent or more of approved Integrated Investment Program projects across all domains are on track to deliver the scope approved by Government within Government approved cost and schedule.  *Expected to be substantially achieved.* | |
| **Year** | **Performance measures** | **Planned Performance Results** | |
| Budget Year  2025-26 [a] | 3.1: Defence key stakeholder satisfaction of the alignment and impact of Defence Intelligence Enterprise (DIE) intelligence assessments and products. | Percentage of DIE intelligence assessments and products aligned to the Defence Intelligence Prioritisation Framework and percentage of satisfaction key stakeholders report in the impact of intelligence assessments and products to their decision-making. | |
| 6.1: Defence is delivering the right future capability at the right time within the Integrated Investment Program to ensure it is equipped to respond to future security challenges as directed by the *2024 National Defence Strategy*. | 80 per cent or more of approved Integrated Investment Program projects across all domains are on track to deliver the scope approved by Government within Government approved cost and schedule. | |
| Forward Estimates  2026-29 | As per 2025-26. | As per 2025-26. | |
| Material changes to Program 2.14 resulting from 2025-26 Budget Measures: Nil. | | | |

Note

1. In accordance with Defence’s Enterprise Performance Framework, Defence is undertaking materiality assessments that may result in updates to the 2025-26 performance information in the 2025-29 Defence Corporate Plan, if required.
2. Cost Summary for Program 2.14 Defence Intelligence



**Note**

a. Total Program funded expenditure includes operating expenses and capital expenditure funded by appropriation and own source revenue. This excludes expenses not requiring appropriation.

1. Defence Intelligence Deliverables (Hydrographic Products and Services)

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| --- | --- | --- | --- | --- | --- |
| **Deliverables** | 2024-25 Estimated Actual | 2025-26 Budget Estimate | 2026-27 Forward Estimate | 2027-28 Forward Estimate | 2028-29 Forward Estimate |
| Maritime Safety Updates [a] | 100% | 100% | 100% | 100% | 100% |
| Charting Projects [b] | 15 | 15 | 15 | 15 | 15 |
| Nautical Publications [c] | 31 | 31 | 31 | 31 | 31 |
| Survey Projects [d] | 10 | 10 | 10 | 12 | 12 |
| Australian Hydrographic Office Availability [e] | 247 | 248 | 249 | 249 | 247 |

**Notes**

1. Maritime Safety Updates (MSU) are urgent safety-critical revisions to nautical charts and publications or other hydrographic products and services. All Priority 1 MSU will be applied to product and released within the agreed 20 day timeframe, with a Portfolio Budget Statements Target of 100 per cent achievement.
2. Charting Project includes all charting activities involved in compiling and publishing all paper and electronic charts or other charting services, for a particular geographic area. When all affected products are updated through different charting activities a Charting Project is considered complete.
3. The Nautical Publications produced are 25 fortnightly Notices to Mariners, and six annual publications Variation to the forward estimates is plus one, as the Mariner’s Handbook for Australian Waters (AHP20) will be produced annually. Survey Project is a major hydrographic survey contract executed to support the Australian Hydrographic Office (AHO) national survey function under The *Navigation Act 2012*. The HydroScheme Industry Partnership Program (HIPP) enables the AHO to undertake focused hydrographic survey data collection using commercial arrangements.
4. The Survey Project rate of effort is aligned with the financial year HIPP budget guidance and available personnel to manage the planning and oversight of scheduled survey projects. Forward estimate survey numbers have reduced due to increasing the size of the areas surveyed. Area coverage should therefore increase year on year with reduced administrative overheads. HIPP Phase 2 commenced 01 July 2024 and is funded to financial year 2033-34.
5. Australian Hydrographic Office (AHO) Availability is those periods the AHO, as a Defence capability, is materially ready and its personnel state and level of competence enables the AHO to provide hydrographic products and services immediately in accordance with the *Navigation Act 2012*. The AHO is open 0700-1830 Monday to Friday, closed for Public Holidays and the Christmas stand down period availability outside these hours is upon request.

Program 2.15: Naval Shipbuilding and Sustainment

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| Program 2.15: Naval Shipbuilding and Sustainment | | |
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| **Program 2.15** **Objective**  To deliver maritime capability through the acquisition and sustainment of naval vessels for Navy and Army, while supporting the development of continuous naval shipbuilding key enablers in Australia, including the development of a secure, sovereign industrial base, infrastructure, and an appropriately skilled and experienced workforce. | | | |
| **Key Activities** | This program is achieved through the following activities:  **6. Deliver future capability**. Defence will accelerate the development of important capabilities over the next decade to build an integrated, focused force across the maritime, land, air, space and cyber domains. This will ensure the Australian Defence Force has the capacity to defend Australia and its national interests in our evolving strategic circumstances and deter adversaries through a strategy of denial.  **7. Develop the sovereign defence industrial base required for our national security.** The Government’s significant investment in Defence over the coming decade will advance Australia’s prosperity through expenditure on defence capabilities, support to new and existing defence industries and the creation of jobs. | | |
| **Year** | **Performance measures** | **Expected Performance Results** | |
| Current Year  2024-25 | 6.1: Defence is delivering the right future capability at the right time within the Integrated Investment Program to ensure it is equipped to respond to future security challenges as directed by the *2024 National Defence Strategy*. | 80 per cent or more of approved Integrated Investment Program projects across all domains are on track to deliver the scope approved by Government within Government approved cost and schedule.  *Expected to be substantially achieved.* | |
| 7.1: Defence strengthens the sovereign defence industrial base across critical industrial capabilities. | 80 per cent or more of the Defence Industry Development Grant Program budgeted allocation is awarded; supports Australian defence industry in international markets; provides a direct economic contribution to the Australian economy; drives investment in innovation, science and technology to deliver defence priorities; meets or exceeds Indigenous procurement targets; and supports the development of the domestic manufacture of guided weapons, explosive ordnance and munitions.  *Expected to be achieved.* | |
| **Year** | **Performance measures** | **Planned Performance Results** | |
| Budget Year  2025-26 [a] | 6.1: Defence is delivering the right future capability at the right time within the Integrated Investment Program to ensure it is equipped to respond to future security challenges as directed by the *2024 National Defence Strategy*. | 80 per cent or more of approved Integrated Investment Program projects across all domains are on track to deliver the scope approved by Government within Government approved cost and schedule. | |
| **Year** | **Performance measures** | **Planned Performance Results** | |
| Budget Year  2025-26 [a] | 7.1: Defence strengthens the sovereign defence industrial base across critical industrial capabilities. | 80 per cent or more of the Defence Industry Development Grant Program budgeted allocation is awarded; supports Australian defence industry in international markets; provides a direct economic contribution to the Australian economy; drives investment in innovation, science and technology to deliver defence priorities; meets or exceeds Indigenous procurement targets; and supports the development of the domestic manufacture of guided weapons, explosive ordnance and munitions. | |
| Forward Estimates  2026-29 | As per 2025-26. | As per 2025-26. | |
| Material changes to Program 2.15 resulting from 2025-26 Budget Measures: Nil. | | | |

Note

* 1. In accordance with Defence’s Enterprise Performance Framework, Defence is undertaking materiality assessments that may result in updates to the 2025-26 performance information in the 2025-29 Defence Corporate Plan, if required.

1. Cost Summary for Program 2.15 Naval Shipbuilding and Sustainment



**Note**

a. Total Program funded expenditure includes operating expenses and capital expenditure funded by appropriation and own source revenue. This excludes expenses not requiring appropriation.

Program 2.16: Nuclear Powered Submarines

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| Program 2.16: Nuclear-Powered Submarines |

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| **Program 2.16 Objective**  Protect and advance Australia’s national interests through the acquisition, delivery, construction, technical governance, sustainment and disposal of Australia’s nuclear-powered submarine capability, via the AUKUS partnership, as directed by Government. | | |
| **Key Activities** | This program is achieved through the following activities:  **6. Deliver future capability**. Defence will accelerate the development of important capabilities over the next decade to build an integrated, focused force across the maritime, land, air, space and cyber domains. This will ensure the Australian Defence Force has the capacity to defend Australia and its national interests in our evolving strategic circumstances and deter adversaries through a strategy of denial.  **7. Develop the sovereign defence industrial base required for our national security.** The Government’s significant investment in Defence over the coming decade will advance Australia’s prosperity through expenditure on defence capabilities, support to new and existing defence industries and the creation of jobs. | |
| **Year** | **Performance measures** | **Expected Performance Results** |
| Current Year  2024-25 | 6.1: Defence is delivering the right future capability at the right time within the Integrated Investment Program to ensure it is equipped to respond to future security challenges as directed by the *2024 National Defence Strategy*. | 80 per cent or more of approved Integrated Investment Program projects across all domains are on track to deliver the scope approved by Government within Government approved cost and schedule.  *Expected to be substantially achieved.* |
| 7.1: Defence strengthens the sovereign defence industrial base across critical industrial capabilities. | 80 per cent or more of the Defence Industry Development Grant Program budgeted allocation is awarded; supports Australian defence industry in international markets; provides a direct economic contribution to the Australian economy; drives investment in innovation, science and technology to deliver defence priorities; meets or exceeds Indigenous procurement targets; and supports the development of the domestic manufacture of guided weapons, explosive ordnance and munitions.  *Expected to be achieved.* |
| **Year** | **Performance measures** | **Planned Performance Results** |
| Budget Year  2025-26 [a] | 6.1: Defence is delivering the right future capability at the right time within the Integrated Investment Program to ensure it is equipped to respond to future security challenges as directed by the *2024 National Defence Strategy*. | 80 per cent or more of approved Integrated Investment Program projects across all domains are on track to deliver the scope approved by Government within Government approved cost and schedule. |
| **Year** | **Performance measures** | **Planned Performance Results** |
| Budget Year  2025-26 [a] | 7.1: Defence strengthens the sovereign defence industrial base across critical industrial capabilities. | 80 per cent or more of the Defence Industry Development Grant Program budgeted allocation is awarded; supports Australian defence industry in international markets; provides a direct economic contribution to the Australian economy; drives investment in innovation, science and technology to deliver defence priorities; meets or exceeds Indigenous procurement targets; and supports the development of the domestic manufacture of guided weapons, explosive ordnance and munitions. |
| **Year** | **Performance measures** | **Planned Performance Results** |
| Forward Estimates  2026-29 | As per 2025-26. | As per 2025-26. |
| Material changes to Program 2.16 resulting from 2025-26 Budget Measures: Nil. | | |

Note

* 1. In accordance with Defence’s Enterprise Performance Framework, Defence is undertaking materiality assessments that may result in updates to the 2025-26 performance information in the 2025-29 Defence Corporate Plan, if required.

1. Cost Summary for Program 2.16 Nuclear-Powered Submarines



**Note**

a. Total Program funded expenditure includes operating expenses and capital expenditure funded by appropriation and own source revenue. This excludes expenses not requiring appropriation.

Program 2.19: Defence Trusts and Joint Accounts

|  |
| --- |
| Program 2.19: Defence Trusts and Joint Accounts |

1. Cost Summary for Program 2.19 Defence Trusts and Joint Accounts



**Notes**

a. Relates to assets forming part of the Australian-Singapore Military Training Initiative (ASMTI).

b. The increase from 2025-26 Budget Estimate to the Forward Estimates reflects changes to the timing of the construction activity relating to ASMTI.

c. Total Program funded expenditure includes operating expenses and capital expenditure funded by own source revenue. This excludes expenses not requiring appropriation.

Administered Program 2.20: Defence Force Superannuation Benefits

|  |  |  |
| --- | --- | --- |
| Administered Program 2.20: Defence Force Superannuation Benefits | | |
|  | | |
| **Administered Program 2.20** **Objective**  To administer and report member and employer contributions paid during the year to the Defence Force Retirement and Death Benefits (DFRDB) scheme, the Military Superannuation and Benefits Scheme (MSBS) and ADF Super. It accounts for the liability for these schemes plus the Defence Forces Retirement Benefits (DFRB) scheme and the statutory death and invalidity scheme, ADF Cover. This program includes payment of the MSBS Retention Benefit. | | |
| **Key Activity** | This program will be achieved through the following activity:  **4. Invest in Defence People**. Defence has an integrated workforce comprised of Australian Defence Force members, Australian Public Service employees and contractors. We are committed to investing in the growth and retention of a highly skilled workforce to meet Australia’s defence and national security requirements. | |
| **Year** | **Performance measures** | **Expected Performance Results** |
| Current Year  2024-25 [a] | 4.1: Defence recruits and retains an ADF and APS workforce to support the Defence mission. | Defence achieves the ADF and APS Budgeted Workforce Requirement as set out in the 2024 Defence Workforce Plan, and the net flow of the ADF and APS workforce over a 12 month period is trending positive and is positioning Defence to achieve the Budgeted Workforce Requirement over the forward estimates.  *Expected to be partially achieved.* |
| 4.2: Defence grows the necessary skills and capabilities to enable the Defence mission. | The Defence workforce has the technical skills required to deliver the National Defence Strategy as measured through the Defence Strategic Workforce Segments, and the net flow of the ADF and APS workforce over a 12 month period against the Budgeted Workforce Requirement by Strategic Workforce Segment.  *Expected to be partially achieved.* |
| 4.3: The Defence Values and Behaviours enable our people to deliver Australia’s National Defence. | The proportion of ADF and Defence APS personnel that believe appropriate action will be taken if they report an incident of unacceptable behaviour has increased in the last 12 months, the proportion of ADF and Defence APS personnel who have experienced any unacceptable behaviour in the workplace has decreased in the last 12 months, and proportion of ADF and Defence APS personnel who are of the view that Defence Values are being used in their work area has increased in the last 12 months.  *Expected to be substantially achieved.* |
| **Year** | **Performance measures** | **Expected Performance Results** |
| Current Year  2024-25 [a] | 4.4: Defence supports ADF members and their families by providing access to support services and programs having regard to lifetime wellbeing. | At least 75 per cent of eligible permanent ADF members and their families are registered with the ADF Family Health Program; 100 per cent of support services and programs are provided to permanent ADF and their families in accordance with identified service delivery timeframes; Defence’s suicide prevention training is practical, tailored, informed by lived experience and delivered in person; and 100 per cent of Defence-led, Government-agreed recommendations from the Royal Commission into Defence and Veteran Suicide Final Report which are on the Forward Work Plan for the Program Board in 2024-25, have approved Reform Management Plans by 30 June 2025.  *Expected to be partially achieved.* |
| **Year** | **Performance measures** | **Planned Performance Results** |
| Budget Year  2025-26 [b] | 4.1: Defence recruits and retains an ADF and APS workforce to support the Defence mission. | Defence achieves the ADF and APS Budgeted Workforce Requirement as set out in the 2024 Defence Workforce Plan, and the net flow of the ADF and APS workforce over a 12 month period is trending positive and is positioning Defence to achieve the Budgeted Workforce Requirement over the forward estimates. |
| 4.2: Defence grows the necessary skills and capabilities to enable the Defence mission. | The Defence workforce has the technical skills required to deliver the National Defence Strategy as measured through the Defence Strategic Workforce Segments, and the net flow of the ADF and APS workforce over a 12 month period against the Budgeted Workforce Requirement by Strategic Workforce Segment. |
| 4.3: The Defence Values and Behaviours enable our people to deliver Australia’s National Defence. | The proportion of ADF and Defence APS personnel that believe appropriate action will be taken if they report an incident of unacceptable behaviour has increased in the last 12 months, the proportion of ADF and Defence APS personnel who have experienced any unacceptable behaviour in the workplace has decreased in the last 12 months, and proportion of ADF and Defence APS personnel who are of the view that Defence Values are being used in their work area has increased in the last 12 months. |
| **Year** | **Performance measures** | **Planned Performance Results** |
| Budget Year  2025-26 [b] | 4.4: Defence supports ADF members and their families by providing access to support services and programs having regard to lifetime wellbeing. | At least 75 per cent of eligible permanent ADF members and their families are registered with the ADF Family Health Program; 100 per cent of support services and programs are provided to permanent ADF and their families in accordance with identified service delivery timeframes; and 100 per cent of Defence-led, Government-agreed recommendations from the Royal Commission into Defence and Veteran Suicide Final Report which are on the Forward Work Plan for the Program Board in 2024-25, have approved Reform Management Plans place by 30 June 2025. |
| Forward Estimates  2026-29 | As per 2025-26. | As per 2025-26. |
| Material changes to Program 2.20 resulting from 2025-26 Budget Measures: Nil. | | |

Notes

1. Performance Measures 4.1 and 4.2 have been amended, and Performance Measures 4.3 and 4.4 are new for 2024-25, as published in the updated 2024-28 Defence Corporate Plan in March 2025.
2. In accordance with Defence’s Enterprise Performance Framework, Defence is undertaking materiality assessments that may result in updates to the 2025-26 performance information in the 2025-29 Defence Corporate Plan, if required.
3. Administered Program 2.21: Defence Force Superannuation Nominal Interest

|  |  |  |
| --- | --- | --- |
| Administered Program 2.21: Defence Force Superannuation Nominal Interest | | |
|  | | |
| **Administered Program 2.21** **Objective**  To administer nominal interest for the three defined benefit military superannuation schemes: the Defence Forces Retirement Benefits (DFRB) scheme, the Defence Force Retirement and Death Benefits (DFRDB) scheme and the Military Superannuation and Benefits Scheme (MSBS), as well as the statutory death and invalidity scheme, ADF Cover. | | |
| **Key Activity** | This program will be achieved through the following activity:  **4. Invest in Defence People**. Defence has an integrated workforce comprised of Australian Defence Force members, Australian Public Service employees and contractors. We are committed to investing in the growth and retention of a highly skilled workforce to meet Australia’s defence and national security requirements. | |
| **Year** | **Performance measures** | **Expected Performance Results** |
| Current Year  2024-25 [a] | 4.1: Defence recruits and retains an ADF and APS workforce to support the Defence mission. | Defence achieves the ADF and APS Budgeted Workforce Requirement as set out in the 2024 Defence Workforce Plan, and the net flow of the ADF and APS workforce over a 12 month period is trending positive and is positioning Defence to achieve the Budgeted Workforce Requirement over the forward estimates.  *Expected to be partially achieved.* |
| 4.2: Defence grows the necessary skills and capabilities to enable the Defence mission. | The Defence workforce has the technical skills required to deliver the National Defence Strategy as measured through the Defence Strategic Workforce Segments, and the net flow of the ADF and APS workforce over a 12 month period against the Budgeted Workforce Requirement by Strategic Workforce Segment.  *Expected to be partially achieved.* |
| 4.3: The Defence Values and Behaviours enable our people to deliver Australia’s National Defence. | The proportion of ADF and Defence APS personnel that believe appropriate action will be taken if they report an incident of unacceptable behaviour has increased in the last 12 months, the proportion of ADF and Defence APS personnel who have experienced any unacceptable behaviour in the workplace has decreased in the last 12 months, and proportion of ADF and Defence APS personnel who are of the view that Defence Values are being used in their work area has increased in the last 12 months.  *Expected to be substantially achieved.* |
| **Year** | **Performance measures** | **Expected Performance Results** |
| Current Year  2024-25 [a] | 4.4: Defence supports ADF members and their families by providing access to support services and programs having regard to lifetime wellbeing. | At least 75 per cent of eligible permanent ADF members and their families are registered with the ADF Family Health Program; 100 per cent of support services and programs are provided to permanent ADF and their families in accordance with identified service delivery timeframes; Defence’s suicide prevention training is practical, tailored, informed by lived experience and delivered in person; and 100 per cent of Defence-led, Government-agreed recommendations from the Royal Commission into Defence and Veteran Suicide Final Report which are on the Forward Work Plan for the Program Board in 2024-25, have approved Reform Management Plans by 30 June 2025.  *Expected to be partially achieved.* |
| **Year** | **Performance measures** | **Planned Performance Results** |
| Budget Year  2025-26 [b] | 4.1: Defence recruits and retains an ADF and APS workforce to support the Defence mission. | Defence achieves the ADF and APS Budgeted Workforce Requirement as set out in the 2024 Defence Workforce Plan, and the net flow of the ADF and APS workforce over a 12 month period is trending positive and is positioning Defence to achieve the Budgeted Workforce Requirement over the forward estimates. |
| 4.2: Defence grows the necessary skills and capabilities to enable the Defence mission. | The Defence workforce has the technical skills required to deliver the National Defence Strategy as measured through the Defence Strategic Workforce Segments, and the net flow of the ADF and APS workforce over a 12 month period against the Budgeted Workforce Requirement by Strategic Workforce Segment. |
| 4.3: The Defence Values and Behaviours enable our people to deliver Australia’s National Defence. | The proportion of ADF and Defence APS personnel that believe appropriate action will be taken if they report an incident of unacceptable behaviour has increased in the last 12 months, the proportion of ADF and Defence APS personnel who have experienced any unacceptable behaviour in the workplace has decreased in the last 12 months, and proportion of ADF and Defence APS personnel who are of the view that Defence Values are being used in their work area has increased in the last 12 months. |
| **Year** | **Performance measures** | **Planned Performance Results** |
| Budget Year  2025-26 [b] | 4.4: Defence supports ADF members and their families by providing access to support services and programs having regard to lifetime wellbeing. | At least 75 per cent of eligible permanent ADF members and their families are registered with the ADF Family Health Program; 100 per cent of support services and programs are provided to permanent ADF and their families in accordance with identified service delivery timeframes; and 100 per cent of Defence-led, Government-agreed recommendations from the Royal Commission into Defence and Veteran Suicide Final Report which are on the Forward Work Plan for the Program Board in 2024-25, have approved Reform Management Plans by 30 June 2025. |
| Forward Estimates  2026-29 | As per 2025-26. | As per 2025-26. |
| Material changes to Program 2.21 resulting from 2025-26 Budget Measures: Nil. | | |

Notes

1. Performance Measures 4.1 and 4.2 have been amended, and Performance Measures 4.3 and 4.4 are new for 2024-25, as published in the updated 2024-28 Defence Corporate Plan in March 2025.
2. In accordance with Defence’s Enterprise Performance Framework, Defence is undertaking materiality assessments that may result in updates to the 2025-26 performance information in the 2025-29 Defence Corporate Plan, if required.
3. Cost Summary for Program 2.20 Defence Force Superannuation Benefits and Cost Summary for Administered Program 2.21 Defence Force Superannuation Nominal Interest



**Notes**

a. Figures for 2024-25 have been calculated using the applicable AASB 119 interest rate. Forward years are estimated based on the discount rate determined by the superannuation scheme actuaries in preparing the latest Long Term Cost Reports, being CPI plus 2.5 per cent.

b. Negative amounts denote revenue.

c. The decrease in Military superannuation contributions from 2024-25 is attributable to the closure of Military Superannuation and Benefits Scheme (MSBS) to new ADF personnel, resulting in a gradual decline in the number of contributing members in MSBS.

Administered Program 2.22: Housing Assistance

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| --- | --- | --- |
| Administered Program 2.22: Housing Assistance | | |
|  | | |
| **Administered Program 2.22** **Objective**  The Defence Home Ownership Assistance Scheme (DHOAS) was established in order to support the Government’s retention and recruitment initiatives and influence ADF members’ decision to stay beyond critical career points. The scheme came into effect on 1 July 2008. | | |
| **Key Activity** | This program will be achieved through the following activity:  **4. Invest in Defence People**. Defence has an integrated workforce comprised of Australian Defence Force members, Australian Public Service employees and contractors. We are committed to investing in the growth and retention of a highly skilled workforce to meet Australia’s defence and national security requirements. | |
| **Year** | **Performance measures** | **Expected Performance Results** |
| Current Year  2024-25 [a] | 4.1: Defence recruits and retains an ADF and APS workforce to support the Defence mission. | Defence achieves the ADF and APS Budgeted Workforce Requirement as set out in the 2024 Defence Workforce Plan, and the net flow of the ADF and APS workforce over a 12 month period is trending positive and is positioning Defence to achieve the Budgeted Workforce Requirement over the forward estimates.  *Expected to be partially achieved.* |
| 4.2: Defence grows the necessary skills and capabilities to enable the Defence mission. | The Defence workforce has the technical skills required to deliver the National Defence Strategy as measured through the Defence Strategic Workforce Segments, and the net flow of the ADF and APS workforce over a 12 month period against the Budgeted Workforce Requirement by Strategic Workforce Segment.  *Expected to be partially achieved.* |
| 4.3: The Defence Values and Behaviours enable our people to deliver Australia’s National Defence. | The proportion of ADF and Defence APS personnel that believe appropriate action will be taken if they report an incident of unacceptable behaviour has increased in the last 12 months, the proportion of ADF and Defence APS personnel who have experienced any unacceptable behaviour in the workplace has decreased in the last 12 months, and proportion of ADF and Defence APS personnel who are of the view that Defence Values are being used in their work area has increased in the last 12 months.  *Expected to be substantially achieved.* |
| **Year** | **Performance measures** | **Expected Performance Results** |
| Current Year  2024-25 [a] | 4.4: Defence supports ADF members and their families by providing access to support services and programs having regard to lifetime wellbeing. | At least 75 per cent of eligible permanent ADF members and their families are registered with the ADF Family Health Program; 100 per cent of support services and programs are provided to permanent ADF and their families in accordance with identified service delivery timeframes; and 100 per cent of Defence-led, Government-agreed recommendations from the Royal Commission into Defence and Veteran Suicide Final Report which are on the Forward Work Plan for the Program Board in 2024-25, have approved Reform Management Plans by 30 June 2025.  *Expected to be partially achieved.* |
| **Year** | **Performance measures** | **Planned Performance Results** |
| Budget Year  2025-26 [b] | 4.1: Defence recruits and retains an ADF and APS workforce to support the Defence mission. | Defence achieves the ADF and APS Budgeted Workforce Requirement as set out in the 2024 Defence Workforce Plan, and the net flow of the ADF and APS workforce over a 12 month period is trending positive and is positioning Defence to achieve the Budgeted Workforce Requirement over the forward estimates. |
| 4.2: Defence grows the necessary skills and capabilities to enable the Defence mission. | The Defence workforce has the technical skills required to deliver the National Defence Strategy as measured through the Defence Strategic Workforce Segments, and the net flow of the ADF and APS workforce over a 12 month period against the Budgeted Workforce Requirement by Strategic Workforce Segment. |
| 4.3: The Defence Values and Behaviours enable our people to deliver Australia’s National Defence. | The proportion of ADF and Defence APS personnel that believe appropriate action will be taken if they report an incident of unacceptable behaviour has increased in the last 12 months, the proportion of ADF and Defence APS personnel who have experienced any unacceptable behaviour in the workplace has decreased in the last 12 months, and proportion of ADF and Defence APS personnel who are of the view that Defence Values are being used in their work area has increased in the last 12 months. |
| 4.4: Defence supports ADF members and their families by providing access to support services and programs having regard to lifetime wellbeing. | At least 75 per cent of eligible permanent ADF members and their families are registered with the ADF Family Health Program; 100 per cent of support services and programs are provided to permanent ADF and their families in accordance with identified service delivery timeframes; and 100 per cent of Defence-led, Government-agreed recommendations from the Royal Commission into Defence and Veteran Suicide Final Report which are on the Forward Work Plan for the Program Board in 2024-25, have approved Reform Management Plans by 30 June 2025. |
| **Year** | **Performance measures** | **Expected Performance Results** |
| Forward Estimates  2026-29 | As per 2025-26. | As per 2025-26. |
| Material changes to Program 2.22 resulting from 2025-26 Budget Measures: Nil. | | |

Notes

1. Performance Measures 4.1 and 4.2 have been amended, and Performance Measures 4.3 and 4.4 are new for 2024-25, as published in the updated 2024-28 Defence Corporate Plan in March 2025.
2. In accordance with Defence’s Enterprise Performance Framework, Defence is undertaking materiality assessments that may result in updates to the 2025-26 performance information in the 2025-29 Defence Corporate Plan, if required.
3. Cost Summary for Administered Program 2.22 Housing Assistance



**Notes**

a. Negative amounts denote revenue.

b. Licence fees are charged to home loan providers under the Defence Home Ownership Assistance Scheme. The home loan providers are required to remit a portion of home loan revenue to the Australian Government.

Administered Program 2.23: Other Administered

|  |  |  |
| --- | --- | --- |
| Administered Program 2.23: Other Administered | | |
|  | | |
| **Administered Program 2.23** **Objective**  This program comprises three elements:   1. Interest earned on overdue accounts and on official bank accounts held to facilitate operational requirements. 2. Interest on Government loans to fund the building of new accommodation, dividends and tax equivalent payments received from the DHA. 3. Revenue received from science and technology royalties where the royalties offset Departmental cost of an activity, to the extent there was no appropriation for the activity. | | |
| **Key Activity** | This program will be achieved through the following activity:  **4. Invest in Defence People**. Defence has an integrated workforce comprised of Australian Defence Force members, Australian Public Service employees and contractors. We are committed to investing in the growth and retention of a highly skilled workforce to meet Australia’s defence and national security requirements. | |
| **Year** | **Performance measures** | **Expected Performance Results** |
| Current Year  2024-25 [a] | 4.1: Defence recruits and retains an ADF and APS workforce to support the Defence mission. | Defence achieves the ADF and APS Budgeted Workforce Requirement as set out in the 2024 Defence Workforce Plan, and the net flow of the ADF and APS workforce over a 12 month period is trending positive and is positioning Defence to achieve the Budgeted Workforce Requirement over the forward estimates.  *Expected to be partially achieved.* |
| 4.2: Defence grows the necessary skills and capabilities to enable the Defence mission. | The Defence workforce has the technical skills required to deliver the National Defence Strategy as measured through the Defence Strategic Workforce Segments, and the net flow of the ADF and APS workforce over a 12 month period against the Budgeted Workforce Requirement by Strategic Workforce Segment.  *Expected to be partially achieved.* |
| 4.3: The Defence Values and Behaviours enable our people to deliver Australia’s National Defence. | The proportion of ADF and Defence APS personnel that believe appropriate action will be taken if they report an incident of unacceptable behaviour has increased in the last 12 months, the proportion of ADF and Defence APS personnel who have experienced any unacceptable behaviour in the workplace has decreased in the last 12 months, and proportion of ADF and Defence APS personnel who are of the view that Defence Values are being used in their work area has increased in the last 12 months.  *Expected to be substantially achieved.* |
| **Year** | **Performance measures** | **Expected Performance Results** |
| Current Year  2024-25 [a] | 4.4: Defence supports ADF members and their families by providing access to support services and programs having regard to lifetime wellbeing. | At least 75 per cent of eligible permanent ADF members and their families are registered with the ADF Family Health Program; 100 per cent of support services and programs are provided to permanent ADF and their families in accordance with identified service delivery timeframes; and 100 per cent of Defence-led, Government-agreed recommendations from the Royal Commission into Defence and Veteran Suicide Final Report which are on the Forward Work Plan for the Program Board in 2024-25, have approved Reform Management Plans by 30 June 2025.  *Expected to be partially achieved.* |
| **Year** | **Performance measures** | **Planned Performance Results** |
| Budget Year  2025-26 [b] | 4.1: Defence recruits and retains an ADF and APS workforce to support the Defence mission. | Defence achieves the ADF and APS Budgeted Workforce Requirement as set out in the 2024 Defence Workforce Plan, and the net flow of the ADF and APS workforce over a 12 month period is trending positive and is positioning Defence to achieve the Budgeted Workforce Requirement over the forward estimates. |
| 4.2: Defence grows the necessary skills and capabilities to enable the Defence mission. | The Defence workforce has the technical skills required to deliver the National Defence Strategy as measured through the Defence Strategic Workforce Segments, and the net flow of the ADF and APS workforce over a 12 month period against the Budgeted Workforce Requirement by Strategic Workforce Segment. |
| 4.3: The Defence Values and Behaviours enable our people to deliver Australia’s National Defence. | The proportion of ADF and Defence APS personnel that believe appropriate action will be taken if they report an incident of unacceptable behaviour has increased in the last 12 months, the proportion of ADF and Defence APS personnel who have experienced any unacceptable behaviour in the workplace has decreased in the last 12 months, and proportion of ADF and Defence APS personnel who are of the view that Defence Values are being used in their work area has increased in the last 12 months. |
| 4.4: Defence supports ADF members and their families by providing access to support services and programs having regard to lifetime wellbeing. | At least 75 per cent of eligible permanent ADF members and their families are registered with the ADF Family Health Program; 100 per cent of support services and programs are provided to permanent ADF and their families in accordance with identified service delivery timeframes; and 100 per cent of Defence-led, Government-agreed recommendations from the Royal Commission into Defence and Veteran Suicide Final Report which are on the Forward Work Plan for the Program Board in 2024-25, have approved Reform Management Plans by 30 June 2025. |
| **Year** | **Performance measures** | **Planned Performance Results** |
| Forward Estimates  2026-29 | As per 2025-26. | As per 2025-26. |
| Material changes to Program 2.23 resulting from 2025-26 Budget Measures: Nil. | | |

Notes

1. Performance Measures 4.1 and 4.2 have been amended, and Performance Measures 4.3 and 4.4 are new for 2024-25, as published in the updated 2024-28 Defence Corporate Plan in March 2025.
2. In accordance with Defence’s Enterprise Performance Framework, Defence is undertaking materiality assessments that may result in updates to the 2025-26 performance information in the 2025-29 Defence Corporate Plan, if required.
3. Cost Summary for Administered Program 2.23 Other Administered



**Notes**

1. Negative amounts denote revenue.
2. Other revenue predominantly includes competitive neutrality revenue from Defence Housing Australia.

Section 3: Defence Budgeted Financial Statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of entity finances for the 2025-26 Budget year, including the impact of Budget Measures and resourcing on financial statements.

#### 3.1 Grants

The Department of Defence provides grants to support the achievement of Defence’s strategic priorities to defend Australia and its national interests; and to protect and advance Australian strategic interests. The provision of funding by Defence is subject to meeting the Australian Government Policy Objectives associated with Defence and its outcomes.

Commonwealth grant opportunities and their guidelines, including the Department of Defence grant opportunities, are published on the Government grants portal GrantConnect ([www.grants.gov.au](http://www.grants.gov.au)). Further information on Defence grant programs is available on the Department’s grants webpage ([Home: Grants: Department of Defence](https://defence.gov.au/DFG/Grants/)).

#### 3.2 Resource Summary

1. Defence Resource Statement — Budget Estimates for 2025-26 as at  
   March Budget 2025 [a]



**Notes**

a. This table is prepared on the same basis as Table 1.

b. The funding movement from 2027-28 to 2024-25 of $700 million is to partly address Defence’s ongoing working capital requirements. This adjustment provides short term relief to increase cash reserves to meet Defence industry commitments as and when they fall due for payment. Refer Table 1 Serial 4. While the increase in working capital in 2024-25 is by way of the movement of appropriation from 2027-28, the movement will be represented as an equity injection and not as increased Defence funding. This is because the injection will be used to address existing expenditure commitments already incurred / recognised. In 2027-28, the reduction of appropriation will not impact planned capital expenditure levels as Government has agreed Defence will operate with a Net Capital Deficit in that financial year.

c. The appropriations for 2024-25 include amounts which are yet to receive royal assent.

d. Does not include Defence Trusts and Joints Accounts, as expenses are incurred on behalf of such trusts and joint accounts and are offset by revenues. Refer Table 1, serials 17-19, and Table 38 .

1. Third Party Payments to and from other Agencies [a]



**Note**

a. Third party payments to and from other Agencies include:

- Inter-agency transactions in excess of $20 million per annum;

- Inter-agency transactions that were in excess of $20 million in the previous year's annual statements; and

- Inter-agency transactions relating to Budget Measures as disclosed in Defence Budget Measures.

#### 3.3 Budgeted Financial Statements

3.3.1 Departmental and Administered Budgeted Financial Statements

1. Budgeted Departmental Comprehensive Income Statement (Showing Net Cost of Services) (for the period ended 30 June)



Table 44: Budgeted Departmental Comprehensive Income Statement (Showing Net Cost of Services) (for the period ended 30 June) (Continued)



**Note**

a. Grants does not include the gifting of assets to foreign governments.

1. Budgeted Departmental Balance Sheet (as at 30 June)



1. Budgeted Departmental Statement of Cash Flows (for the period ended 30 June)



Table 46: Budgeted Departmental Statement of Cash Flows (for the period ended 30 June) (Continued)



1. Departmental Statement of Changes in Equity — Summary of Movement (Budget year 2025-26)



1. Departmental Capital Budget Statement (for the period ended 30 June)



**Notes**

a. The funding movement from 2027-28 to 2024-25 of $700 million is to partly address Defence’s ongoing working capital requirements. This adjustment provides short term relief to increase cash reserves to meet Defence industry commitments as and when they fall due for payment. Refer Table 1 Serial 4. While the increase in working capital in 2024-25 is by way of the movement of appropriation from 2027-28, the movement will be represented as an equity injection and not as increased Defence funding. This is because the injection will be used to address existing expenditure commitments already incurred / recognised. In 2027-28, the reduction of appropriation will not impact planned capital expenditure levels as Government has agreed Defence will operate with a Net Capital Deficit in that financial year .

b. Includes the following sources of funding:

- annual appropriations;

- donations and contributions;

- gifts;

- internally developed assets;

- s74 relevant agency receipts; and

- proceeds from the sale of assets.

1. Statement of Departmental Asset Movements (Budget year 2025-26)



**Notes**

a. Reclassifications includes assets first found.

b. Other disposals includes write-offs.

1. Schedule of Budgeted Income and Expenses Administered on Behalf of Government (for the period ended 30 June)



1. Schedule of Budgeted Assets and Liabilities Administered on Behalf of Government (as at 30 June)



1. Schedule of Budgeted Administered Cash Flows (for the period ended 30 June)



3.3.2 Notes to the Budgeted Financial Statements

The budgeted financial statements have been prepared in accordance with the Australian Accounting Standards and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015 (FRR)*.

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**Appendices**

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[Appendix E: Status of Projects Foreshadowed for Government and Parliamentary Standing Committee on Public Works Consideration in 2025-26 159](#_Toc108089425)

[Appendix F: Top 5 Information and Communication Technology Approved Projects 162](#_Toc108089426)

[Appendix G: Australian Government Indigenous Expenditure 164](#_Toc108089427)

#### Appendix A: Defence Cooperation Program

The Defence Cooperation Program (DCP) has made a significant contribution to Australia’s international defence engagement since the 1960s. The DCP was originally formed through bilateral military to military engagements in Singapore and Malaysia in the 1960’s. It now supports engagement with military and police/security forces in over 30 countries across the Indo-Pacific.

The program:

* enables cooperative development of capability;
* improves Australia’s capacity to work with partners in response to common security challenges; and
* builds strong people-to-people links with partner militaries at the tactical, operational and strategic levels.

The *2024* *National Defence Strategy* affirms the importance of the DCP as the primary mechanism for Australia’s practical engagement in the Indo-Pacific. The DCP is a key lever of Defence to apply strategic effects throughout the region. Priority regions are our primary area of military interest, with the immediate region encompassing the Northeast Indian Ocean through maritime Southeast Asia into the Pacific. The objective is to maximise Australia’s security through developing close and enduring links with partners that support their capacity to protect their sovereignty, work effectively with the Australian Defence Force, and contribute to regional resilience and security.

To achieve its objectives, the DCP suite of activities includes education courses, training, personnel exchanges, capacity building, military secondments, strategic dialogues, visits, infrastructure support, and exercises and operations.

The DCP supports the provision of education and training positions in Australia for international military personnel. Junior and senior officers from regional countries undertake short and long‑term courses at Australian military and civilian educational institutions. This training builds military professionalism by equipping participants with the skills they will use throughout their military careers. International military personnel also return home having developed a better understanding of Australia and having built networks with counterparts in the Australian Defence Force. These people-to-people links are further maintained through defence alumni associations.

Australia maintains regular defence talks with regional countries in order to exchange views on regional security issues and to discuss defence cooperation priorities. The DCP also supports a program of visits by senior defence representatives to and from Australia. These visits provide an opportunity for Australia and regional partners to improve their mutual understanding of each other’s strategic perspectives and military capability.

Defence seeks to develop the institutional and governance frameworks of regional defence organisations as well as the capabilities of their security forces. The DCP achieves these objectives through Australian Defence Force mobile training teams, support for logistics and infrastructure development, and the posting of Defence personnel as advisers to regional defence and security organisations. It is in Australia’s interest to support professional and capable regional militaries that we can operate with in support of regional security and stability.

The Papua New Guinea (PNG) DCP, our largest with any country, supports the PNG Defence Force and Defence to be a more capable, sustainable and professional regional security partner, and supports current and future leaders to build a strong and resilient Defence Force. The PNG DCP will continue to facilitate the conduct of bilateral exercises, mobile training teams, logistics support, capability development, governance, training support and information sharing.

In the Pacific, a key element of the DCP, and the centrepiece of Australia’s defence engagement, is the Pacific Maritime Security Program (PMSP). The PMSP is the successor to the original Pacific Patrol Boat Program, through which Australia will provide 24 Guardian-class Patrol Boats (with in-country advisory personnel, maintenance support, crew training and technical assistance). Australia has delivered 22 boats to 11 Pacific Island nations to date.

Under the PMSP, Australia is replacing the existing fleet of Pacific Patrol Boats with new larger and more capable vessels. Austal Ships Pty Ltd is constructing the Guardian-class Patrol Boats for gifting between 2018 and 2026. The PMSP expands the scope of the Pacific Patrol Boat Program by including a region-wide integrated aerial surveillance capability and support for enhancing regional coordination. The Program engages Pacific navies and police maritime wings and is designed to enhance the sovereign capability of partner Pacific Island nations to independently police their maritime zones.

The Australian Defence Force conducts exercises with other militaries in order to build our shared capacity to work together in response to regional security contingencies. These include humanitarian assistance and disaster relief, peacekeeping, counter-terrorism, maritime security, and military governance and professionalism. These exercises are conducted in the air, land and maritime domains and take place both in Australia and across the region. Exercising together promotes interoperability and builds familiarity between our armed forces and those of our regional military partners.

1. Defence Cooperation Program Budget 2025-26 [a]

The DCP is a flexible funding mechanism to respond to partners’ needs. The PMSP and Indo‑Pacific Infrastructure Program fall under the DCP architecture, bringing investment and holistic strategic effect across domains to support and complement bilateral defence programs.

Defence is committed to being flexible and responsive to the needs of our international partners. The global strategic environment is dynamic and can result in shifting demands requiring the re‑allocation of funds between nations or at a regional level. In our near region in particular, the threat posed by climate change and other non-traditional security threats are shifting the priorities of our partner security forces to focus on shared regional resilience and disaster preparedness. In order to remain flexible and responsive to emerging and long-term needs of our partners, the DCP budget allocation occurs at the regional level.

The total DCP budget estimate in 2025-26 is $401.3 million, up from $327.7 million in 2024-25, reflecting the importance of the Program in supporting Defence and Australia’s strategic interests.

|  |  |  |  |
| --- | --- | --- | --- |
|  | **2024-25 Revised Estimate $’000** | **2024-25 Estimated Actual $’000** | **2025-26 Budget Estimate $’000** |
| Pacific Region | 262,317 | 262,374 | 335,191 |
| Southeast Asia | 36,553 | 30,463 | 36,887 |
| Other regional activities | 28,008 | 20,538 | 28,668 |
| Defence International Training Centre | 778 | 1,327 | 537 |
| **Total** | **327,656** | **314,701** | **401,282** |

**Note**

1. DCP funding does not include support provided through the Capability Acquisition Program.

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#### Appendix B: Top 30 Military Equipment Acquisition Program Approved Projects

The Top 30 Military Equipment Acquisition Program Approved Projects table includes other elements of acquisition that contribute to an overall capability (excluding workforce).

The Military Equipment Acquisition line in the table corresponds to the historical presentation for this table, which would principally include the project elements relating to the acquisition of major systems, such as aircraft, ships or vehicles. Where projects involve other elements that are not part of the major capability system, these have been included within the Other Project Inputs to Capability line. This could include facilities, information communications technology, and research and development.

1. Top 30 Military Equipment Acquisition Program Approved Projects by 2025-26 Forecast Expenditure (Gross Plan) [a] [b] [c]

| **Domain/Project Name** | **Project Number/ Phase** | **Project Inputs to Capability** | **Approved Project Expenditure**  **$m** | **Estimated Cumulative Expenditure to 30 June 2025**  **$m** | **Budget Estimate 2025-26**  **$m** | **Top 30 Military Equipment Acquisition Project Descriptions** |
| --- | --- | --- | --- | --- | --- | --- |
| **Air Domain** | | | | | | |
| Air Launched Multi Domain Strike | **AIR 6004** | Military Equipment Acquisition | 2,538 | 1,044 | 308 | The project is delivered through a programmatic approach and is approved to acquire land and maritime strike weapons, associated ancillaries and sufficient air-to-surface ordnance to conduct air launched strike. These capabilities will be used by Air Force aircraft including the F/A-18F Super Hornet, P-8A Poseidon and, in the future, the F-35A Lightning II. Equipment will be acquired through the United States Government Foreign Military Sales program or via direct commercial sales, including supply of general purpose bombs through Australian Munitions.  During 2025-26, the project will deliver an initial tranche of Long Range Anti-Ship Missiles, an initial quantity of Joint Air-to-Surface Standoff Missiles – Extended Range, and final quantities of Small Diameter Bombs II. |
| Other Project Inputs to Capability | 5 | 5 | 0 |

| **Table 54: Top 30 Military Equipment Acquisition Program Approved Projects by 2025-26 Forecast Expenditure (Gross Plan) (Continued) [a] [b] [c]** | | | | | | |
| --- | --- | --- | --- | --- | --- | --- |
| **Domain/Project Name** | **Project Number/ Phase** | **Project Inputs to Capability** | **Approved Project Expenditure**  **$m** | **Estimated Cumulative Expenditure to 30 June 2025**  **$m** | **Budget Estimate 2025-26**  **$m** | **Top 30 Military Equipment Acquisition Project Descriptions** |
| **Air Domain (Continued)** | | | | | | |
| MQ-4C Triton | **AIR 7001** | Military Equipment Acquisition | 2,444 | 1,477 | 232 | This project is approved to acquire the MQ-4C Triton Remotely Piloted Aircraft System for maritime patrol and other intelligence, surveillance and reconnaissance roles. The aircraft and systems are being procured through a cooperative program with the United States Navy. The approved scope includes the first three aircraft, associated operations and training systems and facilities, and integration into Defence networks.  During 2025-26, the project will deliver the second and third Triton aircraft, remaining ground segments, and complete required facility works to establish permanent operations out of RAAF Base Tindal. The project will also continue progression towards Initial Operating Capability, inclusive of integration to Australian networks and associated test and evaluation activities. |
| Other Project Inputs to Capability | 674 | 418 | 72 |
| F-35A Lightning II Acquisition | **AIR 6000 Phase 2A/B** | Military Equipment Acquisition | 16,708 | 12,730 | 238 | This project is approved to acquire 72 F-35A Lightning II (Joint Strike Fighter) aircraft and supporting elements. The prime contractor, Lockheed Martin, is contracted to the United States Government to develop and produce F-35A aircraft. Australia is procuring the aircraft through a cooperative partnership.  During 2025-26, the project will deliver the next tranche of spares, continue to upgrade the U.S. based software laboratories, and finalise the sovereign Maintenance Repair Overhaul and Upgrade capability. |
| Other Project Inputs to Capability | 1,726 | 1,541 | - |
| **Air Domain (Continued)** | | | | | | |
| EA-18G – Growler | **AIR 5349** | Military Equipment Acquisition | 6,829 | 3,998 | 260 | This project is approved to acquire a number of upgrades to the airborne electronic attack capability, centred on the EA-18G Growler aircraft. The upgrades include the Next Generation Jammer being developed and procured through a cooperative program with the United States Navy. Other elements will be procured through a range of avenues and include anti‑radiation missiles, airborne decoys, aircraft system upgrades, establishment of enhanced sovereign maintenance capabilities for the aircraft ALQ-99 Tactical Jammer System and electronic warfare training range enhancements.  During 2025-26, the project will commence the introduction into service of the first ALQ-249v1 Next Generation Jammer – Mid Band shipsets for the Australian Growler fleet. The project will also commence the operation of its ALQ-99 Tactical Jammer System’s enhanced sovereign maintenance capability. Additionally, aircraft will be upgraded as part of the Growler weapon systems enhancement. |
| Other Project Inputs to Capability | 800 | 536 | 148 |
| P-8A Poseidon | **AIR 7000** | Military Equipment Acquisition | 7,529 | 5,399 | 261 | This project is approved to acquire P-8A aircraft, associated support systems as well as undertake capability upgrades for the fleet. The equipment is being procured through a cooperative program with the United States Navy.  During 2025-26, the project will commence upgrade of the P-8A Fleet. The first two aircraft will be modified in the USA, while the remainder will be modified in Australia by Boeing Defence Australia in the Deep Maintenance and Modification Facility currently under construction at RAAF Base Edinburgh, South Australia. |
| Other Project Inputs to Capability | 986 | 853 | 42 |
| **Air Domain (Continued)** | | | | | | |
| Integrated Air and Missile Defence Command and Control | **AIR 6500** | Military Equipment Acquisition | 1,097 | 612 | 263 | The project is delivering new air defence radars and a Joint Air Battle Management System that will coordinate and synchronise Defence’s air and missile defence capabilities.  During 2025-26, the project will finalise delivery of new air defence radars and deliver a Minimum Viable Capability Joint Air Battle Management System to address obsolescence in the current in-service Air Battle Management System. |
| Other Project Inputs to Capability | 115 | 28 | 10 |
| Medium Air Mobility Aircraft | **AIR 7404** | Military Equipment Acquisition | 10,460 | 163 | 182 | This project is approved to acquire 20 C-130J-30 Hercules aircraft, aircraft sub-systems, training devices, supplies and support services. The project will deliver these products through a combination of Foreign Military Sales and Direct Commercial Sales. Lockheed Martin Corporation is contracted by the United States Government to develop and manufacture the C-130J-30 aircraft.  During 2025-26 the project will commence aircraft production activities, and the establishment of contracts to acquire aircraft simulators. |
| Other Project Inputs to Capability | 60 | 20 | 11 |
| Joint Strike Fighter Follow-on Development | **AIR 6000 Phase 6** | Military Equipment Acquisition | 2,183 | 132 | 139 | This project is approved to deliver through-life capability upgrades for the Australian F-35A fleet to ensure Australia’s F-35A remains lethal, survivable, and interoperable with ADF and allied capability. The project will utilise the established F-35 cooperative program with the US and other allied partners.  During 2025-26 the project will commence aircraft upgrade activities to incorporate TR3 capabilities across the F-35A fleet. |
| Other Project Inputs to Capability | - | - | - |
| **Enterprise and Enabling** | | | | | | |
| Sovereign Weapons Manufacturing | **JP 2087** | Military Equipment Acquisition | 2,368 | 137 | 402 | This Project uses a programmatic approach to strengthen Australia’s industrial base of Guided Weapons and Explosive Ordnance to improve supply chain resilience and uplift Australia’s industrial capabilities. The project scope balances a mix of weapons and ordnance, including domestic production and maintenance of Naval Strike Missile and Joint Strike Missiles, Guided Multiple Launch Rocket System missiles, and forging of large calibre munitions.  During 2025-26, the project will focus on: manufacture of select guided weapons, commencing with assembly of imported sections and components; manufacture of expanded types and quantities of non-guided munitions; uplift of industry for the development of technologies through research and development; and co-assembly and co-production activities with trusted partners. |
| Other Project Inputs to Capability | - | - | - |
| Guided Weapons and Explosive Ordnance Enterprise | **JP 2092** | Military Equipment Acquisition | 809 | 294 | 193 | This Project uses a programmatic approach to increase inventory of priority weapons and invest in Guided Weapons and Explosive Ordnance enabling capability elements such as storage and distribution, test and evaluation, disposal and demilitarisation, research and development, and education and training, to improve ADF preparedness.  During 2025-26, the Project will progress development and acquisition activities to increase warstock inventory levels, including accelerated delivery of missiles, as well as the progressive delivery of Guided Weapons and Explosive Ordnance enabling capability elements. |
| Other Project Inputs to Capability | 441 | 119 | 149 |
| Theatre Logistics | **JP 8218** | Military Equipment Acquisition | 8 | 0 | 2 | This project will incrementally deliver the theatre logistics capabilities required to sustain the ADF in protracted combat operations. This includes facilities, infrastructure, deployable assets, equipment, supplies, ICT hardware and software, and data and services.  During 2025-26, the project will continue to deliver increased storage, distribution, and maintenance capacity at existing logistics sites. The project will also progress detailed planning and design work for new logistics facilities, deployable logistics equipment, and logistics ICT. |
| Other Project Inputs to Capability | 413 | 74 | 221 |
| **Information and Cyber** | | | | | | |
| Communications Security Modernisation | **JP 9141** | Military Equipment Acquisition | 1,329 | 796 | 168 | This project will remediate and modernise selected ADF radios. This will ensure ongoing availability of secure communications in support of Defence operations, and interoperability with key partner communications and intelligence networks.  During 2025-26, the project will continue to upgrade secure communications on ADF platforms and facilities with the focus on the delivery of training and software updates to provide upgraded waveforms. |
| Other Project Inputs to Capability | 94 | 35 | 9 |
| **Land Domain** | | | | | | |
| Boxer Combat Reconnaissance Vehicles | **LAND 400 Phase 2** | Military Equipment Acquisition | 5,780 | 3,177 | 513 | This project will deliver 211 Boxer 8x8 Combat Reconnaissance Vehicles for Reconnaissance, Joint Fires and Surveillance, Multi-Purpose, Command, Repair and Recovery roles. An additional 12 Mission Modules will be acquired, providing Army with the ability to rapidly re-role from one variant to another. The vehicles will replace the Australian Defence Force’s current combat reconnaissance vehicle capability, the Australian Light Armoured Vehicle. The primary role of the vehicles will be to perform ground-based reconnaissance and counter-reconnaissance activities.  During 2025-26, the project will continue delivery and acceptance activities for the Block II Reconnaissance (turreted) variant, with related introduction into service activities ongoing. The project will continue to progress the design review program and testing activities for the Block II non-turreted Joint Fires and Surveillance, Command, Repair, and Recovery variants. |
| Other Project Inputs to Capability | 128 | 72 | 10 |
| **Land Domain (Continued)** | | | | | | |
| UH-60M Black Hawk Utility Helicopter | **LAND 4507** | Military Equipment Acquisition | 3,572 | 1,013 | 705 | This project will acquire 40 UH-60M Black Hawks with associated role and mission equipment, training devices, spares and support via the United States Government Foreign Military Sales (FMS) program. The UH-60M Black Hawk is a proven, mature and low-risk combat capability able to rapidly deploy in a wide variety of air mobility and battlefield support roles.  During 2025-26, further UH-60M Black Hawks will be delivered, along with the second Black Hawk Aircrew Trainer simulator. A second Black Hawk operating node will also be established in Oakey, QLD. Retrofit activities will commence under FMS arrangements and will see the initial fleet of UH-60M upgraded to a common capability baseline. |
| Other Project Inputs to Capability | 379 | 39 | 16 |
| Redback Infantry Fighting Vehicle | **LAND 400 Phase 3** | Military Equipment Acquisition | 6,924 | 973 | 773 | This project will deliver 129 Redback Infantry Fighting Vehicles to replace the M113 Armoured Personnel Carrier fleet. The vehicles will be delivered across two variants, the Infantry Fighting Role and the Command and Control/Joint Fires Role. The Infantry Fighting Vehicle will provide high levels of protection, mobility and lethality and is capable of carrying six dismounted soldiers in addition to a crew of three.  During 2025-26, the project will perform verification and testing activities, prior to commencement of local hull production. |
| Other Project Inputs to Capability | 390 | 38 | 21 |
| **Land Domain (Continued)** | | | | | | |
| Armoured Combat | **LAND 907** | Military Equipment Acquisition | 2,388 | 1,301 | 611 | This project will deliver 75 M1A2 Abrams Main Battle Tanks to replace the in-service M1A1 variant, 52 Combat Engineering Vehicles and associated training and simulation systems. The upgraded Main Battle Tanks and Combat Engineering Vehicles will be acquired through the United States Government Foreign Military Sales program.  During 2025-26, the project will continue delivery and acceptance of M1A2 Abrams Main Battle Tanks and Combat Engineering Vehicles. Introduction into service activities will continue, together with the establishment and implementation of contracts with Australian industry for the support of the capabilities. |
| Other Project Inputs to Capability | 68 | 34 | 10 |
| AH-64E Apache Attack Helicopter | **LAND 4503** | Military Equipment Acquisition | 4,685 | 921 | 989 | This project will acquire 29 AH-64E Apache as a proven and mature helicopter to replace the current Tiger helicopter capability.  During 2025-26, the project aims to take delivery of the first Apache aircraft with essential role and mission equipment, as well as the first flight simulator. The project will continue to procure spares and support equipment, train personnel and provide essential support services required for introduction into service of the capability. |
| Other Project Inputs to Capability | 584 | 53 | 116 |
| **Land Domain (Continued)** | | | | | | |
| AS9 Huntsmen  Self-Propelled Howitzers | **LAND 8116** | Military Equipment Acquisition | 1,323 | 873 | 214 | This project will deliver 30 Self-Propelled Howitzers and 15 Armoured Ammunition Resupply Vehicles.  During 2025-26, the project will continue with vehicle production in Australia and testing and integration activities. |
| Other Project Inputs to Capability | 42 | 20 | 17 |
| First Long Range Fires Regiment | **LAND 8113 Phase 1** | Military Equipment Acquisition | 2,388 | 197 | 419 | This project will deliver Army’s first long range fires regiment, providing High Mobility Artillery Rocket Systems (HIMARS) armed with Precision Strike Missile and Guided Multiple Launch Rocket System munitions. The capability will enhance land and maritime strike and strengthen Army’s ability to prevent an adversary’s forces from entering an operational area.  During 2025-26, the project will deliver additional HIMARS launchers and associated munitions, and continue with introduction into service activities. |
| Other Project Inputs to Capability | 481 | 107 | 60 |
| Army Water Transport | **LAND 8710 Phase 1** | Military Equipment Acquisition | 2,306 | 108 | 233 | LAND 8710 Phase 1 will acquire 18 Landing Craft Medium (LCM) and 15 Amphibious Vehicle Logistics (AVL), allowing Army to replace the legacy landing craft (Landing Craft Mechanized, Mark 8) and the legacy over-the-shore capability (Lighter Amphibious Re-supply Cargo 5(V) ton) respectively providing a significant increase in capability.  The Amphibious Vehicle Logistics will provide over-the-shore mobility and sustainment of the IntegratedForce in littoral environments inaccessible to landing craft or vehicles. It will be able to project cargo loads of around five tonnes, playing an essential role in providing access over beaches and through waterways that may be obstructed by obstacles or debris. |
| Other Project Inputs to Capability | 291 | 21 | 42 |
| **Land Domain (Continued)** | | | | | | |
| Special Operations Capability Enhancements | **LAND 1508** | Military Equipment Acquisition | 339 | 222 | 37 | The Special Operations Capability Enhancement project will continue to rapidly evolve leading edge capability in response to the changing operational environment, emerging threats and advancing technology.  During 2025-26, the project is focusing on the final Materiel Releases under Tranche 1, and delivery of the first Tranche 2 capabilities. |
| Other Project Inputs to Capability | 565 | 146 | 169 |
| Uncrewed Aerial Vehicles | **DEF 129** | Military Equipment Acquisition | 586 | 373 | 130 | The 2024 IIP amalgamated existing ADF Tactical and Small Uncrewed Aerial Systems (UAS) projects into a single project.  This project will deliver the ADF’s newest Tactical UAS, the Insitu Integrator and the ADF’s newest Small UAS, the Sypaq Systems CorvoX and Quantum Systems Vector 2-in-1. |
| Other Project Inputs to Capability | 77 | 26 | 32 |
| Short Range Ground Based Air Defence | **LAND 19** | Military Equipment Acquisition | 1,246 | 1,050 | 109 | This project will deliver Army's new Short Range Ground Based Air Defence system. This is an enhanced version of the Raytheon/Kongsberg National Advanced Surface to Air Missile System, which incorporates guided missiles and missile launchers, command and control shelters, electro-optical sensors and radars mounted on current Army vehicles. This project includes acquiring Australian-developed radars from CEA Technologies.  During 2025-26, the project will continue final introduction into service tasks, certification activities and trials. |
| Other Project Inputs to Capability | 286 | 229 | 41 |
| **Maritime Domain** | | | | | | |
| Nuclear-Powered Submarines | **DEF 1** | Military Equipment Acquisition | 13,674 | 2,596 | 2,684 | Through the AUKUS partnership, this project will acquire, operate and sustain a sovereign, conventionally-armed fleet of nuclear-powered submarines. This will deliver Australia a more capable and potent submarine force to enhance Australia’s ability to deter threats to its security and contribute to the security and stability of the Indo-Pacific. This project includes delivery of the associated infrastructure and support systems necessary to safely and securely sustain, operate, build and dispose of nuclear-powered submarines.  Work over this period includes upgrades to infrastructure at HMAS *Stirling*, mobilisation of our Sovereign Submarine Partners for Build (ASC SSN AUKUS Pty Ltd and BAE Systems Australia Submarine) and Sustainment (ASC Pty Ltd), workforce development activities and Australian industry uplift initiatives.  The project includes a fair and proportionate contribution to our AUKUS partners’ submarine industrial bases to provide the additional capacity needed to deliver Australia’s conventionally-armed nuclear-powered submarines. |
| Other Project Inputs to Capability | 1,774 | 309 | 642 |
| **Maritime Domain (Continued)** | | | | | | |
| Hunter Class Frigate | **SEA 5000** | Military Equipment Acquisition | 26,055 | 5,004 | 1,902 | The Hunter Class frigate will deliver to the Royal Australian Navy six new anti-submarine warfare frigates and an associated support system. The Hunter Class frigates will be optimised for anti-submarine warfare to maintain the Royal Australian Navy’s Tier 1 Surface Combatant capability.  The current approved scopes cover the Design and Productionisation phase and Construction phase for the first three ships. The Design and Productionisation phase of the project is progressing as planned and will continue until 2027-28. This phase also includes finalising long lead-time item contracts.  The project transitioned to the Construction phase on 1 July 2024 following Government approval of the first three frigates. |
| Other Project Inputs to Capability | 1,200 | 708 | 30 |
| Maritime Guided Weapons and Munitions | **SEA 1300** | Military Equipment Acquisition | 16,750 | 2,356 | 769 | This Project uses a programmatic approach to deliver Navy guided weapons and munitions capabilities. The project executes through three teams: air and missile defence, maritime strike and undersea weapons. Procurement is through a range of mechanisms including the United States Government Foreign Military Sales program, direct commercial sales and various cooperative arrangements.  During 2025-26, the project will continue to develop, upgrade and acquire long-range strike missiles, extended range surface-to-air missiles, advanced lightweight torpedoes, and heavyweight torpedoes. |
| Other Project Inputs to Capability | 86 | 15 | 12 |
| **Maritime Domain (Continued)** | | | | | | |
| Arafura Class | **SEA 1180** | Military Equipment Acquisition | 3,707 | 1,943 | 325 | This project will acquire six Arafura class Offshore Patrol Vessel (OPV) to support maritime border patrol and response.  Build commenced on OPV 1 at Osborne, South Australia in November 2018. Construction of OPV 2 commenced in June 2019 at Osborne. Subsequent OPVs will all be built at Henderson, Western Australia. OPV 1 was accepted by Defence on 30 January 2025. |
| Other Project Inputs to Capability | 984 | 644 | 161 |
| Aegis Baseline | **SEA 4000 Phase 6** | Military Equipment Acquisition | 4,409 | 1,066 | 786 | This project will increase the ADF air and missile defence capability. The project will upgrade the three Hobart class destroyers’ Aegis combat system to Aegis Baseline 9, and replace the Australian Tactical Interface with a Saab Australia developed Australian Interface.  In 2025-26 the delivery of the Support System will include Australian interface training simulator design and long lead time item procurement to support the production phase of Ship 1. |
| Other Project Inputs to Capability | 145 | 17 | 10 |
| **Maritime Domain (Continued)** | | | | | | |
| MH 60R Seahawk Helicopter | **SEA 9100** | Military Equipment Acquisition | 4,810 | 3,327 | 391 | This project amalgamates AIR 9000 Phase 8, SEA 5510 Phase 1 and SEA 9100 Phase 1. 24 Lockheed Martin-Sikorsky built MH-60R Seahawk Romeo multi-mission helicopters and associated mission and support systems have been delivered via a Foreign Military Sales (FMS) agreement with the United States Navy. In March 2022, Government approved a further FMS acquisition of additional MH-60R helicopters to improve embarked logistics helicopter support to the fleet, while rationalising Navy helicopters to a single operational type. This increases Navy’s MH-60R Seahawk Romeo fleet to 36 aircraft.  During 2025-26, the project will continue to progress the acquisition of additional MH-60R helicopters to improve embarked logistics helicopter support to the fleet, while rationalising Navy helicopters to a single operational type. |
| Other Project Inputs to Capability | 378 | 227 | 60 |
| Collins Life Of Type Extension | **SEA 1450** | Military Equipment Acquisition | 1,410 | 346 | 264 | This project is one of the three elements of the Collins Class Submarine (CCSM) Life of Type Extension (CSMP LOTE) Program. This project will address the most significant risks to enduring availability and reliability of CCSM out to the Amended Planned Withdrawal Date.  During 2025-26, the project will continue to progress core design elements through to production readiness. |
| Other Project Inputs to Capability | 15 | 1 | 2 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Table 54: Top 30 Military Equipment Acquisition Program Approved Projects by 2025-26 Forecast Expenditure (Gross Plan)(Continued)[a][b][c]** | | | | |
|  | **Approved Project Expenditure**  **$m** | **Estimated Cumulative Expenditure to 30 June 2025 $m** | **Budget Estimate 2025‑26**  **$m** |
|  |  |  |  |
| **Total Top 30 Projects (Gross Plan) – Total** | **169,840** | **59,962** | **16,612** |
| **Total Top 30 Projects (Gross Plan) - Other Project Inputs to Capability** | **13,185** | **6,335** | **2,111** |
| **Total Top 30 Projects (Gross Plan) - Military Equipment Acquisition** | **156,654** | **53,626** | **14,501** |
| Other Approved Project Gross Plans - Military Equipment Acquisition | 52,938 | 33,616 | 3,942 |
| **Total Approved Projects (Gross Plan) - Military Equipment Acquisition** | **209,592** | **87,242** | **18,443** |
| Over-programming - Military Equipment Acquisition |  |  | -4,469 |
| **Net Approved Program - Military Equipment Acquisition** |  |  | **13,974** |

**Notes**

a. Approved Project Expenditure, Estimated Cumulative Expenditure to 30 June 2025 and Budget Estimate 2025-26 are on an accrual basis, and funded by appropriation.

b. Budget estimates shown as 0 are amounts greater than $0 but less than $500,000.

c. Includes projects that may also be referenced in Appendix D – Table 56: Approved Major and Medium Enterprise Estate and Infrastructure Projects by State and Federal Electorate.

#### Appendix C : Top 30 Capability Sustainment Products

The Top 30 Capability Sustainment products are grouped in the revised domain structure introduced through Defence’s Capability Program Architecture.

1. Top 30 Capability Sustainment Products by End of Financial Year Outcome 2025-26

| **Domain/Product Name** | **Product Serial** | **Budget Estimate 2025-26 $m [a]** | **Top 30 Capability Sustainment Product Descriptions** |
| --- | --- | --- | --- |
| **Air Domain** | | | |
| F/A18F Super Hornet & Growler Weapon System | **CAF21** | 600 | The Air Combat and Airborne Electronic Attack capability comprises a fleet of 24 F/A-18F Super Hornet and 12 EA-18G Growler aircraft, with associated support elements operating from RAAF Base Amberley.  During 2025-26, the Super Hornet and Growler fleet are undergoing capability upgrades. The Spiral Upgrade Program focuses on the introduction into service of the ALQ-249 Next Generation Jammer system for the EA-18G, and the integration of a range of new weapons and mission systems for the F/A-18F. This integration work will enhance the lethality and survivability of the platform, maintain configuration alignment with the United States Navy, and meet the objectives of the *2024 National Defence Strategy*. |
| F-35 Joint Strike Fighter | **CAF30** | 716 | The F-35A Lightning II capability comprises 72 aircraft (and associated support elements) operating from RAAF Base Williamtown, NSW and RAAF Base Tindal, NT. Sustainment is primarily delivered through the cooperative program, F-35 Global Support Solution, and is supplemented by sovereign commercial arrangements. The F-35A Lightning II capability provides Australia with a fifth-generation Air Combat capability.  During 2025-26, the first Australian F-35A Lightning II aircraft are scheduled to begin a Follow-on Modernisation program. Another key focus will be the continued maturation of the sustainment system. |
| Airborne Early Warning and Control System | **CAF20** | 302 | The Airborne Early Warning and Control capability comprises six E-7A Wedgetail aircraft and associated support elements operated from RAAF Base Williamtown, NSW. Sustainment is conducted under a performance-based arrangement for maintenance, logistics, engineering, training and program management to support the capability.  During 2025-26, the focus will be on the treatment of obsolescence issues existing within the E-7A mission system and support systems, and improving the preparedness posture of the E-7A capability. |
| P-8A Poseidon Maritime Patrol and Response | **CAF35** | 309 | The Maritime Patrol and Response capability currently comprises 12 P-8A Poseidon aircraft and support elements operated from RAAF Base Edinburgh, SA. Support elements include three Mobile Tactical Operation Centres including deployable flyaway kits, and various Training Support Systems including two Operational Flight Trainers and Weapons Tactics Trainers. The capability is supported via a cooperative program with the United States Navy and a Through Life Support contract for sustainment within Australia.  During 2025-26, the focus will be preparing for the arrival of the final two P-8A aircraft, follow-on additional sustainment and improving the preparedness posture of the P-8A capability. |

| **Table 55: Top 30 Capability Sustainment Products by End of Financial Year Outcome 2025-26 (Continued)** | | | |
| --- | --- | --- | --- |
| **Domain/Product Name** | **Product Serial** | **Budget Estimate 2025-26 $m [a]** | **Top 30 Capability Sustainment Product Descriptions** |
| **Air Domain (Continued)** | | | |
| C-17 Heavy Air Lift Weapons System | **CAF19** | 191 | The Heavy Airlift capability comprises eight C-17A Globemaster III aircraft, a flight simulator, and associated support elements operated from RAAF Base Amberley, QLD. The majority of sustainment support for aircraft and training systems is provided via United States Air Force Foreign Military Sales global support arrangements for the worldwide C-17A Globemaster fleet. These global sustainment arrangements are supplemented by a contract for support services within Australia.  During 2025-26, there continues to be a number of minor upgrades to the fleet to address obsolescence and maintain configuration alignment with the United States Air Force. |
| KC-30A Weapon System Multi-Role Tanker Transport | **CAF22** | 209 | The Multi-Role Tanker Transport capability comprises seven KC-30A aircraft, a flight simulator and associated support elements, operated from RAAF Base Amberley, QLD. All seven aircraft are capable of air-to-air refuelling from pod and boom systems and airlift logistics support. Support is provided through a performance-based arrangement for maintenance, logistics, engineering, training and program management.  During 2025-26, the focus remains on supporting military operations, sustainment performance, progressing mid-life upgrade and obsolescence activities, and expansion of aircraft types certified as capable of air-to-air refuelling from the KC-30A Multi-Role Tanker Transport to improve the preparedness posture of the capability. |
| Pilot Training System | **CAF37** | 147 | The Pilot Training System comprises 49 Pilatus PC-21 aircraft, seven flight training devices, six cockpit procedural trainers, mission pre-briefing and debriefing systems, personal learning devices, learning environments and courseware. The system is supported via a comprehensive through life support contract. This capability provides an integrated fixed wing pilot training system for ab-initio pilots and qualified flying instructors for Navy, Army and Air Force. Aircraft currently operate from RAAF Bases at East Sale VIC, Pearce WA, Edinburgh SA and Williamtown NSW.  During 2025-26, the focus is on sustainable delivery of the Pilot Training System. |
| Lead-In Fighter Hawk 127 Weapon System | **CAF03** | 144 | The Lead-In Fighter Training System comprises 33 Hawk 127 Lead-In Fighter aircraft and related support systems operated from RAAF Base Williamtown, NSW and RAAF Base Pearce, WA.  During 2025-26, the focus remains on generating required rates of availability to support Air Force requirements, while supporting and governing the embodiment of new engines into the fleet, as procured and certified by the Lead-In Fighter Capability Assurance project AIR 5438 Phase 2. |
| **Air Domain (Continued)** | | | |
| C130J-30 Weapon System | **CAF06** | 147 | The Medium Airlift capability consists of 12 C-130J Hercules aircraft, a flight simulator, and associated support elements operated from RAAF Base Richmond, NSW. The capability is supported by two performance-based contracts for deeper level maintenance, logistics and engineering support for the aircraft, and for support for the propulsion system.  During 2025-26, the focus will be on continued delivery of the deeper maintenance schedule, completion of the Block Upgrade Program, and contract evolution to ensure fit-for-purpose commercial agreements through to planned withdrawal date. Fleet draw-down and disposal strategies will be developed to mesh with planned delivery of new C-130J aircraft. |
| MC-55A Long Range ISREW Aircraft | **CAF40** | 128 | The MC-55A Peregrine Airborne Intelligence Surveillance, Reconnaissance and Electronic Warfare Capability will sustain a fleet of MC 55A Peregrine aircraft and related support systems.  During 2025-26, the focus is on the maturation of initial sustainment arrangements. |
| C27J Spartan Battlefield Airlifters | **CAF34** | 134 | The C-27J provide Air Force with a Battlefield airlift capability based at RAAF Amberley, and tasked within the Australian domestic and regional area.  During 2025-26 the focus remains improving sustainment support of the capability, while addressing the deeper maintenance schedule, and providing the necessary platform agility and resilience. |
| Wide Area Surveillance | **CAF13** | 120 | The Wide Area Surveillance capability is delivered through the High Frequency Radar system known as the Jindalee Operational Radar Network (JORN). JORN comprises three Over-The-Horizon-Radars located in proximity to Longreach QLD, Laverton WA and Alice Springs NT. The radars are maintained and supported by BAE Systems Australia.  During 2025-26, the focus remains on sustainment of new enhancements and upgrades to the JORN capability system. The sustainment obsolescence program will contribute to enhanced supportability of current assets. |
| Explosive Ordnance Manufacturing Facilities | **GWEO01** | 144 | Explosive Ordnance Manufacturing Facilities provides for the safe, compliant, and sustainable operation of the Government Owned, Contractor Operated munitions and explosives factories at Benalla (VIC) and Mulwala (NSW). These facilities provide the Australian Defence Force with a supply of specified domestically manufactured munitions and a surge capability to be able to generate and maintain munitions stock surety.  During 2025-26, sustainment activities will continue to be delivered that provide safe and sustainable domestic manufacturing capability and increased surety of supply. |
| **Defence Enterprise Programs** | | | |
| Defence Logistics | **CJC034** | 133 | The Logistics Product operates warehouses across the Logistic network to support the national support base including the provision of freight services (domestically and International), along with the provision of Clothing and retail stores services. In 2025-26 the focus will be on the transition into service the amalgamation of existing warehousing and distribution contract and the provision of retail stores into one encompassing contract whilst continuing to support the ADF and partners. |
| **Land Domain** | | | |
| Explosive Ordnance - Army Munitions Branch | **CA59** | 327 | Sustainment of Army Munitions and Guided Weapons supports Army's explosive ordnance inventory which consists of small arms ammunition, pyrotechnics, mortar and artillery ammunition, special purpose ammunition, demolitions stores, vehicle ammunition, direct fire and Army guided weapons. This also includes sustainment of inventory used by Navy and Air Force where Army is the lead service.  During 2025-26, the focus will be on the improvement of the land explosive ordnance inventory, finalising through life management plans, and transitioning new capabilities procured by major projects, such as Future Artillery Ammunition to in-service support. This will also include consideration of domestic manufacturing opportunities and in-country maintenance, repair, overhaul and upgrades. |
| Armed Reconnaissance Helicopter Weapons System | **CA12** | 146 | This product manages the sustainment of the Armed Reconnaissance Helicopter System (ARH).  During 2025-26, the ARH capability will continue to support the capability prior to its planned withdrawal from service. |
| Protected Mobility Fleet – Bushranger | **CA04** | 162 | This product provides in-service support for the Bushmaster Medium Protected Mobility Vehicles and Hawkei Light Protected Mobility Vehicles. Support is provided by Regional Joint Logistics Units and the vehicle manufacturer Thales Australia. Contractor deliverables include engineering support, spare parts and heavy grade repair of the vehicles.  During 2025-26, Defence will continue to sustain the Bushmaster and Hawkei fleets, as well as conduct risk reduction activities for both fleets to prepare for the LAND 4111 Protected Mobility Vehicle Technology Modernisation Program. |
| **Land Domain (Continued)** | | | |
| Boxer | **CA82** | 138 | This product provides in-service support to the Boxer Block I Combat Reconnaissance Vehicles and the introduction of the Boxer Block II vehicles. Delivery of all 25 initial Block I vehicles is complete. Delivery of the remaining Block II vehicles has commenced. Rheinmetall Defence Australia is using suppliers across Australia to assist in the design, build, assembly, test and support of the Boxer vehicles and training systems at the Military Vehicle Centre of Excellence facility, in Redbank, Queensland.  During 2025-26, Defence will continue to sustain the Boxer Block I fleet, as well as work with Rheinmetall Defence Australia to ensure support requirements for the Block II fleet are optimised to meet Army’s requirements. |
| Battlespace Communication Systems | **CA31** | 174 | The Battlespace Communication Systems product supports the sustainment of a range of deployable voice and data communications systems for battlespace command and control.  During 2025-26, Defence will continue with capability enhancements to the Integrated Battlespace Telecommunications Network; the ongoing development and delivery of a Mobile Retransmission System; the ongoing management of Tactical Communication Network equipment; the reduction and disposal of obsolete radio systems; the continued rationalisation and improvement of Land Force headset fleets; and support for design, acquisition and sustainment of related systems. |
| Black Hawk Weapons System | **CA11** | 120 | This product provides for the sustainment of the UH-60M Black Hawk platform as a proven, mature and low-risk combat capability able to rapidly deploy in a wide variety of air mobility and battlefield support roles. In-service support is led by the Utility Helicopter Systems Program Office and provided through an Integrated Support Contract with Lockheed Martin Australia and United States Government Foreign Military Sales cases.  During 2025-26, sustainment arrangements to support the UH-60M operational fleet will be expanded in line with LAND 4507 materiel deliveries and introduction into service activities. The second UH-60M node at Swartz Barracks, Oakey QLD is planned to commence operations with the Army Aviation Training Centre. |
| **Maritime Domain** | | | |
| Collins Class Submarine | **CN10** | 1,004 | This product manages the sustainment of Collins Class submarine materiel capability, assuring availability targets are met; that submarines are materially prepared (in conjunction with selected capability upgrades) to undertake scheduled operational activities; and to assure availability of the present submarine escape and rescue capability. This work is conducted under enterprise arrangements with industry and through key contracts with ASC, Raytheon Australia, Thales Australia, BAE Systems, PMB Defence, James Fisher Defence, and other providers.  Collins class sustainment was declared a Product of Concern in December 2024. During 2025-26, the program will continue to progress activities to remediate performance towards meeting Navy's agreed Collins Class submarine performance targets, as continual improvement and efficiency initiatives are implemented. Ongoing Collins Class submarine life-of-type extension work (through SEA 1450) will continue to inform sustainment plans for the Collins Class fleet. |
| Anzac Class Frigate | **CN02** | 339 | This product supports seven Anzac Class frigates and associated support systems through the provision of materiel support, maintenance and engineering services.  During 2025-26, the focus will be on completing the scheduled and corrective maintenance activities across the seven remaining Anzac Class to ensure Navy’s availability and seaworthiness requirements are met; re-building and implementing the class usage and upkeep cycle to align with the delivery of the General Purpose Frigates; and completing the final Anzac Midlife Capability Assurance Program (AMCAP). |
| Hobart Class Destroyer | **CN40** | 284 | This product supports three Hobart Class destroyers and associated support systems through the provision of materiel support, maintenance and engineering services.  During 2025-26, the focus will be on completing the scheduled and corrective maintenance activities across the Hobart Class to ensure Navy’s availability and seaworthiness requirements are met; and preparing the first DDG to enter the Destroyer Capability Enhancement Program, inclusive of the Aegis Upgrade Program (SEA 4000 Phase 6), taking place at the Osborne Naval Shipyard in Adelaide. |
| MH-60R Seahawk Romeo Helicopter | **CN35** | 240 | The MH-60R Seahawk ‘Romeo’ capability is operated from HMAS *Albatross* in Nowra NSW, supporting embarked flights in Navy ships. In-service support is led through four United States Government Foreign Military Sales cases.  During 2025-26, Defence will continue to expand current sustainment arrangements to support the additional helicopters delivered under the Improved Embarked Logistics Support Helicopter project (SEA 9100). |
| Canberra Class Amphibious Ship | **CN34** | 188 | This product supports two Canberra Class Landing Helicopter Docks (LHD) and 12 LHD landing craft and associated support systems, through the provision of materiel support, maintenance and engineering services.  During 2025-26, the focus will be on completing the scheduled and corrective maintenance activities across the Canberra Class to ensure Navy’s availability and seaworthiness requirements are met; achieving a steady state for the in-service support arrangements; and supporting implementation activities for the Canberra Class capability assurance program (SEA 2048 Phase 6). |
| **Maritime Domain (Continued)** | | | |
| Anzac Class Frigate Capability Assurance Program | **CN65** | 154 | This product supports the Transition Capability Assurance Program (TransCAP), an upgrade project to extend the life of type of the Anzac Class frigates and is funded from SEA 5014 Phase 1.  Following the Government decision in February 2024 that TransCAP would not proceed, the focus in 2025-26 will be on closure and finalisation of the TransCAP design and procurement activities already underway, and close out of any matters arising from cancellation. |
| Navy Explosive Ordnance | **CN54** | 139 | Navy Explosive Ordnance supports Navy's guided weapons and munitions including countermeasures, navigational outfits and naval gunnery. Asset management is executed through three teams: air and missile defence, maritime strike and undersea weapons.  During 2025-26, activities to maximise readiness of in-service inventories will continue, including new and upgraded capabilities delivered through projects SEA 1300 and SEA 2000. This will also include improving in-country capacity to maintain, repair, overhaul and upgrade weapons to support larger inventories. |
| Armidale Class Patrol Boat | **CN09** | 149 | This product comprises support arrangement to maintain the capability of the Armidale Class Patrol Boats and Cape Class Patrol Boats through the provision of materiel support of the ships and associated equipment and systems.  During 2025-26, the focus will be on continued delivery of operational capability for the patrol force, continued support including asset management, engineering and logistics support for the Cape class patrol boats (including leased Cape class patrol boats), and the support system remediation for the Cape class patrol boats. |
| Large Hull Vessels | **CN58** | 149 | This product supports seven commercial auxiliary vessels including MV Sycamore, MV Bessant, MV Stoker, MV Mercator, ADV Ocean Protector, ADV Reliant and ADV Guidance through the provision of materiel support, maintenance and engineering services.  During 2025-26, the focus will be on completing the scheduled and corrective maintenance activities across the commercial auxiliary fleet to ensure Navy’s availability and seaworthiness requirements are met. |
| Aegis Combat System | **CN60** | 131 | This product covers the sustainment of Aegis Combat Systems in Surface Combatants and their related shore based test and training infrastructure both in Australia and the United States.  During 2025-26, the focus will be the delivery of software and hardware updates for Aegis Combat System, the development of future updates and preparations for sustainment of major updates delivered through SEA 4000 Phase 6. |

**Table 55: Top 30 Capability Sustainment Products by End of Financial Year Outcome 2025-26 (Continued)**

|  |  |
| --- | --- |
|  | **Budget Estimate 2025-26 $m [a]** |
| **Total Top 30 Capability Sustainment Products** | **7,268** |
| Other Sustainment Product Estimates | 4,854 |
| **Total Capability Sustainment Product Funds Available** | **12,121** |

**Note**

1. Budget Estimate 2025-26 is on an accrual basis, and funded by appropriation.

#### Appendix D: Enterprise Estate and Infrastructure

The Enterprise Estate and Infrastructure Program component of the Integrated Investment Program comprises approved and yet to be approved major and medium capital facilities and infrastructure projects. These projects are providing new and refurbished facilities and infrastructure works to sustain the existing Defence Estate, support current and future capability requirements, support Government initiatives, and ensure compliance with legislative obligations. Upgrades and development of Australia’s northern network of bases, ports and barracks are being prioritised to support implementation of the *2024 National Defence Strategy* and the *2024 Integrated Investment Program.*

Major capital facilities and infrastructure projects are defined as having expenditure of $75 million and over (excluding GST) and are subject to Government and parliamentary approval. Medium capital facilities and infrastructure projects have expenditure between $5 million and $75 million (excluding GST), and are subject to Government approval and notification to the Parliamentary Standing Committee on Public Works. Details of approved major and medium Enterprise Estate and Infrastructure Program projects are provided in this Appendix.

Approved Major and Medium Enterprise Estate and Infrastructure Program Projects

The table below, and the following descriptions, provide details on the progress and expenditure of approved major and medium Enterprise Estate and Infrastructure Program projects for 2025‑26.

Where projects contribute to broader capability acquisitions, as part of the Top 30 Military Equipment Acquisition Program Approved Projects, the value of these projects is included within the ‘Other Project Inputs to Capability’ lines in Table 54.

1. Approved Major and Medium Enterprise Estate and Infrastructure Program Projects by State and Federal Electorate

| **Project** | **State and  Federal  Electorate** | **Total Estimated Expenditure $m** | **Estimated Cumulative Expenditure to 30 June 2025 $m** | | **2025-26 Budget Estimate $m** |
| --- | --- | --- | --- | --- | --- |
| **RAAF Base Tindal Redevelopment Stage 6 and United States Force Posture Initiative (USFPI) Airfield Works and Associated Infrastructure** |  |  | |  |  |
| RAAF Tindal | NT - Lingiari | **1,582.0** | | **1,039.9** | **231.6** |
| **DEF 01 Submarine Rotational Force - West Infrastructure Project Priority Works** |  |  | |  |  |
| HMAS *Stirling* | WA - Brand | **1,557.0** | | **197.1** | **642.3** |
| **Enhanced Land Force (ELF) Stage 2** | |  | |  |  |
| Lone Pine Barracks | NSW - Hunter |  | | 115.8 | - |
| Puckapunyal Training Area | VIC - Nicholls |  | | 11.7 | - |
| Simpson Barracks | VIC - Jagajaga |  | | 20.2 | - |
| RAAF Amberley | QLD - Blair |  | | 9.6 | - |
| Lavarack Barracks | QLD - Herbert |  | | 62.0 | - |
| Townsville Training Area | QLD - Kennedy |  | | 3.9 | - |
| Greenbank Training Area | QLD - Wright |  | | 120.7 | - |
| Gallipoli Barracks | QLD - Ryan |  | | 828.9 | - |
| Wide Bay Training Area | QLD - Wide Bay |  | | 78.3 | - |
| Kokoda Barracks | QLD - Wright |  | | 71.8 | - |
| Cultana Training Area | SA - Grey |  | | 70.0 | 10.8 |
| RAAF Edinburgh | SA - Spence |  | | 34.7 | - |
| Majura Field Training Area | ACT - Canberra |  | | 13.4 | - |
| Royal Military College Canberra | ACT - Canberra |  | | 9.0 | - |
| Mount Stuart | QLD - Kennedy |  | | 4.1 | - |
| **Total** |  | **1,476.0** | | **1,454.1** | **10.8** |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Navy Capability Infrastructure**  **Sub-program: Offshore Patrol Vessel (OPV)**  **Facilities (SEA 1180 Phase 1)** | |  |  |  |
| HMAS *Coonawarra* | NT - Solomon |  | 135.5 | 0.5 |
| RAAF Darwin | NT - Solomon |  | 78.4 | 32.0 |
| HMAS *Cairns* | QLD - Leichhardt |  | 115.5 | 125.4 |
| HMAS *Stirling* | WA - Brand |  | 213.3 | 0.3 |
| Henderson Maritime Precinct | WA - Fremantle |  | 54.7 | 0.0 |
| **Total** |  | **918.5** | **597.4** | **158.2** |
| **Navy Capability Infrastructure Sub-program: Hunter Class Frigate Program Facilities (SEA 5000 Phase 1)** | |  |  |  |
| HMAS *Watson* | NSW - Wentworth |  | 0.0 | 0.0 |
| Garden Island Defence Precinct | NSW - Sydney |  | 0.0 | 0.0 |
| St Kilda | SA - Spence |  | 100.1 | 8.8 |
| Osborne Naval Shipyard | SA - Hindmarsh |  | 137.2 | 8.6 |
| HMAS *Stirling* | WA - Brand |  | 268.7 | 0.4 |
| Henderson Maritime Precinct | WA - Fremantle |  | 104.7 | 0.0 |
| **Total** |  | **915.5** | **610.7** | **17.8** |
| **Maritime Patrol Aircraft Replacement (AIR 7000 Phase 2B)** |  |  |  |  |
| RAAF Edinburgh | SA - Spence |  | 526.4 | 17.5 |
| RAAF Darwin | NT - Solomon |  | 159.4 | 0.0 |
| RAAF Townsville | QLD - Herbert |  | 9.3 | 16.0 |
| RAAF Pearce | WA - Pearce |  | 109.5 | 0.0 |
| HMAS *Stirling* | WA - Brand |  | 4.6 | 0.0 |
| **Total** |  | **896.9** | **809.1** | **33.5** |
| **USFPI Northern Territory Training Areas and Ranges Upgrades** |  |  |  |  |
| Bradshaw Field Training Area | NT - Lingiari |  | 294.8 | 65.9 |
| Kangaroo Flats Training Area | NT - Lingiari |  | 97.1 | 1.5 |
| Mount Bundey Training Area | NT - Lingiari |  | 60.7 | 31.9 |
| Robertson Barracks Close Training Area | NT - Lingiari |  | 108.3 | 0.7 |
| **Total** |  | **747.0** | **560.8** | **100.0** |
| **Facilities to Support Highly Available ICT Project** |  |  |  |  |
| South Australia | SA | **674.7** | **37.7** | **182.3** |
| **RAAF Base Learmonth Redevelopment Enabling KC-30 Operations** |  |  |  |  |
| RAAF Learmonth | WA - Durack | **662.2** | **187.9** | **167.9** |
| **Larrakeyah Defence Precinct Redevelopment Program** |  |  |  |  |
| Larrakeyah Defence Precinct | NT - Solomon | **601.7** | **521.9** | **39.5** |
| **RAAF Base Wagga Redevelopment** |  |  |  |  |
| RAAF Wagga | NSW - Riverina | **590.0** | **10.4** | **50.0** |
| **Cocos (Keeling) Islands Airfield Upgrade** |  |  |  |  |
| Cocos (Keeling) Islands | NT - Lingiari | **567.6** | **79.0** | **136.5** |
| **Army Aviation Program of Works** |  |  |  |  |
| RAAF Townsville | QLD - Herbert |  | 18.9 | 110.1 |
| Townsville Field Training Area | QLD - Kennedy |  | 0.0 | - |
| **Total** |  | **518.3** | **18.9** | **110.1** |
| **Facilities to Support DEF 2150 Joint Intelligence and Targeting Training Facility** |  |  |  |  |
| RAAF Edinburgh | SA - Spence |  | 1.6 | 48.6 |
| Canberra | ACT - Bean |  | 8.0 | 88.3 |
| **Total** |  | **433.6** | **9.6** | **136.9** |
| **HMAS *Watson* Redevelopment** |  |  |  |  |
| HMAS *Watson* | NSW - Wentworth | **430.5** | **305.1** | **55.7** |
| **Airfield Capital Works P0010 (Amberley, Pearce, Richmond and Albatross)** |  |  |  |  |
| HMAS *Albatross* | NSW - Gilmore |  | 78.7 | 30.6 |
| RAAF Richmond | NSW - Macquarie |  | 57.9 | 23.4 |
| RAAF Amberley | QLD - Blair |  | 92.8 | - |
| RAAF Pearce | WA - Pearce |  | 107.4 | 9.5 |
| **Total** |  | **427.9** | **336.9** | **63.6** |
| **Facilities to Support AIR 7000 Phase 1B Remotely Piloted Aircraft System** |  |  |  |  |
| RAAF Tindal | NT - Lingiari |  | 272.1 | 51.9 |
| Edinburgh Defence Precinct | SA - Spence |  | 40.4 | 0.1 |
| **Total** |  | **427.1** | **312.5** | **52.0** |
| **Albury-Wodonga Military Area Redevelopment** |  |  |  |  |
| Albury-Wodonga Military Area | VIC - Indi | **395.7** | **14.3** | **32.5** |
| **Robertson Barracks Base Improvements Project** |  |  |  |  |
| Robertson Barracks | NT - Lingiari | **389.1** | **70.1** | **170.2** |
| **Explosive Ordnance Facilities Northern NSW Redevelopment** |  |  |  |  |
| Defence Establishment Orchard Hills | NSW - Lindsay | **359.3** | **6.0** | **30.0** |
| **Airfield Capital Works P0009 (RAAF Darwin and Mount Bundey)** |  |  |  |  |
| RAAF Darwin | NT - Solomon |  | 287.7 | 21.3 |
| Mount Bundey | NT - Lingiari |  | 5.1 | 8.2 |
| **Total** |  | **351.7** | **292.8** | **29.5** |
| **Edinburgh Defence Precinct Mid‑Term Refresh** |  |  |  |  |
| RAAF Edinburgh | SA - Spence | **311.9** | **17.9** | **115.7** |
| **Guided Weapons Explosive Ordnance Storage** |  |  |  |  |
| RAAF Amberley | QLD - Blair |  | 13.5 | 9.0 |
| HMAS *Stirling* | WA - Brand |  | 15.2 | 3.3 |
| Defence Establishment Orchard Hills | NSW - Lindsay |  | 30.2 | 79.4 |
| **Total** |  | **302.0** | **58.8** | **91.7** |
| **Defence Fuel Transformation**  **Program - Tranche 2 Facilities**  **Project** |  |  |  |  |
| HMAS *Creswell* | ACT - Fenner |  | 0.1 | 1.4 |
| Garden Island Defence Precinct | NSW - Sydney |  | 1.2 | 14.5 |
| HMAS *Albatross* | NSW - Gilmore |  | 0.2 | 2.9 |
| HMAS *Waterhen* | NSW - North Sydney |  | 0.2 | 1.4 |
| Holsworthy Barracks | NSW - Hughes |  | 0.2 | 1.4 |
| RAAF Williamtown | NSW - Paterson |  | 0.3 | 2.9 |
| RAAF Darwin | NT - Solomon |  | 0.2 | 2.9 |
| RAAF Tindal | NT - Lingiari |  | 0.4 | 2.9 |
| Borneo Barracks | QLD - Groom |  | 0.2 | 1.4 |
| Longreach | QLD - Maranoa |  | 0.2 | 2.9 |
| Lavarack Barracks | QLD - Herbert |  | 0.2 | 2.9 |
| RAAF Amberley | QLD - Blair |  | 0.7 | 5.8 |
| RAAF Townsville | QLD - Herbert |  | 0.7 | 4.3 |
| Port Wakefield | SA - Grey |  | 0.3 | 1.4 |
| RAAF Edinburgh | SA - Spence |  | 0.1 | 1.4 |
| Puckapunyal Military Area | VIC - Nicholls |  | 0.8 | 7.2 |
| Army Testing Ground Monegeetta | VIC - McEwen |  | 0.2 | 2.9 |
| RAAF Learmonth | WA - Durack |  | 8.8 | 78.1 |
| Geraldton | WA - Durack |  | 0.1 | 1.4 |
| Laverton | WA - O’Connor |  | 0.1 | 1.4 |
| HMAS *Stirling* | WA - Brand |  | 0.2 | 2.9 |
| Bindoon Training Area | WA - Pearce |  | 0.5 | 0.0 |
| **Total** |  | **286.9** | **16.1** | **144.7** |
| **Garden Island Critical Infrastructure Recovery Program Stage 2** |  |  |  |  |
| Garden Island Defence Precinct | NSW - Sydney | **286.5** | **283.6** | **0.0** |
| **AIR 555 Phase 1 Airborne Intelligence Surveillance Reconnaissance Electronic Warfare Capability Facilities** |  |  |  |  |
| Territory of Cocos (Keeling) Islands | NT - Lingiari |  | 23.0 | 2.6 |
| RAAF Darwin | NT - Solomon |  | 1.1 | 0.0 |
| RAAF Townsville | QLD - Herbert |  | 13.8 | 0.1 |
| RAAF Edinburgh | SA - Spence |  | 231.3 | 0.9 |
| **Total** |  | **284.8** | **269.3** | **3.6** |
| **Facilities to Support JP 9101 Enhanced Defence Communications** |  |  |  |  |
| Lyndoch | NSW - Riverina |  | 16.3 | 4.7 |
| Morundah | NSW - Farrer |  | 16.4 | 4.7 |
| Humpty Doo | NT - Lingiari |  | 8.6 | 2.4 |
| Mount Bundey | NT - Lingiari |  | 22.0 | 31.2 |
| Shoal Bay | NT - Lingiari |  | 0.0 | 0.0 |
| Bohle River | QLD - Herbert |  | 18.5 | 3.4 |
| Speed Creek | QLD - Kennedy |  | 18.3 | 3.4 |
| Exmouth | WA - Durack |  | 8.8 | 3.3 |
| Rough Range | WA - Durack |  | 8.8 | 3.3 |
| HMAS *Harman* | ACT - Bean |  | 0.0 | 0.0 |
| Russell Offices | ACT - Canberra |  | 0.0 | 0.0 |
| RAAF Darwin | NT - Solomon |  | 0.0 | 0.0 |
| **Total** |  | **280.3** | **117.7** | **56.5** |
| **Facilities to Support LAND 19  Phase 7B Short Range Ground Based Air Defence** |  |  |  |  |
| RAAF Edinburgh | SA - Spence | **266.1** | **214.8** | **40.5** |
| **Joint Health Command Garrison Facilities Upgrades** |  |  |  |  |
| Simpson Barracks | VIC - Jagajaga |  | 19.9 | - |
| Puckapunyal Training Area | VIC - Nicholls |  | 19.0 | - |
| Albury-Wodonga Military Area | VIC - Indi |  | 17.3 | - |
| Royal Military College Canberra | ACT - Canberra |  | 49.5 | - |
| Russell Offices | ACT - Canberra |  | 0.0 | - |
| Holsworthy Barracks | NSW - Hughes |  | 8.0 | - |
| Robertson Barracks | NT - Lingiari |  | 5.1 | - |
| Larrakeyah Barracks | NT - Solomon |  | 14.9 | - |
| Army Aviation Centre Oakey | QLD - Groom |  | 18.6 | - |
| Gallipoli Barracks | QLD - Ryan |  | 11.1 | - |
| Campbell Barracks | WA - Curtin |  | 17.2 | - |
| RAAF Townsville | QLD - Herbert |  | 15.4 | - |
| RAAF Pearce | WA - Pearce |  | 5.7 | - |
| RAAF Darwin | NT - Solomon |  | 37.7 | 0.0 |
| **Total** |  | **251.8** | **239.4** | **0.0** |
| **Armoured Fighting Vehicles Facilities Program Stage 1** |  |  |  |  |
| Lavarack Barracks | QLD - Herbert |  | 32.7 | - |
| Edinburgh Defence Precinct | SA - Spence |  | 76.4 | - |
| Puckapunyal Military Area | VIC - Nicholls |  | 112.0 | 0.5 |
| **Total** |  | **248.5** | **221.1** | **0.5** |
| **Airfield Capital Works P0013  (Curtin and Learmonth)** | |  |  |  |
| RAAF Curtin | WA - Durack |  | 0.0 | - |
| RAAF Learmonth | WA - Durack |  | 9.5 | 66.2 |
| **Total** |  | **237.2** | **9.5** | **66.2** |
| **Facilities to Support AIR 5349**  **Phase 6 Advanced Growler** |  |  |  |  |
| RAAF Amberley | QLD - Blair |  | 2.0 | 39.9 |
| Delamere Air Weapons Range | NT - Lingiari |  | 3.0 | 100.4 |
| **Total** |  | **228.2** | **5.0** | **140.3** |
| **Facilities to Support LAND 1508  Phase 1 Special Operations Capability Enhancements** |  |  |  |  |
| Holsworthy Barracks | NSW - Hughes |  | 8.1 | 51.6 |
| Campbell Barracks | WA - Curtin |  | 9.9 | 53.0 |
| **Total** |  | **225.6** | **18.0** | **104.6** |
| **Land 121 Phase 5B Facilities Project** |  |  |  |  |
| Lavarack Barracks | QLD - Herbert |  | 7.0 | - |
| Robertson Barracks | NT - Lingiari |  | 0.0 | - |
| Gallipoli Barracks | QLD - Ryan |  | 107.9 | 6.6 |
| Derwent Barracks | TAS - Clark |  | 17.2 | - |
| Puckapunyal Military Area | VIC - Nicholls |  | 9.0 | - |
| Campbell Barracks | WA - Curtin |  | 35.5 | - |
| Porton Barracks | QLD - Kennedy |  | 0.1 | - |
| **Total** |  | **183.3** | **176.6** | **6.6** |
| **Airfield Capital Works P0008  (RAAF Williamtown)** |  |  |  |  |
| RAAF Williamtown | NSW - Paterson | **181.3** | **178.1** | **0.8** |
| **Fishermans Bend Redevelopment** |  |  |  |  |
| Fishermans Bend | VIC - Macnamara | **160.9** | **42.2** | **55.6** |
| **RAAF Base Darwin Mid-Term Refresh** |  |  |  |  |
| RAAF Darwin | NT - Solomon | **159.9** | **12.0** | **92.4** |
| **Facilities to Support SEA 9100 Phase 1 Improved Embarked Logistics Support Helicopter Tranche 1** |  |  |  |  |
| HMAS *Albatross* | NSW - Gilmore |  | 1.7 | 56 |
| HMAS *Stirling* | WA - Brand |  | 1.7 | 1.5 |
| **Total** |  | **146.0** | **3.4** | **57.5** |
| **DEF 101 Data Centre Upgrade** |  |  |  |  |
| HMAS *Harman* | ACT - Bean | **131.5** | **124.5** | **0.0** |
| **Airfield Capital Works P0012  (RAAF Townsville)** |  |  |  |  |
| RAAF Townsville | QLD - Herbert | **127.6** | **5.2** | **59.9** |
| **HMAS *Harman* Redevelopment** |  |  |  |  |
| HMAS *Harman* | ACT - Bean | **116.4** | **43.5** | **53.1** |
| **Armoured Fighting Vehicles Facilities Program Stage 2** |  |  |  |  |
| Gallipoli Barracks | QLD - Ryan |  | 5.0 | 7.9 |
| Lavarack Barracks | QLD - Herbert |  | 3.5 | 7.4 |
| Gaza Ridge Barracks | VIC - Indi |  | 1.6 | 47.2 |
| Puckapunyal Military Area | VIC - Nicholls |  | 2.1 | 4.5 |
| **Total** |  | **104.4** | **12.2** | **67.0** |
| **Airfield Capital Works P0006 (Curtin, Tindal and Townsville)** |  |  |  |  |
| RAAF Townsville | QLD - Herbert |  | 1.0 | 12.0 |
| RAAF Curtin | WA - Durack |  | 15.2 | - |
| RAAF Tindal | NT - Lingiari |  | 47.5 | - |
| **Total** |  | **95.3** | **63.8** | **12.0** |
| **Cultana Training Area Redevelopment Phase 2** |  |  |  |  |
| Cultana Training Area | SA - Grey | **79.8** | **9.3** | **20.9** |
| **Facilities to Support JP 9111 Phase 1 Warfighting Networks and Applications Tranche 1 Early Works** |  |  |  |  |
| Gallipoli Barracks | QLD - Ryan |  | 0.1 | 28.4 |
| Lavarack Barracks | QLD - Herbert |  | 0.0 | 6.0 |
| General John Baker Complex | NSW - Eden Monaro |  | 0.0 | 0.8 |
| RAAF Williamtown | NSW - Paterson |  | 0.0 | 5.7 |
| RAAF Edinburgh | SA - Spence |  | 0.0 | 1.1 |
| **Total** |  | **73.8** | **0.2** | **42.0** |
| **North Queensland Mid-Term Refresh Program: RAAF Townsville Mid-Term Refresh Project** |  |  |  |  |
| RAAF Townsville | QLD - Herbert | **72.8** | **59.6** | **5.3** |
| **Facilities to Support JP 8218 Theatre Logistics** |  |  |  |  |
| North Bandiana | VIC - Indi | **67.3** | **1.0** | **57.0** |
| **AIR 2025 Phase 6 Jindalee Operational Radar Networks (JORN) Facilities Project** |  |  |  |  |
| Alice Springs | NT - Lingiari |  | 56.5 | 0.0 |
| Murray Bridge Training Area | SA - Barker |  | 1.4 | 0.0 |
| RAAF Learmonth | WA - Durack |  | 0.0 | 0.0 |
| Geraldton | WA - Durack |  | 3.2 | 0.0 |
| **Total** |  | **61.9** | **61.1** | **0.0** |
| **LAND 4502 Phase 1 Additional  CH-47F Chinook Facilities** |  |  |  |  |
| RAAF Townsville | QLD - Herbert | **57.9** | **55.4** | **0.3** |
| **Anglesea Paterson Project** |  |  |  |  |
| Anglesea Barracks | TAS - Clark |  | 21.6 | 0.1 |
| North Launceston | TAS - Bass |  | 2.0 | 0.8 |
| Youngtown Depot | TAS - Bass |  | 2.9 | 7.8 |
| **Total** |  | **57.4** | **26.5** | **8.7** |
| **Facilities to Support SEA 2273 Fleet Information Environment Modernisation Project** |  |  |  |  |
| HMAS *Kuttabul* | NSW - Sydney |  | 5.6 | - |
| HMAS *Cerberus* | VIC - Flinders |  | 0.5 | - |
| HMAS *Stirling* | WA - Brand |  | 27.5 | 2.2 |
| HMAS *Coonawarra* | NT - Solomon |  | 2.3 | 1.0 |
| HMAS *Cairns* | QLD - Leichardt |  | 0.3 | 0.5 |
| **Total** |  | **56.2** | **36.2** | **3.7** |
| **Guided Weapons Explosive Ordnance Program Accelerated Storage** |  |  |  |  |
| Defence Establishment Myambat | NSW - Hunter | **52.2** | **8.0** | **30.3** |
| **Facilities to Support LAND 129 Phase 3 Tactical Unmanned Aerial Vehicles** |  |  |  |  |
| Gallipoli Barracks | QLD - Ryan | **51.7** | **15.6** | **27.0** |
| **Guided Weapons Explosive Ordnance Program Accelerated Storage** |  |  |  |  |
| Defence Establishment Jennings | NSW - Lismore | **44.1** | **21.0** | **21.0** |
| **RAAF Base Amberley Sewage Treatment Plant** |  |  |  |  |
| RAAF Amberley | QLD - Blair | **41.7** | **25.7** | **7.2** |
| **General John Baker Complex Capability Assurance Project Tranche One** |  |  |  |  |
| General John Baker Complex | NSW - Eden Monaro | **37.3** | **25.2** | **9.3** |
| **Facilities to Support LAND 8116  Phase 1 Protected Mobile Fires** |  |  |  |  |
| Lavarack Barracks | QLD - Herbert |  | 14.9 | 17.0 |
| Puckapunyal Military Area | VIC - Nicholls |  | 0.4 | 0.0 |
| **Total** |  | **36.5** | **15.3** | **17.0** |
| **Relocation of Units from Elizabeth North Training Depot** |  |  |  |  |
| Edinburgh Defence Precinct | SA - Spence | **35.4** | **12.3** | **13.6** |
| **Facilities to Support LAND 3025  Phase 2 Deployable Special Operations Engineer Regiment** |  |  |  |  |
| Holsworthy Barracks | NSW - Hughes | **33.4** | **30.3** | **0.2** |
| **Facilities to Support LAND 8180  Phase 1 Aviation and Field Fire Truck** |  |  |  |  |
| RAAF Amberley | QLD - Blair |  | 0.9 | 22.7 |
| RAAF Tindal | NT - Lingiari |  | 0.0 | 0.8 |
| RAAF Richmond | NSW - Macquarie |  | 0.0 | 0.6 |
| RAAF Williamtown | NSW - Paterson |  | 0.1 | 0.4 |
| **Total** |  | **32.4** | **1.0** | **24.5** |
| **HMAS *Creswell* Mid-Term Refresh** |  |  |  |  |
| HMAS *Creswell* | ACT - Fenner | **30.7** | **25.1** | **2.1** |
| **LAND 2110 Phase 1B - Chemical, Biological, Radiological and Nuclear Defence Facilities** |  |  |  |  |
| HMAS *Stirling* | WA - Brand |  | 0.8 | 0.0 |
| Bindoon Training Area | WA - Pearce |  | 0.5 | 0.0 |
| Robertson Barracks | NT - Lingiari |  | 0.6 | 0.0 |
| RAAF Edinburgh | SA - Spence |  | 0.4 | 0.0 |
| Lavarack Barracks | QLD - Herbert |  | 0.5 | 0.0 |
| Gallipoli Barracks | QLD - Ryan |  | 4.0 | 0.4 |
| RAAF Amberley | QLD - Blair |  | 2.5 | 1.0 |
| Holsworthy Barracks | NSW - Hughes |  | 1.1 | 0.0 |
| Kapooka Military Area | NSW - Riverina |  | 5.4 | 0.0 |
| RAAF Wagga | NSW - Riverina |  | 0.9 | 0.0 |
| HMAS *Creswell* | ACT - Fenner |  | 2.5 | 0.5 |
| Majura Range | ACT - Canberra |  | 1.4 | 0.0 |
| HMAS *Cerberus* | VIC - Flinders |  | 0.8 | 0.0 |
| Dutson Air Weapons Range | VIC - Gippsland |  | 1.1 | 0.0 |
| **Total** |  | **25.7** | **22.6** | **2.0** |
| **North Queensland Mid-Term Refresh Program: Townsville Field Training Area Mid-Term Refresh Project** |  |  |  |  |
| Townsville Field Training Area | QLD - Kennedy | **22.8** | **18.1** | **3.6** |
| **Facilities for A Company 41st Royal New South Wales Regiment Tweed Heads Region** |  |  |  |  |
| Tweed Heads | NSW - Richmond | **17.4** | **14.7** | **0.0** |
| **North Queensland Mid-Term Refresh Program: HMAS *Cairns* Mid-Term Refresh Project** |  |  |  |  |
| HMAS *Cairns* | QLD - Leichardt | **15.6** | **12.8** | **2.0** |
| **Facilities to Support JP 8190 Phase 1 Deployable Bulk Fuel Distribution** |  |  |  |  |
| Lavarack Barracks | QLD - Herbert |  | 6.9 | 0.1 |
| RAAF Amberley | QLD - Blair |  | 4.9 | 0.0 |
| Cowley Beach Training Area | QLD - Kennedy |  | 1.5 | 0.0 |
| Greenbank Training Area | QLD - Wright |  | 0.2 | 0.0 |
| Townsville Field Training Area | QLD - Kennedy |  | 0.7 | 0.0 |
| **Total** |  | **15.0** | **14.2** | **0.1** |
| **RAAF Base Pearce Additional Flight Training Device** |  |  |  |  |
| RAAF Pearce | WA - Durack | **11.5** | **11.5** | **0.0** |
| **Facilities to Support LAND 159  Phase 1 Lethality Systems** |  |  |  |  |
| Greenbank Training Area | QLD - Wright | **8.2** | **3.5** | **4.2** |
| **Facilities to Support P-8A Poseidon Capability Assurance Program** |  |  |  |  |
| RAAF Base Edinburgh | SA - Spence | **4.9** | **0.4** | **1.7** |
| **Projects in or about to enter Defects Liability Period [a]** |  |  |  | **12.4** |
| **Total [b]** |  | **20,582.3** | **10,131.2** | **3,936.2** |

**Notes**

* + 1. This amount represents the expenditure estimates for completed projects during their first year in-use.
    2. The sum of the individual project totals, where a project has multiple sites within the table, and the table’s total figures may differ due to rounding. Budget estimates shown as 0.0 are amounts greater than $0 but less than $50,000.

Explanation of Projects

Australian Capital Territory

DEF 101 Data Centre Upgrade

This project provided infrastructure to support communications capability at HMAS *Harman* ACT through the expansion and fit-out of existing facilities. The works are complete and the project is now in the Defects Liability Period.

HMAS *Harman* Redevelopment

This project is delivering facilities and infrastructure at HMAS *Harman* ACT, including upgrading, replacing and providing new engineering services, command facility, entry precinct, office accommodation, and living-in accommodation. This project is scheduled for completion in mid‑2026.

HMAS *Creswell* Mid-Term Refresh

This project is refurbishing existing facilities and infrastructure at HMAS *Creswell* Jervis Bay ACT, including engineering services, car parking, and entry precinct. This project is scheduled for completion in mid-2025.

New South Wales

RAAF Base Wagga Redevelopment

This project is addressing condition, capacity and compliance issues at RAAF Base Wagga NSW, including upgrading engineering services, constructing new infrastructure, and demolishing aged facilities. This project is scheduled for completion in mid-2031.

HMAS *Watson* Redevelopment

This project is addressing condition, capacity and compliance issues with facilities and infrastructure at HMAS *Watson*, Sydney, NSW. This includes engineering services and training facilities. This project is scheduled for completion in early-2027.

Explosive Ordnance Facilities Northern New South Wales Redevelopment

This project will provide new, and remediate existing, facilities and infrastructure to support training, storage, maintenance and distribution activities at Defence Establishment Orchard Hills NSW. This project is scheduled to commence construction in mid-2025 for completion in early‑2029.

Garden Island Critical Infrastructure Recovery Program Stage 2

This project is providing upgraded wharves and engineering services to address condition, capacity and compliance issues at the Garden Island Defence Precinct, Sydney NSW. This project is scheduled for completion in mid-2026.

Airfield Capital Works P0008 (RAAF Base Williamtown)

This project maintained aircraft pavements, aeronautical ground lighting and airfield drainage, and delivered associated airfield upgrade works at RAAF Base Williamtown NSW. This project has completed construction and is now in the Defects Liability Period.

Guided Weapons Explosive Ordnance Enterprise Program Accelerated Storage Myambat

This project is providing storage at Defence Establishment Myambat NSW. This project is scheduled for completion in mid-2026.

Guided Weapons Explosive Ordnance Enterprise Program Accelerated Storage Jennings

This project is providing storage at Defence Establishment Jennings NSW. This project is scheduled for completion in early-2026.

General John Baker Complex Capability Assurance Project Tranche One

This project is providing car parking and upgrade works at the General John Baker Complex NSW. This project is scheduled for completion in late-2025.

Facilities to Support LAND 3025 Phase 2 Deployable Special Operations Engineer Regiment

This project is delivering facilities and infrastructure to support deployable special operations engineer capability at Holsworthy Barracks NSW, including new storage, training, laboratory and office facilities. This project is scheduled for completion in mid-2025.

Facilities for A Company 41st Royal New South Wales Regiment Tweed Heads Region

This project is providing administration, common user, training, storage, and hardstand facilities at Tweed Heads NSW. This project is scheduled for completion in mid-2025.

Northern Territory

RAAF Base Tindal Redevelopment Stage 6 and United States Force Posture Initiative (USFPI) Airfield Works and Associated Infrastructure

This program is delivering a range of new and refurbished facilities and infrastructure, including airfield improvements and engineering services upgrades, at RAAF Base Tindal NT. This program of works is scheduled for completion in late-2026.

USFPI Northern Territory Training Areas and Ranges Upgrades

This project is providing upgraded range facilities and associated infrastructure at the Bradshaw Field, Kangaroo Flats, Mount Bundey and Robertson Barracks Close training areas in the NT. This includes range control, training camp accommodation, small arms ranges, roads, and supporting facilities and infrastructure. This project is scheduled for completion in mid-2026.

Larrakeyah Defence Precinct Redevelopment Program

This program is upgrading critical base infrastructure at the Larrakeyah Defence Precinct NT. This includes upgrading engineering services and providing a new wharf. This program is scheduled for completion in late‑2026.

Cocos (Keeling) Islands Airfield Upgrade

This project is upgrading the airfield and constructing supporting infrastructure at Cocos (Keeling) Islands. This project is scheduled for completion in late‑2027.

Robertson Barracks Base Improvements Project

This project is upgrading engineering services, such as potable water and power, providing additional living-in accommodation, and upgrading engineering services at Robertson Barracks NT. This project is scheduled for completion in early‑2027.

Airfield Capital Works P0009 (RAAF Darwin and Mount Bundey)

This project is maintaining aircraft pavements and aeronautical ground lighting at RAAF Base Darwin NT and Mount Bundey NT. This project is scheduled for completion in mid-2026.

RAAF Base Darwin Mid-Term Refresh

This project is upgrading the entry and engineering services, such as water and sewer networks, at RAAF Base Darwin NT. This project is scheduled for completion in early‑2027.

Queensland

Army Aviation Program of Works

This program of works is providing facilities and infrastructure to support new helicopter capability at RAAF Base Townsville and Townsville Field Training Area QLD. This program is scheduled for completion in late-2028.

Airfield Capital Works P0012 (RAAF Townsville)

This project is maintaining aircraft pavements and aeronautical ground lighting at RAAF Base Townsville QLD. This project is scheduled for completion in late-2026.

RAAF Townsville Mid-Term Refresh Project

This project upgraded engineering services including potable water and power, refurbishing working accommodation, and providing additional transit living-in accommodation at RAAF Base Townsville QLD. This project has completed construction and is now in the Defects Liability Period.

Townsville Field Training Area Mid-Term Refresh Project

This project upgraded engineering services including power, sewerage, stormwater and information and communications technology, and constructing a new entry point at the Townsville Field Training Area QLD. This project has completed construction and is now in the Defects Liability Period.

HMAS *Cairns* Mid-Term Refresh Project

This project upgraded engineering services including firefighting systems, potable water, sewerage and stormwater, and delivering minor building refurbishment works at HMAS *Cairns* QLD.   
This project has completed construction and is now in the Defects Liability Period.

LAND 4502 Phase 1 Additional CH-47F Chinook Facilities

This project provided new facilities to support CH-47F Chinook Medium Lift Helicopters at  
RAAF Base Townsville QLD. This project has completed construction and is now in the Defects Liability Period.

Facilities to Support LAND 129 Phase 3 Tactical Unmanned Aerial Vehicles

This project is providing facilities and infrastructure to support Tactical Unmanned Aerial Vehicle capability at Gallipoli Barracks QLD. It includes working accommodation, training, storage, and hardstand facilities. This project is scheduled for completion in early-2026.

RAAF Base Amberley Sewage Treatment Plant

This project is providing a new sewage treatment plant and associated infrastructure and facilities, including administration and storage, at RAAF Base Amberley QLD. This project is scheduled for completion in early-2026.

Facilities to Support JP 8190 Phase 1 Deployable Bulk Fuel Distribution

This project is providing new and refurbished training, maintenance and storage facilities to support training at RAAF Base Amberley, Lavarack Barracks, Cowley Beach Training Area, Greenbank Training Area, and Townsville Field Training Area in QLD. This project is scheduled for completion in mid‑2025.

Facilities to Support LAND 159 Phase 1 Lethality Systems

This project is providing upgraded training facilities and associated infrastructure at the   
Greenbank Training Area QLD. This project is scheduled for completion in late-2025.

South Australia

Facilities to Support Highly Available ICT Project

This project is providing a new facility. This project is scheduled for completion in late-2027.

Edinburgh Defence Precinct Mid-Term Refresh

This project is upgrading base infrastructure at the Edinburgh Defence Precinct SA including engineering services such as power and water. This project is scheduled for completion in   
early-2028.

Facilities to Support LAND 19 Phase 7B Short Range Ground Based Air Defence

This project is providing new working accommodation, operational support, storage, training, and living-in accommodation facilities at RAAF Base Edinburgh SA. This project is scheduled for completion in mid‑2025.

Cultana Training Area Redevelopment Phase 2

This project is providing new facilities and infrastructure to expand the training area into a training range at the Cultana Training Area SA. This project is scheduled for completion in   
early-2026.

Relocation of Units from Elizabeth North Training Depot

This project is providing new facilities to allow the relocation of reserve and cadet units at Elizabeth North Training Depot to the Edinburgh Defence Precinct SA. This project is scheduled for completion in early-2026.

Facilities to Support P-8A Poseidon Capability Assurance Program

This project is providing minor fit-out works to support the installation of equipment. This project is scheduled for completion in early-2026.

Tasmania

Anglesea Paterson Project

This project is upgrading engineering services and refurbishing buildings at Anglesea Barracks and Youngtown Depot TAS, and constructing new facilities in North Launceston TAS. This project is scheduled for completion in mid-2027.

Victoria

Albury-Wodonga Military Area Redevelopment

This project is addressing condition, capacity and compliance issues at the Albury-Wodonga Military Area VIC, including upgrading engineering services, constructing new facilities and infrastructure, and demolishing aged facilities. This project is scheduled for completion in late‑2029.

Fishermans Bend Redevelopment

This project is addressing condition, capacity and compliance issues at Fishermans Bend VIC, including upgrading engineering services, refurbishing existing facilities and providing new working accommodation. This project is scheduled for completion in early-2027.

Facilities to Support JP 8218 Theatre Logistics

This project is providing infrastructure at North Bandiana VIC, including vehicle shelters, civil works and engineering services. This project is scheduled for completion in mid-2026.

Western Australia

DEF 01 Submarine Rotational Force - West Infrastructure Project Priority Works

This project is delivering infrastructure enhancements and upgrades at HMAS *Stirling* WA to support the safe and secure operation of conventionally-armed, nuclear-powered submarines, and the establishment of the Submarine Rotational Force – West. This project is scheduled for completion in 2027.

RAAF Base Learmonth Redevelopment Enabling KC-30A Operations

This project is upgrading the airfield including the runway, taxiway and parking aprons at   
RAAF Base Learmonth WA. This project is scheduled for completion in mid‑2027.

Airfield Capital Works P0013 (Curtin and Learmonth)

This project is maintaining aircraft pavements and aeronautical ground lighting at RAAF Base Curtin WA and RAAF Base Learmonth WA. This project is scheduled for completion in   
mid-2027.

RAAF Base Pearce Additional Flight Training Device

This project delivered a new facility to support training in a simulated environment at   
RAAF Base Pearce WA. This project has completed construction and is now in the Defects Liability Period.

Various Locations

Enhanced Land Force (ELF) Stage 2

This project provided purpose-built facilities and supporting infrastructure to support ELF capabilities across various bases. This included the construction of new and refurbished accommodation, common use, and training facilities, and upgraded site infrastructure. The works are complete with the exception of access-related scope at the Cultana Training Area SA, which is scheduled for completion in late-2025.

Navy Capability Infrastructure Sub-program

This program of works is providing new and upgraded facilities and infrastructure across various bases to support new frigate and offshore patrol vessels including:

Offshore Patrol Vessel (OPV) Facilities (SEA 1180 Phase 1)

This project is providing berthing, training, maintenance, logistics, and support facilities to support the introduction into service of the Arafura Class OPVs at HMAS *Coonawarra* and RAAF Base Darwin in the NT, HMAS *Cairns* in QLD, and HMAS *Stirling* and *Henderson* Maritime Precinct in WA. This project is scheduled for completion in early‑2029.

Hunter Class Frigate Facilities (SEA 5000 Phase 1)

This project is providing upgraded facilities and infrastructure to support the introduction of the new *Hunter Class* frigates at HMAS *Watson* and the Garden Island Defence Precinct in NSW, St Kilda and Osborne Naval Shipyards in SA, and HMAS *Stirling* and *Henderson* Maritime Precinct in WA. This project is scheduled for completion in late‑2027.

Maritime Patrol Aircraft Replacement (AIR 7000 Phase 2B)

This project is providing new and upgraded facilities and infrastructure to support the introduction of P-8A aircraft at RAAF Base Edinburgh SA, RAAF Base Darwin NT, RAAF Base Townsville QLD, RAAF Base Pearce WA, and HMAS *Stirling* WA. The works are progressively scheduled for completion at each base up to mid‑2027.

Facilities to Support JP 2150 Phase 1 Joint Intelligence and Targeting Training Facility

This project is providing a training and permanent facility at Canberra ACT and RAAF Base Edinburgh SA. This project is scheduled for completion in late-2028.

Airfield Maintenance Works P0010 (Amberley, Pearce, Richmond and Albatross)

This project is maintaining aircraft pavements, aeronautical ground lighting, and drainage at   
HMAS *Albatross* NSW and RAAF Base Richmond NSW, RAAF Base Amberley QLD and   
RAAF Base Pearce WA. The works are scheduled for completion in mid‑2026.

Facilities to Support AIR 7000 Phase 1B Remotely Piloted Aircraft System

This project is providing facilities and infrastructure to support the introduction into service of a new aircraft system at RAAF Base Tindal NT and the Edinburgh Defence Precinct SA. This includes a control centre, training facilities, squadron headquarters, hangars, airfield pavements and engineering services. The works are scheduled for completion in early‑2026.

Guided Weapons Explosive Ordnance Storage

This project is providing storage facilities and infrastructure at RAAF Base Amberley QLD, HMAS *Stirling* WA, and Defence Establishment Orchard Hills NSW. This project is scheduled for completion in early-2027.

AIR 555 Phase 1 Airborne Intelligence Surveillance Reconnaissance Electronic Warfare Capability Facilities

This project provided facilities and infrastructure to support the introduction into service of MC-55A Peregrine Airborne Intelligence Surveillance Reconnaissance Electronic Warfare capability at Cocos (Keeling) Islands NT, RAAF Base Darwin NT, RAAF Base Townsville QLD and RAAF Base Edinburgh SA. This project has completed construction and is now in the Defects Liability Period.

Defence Fuel Transformation Program - Tranche 2 Facilities Project

This project will remediate, replace, upgrade and dispose existing fuel installations across various bases. The works are scheduled to commence in late-2025 for completion in early-2027.

Facilities to Support JP 9101 Phase 1 Enhanced Communications

This project is providing facilities and infrastructure to support the implementation of enhanced communications systems across various bases. This project is scheduled for completion in   
late-2027.

Joint Health Command Garrison Facilities Upgrades

This project provided health facilities across various bases. This project has completed construction and the project is now in the Defects Liability Period.

Armoured Fighting Vehicles Facilities Program Stage 1

This project provided facilities and infrastructure to support armoured fighting vehicles at Lavarack Barracks QLD, Edinburgh Defence Precinct SA and the Puckapunyal Military Area VIC. This project has completed construction and the project is now in the Defects Liability Period.

Facilities to Support AIR 5349 Phase 6 Advanced Growler

This project is providing storage, maintenance and working accommodation at RAAF Base Amberley QLD and Delamere Air Weapons Range NT. This project is scheduled for completion in late-2026.

Facilities to Support LAND 1508 Phase 1 Special Operations Capability Enhancements

This project will deliver facilities and infrastructure for to support workforce growth at Holsworthy Barracks NSW and Campbell Barracks WA. This project is scheduled for completion in early‑2027.

LAND 121 Phase 5B Facilities Project

This project provided facilities and infrastructure to support and sustain vehicles across various bases. This project has completed construction and is now in the Defects Liability Period.

Facilities to Support SEA 9100 Phase 1 Improved Embarked Logistics Support Helicopter

This project will provide new and refurbished facilities to support new helicopter capability at   
HMAS *Albatross* NSW and HMAS *Stirling* WA. This project is scheduled to commence construction in mid-2025 for completion in early-2027.

Armoured Fighting Vehicle Facilities Program Stage 2

This project is providing facilities and infrastructure at Gallipoli Barracks QLD, Lavarack Barracks QLD, Gaza Ridge Barracks VIC and Puckapunyal Military Area VIC to support vehicles. This project is scheduled for completion in late-2026.

Airfield Capital Works P0006 (Curtin, Tindal and Townsville)

This project is maintaining aircraft pavements and airfield lighting at RAAF Base Curtin WA,   
RAAF Base Tindal NT, and RAAF Base Townsville QLD. The works at Curtin and Tindal are complete while the works at Townsville have been reprogrammed to align with similar works being delivered under a related project to minimise disruptions to airfield operations. These works are scheduled for completion in late-2026.

Facilities to Support JP 9111 Phase 1 Warfighting Networks and Applications Tranche 1 Early Works

This project will deliver facilities to support networks and applications at Gallipoli Barracks QLD, Lavarack Barracks QLD, General John Baker Complex NSW, RAAF Base Williamtown NSW and RAAF Base Edinburgh SA. This project is scheduled to commence construction in   
late-2025 for completion in early-2027.

AIR 2025 Phase 6 Jindalee Operational Radar Networks (JORN) Facilities Project

This project is providing new facilities and infrastructure to support the mid-life upgrade of JORN capability at sites near Alice Springs NT, Murray Bridge Training Area SA, RAAF Base Learmonth WA and Geraldton WA. This project is scheduled for completion in late‑2026.

Facilities to Support SEA 2273 Fleet Information Environment Modernisation Project

This project is providing an upgraded information system to support naval operations at HMAS *Kuttabul* NSW, HMAS *Cerberus* VIC, HMAS *Stirling* WA, HMAS *Coonawarra* NT and   
HMAS *Cairns* QLD. This project is scheduled for completion in late-2025.

Facilities to Support LAND 8116 Phase 1 Protected Mobile Fires

This project is providing new storage, workshop, and shelter facilities, and upgrading road and infrastructure services at Lavarack Barracks QLD and the Puckapunyal Military Area VIC. This project is scheduled for completion in late-2026.

Facilities to Support LAND 8180 Phase 1 Aviation and Field Fire Truck

This project will deliver training, testing, maintenance, and storage facilities to support the aviation and field fire truck capability at RAAF Base Amberley QLD, RAAF Base Tindal NT, RAAF Base Richmond NSW and RAAF Base Williamtown NSW. This project is scheduled to commence construction in late-2025 for completion in late-2026.

LAND 2110 Phase 1B Chemical, Biological, Radiological and Nuclear Defence Facilities

This project is providing new and refurbished facilities, including training and storage facilities, at various bases around Australia. This project is scheduled for completion in early-2026.

### 

#### Appendix E: Status of Projects Foreshadowed for Parliamentary Standing Committee on Public Works Consideration in 2025-26

Projects Foreshadowed for Consideration and Approval

During 2025-26, Defence expects to present a number of Enterprise Estate and Infrastructure Program (EEIP) capital facilities and infrastructure project proposals to the Parliamentary Standing Committee on Public Works (PWC). The following tables detail the proposed major capital facilities and infrastructure projects expected to be referred to the PWC, and medium capital facilities and infrastructure projects expected to be notified to the PWC.

1. Major Capital Facilities Projects Foreshadowed for PWC Consideration and Approval in 2025-26

| Project Description | State/Electorate | Actual/Indicative  PWC Referral  Date [a] | Actual/Indicative  PWC Hearing  Date [a] [b] | **Parliamentary**  **Approval**  **Date [a]** |
| --- | --- | --- | --- | --- |
| Blamey Barracks Redevelopment | NSW - Riverina | Late-2025 | Late-2025 | Late-2025 |
| Facilities to Support Theatre Logistics (Work Package 2.4) | Various locations | Late-2025 | Early-2026 | Early-2026 |
| Facilities to Support *Hobart*–Class Destroyer Aegis System Upgrade | Various locations | Early-2026 | Early-2026 | Early-2026 |
| Facilities to Support Theatre Logistics (Work Packages 2.1 and 2.6) | Various locations | Mid-2026 | Mid-2026 | Mid-2026 |

Notes

* + 1. Actual dates are shown in full. Forecast dates are shown as “Early”, “Mid”, “Late”.
    2. Hearing dates are subject to the PWC’s consideration and agreement.

1. Medium Capital Facilities Projects Foreshadowed for PWC Consideration and Approval in 2025-26

|  |  |  |  |
| --- | --- | --- | --- |
| Project Description | State/Electorate | Actual/Indicative  PWC Notification  Date [a] | Indicative PWC Approval Date [a] |
| Facilities to Support Counter Explosive Hazards | Various locations | Mid-2025 | Mid-2025 |
| Facilities to Support ACT Office Accommodation Russell Offices | ACT - Canberra | Mid-2025 | Mid-2025 |

**Note**

1. Actual dates are shown in full. Forecast dates are shown as “Early”, “Mid”, “Late”.

Explanation of Projects

Australian Capital Territory

Facilities to Support ACT Office Accommodation Russell Offices

This project proposes to deliver secure working accommodation at Russell Offices ACT.

New South Wales

Blamey Barracks Redevelopment

This project proposes to address capacity, condition and compliance issues with facilities and infrastructure at Blamey Barracks NSW.

Northern Territory

Not applicable.

Queensland

Not applicable.

South Australia

Not applicable.

Tasmania

Not applicable.

Victoria

Not applicable.

Western Australia

Not applicable.

Various Locations

Facilities to Support Theatre Logistics (Work Packages 2.1 and 2.6)

This project proposes to deliver new and upgraded facilities and infrastructure to support logistics storage, maintenance, and personnel across a range of bases.

Facilities to Support Theatre Logistics (Work Package 2.4)

This project proposes to deliver logistics enabling facilities and infrastructure at multiple sites supporting storage and warehousing, maintenance and personnel across a range of bases.

Facilities to Support *Hobart-*Class Destroyer Aegis System Upgrade

This project proposes to provide facilities and infrastructure to support the integration of new systems across a range of bases.

Facilities to Support Counter Explosive Hazards

This project proposes to deliver facilities and infrastructure to support capabilities that protect personnel and material from explosive hazards across a range of bases.

#### Appendix F: Top 5 Information and Communication Technology Approved Projects

The Information and Communication Technology (ICT) Program component of the Integrated Investment Program comprises approved and yet to be approved ICT projects. These projects support and sustain current and future capability requirements through the delivery of ICT to enable Command, Control, Communications, Computing, Intelligence, Surveillance, and Reconnaissance (C4ISR) and Defence’s corporate functions.

1. Top 5 ICT Approved Projects by 2025-26 Forecast Expenditure (Gross Plan) [a]

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Project Name** | **Project Number/ Phase** | **Approved**  **Project**  **Expenditure**  **$m** | **Estimated Cumulative**  **Expenditure to**  **30 June 2025**  **$m** | **Budget**  **Estimate**  **2025-26**  **$m** | **Top 5 ICT Project Descriptions** |
| Enterprise Resource Planning (ERP) | **ICT 2283** | 1,642 | 887 | 174 | The Project will modernise, integrate and transform Defence’s processes to manage its HR, finance, procurement, logistics, engineering and maintenance and estate functions.  During 2025-26 and the Forward Estimates, key activities include process design, build and testing, data conversion and migration, and business preparations and transformation activities required to deliver Enterprise Resource Planning across Defence. |
| Intelligence Surveillance and Reconnaissance Integration | **JP 2096** | 188 | 130 | 26 | The Project is delivering a Mission System known as ‘Wagardi’, which will provide a capability for intelligence analysts and planners to rapidly search and discover Intelligence, Surveillance and Reconnaissance (ISR) data, enabling the timely provision of intelligence support to Australian Defence Force (ADF) commanders and war fighters. In June 2022, Tranche 1 of the JP2096 project delivered the Wagardi Mission System on the Defence fixed environment.  The major achievement scheduled for 2025-2026 is the delivery of the next iteration of the Wagardi Mission System to users operating in a deployed environment. The project will also make available more mission critical ISR data required by the Wagardi user community. |
| Health Knowledge Management | **JP 2060 Phase 4** | 380 | 315 | 24 | The Project will replace the ADF’s legacy electronic health record product (DeHS) with a modern, patient-centric health solution. The new Health Knowledge Management (HKM) System will replace Defence’s Electronic Health System in Garrison and on board, and will offer a new e‑Health System for the deployed environments. The new HKM System will record, store, aggregate and allow analysis via One Defence Data Capability of de-identified health data and information for the ADF population, unifying multidisciplinary primary and occupational care with emergency and hospital care, to enable better clinical decision-making. HKM will provide a longitudinal health record that will span the individual’s entire career and provide the ability to integrate into other government systems and programs, including the Department of Veteran’s Affairs, ComSuper and My Health Record.  During 2025-26, Defence will continue transformation of the ADF’s Deployable Health Capability. This will include delivery of clinical and operational medical training for ADF personnel, and the delivery of a new patient centric e-Health system for Garrison and deployed environments. |
| **Table 59: Top 5 ICT Approved Projects by 2025-26 Forecast Expenditure (Gross Plan) (Continued) [a]** | | | | | |
| **Project Name** | **Project Number/ Phase** | **Approved**  **Project**  **Expenditure**  **$m** | **Estimated**  **Cumulative**  **Expenditure to**  **30 June 2025**  **$m** | **Budget**  **Estimate**  **2025-26**  **$m** | **Top 5 ICT Project Descriptions** |
| Fleet Information Environment Modernisation | **SEA 2273** | 563 | 423 | 20 | The project will deliver a suite of integrated ICT systems, applications and infrastructure that supports both deployed operations and day-to-day administrative activities, where ships and submarine crews are located. The systems, collectively, will provide Command and Control (C2) between headquarters and other Navy platforms, Communication and information sharing with other Navy platforms, Australian Defence Force (ADF) deployed forces, Coalition partners, and Other Government Organisation (OGO) assets. Situational awareness, intelligence and surveillance information to enable timely decision-making. |
| Integrated Intelligence Surveillance Reconnaissance and Processing Exploitation Dissemination Enterprise | **DEF 2150** | 212 | 103 | 40 | This Project will deliver the Joint Intelligence and Targeting Training Facility in Canberra, to allow for an increase in training requirement for the workforce associated with the introduction of numerous long-range strike weapon systems as part of the Integrated Force. It will also deliver the Distributed Ground Station – Australia (DGS-AUS) facility in Adelaide to provide the Processing, Exploitation and Dissemination (PED) of data and information collected by a range of airborne Intelligence, Surveillance and Reconnaissance (ISR) platforms. In the future the Project is scoped to deliver an enhanced DGS-AUS analytic capability, an optimised ability to task and manage ISR collection operations for the Integrated Force, and an ability to rapidly develop and integrate emerging artificial intelligence and machine learning technologies.  During 2025-26 the Project will continue delivery and sustainment of the foundation components of the DGS-AUS capability. |
| **Total Top 5 ICT Projects (Gross Plan)** | | **2,984** | **1,859** | **285** |

**Note**

1. Approved Project Expenditure, Estimated Cumulative Expenditure to 30 June 2025 and Budget Estimate 2025-26 are on an accrual basis and funded by appropriation.

#### Appendix G: Australian Government Indigenous Expenditure

1. Australian Government Indigenous Expenditure

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Program** | **2024-25 Estimated Actual**  **$’000** | **2025-26 Budget Estimate $’000** |
| Defence Indigenous Strategy | 2.12 | 5,197 | 6,807 |
| Army Aboriginal Community Assistance Program[a] | 2.6 | 19,793 | 5,470 |
| **Total Australian Government Indigenous Expenditure** |  | **24,990** | **12,277** |

**Note**

a. The 2025-26 Budget Estimate is subject to change based on planning and prioritisation of activity for 2025-26 in coordination with the National Indigenous Australian’s Agency. The 2025-26 Budget estimate is currently lower compared to 2024-25 Estimated Actual due to the delivery of AACAP 2023 Gapuwiyak (NT) during 2024-25 and earlier activity in support of AACAP 2025 Torres Strait (Qld) also occurring during 2024-25.

Defence’s commitment to reconciliation and implementing the *National Agreement on Closing the Gap* will continue by focusing on the attraction, recruitment, and retention of First Nations peoples, and empowering the First Nations business sector to enhance Defence capability.

**Defence Indigenous Participation**

Defence has First Nations representation targets of 5 per cent for the Defence Australian Public Service (APS) workforce by 2030, and 5 per cent for the Australian Defence Force (ADF) by 2025. As at 1 January 2025, the ADF participation rate was 3.9 per cent and the Defence APS participation rate was 1.8 per cent. Over 2025-26, Defence will increase the opportunities of the First Nations workforce through targeted recruitment and retention programs and initiatives.

**Defence Indigenous Procurement Policy (IPP)**

Defence continues to exceed Government targets under the Indigenous Procurement Policy (IPP) and is the Commonwealth’s largest procurer of First Nations goods and services. As at 1 January 2025, over $10.7 billion of Commonwealth Government contracts have been awarded to First Nations businesses since the introduction of the IPP in 2015. Of this, Defence has awarded over $5.5 billion in contract value to First Nations businesses. Defence places a strong emphasis on engagement with the First Nations business sector, creating opportunities and promoting greater inclusion of First Nations businesses on Defence panel arrangements. Defence will deliver First Nations procurement reform in 2025-26 in order to strengthen First Nations business participation across Defence.

**Defence Indigenous Programs**

The ADF operates a number of First Nations employment pathway programs, including specialist ADF First Nations Recruitment Teams, the Navy and Army Indigenous Development Programs and Air Force Indigenous Recruitment Pathways Programs. The ADF also implements the Indigenous Pre‑Recruit Program, a Tri-Service program, delivered across Australia.

Defence will continue to partner with the National Indigenous Australians Agency (NIAA) to support programs identified in the *Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-24.* The Indigenous Graduate Pathway Program (managed by Defence since 2021) and the Indigenous Apprenticeship Program (IAP) aim to increase First Nations graduates and apprentices across Government agencies. Defence will also implement the Indigenous Development Employment Program (IDEP), to provide First Nations personnel with development opportunities in areas of communication, leadership, teamwork, personal development and critical thinking.

Defence Indigenous Community Assistance Programs

Defence contributes to a number of Indigenous community assistance programs, supporting Federal, State/Territory Government and Councils to build partnerships with local First Nation Groups. The Army Aboriginal Community Assistance Program (AACAP) is a Commonwealth Government initiative between Defence (Army) and the National Indigenous Australians Agency. It aims to improve infrastructure, health, living and economic conditions within remote Indigenous communities. These aims support the *National Agreement on Closing the Gap* which brings Aboriginal and Torres Strait Islander peoples, governments and key stakeholders together, to address the inequality experienced by Aboriginal and Torres Strait Islander peoples. AACAP projects leverage the ability of Army to deliver a range of services in remote areas, providing infrastructure works, employability skills training, health promotion and community support in a holistic and highly effective manner. Army also benefits from the opportunities afforded by the conduct of AACAP projects to exercise various operational capabilities in a unique cultural and physical environment. AACAP projects are scheduled to be delivered in Amata, SA and the Torres Strait, QLD in 2025, and Western Australia in 2026.

The Kummundoo Program is a partnership between Air Force and the National Aboriginal Community Controlled Health Organisation (NACCHO), as the national peak body for First Nations health. Through this ongoing initiative, Air Force will continue to contribute to the enhancement of primary health care outcomes in First Nations communities.

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## **Australian Signals Directorate**

Agency Resources and Planned Performance

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Australian Signals Directorate

Section 1: ASD Overview and Resources

**1.1 Strategic Direction Statement**

The Australian Signals Directorate (ASD) defends Australia from global threats and advances the national interest by providing foreign signals intelligence, cyber security, and offensive cyber operations, as directed by Government.

ASD is a statutory agency within the Defence portfolio, reporting directly to the Minister for Defence. It operates under the *Public Governance, Performance and Accountability Act 2013* and the *Intelligence Services Act 2001.* All of ASD’s activities are subject to oversight from the Inspector‑General of Intelligence and Security. The Parliamentary Joint Committee on Intelligence and Security provides further oversight of ASD’s administration, expenditure and enabling legislation. It also considers other matters within its scope that are referred by the Australian Senate, House of Representatives, or a Minister of the Australian Government.

The *Intelligence Services Act 2001* specifies that the organisation’s functions are to:

* Collect foreign signals intelligence;
* Communicate foreign signals intelligence;
* Prevent and disrupt offshore cyber-enabled crime;
* Provide cyber security advice and assistance to Australian governments, businesses and individuals;
* Support military operations;
* Protect the specialised tools ASD uses to fulfil its functions; and
* Cooperate with, and assist, the national security community’s performance of its functions.

The organisation’s strategic objectives include:

* ASD **delivers strategic advantage** for Australia by providing foreign signals intelligence that protects and advances Australia’s national interest. Foreign intelligence collection activities are guided by strategic priorities set by the Government.
* ASD is the Australian Government’s **leading cyber security agency**, and aims to foster national cyber security resilience. ASD’s Australian Cyber Security Centre monitors cyber threats targeting Australian interests and provides advice and information, including through an international network of Computer Emergency Response Teams (CERTs), to help protect Australians. When serious cyber incidents occur, ASD leads the Australian Government response to help mitigate the threat and strengthen defences.
* ASD has a long history of **supporting Australian military operations**, with the organisation’s heritage dating back to the Second World War. Today, ASD supports Australian Defence Force (ADF) operations around the globe, including by providing intelligence and offensive cyber capabilities to enable the warfighter and protect ADF personnel and assets. ASD also draws on its deep technical expertise to help the ADF stay ahead of technology advancements in the region, including the introduction of 5th generation weapons and cyber-warfare capabilities.
* ASD capabilities play an important role in **countering cyber-enabled threats**. The organisation protects Australia and Australians by preventing and disrupting offshore cyber-enabled crime, including the activities of organised criminal groups using malware to target Australians, and terrorists who use the internet to plan and incite attacks against Australian interests.
* Finally, ASD **provides trusted advice and expertise** to Government, business and the community. ASD draws on its deep technical understanding of communications technology to help the Australian Government, and the public understand the nature of the cyber threat environment, how they might be vulnerable and what they can do to protect themselves.

To achieve its purpose, ASD needs to keep pace with the latest technology trends and invest in cutting-edge capabilities to gain asymmetric advantage. ASD’s activities are enabled by innovative techniques, including specialist tools to probe large volumes of data to detect threats. ASD’s mastery of technology also underpins the formulation of sound advice to protect Australia from sophisticated threats.

Partnerships are critical to the organisation’s success. ASD works closely with the Australian national security community, overseas intelligence and cyber security partners, academia and industry. This level of collaboration is essential to comprehensively understand the threat environment and to stay at the leading edge of technology.

ASD’s success is founded in the ingenuity of its workforce. The organisation seeks to recruit and develop a curious and imaginative workforce which is not deterred by difficult challenges. Recruiting the requisite specialist technological expertise has become increasingly challenging, given the high demand for staff with these skillsets.

The combination of a uniquely skilled workforce, empowered by innovative technology, enabled by responsible financial management, and leveraging partner capabilities, positions the organisation to deliver trusted intelligence, cyber security expertise and offensive cyber operations for Australia’s national interest.

The Government has prioritised REDSPICE funding in the Integrated Investment Program to enhance Australia’s cyber capabilities, intelligence, surveillance and reconnaissance and deliver resilient communications and computer network defence and disrupt operations.

1. ASD Organisational Structure

Deputy Prime Minister  
Minister for Defence

The Hon Richard Marles MP

Minister for Home Affairs

Minister for Immigration and Multicultural Affairs

Minister for Cyber Security

and Minister for the Arts

The Hon Tony Burke MP

Director-General

Abigail Bradshaw, CSC

Stars (\*) refer to ADF Star Rank

Deputy Director-

General Signals

Intelligence & Effects

Phil Winzenberg

Chief Operating

Officer

Dale Furse

Head Australian

Cyber Security

Centre

Stephanie Crowe

Deputy Director-

General Capability & Transformation

Sarah Collins

This ASD Organisational Chart is effective at the time of this publication release.

Senior Executive Changes

No changes have taken place since the last Portfolio Statements.

Organisational Structure

No changes have taken place since the last Portfolio Statements.

**1.2 ASD Resource Statement**

1. ASD Resource Statement – Budget Estimates for 2025-26 as at March Budget



**1.3 Budget Measures**

2024-25 Budget Measures and Other Budget Adjustments

1. ASD 2025-26 Budget Measures



Section 2: ASD Outcomes and Planned Performance

Government outcomes are the intended results, impacts or consequences of actions by the Government on the Australian community. Commonwealth programs are the primary vehicle by which government entities achieve the intended results of their outcome statements. Entities are required to identify the programs which contribute to government outcomes over the Budget and forward years.

Each outcome is described below together with its related programs. The following provides detailed information on expenses for each outcome and program, further broken down by funding source.

**Note:**

Performance reporting requirements in the Portfolio Budget Statements are part of the enhanced Commonwealth performance framework established by the *Public Governance, Performance and Accountability Act 2013*. It is anticipated that the performance measures described in Portfolio Budget Statements will be read with broader information provided in an entity’s corporate plans and annual performance statements – included in Annual Reports - to provide a complete picture of an entity’s planned and actual performance.

The most recent corporate plan and annual performance statement for ASD can be found at: <https://www.asd.gov.au/publications>.

**2.1 Budgeted Expenses and Performance for Outcome 1**

|  |
| --- |
| Outcome 1: Defend Australia from global threats and advance our national interests through the provision of foreign signals intelligence, cyber security and offensive cyber operations, as directed by Government. |

Linked Programs

|  |
| --- |
| **Australian Federal Police** |
| Program 1.1: Federal Policing. |
| **Contribution to Outcome 1 by linked program** |
| Consistent with the functions detailed in the *Intelligence Services Act 2001*, the Australian Signals Directorate relies on cooperation with the Australian Federal Police. |

|  |
| --- |
| **Department of Defence** |
| Program 1.1: Operations Contributing to the Safety of the Immediate Neighbourhood.  Program 1.2: Operations Supporting Wider Interests. |
| **Contribution to Outcome 1 by linked programs** |
| Consistent with the functions detailed in the *Intelligence Services Act 2001*, the Australian Signals Directorate provides foreign signals intelligence, cyber security advice, and offensive cyber operations to meet the operational needs of the Australian Defence Force and the requirements of the Department of Defence. |

|  |
| --- |
| **Office of National Intelligence** |
| Outcome 1: Advancement of Australia's national interests through increased government awareness of international developments affecting Australia and integration, coordination and evaluation of Australia's national intelligence capabilities. |
| **Contribution to Outcome 1 by linked program** |
| The Office of National Intelligence leads efforts to integrate and coordinate the activities of the national intelligence agencies to meet the operational requirements of the Australian Defence Force and the Department of Defence, as well as other priorities as set by Government. |

Budgeted Expenses for Outcome 1

1. Budgeted Expenses for Outcome 1



**Notes**

a. Section 74 external revenues contribution to expenditure.

b. Expenses not requiring appropriation include depreciation, write down and impairment of assets, other resources received free of charge, and auditor fees.

c. Total Program funded expenditure includes operating expenses and capital expenditure funded by Appropriation and own source revenue. This excludes expenses not requiring appropriation.

1. Performance Measures for Outcome 1

Table 4 details the performance objectives and measures for each program associated with Outcome 1. It also provides the related key activities as expressed in the current corporate plan where further detail is provided about the delivery of the activities related to the program, the context in which these activities are delivered and how the performance of these activities will be measured. Where relevant, details of 2025-26 Budget Measures that have created new programs or materially changed existing programs are provided.

|  |  |  |
| --- | --- | --- |
| **Outcome 1 – Defend Australia from global threats and advance our national interests through the provision of foreign signals intelligence, cyber security and offensive cyber operations, as directed by Government.** | | |
| **Program 1.1-** **Foreign Signals Intelligence, Cyber Security and Offensive Cyber Operations**  To defend Australia from global threats and advance our national interests through the provision of foreign signals intelligence, cyber security and offensive cyber operations, as directed by Government. | | |
| **Key Activities** | * Provide foreign signals intelligence. * Provide cyber security services. * Conduct offensive cyber operations. | |
| **Year** | **Performance Objectives** | **Expected Performance Results** |
| Current Year  2024‑25 | ASD’s foreign signals intelligence meets Government expectations to deliver strategic advantage and enables National Intelligence Community operations. | Government expectations to deliver strategic advantage are met.  *Expected to be met.* |
| National Intelligence Community operational requirements are met.  *Expected to be met.* |
| ASD's foreign signals intelligence products and technical expertise provide effective support for military operations and activities. | ASD’s foreign signals intelligence support the ADF’s military operations and activities, technological advantage and capability development.  *Expected to be met.* |
| ASD provides high-quality, impactful cyber security services to Government, critical infrastructure and services, business, families and individuals. | ASD’s cyber security advice and assistance supports stakeholders to improve or maintain their cyber security posture.  *Expected to be met.* |
| Systems to support assistance and technical advice are available for use by ASD and relevant stakeholders.  *Expected to be met.* |
| ASD’s Top Secret network assessment and authorisation activities and key management services support stakeholders’ requirements.  *Expected to be met.* |
| ASD delivers partnerships, programs and technical capability that strengthen national cyber security or resilience. | Cyber security information and expertise exchanges with partners help prevent, detect or remediate cyber threats to Australia.  *Expected to be met.* |
| ASD supports emerging cyber security research that may help prevent, detect or remediate cyber threats to Australia.  *Expected to be met.* |

|  |  |  |
| --- | --- | --- |
| **Year** | **Performance Objectives** | **Expected Performance Results** |
| Current Year  2024‑25 | ASD’s offensive cyber operations provide effective and timely support for military operations and activities, and meet whole‑of-government requirements for countering offshore cyber threats. | Offensive cyber capabilities provide effective and timely support for ADF military operations and activities.  *Expected to be met.* |
| Offensive cyber operations that counter offshore cyber threats meet whole-of-government requirements.  *Expected to be met.* |
| **Year** | **Performance Objectives** | **Expected Performance Results** |
| Budget Year  2025-26 | ASD’s foreign signals intelligence meets Government’s expectations to deliver strategic advantage and enables National Intelligence Community operations. | Government expectations to deliver strategic advantage are met. |
| National Intelligence Community operational requirements are met. |
| ASD's foreign signals intelligence products and technical expertise provide effective support for military operations and activities. | ASD’s foreign signals intelligence support the ADF’s military operations and activities, technological advantage and capability development. |
| ASD provides high-quality, impactful cyber security services to government, critical infrastructure and services, business, families and individuals. | ASD’s cyber security advice and assistance supports stakeholders to improve or maintain their cyber security posture. |
| Systems to support assistance and technical advice are available for use by ASD and relevant stakeholders. |
| ASD’s Top Secret network assessment and authorisation activities and key management services support stakeholders’ requirements. |
| ASD delivers partnerships, programs and technical capability that strengthen national cyber security or resilience. | Cyber security information and expertise exchanges with partners help prevent, detect or remediate cyber threats to Australia. |
| ASD supports emerging cyber security research that may help prevent, detect or remediate cyber threats to Australia. |
| ASD’s offensive cyber operations provide effective and timely support for military operations and activities, and meet whole‑of-government requirements for countering offshore cyber threats. | Offensive cyber capabilities provide effective and timely support for ADF military operations and activities. |
| Offensive cyber operations that counter offshore cyber threats meet whole-of-government requirements. |
| Forward Estimates  2026‑29 | As per 2025-26. | As per 2025-26. |
| Material changes to Program 1.1 resulting from 2025-26 Budget Measures: Nil. | | |

Section 3: ASD Explanatory Tables and Budgeted Financial Statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of entity finances for the 2025-26 budget year, including the impact of Budget Measures and resourcing on financial statements.

**3.1 Explanatory Tables**

1. Third Party Payments to and from Other Agencies [a]



**Note**

a. Third party payments to and from other Agencies include:

- Inter-agency transactions in excess of $20 million per annum;

- Inter-agency transactions that were in excess of $20 million in the previous year's annual statements; and

- Inter-agency transactions relating to Budget Measures as disclosed in Defence Budget Measures.

**3.2 Budgeted Financial Statements**

3.2.1 Budgeted Financial Statements

1. Budgeted Departmental Comprehensive Income Statement (Showing Net Cost of Services) (for the period ended 30 June)



1. Budgeted Departmental Balance Sheet (as at 30 June)



1. Budgeted Departmental Statement of Cash Flows (for the period ended 30 June)



1. Departmental Statement of Changes in Equity — Summary of Movement (Budget Year 2025-26)



1. Statement of Departmental Asset Movements (Budget year 2025-26)



**Notes**

a. "Appropriation equity" refers to equity injections appropriations provided through Appropriation Bill (No. 2) 2025-26, including Collection Development Acquisition Budget.

b. "Appropriation ordinary annual services" refers to funding provided through Appropriation Act (No. 1) 2025-26 for Departmental Capital Budget or other operational expenses.

c. Net Proceeds may be returned to the Official Public Account.

1. Departmental Capital Budget Statement (for the period ended 30 June)



3.2.2 Notes to the Budgeted Financial Statements

The budgeted financial statements have been prepared in accordance with the Australian Accounting Standards and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015 (FRR)*.

## **Australian Submarine Agency**

Agency Resources and Planned Performance

[**Section 1: ASA Overview and Resources 188**](#_Toc159858156)

[1.1 Strategic Direction Statement 188](#_Toc159858157)

[1.2 ASA Resource Statement 191](#_Toc159858158)

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[**Section 2: ASA Outcomes and Planned Performance 193**](#_Toc159858160)

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Australian Submarine Agency

Section 1: ASA Overview and Resources

1.1 Strategic Direction Statement

Australia’s region is being reshaped and the strategic environment is becoming more challenging. It is being accompanied by an unprecedented conventional and non-conventional military build-up in our region, taking place without strategic reassurance or transparency. There is increasing competition economically, militarily, strategically and diplomatically alongside a contest of values and narratives.

Following the Defence Strategic Review, the Government released the *2024 National Defence Strategy* (NDS) which details the Government’s approach to address Australia’s most significant strategic risks based on the concept of National Defence. The NDS is a coordinated, whole‑of‑government and whole-of-nation approach that harnesses all arms of Australia’s national power to defend Australia and advance our interests.

To mitigate the challenging strategic environment, Australia’s NDS has adopted a Strategy of Denial through deterrence. In this context, Australia is pursuing enhanced capabilities to deter threats to its national security and regional stability. The acquisition of conventionally-armed, nuclear-powered submarines through the AUKUS partnership is central to this approach.

For a maritime nation like Australia, just like the United Kingdom and the United States, maintaining a submarine capability advantage over potential adversaries is vital. The defence of Australia’s interests lies in the protection of our economic connection to the world and the maintenance of the global rules‑based order. By investing in these high-end capabilities, Australia will remain a highly capable security partner in the region, capable of deterring actors from taking action against our interests, contributing to a peaceful, stable and prosperous region, and protecting Australia’s critical sea lines of communication. An Australian nuclear-powered submarine fleet provides a unique and game-changing boost to Australia’s sovereign capability.

The Australian Submarine Agency (ASA), working closely with AUKUS partners and other Australian Government departments, is making significant progress in delivering against the plan for Australia’s acquisition of conventionally-armed, nuclear-powered submarines, as outlined in the Optimal Pathway. This includes developing the workforce, infrastructure, and industry we need to safely and securely build, maintain, and operate our sovereign fleet of nuclear-powered submarines from the early 2030s.

Significant milestones achieved to date include the Submarine Tendered Maintenance Period, the entry into force of the AUKUS Agreement for Cooperation Related to Naval Nuclear Propulsion, industry initiatives such as the Defence Industry Vendor Qualification (DIVQ) Program and workforce development initiatives through the placement of Navy and industry personnel in United Kingdom and United States training schools, shipyards and facilities.

These milestones build on our major achievements since the ASA was established including selecting, entering into contract and commencing mobilisation activities with our sovereign submarine build and sustainment partners; the land exchange agreement for the Nuclear‑Powered Submarine Construction Yard in Adelaide; infrastructure enabling works commencing at HMAS *Stirling*; and supply chain qualification activities, including the qualification of Australian steel.

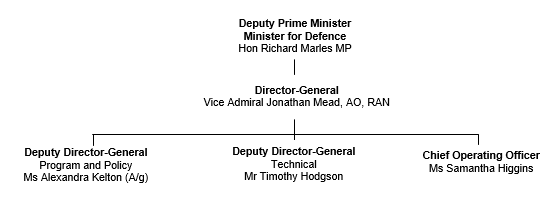
Key priorities for the ASA in 2025 include continuing mobilisation activities with our sovereign submarine build and sustainment partners, increasing opportunities for Australian businesses to supply their products and services into the AUKUS trilateral submarine industrial base, overseeing the delivery of the Nuclear-Powered Submarine Construction Yard in Adelaide by Australian Naval Infrastructure and infrastructure upgrades at HMAS *Stirling* by Defence Security and Estate Group.

Enterprise workforce development continues to be a priority for the ASA. The ASA is working closely with sovereign submarine build and sustainment partners, the education sector, as well as other key stakeholders to take a whole-of-nation approach to education and workforce development. World-class training opportunities are also being provided to Royal Australian Navy personnel at United Kingdom and United States naval nuclear schools.

Through 2025-26, the ASA will continue to build Australian capability in the lead up to Submarine Rotational Force-West through longer and more frequent port visits to Australia by United States and United Kingdom vessels. These visits will provide opportunities to demonstrate Australia’s developing capability to operate, maintain and safely steward our future SSNs.

#### ASA Organisational Structure

1. ASA Organisational Chart



This Organisational Chart is effective at the time of this publication release. This chart has been amended since the *Portfolio Additional Estimates Statements 2024-25* to reflect key management personnel of the Australian Submarine Agency (ASA).

**Organisational Structure**

ASA operates within the Defence portfolio, and brings together component organisations that are collectively responsible for the defence of Australia and its national interests in order to advance Australia’s security and prosperity. The Director-General ASA reports directly to the Deputy Prime Minister in his role as Minister for Defence, on the performance of the agency.

The ASA is led by the Director-General and consists of Australian Public Servants, Australian Defence Force members, and contracted subject matter experts. The ASA is responsible for leading trilateral engagement on the nuclear-powered submarine program and works collaboratively with Australian Government departments and agencies, including Defence, to ensure the nuclear‑powered submarine program is aligned with related strategies and policies. The ASA also works with states and territories, industry, and education and skilling organisations to build the capabilities needed in Australia to deliver the nuclear-powered submarine program.

**Senior Executive Changes**

No changes have taken place since the last Portfolio Statements*.*1.2 ASA Resource Statement

1. ASA Resource Statement – Budget Estimates for 2025-26 as at March Budget



#### 1.3 Budget Measures

2025-26 Budget Measures and Other Budget Adjustments

1. ASA 2025-26 Budget Measures



**Note**

1. Relates to indexation adjustments based on economic parameters provided by Treasury.

Section 2: ASA Outcomes and Planned Performance

Government outcomes are the intended results, impacts or consequences of actions by the Government on the Australian community. Commonwealth programs are the primary vehicle by which government entities achieve the intended results of their outcome statements. Entities are required to identify the programs which contribute to government outcomes over the Budget and forward years.

ASA’s outcome is described below together with its related programs. The following provides detailed information on expenses for the outcome and program, further broken down by funding source.

**Note:**

Performance reporting requirements in the Portfolio Budget Statements are part of the enhanced Commonwealth performance framework established by the *Public Governance, Performance and Accountability Act 2013*. It is anticipated that the performance measures described in Portfolio Budget Statements will be read with broader information provided in an entity’s corporate plans and annual performance statements – included in Annual Reports – to provide a complete picture of an entity’s planned and actual performance.

The most recent corporate plan and annual performance statement for ASA can be found at: <https://www.asa.gov.au/about/planning-reporting>.

### 2.1 Budgeted Expenses and Performance for Outcome 1

|  |
| --- |
| **Outcome 1: Safely and securely acquire, construct, deliver, technically govern, sustain and dispose of Australia’s conventionally-armed nuclear-powered submarine capability, via the AUKUS partnership.** |

**Outcome 1 Strategy**

**Linked Programs**

|  |
| --- |
| **Australian Federal Police** |
| Program 3.1 – Specialist Protective Services. |
| **Contribution to Outcome 1 by linked program** |
| The Australian Federal Police works closely with the Australian Submarine Agency to provide Protective Services at secure sites. |

|  |
| --- |
| **Australian Nuclear Science and Technology Organisation** |
| Program 2 – Nuclear-Powered Submarines. |
| **Contribution to Outcome 1 by linked program** |
| The Australian Nuclear Science and Technology Organisation (ANSTO) contributes to Outcome 1 through the provision of expertise and advice in the support of the nuclear-powered submarine program, with a focus on baselining and augmenting Australia's nuclear stewardship capabilities and credentials. |

|  |
| --- |
| **Australian Radiation Protection and Nuclear Safety Agency** |
| Program 1.2 – Nuclear-Powered Submarines. |
| **Contribution to Outcome 1 by linked program** |
| Support delivery of nuclear-powered submarines capabilities through radiation protection and nuclear safety research, policy, advice, codes, standards, services and regulation. |

|  |
| --- |
| **Attorney-General’s Department** |
| Program 1.8 – Nuclear-Powered Submarines. |
| **Contribution to Outcome 1 by linked programs** |
| The Attorney-General’s Department provides policy and legal advice to the Government on the legal risks of the nuclear-powered submarine program, and international and domestic regulatory frameworks. |

|  |
| --- |
| **Department of Climate Change, Energy, the Environment and Water** |
| Program 2.1 – Nuclear-Powered Submarine Program. |
| **Contribution to Outcome 1 by linked programs** |
| Conduct the environmental regulation and assessments required under relevant environmental legislation. |

|  |
| --- |
| **Department of Defence** |
| Program 2.16 – Nuclear-Powered Submarines. |
| **Contribution to Outcome 1 by linked programs** |
| The linked program contributes to Outcome 1 through the provision of expertise, advice and support in the delivery of nuclear-powered submarines capabilities. |

|  |
| --- |
| **Department of Education** |
| Program 2.8 – Nuclear-Powered Submarines Program. |
| **Contribution to Outcome 1 by linked program** |
| The linked program contributes to Outcome 1 through the provision of expertise, advice and support in the delivery of nuclear-powered submarines capabilities. |

|  |
| --- |
| **Department of Employment and Workplace Relations** |
| Program 2.3 – DEWR – Nuclear-Powered Submarine Program. |
| **Contribution to Outcome 1 by linked program** |
| The linked programs contribute to Outcome 1 and support Australia’s broader sovereign capabilities through strategic engagement across Government and supporting the nuclear workforce. |

|  |
| --- |
| **Department of Finance** |
| Program 2.10 - Nuclear-Powered Submarine Program Advice. |
| **Contribution to Outcome 1 by linked program** |
| Contributes to Outcome 1 through the provision of budget and commercial advice for the delivery of nuclear-powered submarine capabilities. |

|  |
| --- |
| **Department of Foreign Affairs and Trade** |
| Program 1.8 – Nuclear-Powered Submarine Program. |
| **Contribution to Outcome 1 by linked programs** |
| The Department of Foreign Affairs and Trade including the Australian Safeguards and Non‑proliferation Office provides the legal, policy and diplomatic capability, and regulatory oversight for nuclear safeguards and security, necessary to support Australia’s acquisition of conventionally-armed, nuclear-powered submarines, while setting the highest non-proliferation standards. |

|  |
| --- |
| **Department of Industry, Science and Resources** |
| Program 1.3 – Supporting a strong resources sector. |
| **Contribution to Outcome 1 by linked programs** |
| The Department of Industry, Science and Resources (DISR), through the Australian Radioactive Waste Agency, is supporting the Agency to plan safe and secure management of radioactive waste for the Nuclear-Powered Submarine Program. |

#### Budgeted Expenses for Outcome 1

1. Budgeted Expenses for Outcome 1



**Notes**

a. Section 74 external revenues contribution to expenditure.

b. Expenses not requiring appropriation include depreciation, write-down and impairment of assets, other resources received free of charge, and auditor fees.

c. Total Program funded expenditure includes operating expenses and capital expenditure funded by appropriation and own source revenue. This excludes expenses not requiring appropriation.

1. Performance Measures for Outcome 1

Table 4 details the performance measures for each program associated with Outcome 1. It also provides the related key activities as expressed in the current corporate plan where further detail is provided about the delivery of the activities related to the program, the context in which these activities are delivered and how the performance of these activities will be measured. Where relevant, details of 2025-26 Budget measures that have created new programs or materially changed existing programs are provided.

|  |  |  |
| --- | --- | --- |
| Program 1.1: Nuclear-Powered Submarines | | |
| **Program 1.1 Objective**  Safely and securely acquire, construct, deliver, technically govern, sustain and dispose of Australia’s conventionally‑armed nuclear-powered submarine capability, via the AUKUS partnership. | | |
| **Key Activities** | This program is achieved through the following activities:   1. Deliver nuclear-powered submarines in accordance with the Optimal Pathway and within government-approved costs in collaboration with AUKUS partners. 2. Exemplify best practice nuclear stewardship to build and maintain naval nuclear propulsion technology, in compliance with Australian and international obligations. | |
| **Year** | **Performance measures** | **Planned performance results** |
| Current  2024-25 | Performance Measure 1  Phase 1: Establish infrastructure and capabilities to support increased visits of US and UK SSNs to Australia and a rotational presence of US and UK SSNs in Western Australia. | * Manage and oversee the development of facilities, infrastructure and equipment to enable the US and UK to rotate through *HMAS Stirling*. |
| Performance Measure 2  Phase 2: Deliver three Virginia Class submarines. | * Manage and oversee the procurement of Virginia class specific training support systems. |
| Performance Measure 3  Phase 3: Deliver Australian-built SSN AUKUS, including infrastructure development at Osborne shipyard. | * Establish the arrangements necessary to mobilise the SSN-AUKUS program. |
| Budget Year  2025-26 | Performance Measure 1  Phase 1: Establish infrastructure and capabilities to support increased visits of US and UK SSNs to Australia and a rotational presence of US and UK SSNs in Western Australia. | * Manage and oversee the commencement of construction of facilities and infrastructure to enable the US and UK to rotate through HMAS *Stirling*. |
| Performance Measure 2  Phase 2: Deliver three Virginia Class submarines. | * Continue to manage and oversee the procurement of Virginia class specific training support systems. |
| Performance Measure 3  Phase 3: Deliver Australian-built SSN AUKUS, including infrastructure development at Osborne shipyard. | * Manage and oversee the mobilisation of the SSN-AUKUS program. |
| Forward Estimates  2026-29 | As per 2025-26. | As per 2025-26. |

Section 3: ASA Explanatory Tables and Budgeted Financial Statements

Section 3 presents explanatory tables and budgeted financial statements, which provide a comprehensive snapshot of ASA’s finances for the 2025-26 budget year, including the impact of Budget Measures and resourcing on financial statements.

3.1 Explanatory Tables

1. Third Party Payments to and from Other Agencies [a]



**Note**

a. Third party payments to and from other Agencies include:

- Inter-agency transactions in excess of $20 million per annum; and

- Inter-agency transactions relating to Budget Measures as disclosed in Defence Budget Measures.

3.2 Budgeted Financial Statements

3.2.1 Budgeted Financial Statements

1. Budgeted Departmental Comprehensive Income Statement (Showing Net Cost of Services) (for the period ended 30 June)



**Note s**

a. From 2010-11, the Government introduced net cash appropriation arrangements where Appropriation Bill (No. 1) revenue appropriations for the depreciation/amortisation expenses of non-corporate Commonwealth entities (and select Commonwealth entities) were replaced with a separate capital budget (the departmental capital budget or DCB) provided through Appropriation Bill (No. 1) equity appropriations. For information regarding DCBs, please refer to Table 12 Departmental Capital Budget Statement.

b. Applies leases under AASB 16 Leases .

1. Budgeted Departmental Balance Sheet (as at 30 June)



1. Budgeted Departmental Statement of Cash Flows (for the period ended 30 June)



1. Departmental Statement of Changes in Equity — Summary of Movement (Budget Year 2025-26)



1. Statement of Departmental Asset Movements (Budget year 2025-26)



1. Departmental Capital Budget Statement (for the period ended 30 June)



3.2.2 Notes to the Budgeted Financial Statements

The budgeted financial statements have been prepared in accordance with the Australian Accounting Standards and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015 (FRR)*.

## **Defence Housing Australia**

Agency Resources and Planned Performance

[Section 1: DHA Overview and Resources 208](#_Toc536089251)

[1.1 Strategic Direction Statement 208](#_Toc536089252)

[1.2 DHA Resource Statement 211](#_Toc536089253)

[1.3 Budget Measures 21](#_Toc536089254)2

[Section 2: DHA Outcomes and Planned Performance 213](#_Toc536089255)

[2.1 Budgeted Expenses and Performance for Outcome 1 214](#_Toc536089256)

[Section 3: DHA Explanatory Tables and Budgeted Financial Statements 216](#_Toc536089257)

[3.1 Explanatory Tables 216](#_Toc536089258)

[3.2 Budgeted Financial Statements 217](#_Toc536089259)

Defence Housing Australia

Section 1: DHA Overview and Resources

#### 1.1 Strategic Direction Statement

Defence Housing Australia’s (DHA) purpose is meeting the operational needs of the Australian Defence Force (ADF) and the requirements of the Department of Defence (Defence) by providing adequate and suitable housing for, and housing related services to members of the ADF and their families.

DHA delivers committed support for ADF capability through the provision and management of more than 17,000 housing solutions for ADF members and their families. DHA also provides additional housing support services to Defence through the provision of housing benefit administration, temporary accommodation management, housing project management and heritage housing management services.

DHA is a corporate Commonwealth entity and Government Business Enterprise (GBE) operating under the provisions of the *Defence Housing Australia Act 1987* (DHA Act), *the Public Governance, Performance and Accountability Act 2013* (PGPA Act), and the *Public Governance, Performance and Accountability* *Rule* (PGPA Rule). DHA’s Shareholders are the Minister for Defence Personnel and the Minister for Finance acting on behalf of the Australian Government.

DHA Organisational Structure

The composition of DHA’s Board of Directors and associated committees is detailed below. As at 4 February 2025, the DHA Board members were:

|  |  |
| --- | --- |
| Chairman | Dr Robert Lang |
| Managing Director | Mr Andrew Jaggers PSM |
| Commercial Director | Ms Gai Brodtmann |
| Commercial Director | Mr Robert Fisher AM |
| Commercial Director | Ms Andrea Galloway |
| Commercial Director | Vacant |
| Nominee Secretary of Defence | Ms Monique Hamilton |
| Nominee Chief of Defence Force | BRIG Leigh Wilton AM |
| Nominee Secretary of Finance | Mr Simon Lewis AO, PSM |

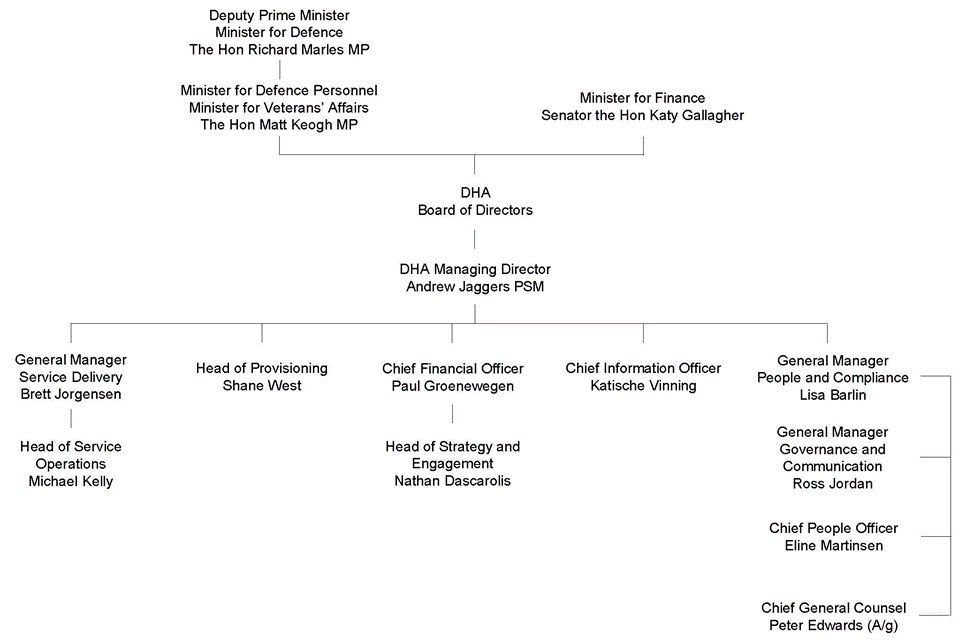
The DHA Board also has the following subcommittees: Board Audit and Risk Committee, Property and Services Committee, People and Culture Committee, and Board Nomination and Remuneration Committee.

DHA also has an Advisory Committee in accordance with the DHA Act that had the following members as at 4 February 2025:

|  |  |
| --- | --- |
| Chairperson | BRIG Leigh Wilton AM |
| Appointee of the Chief of the Defence Force | RADM Matt Buckey AM, CSC, RAN (Deputy Chief of Navy) |
|  | MAJGEN Chris Smith, DSC (Deputy Chief of Army) |
|  | AVM Harvey Reynolds AM (Deputy Chief of Air Force) |
| Appointee of Defence Housing Australia | Mr Andrew Jaggers PSM (Managing Director) |

The chart below shows DHA’s Senior Executive.

**Figure 1: DHA Organisational Structure (as at 4 February 2025)**



#### 1.2 DHA Resource Statement

1. DHA Resource Statement – Budget Estimates for 2025-26 as at March Budget 2025 [a]

|  |  |  |
| --- | --- | --- |
|  | **2024-25 Estimated Actual $'000** | **2025-26 Budget Estimate $'000** |
| **Opening balance/cash reserves at 1 July** | *108,073* | 119,929 |
| **Funds from Government** | *-* | - |
| Amounts received from related entities | *-* | - |
| Amounts from portfolio department | *808,304* | 909,279 |
| Total amounts received from related entities | *808,304* | 909,279 |
| **Total funds from Government** | ***808,304*** | **909,279** |
| **Funds from other sources** |  |  |
| Interest | *2,831* | 1,365 |
| Sale of goods and services | *64,834* | 174,431 |
| **Total funds from other sources** | ***67,665*** | **175,796** |
| **Total net resourcing for DHA** | ***984,042*** | **1,205,004** |

**Note**

1. DHA is not directly appropriated. Appropriations are made to the Department of Defence which are then paid to DHA and are considered "Departmental" for all purposes prepared on Australian Accounting Standards basis.

1.3 Budget Measures

There are no Budget Measures relating to DHA for the 2025-26 Budget Estimates.

Section 2: DHA Outcomes and Planned Performance

Government outcomes are the intended results, impacts or consequences of actions by the Government on the Australian community. Commonwealth programs are the primary vehicle by which government entities achieve the intended results of their outcome statements. Entities are required to identify the programs which contribute to government outcomes over the Budget and forward years.

Each outcome is described below together with its related programs. The following provides detailed information on expenses for each outcome and program, further broken down by funding source.

**Note:**

Performance reporting requirements in the Portfolio Budget Statements are part of the enhanced Commonwealth performance framework established by the *Public Governance, Performance and Accountability Act 2013*. It is anticipated that the performance measures described in Portfolio Budget Statements will be read with broader information provided in an entity’s corporate plans and annual performance statements – included in Annual Reports - to provide a complete picture of an entity’s planned and actual performance.

The most recent Statement of Corporate Intent for DHA can be found at: <https://www.dha.gov.au/sci>.

The most recent annual performance statement can be found at: [Defence Housing Australia Annual Report 2022-23 | Transparency Portal](https://www.transparency.gov.au/annual-reports/defence-housing-australia/reporting-year/2021-22).

#### 2.1 Budgeted Expenses and Performance for Outcome 1

|  |
| --- |
| Outcome 1: To contribute to Defence outcomes by providing total housing services that meet Defence Operational and client needs through a strong customer and business focus. |

Budgeted Expenses for Outcome 1

1. Budgeted Expenses for Outcome 1

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **2024-25 Estimated Actual $'000** | **2025-26 Budget Estimate $'000** | **2026-27 Forward Estimate $'000** | **2027-28 Forward Estimate $'000** | **2028-29 Forward Estimate $'000** |
| **Program 1.1 Other Departmental - DHA** |  |  |  | | |
| Revenue from Government |  |  |  |  |  |
| Payment from related entities | 806,270 | 910,352 | 929,908 | 914,874 | 923,837 |
| Revenues from other independent sources | 86,034 | 151,980 | 150,629 | 137,762 | 21,321 |
| **Total expenses for Program 1.1** | **892,304** | **1,062,332** | **1,080,537** | **1,052,636** | **945,158** |
|  |  |  |  |  |  |
|  | **2024-25** | **2025-26** |  |  |  |
| **Average staffing level (number)** | 609 | 643 |  |  |  |

Table 3: Performance Measures for Outcome 1

Table 3 details the performance measures for each program associated with Outcome 1. It also provides the related key activities as expressed in the current corporate plan where further detail is provided about the delivery of the activities related to the program, the context in which these activities are delivered and how the performance of these activities will be measured. Where relevant, details of 2025-26 Budget Measures that have created new programs or materially changed existing programs are provided.

|  |  |  |
| --- | --- | --- |
| Outcome 1 – To contribute to Defence outcomes by providing total housing services that meet Defence Operational and client needs through a strong customer and business focus. | | |
| **Program 1.1: The provision of Defence housing and housing related services.** | | |
|  | | |
| Program 1.1 Objective Aligned housing solutions delivered through a modern, customer-centric operating model.  Build an agile and scalable housing capability.  Commitment to environmental, social, and governance (ESG) excellence.  Fiscal responsibility and long-term financial stability. | | |
| **Key Activities** | * Reorient our operating model and leverage technology to deliver future housing needs which align to the preferences of members and their families. * Agree and formalise future housing needs with Defence to ensure certainty in housing supply. * Future ready scalability in housing solutions which are responsive to changes in market conditions and investor sentiment. * Ensure DHA represents strong value for money for Government and is able to support the long-term portfolio objectives for Defence and the Australian Defence Force. | |
| **Year** | **Performance measures** | **Expected Performance results** |
| Current Year 2024–25 | Housing solutions supplied against provisioning schedule  ADF Members satisfied with housing solutions  Return on equity | >99%  >80%  >2% |
| **Year** | **Performance measures** | **Planned Performance Results** |
| Budget Year 2025–26 | Provisioning of housing solutions to the Approved Provisioning Schedule  ADF member satisfaction with housing solutions  ADF member customer service satisfaction  Return on equity | >99%  >80%  >85%  >3% |
| Forward Estimates from 2026–29 | Provisioning of housing solutions to the Approved Provisioning Schedule  ADF member satisfaction with housing solutions  ADF member customer service satisfaction  Return on equity | >99%  >80%  >85%  >3% |

Section 3: DHA Explanatory Tables and Budgeted Financial Statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of entity finances for the 2025-26 budget year, including the impact of Budget Measures and resourcing on financial statements.

#### 3.1 Explanatory Tables

Not applicable to DHA.

#### 3.2 Budgeted Financial Statements

* + 1. Budgeted Financial Statements

Table 4: Budgeted Departmental Comprehensive Income Statement (for the period ended 30 June) [a] [b]

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **2024-25 Estimated Actual $'000** | **2025-26 Budget Estimate $'000** | **2026-27 Forward Estimate $'000** | **2027-28 Forward Estimate $'000** | **2028-29 Forward Estimate $'000** |
| **INCOME** |  |  |  |  |  |
| **Revenue** |  |  |  |  |
| Sale of goods and rendering of services | 862,219 | 1,060,967 | 1,078,778 | 1,050,657 | 942,608 |
| Interest | 2,831 | 1,365 | 1,759 | 1,979 | 2,550 |
| **Total revenue** | **865,050** | **1,062,332** | **1,080,537** | **1,052,636** | **945,158** |
| **Gains** |  |  |  |  |  |
| Sale of assets | 983 | - | - | - | - |
| Net reversals of previous asset write‑downs and impairments | 26,271 | - | - | - | - |
| **Total gains** | **27,254** | **-** | **-** | **-** | **-** |
| **Total income** | **892,304** | **1,062,332** | **1,080,537** | **1,052,636** | **945,158** |
| **EXPENSES** |  |  |  |  |  |
| Employee benefits | 102,614 | 106,512 | 116,469 | 120,790 | 125,308 |
| Suppliers | 275,016 | 371,164 | 365,179 | 304,965 | 251,561 |
| Depreciation and amortisation | 409,387 | 403,762 | 419,269 | 434,387 | 448,878 |
| Finance costs | 78,276 | 79,758 | 87,005 | 91,849 | 93,891 |
| **Total expenses** | **865,293** | **961,196** | **987,922** | **951,991** | **919,638** |
| **Profit/(loss) before income tax** | **27,011** | **101,136** | **92,615** | **100,645** | **25,520** |
| Income tax expense | 2,000 | 22,962 | 21,244 | 23,088 | 10,167 |
| **Net profit/(loss)** | **25,011** | **78,174** | **71,371** | **77,557** | **15,353** |
| **Profit/(loss) attributable to the Australian Government** | **25,011** | **78,174** | **71,371** | **77,557** | **15,353** |
| **Total comprehensive income attributable to the Australian Government** | **25,011** | **78,174** | **71,371** | **77,557** | **15,353** |
| **Note: Impact of Net Cash Appropriation Arrangements** | | |  |  |  |
|  | **2024-25 Estimated Actual $'000** | **2025-26 Budget Estimate $'000** | **2026-27 Forward Estimate $'000** | **2027-28 Forward Estimate $'000** | **2028-29 Forward Estimate $'000** |
| **Total comprehensive income/(loss) as per statement of Comprehensive Income** | **25,011** | **78,174** | **71,371** | **77,557** | **15,353** |
| plus: depreciation/amortisation expenses for ROU assets | 1,368,363 | 1,710,636 | 2,064,907 | 2,430,629 | 2,807,274 |
| less: lease principal repayments | 360,427 | 344,436 | 354,930 | 364,399 | 375,829 |
| **Net Cash Operating Surplus / (Deficit)** | **1,032,947** | **1,444,374** | **1,781,348** | **2,143,787** | **2,446,798** |
| **Notes** | | | | | | |
| 1. Prepared on Australian Accounting Standards basis. 2. Impact of Net Cash Appropriation Arrangements - Included in accordance with RMG 125 Commonwealth Entities Financial Statements Guide. As DHA is not directly appropriated, the above information is presented for reporting purposes only and includes the depreciation and principal repayments of leases under AASB 16 Leases. | | | | | | |

Table 5: Budgeted Departmental Balance Sheet (as at 30 June) [a] [c]

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **2024-25 Estimated Actual $'000** | **2025-26 Budget  $'000** | **2026-27 Forward Estimate $'000** | **2027-28 Forward Estimate $'000** | **2028-29 Forward Estimate $'000** |
| **ASSETS** |  |  |  |  |  |
| **Financial assets** |  |  |  |  |  |
| Cash and cash equivalents | 119,929 | 117,720 | 125,096 | 173,199 | 153,930 |
| Trade and other receivables | 5,578 | 6,883 | 7,841 | 8,655 | 9,049 |
| Other financial assets | 31,604 | 31,604 | 31,604 | 31,604 | 31,604 |
| ***Total financial assets*** | ***157,111*** | ***156,207*** | ***164,541*** | ***213,458*** | ***194,583*** |
| **Non-financial assets** |  |  |  |  |  |
| Land and buildings | 5,511,509 | 5,743,560 | 6,091,985 | 6,399,515 | 6,631,738 |
| Property, plant and equipment | 16,092 | 16,045 | 17,400 | 16,927 | 16,167 |
| Intangibles | 2 | 2 | - | - | - |
| Inventories | 228,740 | 304,181 | 278,683 | 208,537 | 200,033 |
| Tax assets | 25,862 | 26,879 | 28,097 | 29,750 | 31,821 |
| Other non-financial assets | 10,421 | 10,737 | 11,068 | 11,413 | 11,774 |
| ***Total non-financial assets*** | ***5,792,626*** | ***6,101,404*** | ***6,427,233*** | ***6,666,142*** | ***6,891,533*** |
| **Total assets** | **5,949,737** | **6,257,611** | **6,591,774** | **6,879,600** | **7,086,116** |
| **LIABILITIES** |  |  |  |  |  |
| **Payables** |  |  |  |  |  |
| Suppliers | 3,624 | 3,107 | 3,107 | 3,107 | 3,107 |
| Other payables | 34,495 | 55,733 | 62,724 | 68,248 | 69,308 |
| ***Total payables*** | ***38,119*** | ***58,840*** | ***65,831*** | ***71,355*** | ***72,415*** |
| **Interest bearing liabilities** |  |  |  |  |  |
| Loans | 380,000 | 460,000 | 460,000 | 460,000 | 460,000 |
| Leases | 1,614,400 | 1,606,591 | 1,713,638 | 1,762,445 | 1,788,613 |
| ***Total interest bearing liabilities*** | ***1,994,400*** | ***2,066,591*** | ***2,173,638*** | ***2,222,445*** | ***2,248,613*** |
| **Provisions** |  |  |  |  |  |
| Employee provisions | 17,141 | 25,033 | 33,260 | 41,820 | 50,793 |
| Other provisions | 108,854 | 109,536 | 113,318 | 115,269 | 115,703 |
| ***Total provisions*** | ***125,995*** | ***134,569*** | ***146,578*** | ***157,089*** | ***166,496*** |
| **Total liabilities** | **2,158,514** | **2,260,000** | **2,386,047** | **2,450,889** | **2,487,524** |
| **Net assets** | **3,791,223** | **3,997,611** | **4,205,727** | **4,428,711** | **4,598,592** |
| **EQUITY [b]** |  |  |  |  |  |
| **Parent entity interest** |  |  |  |  |  |
| Contributed equity | 396,148 | 396,148 | 396,148 | 396,148 | 396,148 |
| Reserves | 3,259,535 | 3,387,749 | 3,524,494 | 3,669,921 | 3,824,449 |
| Retained surplus / (accumulated   deficit) | 135,540 | 213,714 | 285,085 | 362,642 | 377,995 |
| ***Total parent entity interest*** | ***3,791,223*** | ***3,997,611*** | ***4,205,727*** | ***4,428,711*** | ***4,598,592*** |
| ***Total non-controlling interest*** |  |  |  |  |  |
| **Total Equity** | **3,791,223** | **3,997,611** | **4,205,727** | **4,428,711** | **4,598,592** |

**Notes**

1. Prepared on Australian Accounting Standards basis.
2. Equity is the residual interest in assets after the deduction of liabilities.
3. Impact of Net Cash Appropriation Arrangements - Included in accordance with RMG 125 Commonwealth Entities Financial Statements Guide. As DHA is not directly appropriated, the above information is presented for reporting purposes only and includes the depreciation and principal repayments of leases under AASB 16 Leases.

Table 6: Budgeted Departmental Statement of Cash Flows (for the period ended  
30 June) [a]

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **2024-25 Estimated Actual $'000** | **2025-26 Budget  $'000** | **2026-27 Forward Estimate $'000** | **2027-28 Forward Estimate $'000** | **2028-29 Forward Estimate $'000** |
| **OPERATING ACTIVITIES** |  |  |  |  |  |
| **Cash received** |  |  |  |  |  |
| Sale of goods and rendering of   services | 873,138 | 1,083,710 | 1,087,455 | 1,057,002 | 950,805 |
| Interest | 2,831 | 1,365 | 1,759 | 1,979 | 2,550 |
| Other | - | - | - | - | - |
| ***Total cash received*** | ***875,969*** | ***1,085,075*** | ***1,089,214*** | ***1,058,981*** | ***953,355*** |
| **Cash used** |  |  |  |  |  |
| Employees | 101,275 | 98,620 | 108,242 | 112,230 | 116,335 |
| Suppliers | 292,065 | 404,389 | 295,780 | 188,191 | 184,549 |
| Borrowing costs | 13,275 | 22,397 | 24,916 | 24,984 | 24,916 |
| Interest payments on lease liability | 65,001 | 57,361 | 62,089 | 66,865 | 68,975 |
| Other | 41,410 | 69,836 | 69,338 | 73,349 | 78,638 |
| ***Total cash used*** | ***513,026*** | ***652,603*** | ***560,365*** | ***465,619*** | ***473,413*** |
| **Net cash from / (used by) operating activities** | **362,943** | **432,472** | **528,849** | **593,362** | **479,942** |
| **INVESTING ACTIVITIES** |  |  |  |  |  |
| **Cash received** |  |  |  |  |  |
| Proceeds from sales of property,   plant and equipment | 1,220 | - | - | - | - |
| ***Total cash received*** | ***1,220*** | ***-*** | ***-*** | ***-*** | ***-*** |
| **Cash used** |  |  |  |  |  |
| Purchase of property, plant, and   equipment and intangibles | 201,880 | 170,245 | 166,543 | 180,860 | 123,382 |
| ***Total cash used*** | ***201,880*** | ***170,245*** | ***166,543*** | ***180,860*** | ***123,382*** |
| **Net cash from / (used by)  investing activities** | **-200,660** | **-170,245** | **-166,543** | **-180,860** | **-123,382** |
| **FINANCING ACTIVITIES** |  |  |  |  |  |
| **Cash received** |  |  |  |  |  |
| Cash received from borrowing | 210,000 | 80,000 | - | - | - |
| ***Total cash received*** | ***210,000*** | ***80,000*** | ***-*** | ***-*** | ***-*** |
| **Cash used** |  |  |  |  |  |
| Repayments of borrowings | - | - | - | - | - |
| Principal payments on lease liability | 360,427 | 344,436 | 354,930 | 364,399 | 375,829 |
| Dividends paid | - | - | - | - | - |
| ***Total cash used*** | ***360,427*** | ***344,436*** | ***354,930*** | ***364,399*** | ***375,829*** |
| **Net cash from/(used by)  financing activities** | **-150,427** | **-264,436** | **-354,930** | **-364,399** | **-375,829** |
| **Net increase/(decrease) in cash held** | **11,856** | **-2,209** | **7,376** | **48,103** | **-19,269** |
| Cash and cash equivalents at the  beginning of the reporting period | 108,073 | 119,929 | 117,720 | 125,096 | 173,199 |
| **Cash and cash equivalents at  the end of the reporting period** | **119,929** | **117,720** | **125,096** | **173,199** | **153,930** |

**Note**

a. Prepared on Australian Accounting Standards basis.

Table 7: Departmental Statement of Changes in Equity — Summary of Movement   
(Budget Year 2025-26) [a]

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Retained Earnings  $'000** | **Asset Revaluation Reserve $'000** | **Contributed Equity/ Capital $'000** | **Total Equity   $'000** |
| **Opening balance as at 1 July 2025** |  |  |  |  |
| Balance carried forward from  previous period | 135,540 | 3,259,535 | 396,148 | 3,791,223 |
| ***Adjusted opening balance*** | ***135,540*** | ***3,259,535*** | ***396,148*** | ***3,791,223*** |
| **Comprehensive income** |  |  |  |  |
| Surplus/(deficit) for the period | 78,174 | - | - | 78,174 |
| ***Total comprehensive income*** | ***78,174*** | ***-*** | ***-*** | ***78,174*** |
| ***Contributions by owners*** |  |  |  |  |
| Other | - | 128,214 | - | 128,214 |
| ***Sub-total transactions with  owners*** | ***-*** | ***128,214*** | ***-*** | ***128,214*** |
| **Estimated closing balance as at 30 June 2026** | **213,714** | **3,387,749** | **396,148** | **3,997,611** |
| **Closing balance attributable to the Australian Government** | **213,714** | **3,387,749** | **396,148** | **3,997,611** |

**Note**

1. Prepared on Australian Accounting Standards basis.
2. Statement of Departmental Asset Movements (Budget Year 2025-26) [a]

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Land    $'000** | **Buildings    $'000** | **Other property, plant and equipment $'000** | **Computer software and intangibles $'000** | **Total    $'000** |
| **As at 1 July 2025** |  |  |  |  |  |
| Gross book value | 1,992,141 | 1,891,767 | 31,678 | 21,375 | 3,936,961 |
| Gross book value - ROU assets | - | 3,332,878 | 2,421 | - | 3,335,299 |
| Accumulated depreciation/  amortisation and impairment | - | 4,069 | -16,717 | -21,373 | -34,021 |
| Accumulated depreciation/amortisation  and impairment - ROU assets | - | -1,709,346 | -1,290 | - | -1,710,636 |
| **Opening net book balance** | **1,992,141** | **3,519,368** | **16,092** | **2** | **5,527,603** |
| **Capital asset additions** |  |  |  |  |  |
| **Estimated expenditure on new  or replacement assets** |  |  |  |  |  |
| By purchase - other | 42,437 | 113,753 | 1,200 | - | 157,390 |
| By purchase - other - ROU assets | - | 350,162 | - | - | 350,162 |
| **Total additions** | **42,437** | **463,915** | **1,200** | **-** | **507,552** |
| **Other movements** |  |  |  |  |  |
| Depreciation/amortisation expense | - | -48,650 | -841 | - | -49,491 |
| Depreciation/amortisation on   ROU assets | - | -353,865 | -406 | - | -354,271 |
| Other | 40,644 | 87,570 | - | - | 128,214 |
| **Total other movements** | **40,644** | **-314,945** | **-1,247** | **-** | **-275,548** |
| **As at 30 June 2026** |  |  |  |  |  |
| Gross book value | 2,075,222 | 2,093,090 | 32,878 | 21,375 | 4,222,565 |
| Gross book value - ROU assets | - | 3,683,040 | 2,421 | - | 3,685,461 |
| Accumulated depreciation/  amortisation and impairment | - | -44,581 | -17,558 | -21,373 | -83,512 |
| Accumulated depreciation/amortisation  and impairment - ROU assets | - | -2,063,211 | -1,696 | - | -2,064,907 |
| **Closing net book balance** | **2,075,222** | **3,668,338** | **16,045** | **2** | **5,759,607** |

**Note**

1. Prepared on Australian Accounting Standards basis.

## **Glossary**

| Term | Meaning |
| --- | --- |
| Accumulated depreciation | The aggregate depreciation recorded for a particular depreciating asset. |
| Additional estimates | Where amounts appropriated at Budget time are required to change, Parliament may make adjustments to portfolios through the Additional Estimates Acts. |
| Administered appropriation | Revenue, expenses, assets and liabilities administered by an agency for the Commonwealth (such as taxes, benefits payments and public debt) that are not concerned with running the agency or its commercial activities. |
| Administered items | Expenses, revenues, assets or liabilities managed by an agency on behalf of the Commonwealth. Agencies do not control administered items. Administered expenses include subsidies and benefits. In many cases, administered expenses fund the delivery of third party outputs. |
| Agency | Assets, liabilities, revenues and expenses that are controlled by Defence or a subsidiary. Includes officials allocated to the organisation. |
| Amortisation | A term used interchangeably with depreciation, except that it applies to a non‑current physical asset under finance lease, or a non-current intangible asset, over its limited useful life. |
| Annual appropriation | Two Appropriation Bills are introduced into Parliament in May and comprise the Budget for the financial year beginning 1 July. Further Bills are introduced later in the financial year as part of the Additional Estimates. |
| Appropriation | An authorisation by Parliament to spend money from the Consolidated Revenue Fund (the principal working fund of the Commonwealth) for a particular purpose. |
| Asset | An asset is a resource:   * controlled by an entity as a result of a past event, * from which future economic benefits are expected to flow to the entity. |
| Assets under construction | Assets under construction by Defence for Defence, or for the use of another entity, according to a construction contract where Defence controls the asset until completion, or assets under construction or otherwise being made ready by another entity for use by Defence. |
| Australian Accounting Standards | Specify techniques of accounting practice and the method of presenting financial information about a reporting entity. |
| Average funded strength | A budgetary measure used to count the average number of Australian Defence Force members paid on a full-time equivalent basis during a financial year. |
| Capability | The combination of military equipment, personnel, logistics support, training, resources, etc. that provides Defence with the ability to achieve its operational aims. |
| Capability Manager | A Capability Manager is responsible for raising, training and sustaining capabilities as directed by the Secretary and the Chief of the Defence Force. Capability Managers include the Vice Chief of the Defence Force, Associate Secretary, Director-General Australian Signals Directorate, Director-General Australian Submarine Agency; Chief Joint Capabilities, Chief of Defence Intelligence, the Service Chiefs, Chief Information Officer, Deputy Secretary Security and Estate, and Chief Defence Scientist. |
| Capital budget | All proposed capital expenditure funded by appropriation for outcomes, by equity injections or loans and/or appropriations for administered capital, or by other sources. |
| Capital expenditure | Expenditure by an agency on capital projects, for example purchasing a building. |
| Coalition | Countries including Australia who provide troops, logistical support or assistance in military operations, peacekeeping or reconstruction efforts. |
| Combined exercise or operation | An exercise or operation activity involving one or more Services of the ADF with the forces of other countries. |
| Consolidated Revenue Fund | Section 81 of the Constitution stipulates that all revenue raised or money received by the Commonwealth forms the one consolidated revenue fund. The fund is not a bank account. The Official Public Account reflects most of the operations of the fund. |
| Corporate governance | The process by which agencies are directed and controlled. It is generally understood to encompass authority, accountability, stewardship, leadership, direction and control. |
| Defence information environment | Encompasses all of Defence’s computing and communication capabilities at all classification levels. It supports all Defence warfighting functions, including overseas deployed elements and connection to Coalition networks, as well as day-to-day business functions. |
| Defence Management and Finance Plan | The Defence Management and Finance Plan provides Ministers and central agencies with clear oversight of Defence planning and financing strategies. It describes the strategies agreed through the 2016 Defence White Paper and other policy direction. As a compendium of information attached to Defence’s annual Portfolio Budget Submission, it is intended to help Ministers make informed strategic and budgetary decisions on Defence, by bringing into one document the expected financial position of the portfolio taking into account existing commitments and proposed new investments. The Plan also provides the Government with the information necessary to ensure that its investment in Defence is both affordable and sustainable. |
| Departmental items | Assets, liabilities, revenues and expenses that are controlled by the agency in providing its outputs. Departmental items would generally include computers, plant and equipment assets used by agencies in providing goods and services and most employee expenses, supplier costs and other administrative expenses incurred. |
| Depreciation | Apportionment of an asset’s capital value as an expense over its estimated useful life to take account of normal usage, obsolescence, or the passage of time. |
| Employee | Any Defence official who receives a salary or wage, along with other benefits, for the provision of services whether on a full-time, part-time, permanent, casual or temporary basis. |
| Employee expenses | Include, but are not limited to, benefits provided to employees in the form of salaries and wages, performance pay, senior officers’ allowances, leave, and superannuation, but does not include amounts paid or owed to employees as reimbursement of out-of-pocket expenses. |
| Equity injection | An additional contribution over and above the cost of outputs. Equity injections form part of the Commonwealth’s investment in Defence. |
| Expense | Total value of all of the resources consumed in producing goods and services or the loss of future economic benefits in the form of reductions in assets or increases in liabilities of an entity. |
| Fair value | The amount for which an asset could be exchanged, or a liability settled, between knowledgeable and willing parties in an arm’s length transaction. The fair value can be affected by the conditions of the sale, market conditions and the intentions of the asset holder. |
| Force element | A component of a unit, a unit or an association of units having common prime objectives and activities. |
| Force element group | A grouping of force elements with an appropriate command and control structure for a specified role or roles (e.g. the Navy Submarine Group). |
| Forward Estimates | The level of proposed expenditure for future years, based on relevant demographic, economic and other future forecasting assumptions. The Government requires Forward Estimates for the following three financial years to be published in each annual Federal Budget paper. |
| Garrison Support Services | Includes a range of base support services such as ground maintenance, hospitality, training area management, base security, transport, air support and firefighting and rescue services. |
| Grant | * An arrangement for the provision of financial assistance by the Commonwealth or on behalf of the Commonwealth: * under which Commonwealth funds are to be paid to a grantee other than the Commonwealth, * which is intended to help address one or more of the Australian Government’s policy outcomes while assisting the grantee achieve its objectives. |
| Group | A high-level organisational grouping of functions and activities used by the Defence Executive as its primary management grouping (e.g. the Strategy, Policy & Industry Group). |
| Infrastructure | Items owned, leased or otherwise under the control of Defence in support of activities on land and within buildings. Infrastructure includes items such as runways, roads, car parks, parade grounds, ovals, lighting, water, sewerage and other general service related items. It does not include land upon which, or within which, it is constructed or those fixed items integral to, and under, buildings. |
| Integrated Investment Program | The Integrated Investment Program is a costed, detailed development plan for the Australian Defence capabilities to be delivered through implementation of the National Defence Strategy. The program is reviewed regularly to take account of changing strategic circumstances, new technologies and changed priorities, in the context of the overall Defence budget. |
| Interoperability | The ability of systems, units or forces to provide the services to, and accept services from, other systems, units or forces and to use the services so exchanged to enable them to operate effectively together. |
| Inventory | Inventory is comprised of consumable stores and supplies, fuel and explosive ordnance used in the delivery of Defence services. These are items which are consumed in normal use, lose their identity during periods of use by incorporation into, or attachment upon, another assembly, as a result of wear and tear and cannot be reconditioned because their design does not make it possible, or their specific values do not justify it. |
| Joint exercise or operation | An exercise or operation involving two or more Services of the ADF. |
| Liabilities | Sacrifices of future economic benefits that Defence is presently obliged to make to other entities as a result of past transactions or other past events. |
| Listed entity | An entity established by regulation under the *Public Governance, Performance and Accountability Act 2013.* The Act provides financial management authority to, and requires accountability by the Accountable Authority of an entity.This used to be called ‘Prescribed agency’ under the former *Financial Management and Accountability Act 1997*. |
| Materiel Acquisition Agreements | Materiel Acquisition Agreements cover the Capability Acquisition and Sustainment Group’s, Naval Shipbuilding and Sustainment Group’s and Guided Weapons and Explosive Ordnance Group’s acquisition services to Defence for both major and minor capital equipment. |
| Materiel Sustainment Agreements | Materiel Sustainment Agreements are between the Capability Managers and the Deputy Secretary Capability Acquisition and Sustainment, Deputy Secretary Naval Shipbuilding and Sustainment or Chief Guided Weapons and Explosive Ordnance. These agreements cover the sustainment of current capability, including good and services such as repairs, maintenance, fuel and explosive ordnance. |
| Military response options | A set of generic tasks that describe the range of military options the Government could consider as a basis for a response to a particular situation or contingency. |
| Net assets | See Equity. |
| Net Cash Funding | Under the net cash appropriation framework, Defence receives an operating appropriation to meet budgeted expenses (including repayment of lease liabilities and excluding asset depreciation, consumption and impairment) and equity injections to fund capital and inventory additions. |
| Operating result | Equals revenue less expense. |
| Operational tempo | The rate at which the ADF is able to deliver its operations effects, for example, the rate at which forces are dispatched and the time in which they are turned around for their next task. At the local level, this might translate to the crew of an aircraft spending a very small amount of time on the ground before it is re-tasked for its next mission. At the organisational level, this translates to available fighting forces spending very little time at home before they are deployed again for their next operation. |
| Outcomes | The impact that Government seeks from Defence, and are achieved by the successful delivery of its outcomes, to the standards set in the Portfolio Budget Statements. For more information, see Section 2 – Planned Outcome Performance. |
| Permanent forces | The permanent Navy, the regular Army and the permanent Air Force. |
| Platforms | Refers to air, land, surface or sub-surface assets that are discrete and taskable elements within the ADF. |
| Portfolio Additional Estimates Statements | Similar to the portfolio budget statements and prepared at Additional Estimates time to support and update on the Government’s original annual budget for Defence. |
| Portfolio Budget Statements | The document presented by the Minister for Defence to Parliament to inform Senators and Members of the basis for the Defence budget appropriations in support of the provisions in Appropriations Bills 1 and 2. The statements summarise the Defence budget and provide detail of outcome performance forecasts and resources in order to justify expenditure for Defence. |
| Price | One of the three key efficiency indicators. The amount the Government or the community pays for the delivery of agreed outputs. |
| *Public Governance, Performance and Accountability Act 2013* | The *Public Governance, Performance and Accountability Act 2013* replaced the *Financial Management and Accountability Act 1997* and the *Commonwealth Authorities and Companies Act 1997*. The PGPA Act seeks to improve the standard of planning and performance reporting for all Commonwealth entities so that Parliament and the Australian community can better understand how public resources are being used to meet Government policy direction. |
| Purchaser-provider arrangements | Arrangements under which the outputs of one entity are purchased by another entity to contribute to outcomes. Purchaser-provider arrangements can occur between Commonwealth agencies and state/territory government or private sector bodies. |
| Quality | One of the three key efficiency indicators. Relates to the characteristics by which customers or stakeholders judge an organisation, product or service. Assessment of quality involves use of information gathered from interested parties to identify differences between user's expectations and experiences. |
| Quantity | One of the three key efficiency indicators. Examples include: the size of an output; count or volume measures; how many or how much. |
| Readiness | The readiness of forces to be committed to operations within a specified time, dependent on the availability and proficiency of personnel, equipment, facilities and consumables. |
| Reserves | The Naval Reserve, the Army Reserve and the Air Force Reserve. |
| Revenues | Inflows or other enhancements, or savings in outflows, of future economic benefits in the form of increases in assets or reductions in liabilities of Defence, other than those relating to contributions by the Commonwealth, that result in an increase in equity during the reporting period. |
| Risk management | At the highest level, involves the identification and mitigation of those risks that have the potential to adversely affect the achievement of agreed outcome performance at the agreed outcome price. |
| Service  Category 2 | Reserve members who do not render service, although retain a liability to be ‘called out’ in specific circumstances, should this be required. |
| Service  Category 3 | Reserve members who are available for voluntary service, or are rendering service. This category applies to Reservists who provide service to undertake a specified tasking, normally for short tenures and generally within a financial year. |
| Service  Category 4 | Reserve members who are available for voluntary service at short notice. This service category replaces the High Readiness Reserve. |
| Service  Category 5 | Reservists who are providing voluntary service characterised by stability in terms of a specific pattern of service and the number of days to be served. |
| Service Categories  7 and 6 | Permanent ADF personnel with Service Category 6 being a permanent part time service option. |
| Service Options | Group members who provide capabilities where differentiated service arrangements or conditions of service are required. For example, a Reservist undertaking continuous full time service under the Total Workforce Model now has their service in Service Category 3, 4 or 5 ‘modified’ by Service Option C (rendering continuous full time service) and personnel undertaking the ADF Gap Year program would have their service classified by Service Option G. |
| Special account | Special Accounts are an appropriation mechanism to draw money from the Consolidated Revenue Fund for particular purposes. They are not bank accounts. |
| Special Appropriations (including Standing Appropriations) | An amount of money appropriated by a particular Act of Parliament for a specific purpose and number of years. For special appropriations the authority to withdraw funds from the Consolidated Revenue Fund does not generally cease at the end of the financial year.  Standing appropriations are a sub‑category consisting of ongoing special appropriations – the amount appropriated will depend on circumstances specified in the legislation. |
| Specialist military equipment | Assets of a military nature used for a specific military purpose. This includes military equipment and commercial items that have had major modifications to convert/fit them for a military purpose. |
| SSN | SSN is the US Navy hull classification symbol for nuclear-powered general-purpose attack submarines. |
| System Program Office | The office of the Program Manager. It serves as the single point of contact with industry, government agencies, and other activities participating in the acquisition process of a given system. |
| Theatre | The area in which military operations and activities take place. |
| Two-pass approval process | The process by which major capital investment proposals are developed for consideration and approval by the Government. |
| Unit Availability Days | A Unit Availability Day is a day when a unit is materially ready and its personnel state and level of competence enables the unit to safely perform tasks in the unit’s normal operating environment, immediately. |
| Weighted average cost | An inventory valuation method which considers the fluctuating prices and quantities of acquired goods in computing of the cost of inventory. The weighted average method takes the prices of units at the beginning inventory and the varying prices of purchases made and are weighted by the number of units to determine the weighted average cost per unit. It may be computed as the weighted average cost of all available goods present in a given period, or as a weighted moving average cost adjusted when new goods are delivered. |
| Write-downs | The reduction in the value of assets. |

# 

## **Acronyms**

A

AACAP Army Aboriginal Community Assistance Program

AAF Army Amenities Fund

AAFCANS Army and Air Force Canteen Service

AC Companion of the Order of Australia

ACC Air Combat Capability

ACMC Australian Civil-Military Centre

ACPB Armidale Class Patrol Boats

ACS Aegis Combat System

ADF Australian Defence Force

AEWC Airborne Early Warning and Control

ADGE Air Defence Ground Environment

AFV Armoured Fighting Vehicle

AGSVA Australian Government Security Vetting Agency

AHO Australian Hydrographic Office

AM Member of the Order of Australia

AMFRTF Australian Military Forces Relief Trust Fund

AMSA Australian Maritime Safety Authority

ANNPSR Australian Naval Nuclear Power Safety Regulator

ANSTO Australian Nuclear Science and Technology Organisation

AO Officer of the Order of Australia

AOR Auxiliary Oiler Replenishment

APS Australian Public Service

ARH Armed Reconnaissance Helicopter

ASA Australian Submarine Agency

ASCA Advanced Strategic Capabilities Accelerator

ASD Australian Signals Directorate

ASEAN Association of Southeast Asian Nations

ASIO Australian Security Intelligence Organisation

ASMTI Australia-Singapore Military Training Initiative

ASPI Australian Strategic Policy Institute

ATSB Australian Transport Safety Bureau

AUKUS An enhanced security partnership between Australia, the United Kingdom and the United States

AUSMIN Australia–US Ministerial Consultations

A

AVM Air Vice Marshal

AWD Air Warfare Destroyer

B

BMS Battlefield Management Systems

BRIG Brigadier

C

C4ISR Command, Control, Communications, Computing, Intelligence, Surveillance, and Reconnaissance

CAF Chief of Air Force

CBRND Chemical Biological Radiological Nuclear Defence

CCPB Cape Class Patrol Boat

CCSM Collins Class Submarine

CSM Conspicuous Service Medal

CDF Chief of the Defence Force

CER Combat Engineer Regiment

CERT Computer Emergency Response Teams

CIRP Critical Infrastructure Recovery Project

CMATS Civil Military Air Traffic System

COMSEC Communications Security

COVID-19 Coronavirus Disease 2019

CPI Consumer Price Index

CSC Commonwealth Superannuation Corporation / Conspicuous Service Cross

D

DACC Defence Assistance to the Civil Community

DCB Defence Capital Budget

DCP Defence Cooperation Program

DDG Hobart Class Air Warfare Destroyers

DFRB Defence Force Retirement Benefits

DFRDB Defence Force Retirement and Death Benefits Scheme

DGST Deployable Geospatial Support

DHA Defence Housing Australia

DHOAS Defence Home Ownership Assistance Scheme

DISR Department of Industry, Science and Resources

DITC Defence International Training Centre

DMFS Defence Member and Family Support Branch

D

D-RAP Defence Reconciliation Action Plan

DSAS Data Sharing and Analytical Services

DSC Distinguished Service Cross

DSM Distinguished Service Medal

DSR Defence Strategic Review

DSTG Defence Science and Technology Group

DVA Department of Veterans’ Affairs

E

EDHFC Enhanced Defence High-Frequency Communications

EEIP Enterprise Estate and Infrastructure Program

ELF Enhanced Land Force

ERP Enterprise Resource Planning

EW Electronic Warfare

F

FAICD Fellow of the Australian Institute of Company Directors

FCA Fellow Chartered Accountant

FFH Fast Frigate Helicopter / Helicopter Capable Frigate - Anzac Class Frigate

FMS Foreign Military Sales

FOC Final Operational Capability

FTE Full Time Equivalent

G

GA Geoscience Australia

GBE Government Business Enterprise

GOCO Government Owned Contractor Operated

GST Good and Services Tax

H

HIPP HydroScheme Industry Partnership Program

HKM Health Knowledge Management

HS Hydrographic ship

HMAS Her Majesty's Australian Ship

HR Human Resources

I

IAEA International Atomic Energy Agency

IAGDP Indigenous Australian Government Development Program

I

ICT Information and Communications Technology

IED Improvised Explosive Device

IOC Initial Operational Capability

IPP Indigenous Procurement Policy

ISREW Intelligence Surveillance Reconnaissance and Electronic Warfare

J

JORN Jindalee Operational Radar Network

JTA Joint Transition Authority

JP Joint Project

L

LHD Landing Helicopter Dock

LSD Landing Ship Dock

LOTE Life of Type Extension

M

MAJGEN Major General

METOC Mobile Meteorological and Oceanographic

MHC Mine Hunter Coastal – Coastal Mine Hunter / Medium Heavy Capability

MMT Mobile Meteorological Team

MOU Memorandum of Understanding

MP Member of Parliament

MRH Multi-Role Helicopter

MRTT Multi-Role Tanker Transport

MSBS Military Superannuation and Benefits Scheme

MSU Maritime Safety Updates

MVO Member of the Royal Victorian Order

MWD Members with Dependents

MWOD Members without Dependents

MWD(U) Members with Dependents (Unaccompanied)

MYEFO Mid-Year Economic and Fiscal Outlook

N

NACC New Air Combat Capability

NATO North Atlantic Treaty Organization

O

ODIS Office of Defence Industry Support

O

OPV Offshore Patrol Vessel

OTHR Over the Horizon Radar

P

PAES Portfolio Additional Estimates Statements

PBS Portfolio Budget Statements

PEAP Partner Employment Assistance Program

PEFO Pre-election Economic and Fiscal Outlook

PGPA Public Governance, Performance and Accountability

PMICA Protected Mobility Integrated Capability Assurance

PMSP Pacific Maritime Security Program

PMV-L Protected Mobility Vehicle

PNG Papua New Guinea

PSM Public Service Medal

PWC Parliamentary Standing Committee on Public Works

R

RAAF Royal Australian Air Force

RADM Rear Admiral

RAN Royal Australian Navy

RANCCB Royal Australian Navy Central Canteens Board

RA Rent Allowance

REDSPICE Resilience, Effects, Defence, Space, Intelligence, Cyber, and Enablers

RMG Resource Management Guide

ROE Rate of Effort – Flying Hours

ROU Right of Use

RMC Royal Military College

RSC Recruiting Services Contract

S

SERCAT Service Category

SME Specialist Military Equipment / School of Military Engineering / Small Medium Enterprise

SML Survey Motor Launch

STEM Science, Technology, Engineering and Mathematics

T

TAS Trusted Autonomous Systems / Tasmania

U

UAD Unit Availability Days

UNDOF United Nations Disengagement Observer Force

UNSCR United Nations Security Council Resolutions

US United States

USFPI United States Force Posture Initiatives