



Australian Government
Defence

Defence Digital Strategy and Roadmap 2024

*Ready to fight and win
in the digital age*



Foreword

The Albanese Government is making a historic investment in Defence to meet our strategic circumstances and to keep Australians safe.

The Government has released the 2024 National Defence Strategy (NDS) and the 2024 Integrated Investment Program (IIP), outlining the approach to address Australia’s most significant strategic risks based on the concept of National Defence.

The adoption of National Defence will see the Australian Defence Force (ADF) transition to an integrated, focused force, connected by an ecosystem of interoperable platforms that form Defence’s digital backbone.

To support the NDS, the Defence Digital Strategy (the Strategy) and Roadmap (the Roadmap) define Defence’s approach to delivering mission capable Information and Communication Technology (ICT) able to fight and win in the digital age.

Focused through three core priorities, the Strategy and Roadmap consider opportunities and threats that must be prioritised and addressed with urgency, while also focusing on those that lie beyond the horizon.

Defence’s ambitious digital agenda will only be achieved through a commitment to action from across the Defence portfolio, strengthening our sovereign Defence Industrial base through effective partnerships. I commend the Strategy and Roadmap to Defence stakeholders, key domestic and international partners, industry and academia.

Only through a joint commitment to protecting the sovereignty of our nation can we safeguard Australia’s security and prosperity.



Matt Keogh

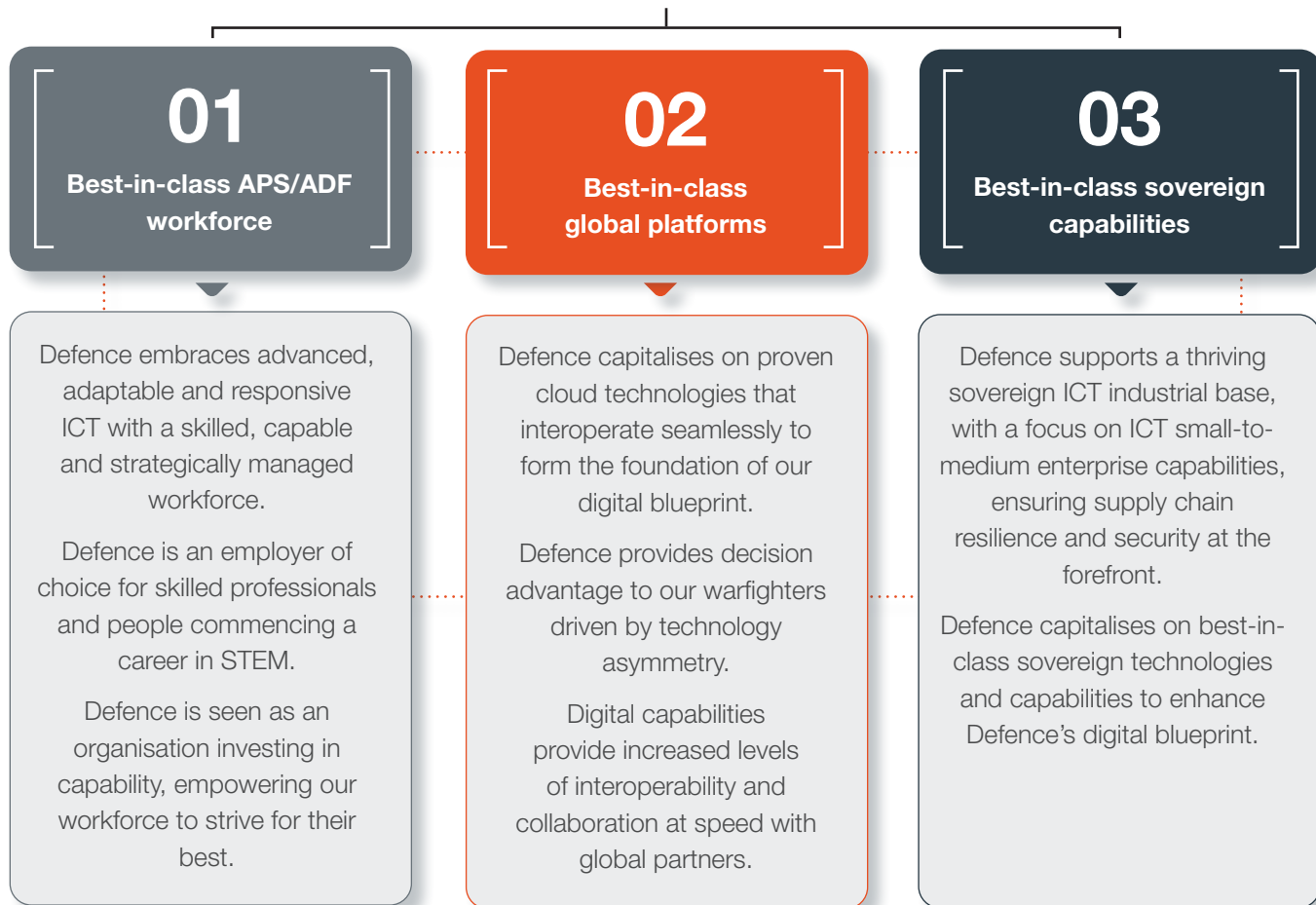
The Hon Matt Keogh MP
 Minister for Defence Personnel
 Minister for Veterans’ Affairs

Context

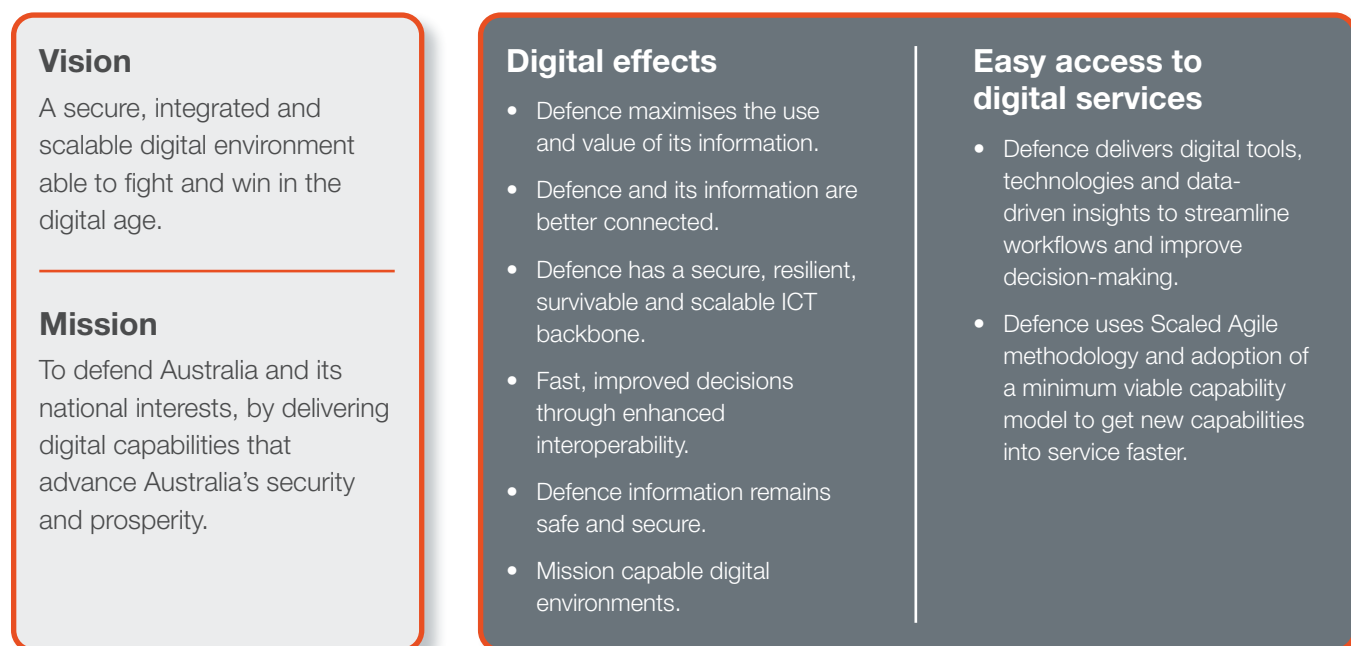


Digital strategy priorities

Digital Strategy and Roadmap



Strategic vision to digital effects



The Roadmap

Defence must rapidly modernise enterprise ICT capabilities to deliver mission capable digital effects to support the ADF and the broader enterprise.

Due to the relentless pace of technology advancement, Defence will remain agile in our approach to planning and delivering digital capability across the enterprise.*

The following table represents Defence’s priority areas of focus across the broader set of technology considerations.

Directional

| | Year 1 | Year 2 | Year 3 |
|--|---|--|---|
| Productivity | <p>Simplify and migrate to a cloud based productivity, unified communications and collaboration suite:</p> <ul style="list-style-type: none"> Migrate on-premise collaboration products to cloud collaboration Roll out a change management program for cloud collaboration adoption | <p>Continue Year 1’s journey to migrate productivity, unified communications and collaboration to the cloud:</p> <ul style="list-style-type: none"> Begin modern VDI (Win11 compatible adoption) Roll out an enterprise mobility and security solution Incubate web based contact centre Commence retirement of legacy platforms | <p>Extend and enhance cloud productivity suite:</p> <ul style="list-style-type: none"> Continue to operate and improve performance, and ongoing enhancements, through cloud’s support cycle for continuous improvement Complete retirement of legacy platforms |
| Service and business operations | <p>Design and rollout cloud based service management and IT Operations Management suite:</p> <ul style="list-style-type: none"> Design and rollout of best-in-class IT Service Management (ITSM) for service and business operations management for greenfield platforms Deliver new Configuration Management Database (CMDB) as part of a new IT Operations Management platform (ITOM) for greenfield platforms | <p>Continued improvement of service management and IT Operations Management suite:</p> <ul style="list-style-type: none"> Continue roll out of best-in-class ITSM platform (commence retirement of legacy) Adopt Application Performance Management Plan and incubate for best-in-class Monitoring and Control products Continue roll out of IT Operations Management platform (commence retirement of legacy) Continue to rationalise extant service and business operations applications | <p>Continued improvement of ITSM, IT Operations and Monitoring/Control suite:</p> <ul style="list-style-type: none"> Continue migration to centralised cloud managed platforms Continue roll out of IT Operations Management and Monitoring and Control products Complete retirement of legacy platforms |
| Platform integration and management interoperability | <p>Deliver API Gateway and provide modern enterprise management capabilities:</p> <ul style="list-style-type: none"> Incubation API gateway Review managed Large File Transfer tooling | <p>Simplified and standardise platform configurations and Robotic Process Automation (RPA):</p> <ul style="list-style-type: none"> Continue delivery of Low Code/ No Code and RPA products for application delivery Commence retirement of legacy technologies | <p>Finalise move to target solution:</p> <ul style="list-style-type: none"> Transition towards proven and automated workload and data orchestration using API gateways and native services across a multi-cloud environment Finalise retirement of legacy technologies |
| Enterprise Resource Planning (ERP) | <p>Continue existing SAP program rollout for ERP:</p> <ul style="list-style-type: none"> Implement Logistics, Spend and Financial Management Implement Foundation Engineering and Maintenance Management Solution upgrade of SAP S4HANA | <p>Continued existing SAP program rollout for ERP:</p> <ul style="list-style-type: none"> Implement SuccessFactors Employee Central and Hire to Retire functionality Commence rollout of Complex Maintenance and Engineering Commence retirement of legacy applications | <p>Continue existing SAP program rollout for ERP:</p> <ul style="list-style-type: none"> Implement Financial Budget and Planning, Logistics Management, Procurement Management Sourcing and Contracting Implement Logistics Management or Explosive Ordnance and Dangerous Goods Continue retirement of legacy applications |

*The Digital Strategy & Roadmap will be reviewed annually.

Directional

Year 1

Year 2

Year 3

| | | | |
|---|---|--|---|
| <p>Electronic Document and Records Management System (EDRMS)</p> | <p>Simplify Defence’s large and complex document holdings with strict regulatory and governance requirements:</p> <ul style="list-style-type: none"> • Incubate cloud based record management solutions • Adopt best-in-class tool for records management and data loss prevention • Incubate new enterprise search capability | <p>Continued EDRMS modernisation by establishing future state and begin migration to cloud:</p> <ul style="list-style-type: none"> • Roll out document/records management lifecycle for tool adoption • Commence retirement of legacy technology | <p>Transition to enhancement and establish a cycle of continuous improvement:</p> <ul style="list-style-type: none"> • Support tool adoption to improve document and records quality • Finalise retirement of legacy technology |
| <p>Infrastructure & platform management</p> | <p>Migrate to a multi cloud ecosystem to improve resilience and flexibility:</p> <ul style="list-style-type: none"> • Adopt cloud compute, storage, backup/restore and other cloud native services in a multi-cloud environment | <p>Continued adoption of cloud based infrastructure and platform capabilities:</p> <ul style="list-style-type: none"> • Continue workloads and data migration to multi-cloud • Commence retirement of legacy technologies • Design and begin roll out of modern Security, Information and Event Management Platform (SIEM) | <p>Utilise advanced cloud capabilities:</p> <ul style="list-style-type: none"> • Uplift cloud monitoring of infrastructure and platforms through modern technology, increasing observability and performance • Finalise retirement of legacy technologies |
| <p>Identity, Credential and Access Management (ICAM)</p> | <p>Modernise ICAM architecture for cloud:</p> <ul style="list-style-type: none"> • Move to cloud identity • Adopt best-in-class ICAM product suite | <p>Centralise management of Privileged Identity and Access Management (PIM/PAM):</p> <ul style="list-style-type: none"> • Rationalise identity and credentials • Move towards Zero Trust capability target state • Continue roll out of ICAM suite of products • Commence retirement of legacy technologies | <p>Complete a fully integrated, end to end enterprise ICAM solution:</p> <ul style="list-style-type: none"> • Continue migration towards Zero Trust technology capability target state and adopt emerging patterns/standards from allies and partners • Finalise retirement of legacy technologies |
| <p>Networking and bearers</p> | <p>Transition to scalable, flexible and resilient networks:</p> <ul style="list-style-type: none"> • Design network overlay to remove reliance on underlying bearers • Incubate modern network management capabilities • Incubate Cloud Access Security Broker (CASB) and Secure Service Edge (SSE) software defined internet gateway | <p>Adopt scalable and resilient networks for deployed:</p> <ul style="list-style-type: none"> • Expand network underlay to support 5G/LEO • Incubate Network orchestration technologies • Roll out CASB and SSE products • Commence retirement of legacy technologies | <p>Continued improvement of advanced network capabilities:</p> <ul style="list-style-type: none"> • Continue delivery of modern network and SD-WAN capabilities • Finalise retirement of legacy technologies |
| <p>AI adoption</p> | <p>Continue genAI incubation across all digital domains:</p> <ul style="list-style-type: none"> • Template and content development • Business process optimisation | <p>Leverage AI/ML developed capabilities to harden and mature digital platforms and services:</p> <ul style="list-style-type: none"> • Cyber security • AI Operations | <p>Develop additional AI capabilities:</p> <ul style="list-style-type: none"> • Extend enterprise developed AI capabilities into broader Defence use cases |

Guiding principles

Technology choices are defined by Defence's strategies and missions:

- Best-in-class global platforms supported by best-in-class sovereign capability.
- Supporting rapid acquisition and iterative deployment.
- Supporting a cloud-only platform strategy, leveraging hyperscaler capabilities.
- Cyber-secure and threat aware by design, in compliance with the Australian Signals Directorate (ASD) Essential 8 and Information Security Manual (ISM).
- Continuously improving Defence's cyber posture and resilience, while increasing system performance and reliability.
- Reducing technical debt - leveraging Moore's Law constantly, while representing value for money.
- Based on open architecture and open standards.
- Enabling interoperability with our military partners for a data driven approach.
- Delivering digital capabilities through single mission centric functional platforms ensuring there is no duplication of ICT capability.

Roadmap assumptions

The following assumptions have been considered for the Roadmap:

- Adequate capacity and competencies exist to deliver the identified initiatives contained in the Roadmap.
- Interdependencies across the portfolio of work can create complimentary alignment in the Roadmap to help accelerate delivery.
- Adoption of Agile ways of working will support more rapid acquisition capabilities.
- Funds recovered from technical debt retirement are reinvested in delivery of the Defence Digital Strategy and Roadmap.

Fight and win in the digital age

Defence will invest in mission capable ICT to deliver a modern, hyperscale cloud based Single Information Environment able to fight and win in the digital age.

Digitally enabled enterprise

Technology that enables better use of data across the enterprise, giving superior insights and fast decision making.

Greater ability to digitally connect, communicate and collaborate, wherever we are, to drive productivity.

Use of global platforms that deliver continual improvement with best-in-class user experience.

Use of contemporary technology like Artificial Intelligence and business process mining to inform and enhance operations of Defence.

A modern ERP that changes the way we do business by providing a single, trusted source of accurate, near real-time information.

Digitally enabled warfighter

Provide best-in-class technical capabilities to digitally enable the warfighter, partners and allies.

Digital enablement provides integration, interoperability and standardisation to improve impact and effectiveness in all Domains, through the consumption of contemporary, composable and survivable digital services.

Technical capabilities will be available at the point and speed of need, enabling warfighting outcomes to support seamless movement of information from the strategic centre to the edge.

Mission capable digital capabilities that support increased levels of interoperability and collaboration with allies and partners.

Single Information Environment

