National Defence Strategy 2026: The Future of Defence Procurement

Policy Brief

May 2026

F&Co. Fitzpatrick & Co Advisory

Executive Summary

Australia's defence posture is undergoing a structural reset against the backdrop of geopolitical upheaval and greater national security challenges. The Federal Government has set a clear direction through the National Defence Strategy 2026 (NDS 26) released alongside the Integrated Investment Program 2026 (IIP 26).

These build on their earlier versions released in 2024, as well as the 2024 Defence Industry Development Strategy, and continue the shift toward asymmetric capabilities, sovereign industrial capacity, and integrated, scalable systems.

Rapid technology advances have changed the procurement landscape, opening up the market to more competition. More innovators and investors than ever are looking for opportunities against the backdrop of new investment models, the need for accelerated solutions and a defence establishment open to new approaches.

Change also coincides with a new leadership team spearheaded by Vice Admiral Mark Hammond as Chief of the Defence Force to pivot toward high-tech, asymmetric warfare. The incoming first female chief of army Lieutenant General Susan Coyle brings expertise in cyber, space, and electronic warfare. Together with Hammond's focus on AUKUS nuclear-submarine integration, this future-focused cohort is tasked with transforming the ADF into an integrated, long-range strike power that prioritises sovereign manufacturing and the rapid adoption of autonomous systems.

Meghan Quinn PSM has been appointed the new Secretary of the Department of Defence starting 18 May 2026. As the former Secretary of the Department of Industry, Sciences and Resources, she will bring her industrial experience to the role. Her knowledge of the Australian manufacturing landscape and ability to deliver for defence projects will be critical.

Underpinning this transformation are seasoned ministerial figures; Deputy Prime Minister and Minister for Defence Richard Marles - the longest serving Minister for Defence in two decades - and Minister for Defence Industry Pat Conroy, who has held his role longer than any predecessor since the 1960s. Longevity is bringing political stability and policy certainty to one of the biggest areas of government spending.

While the 2026 National Defence Strategy (NDS) and Integrated Investment Program (IIP) provide a clear procurement roadmap, success for industry in a shifting threat landscape requires more than technical excellence. Future profitability hinges on three core pillars:

- Strategic Integration: Proposals must prioritise low-cost, scalable, and autonomous systems that integrate seamlessly into existing ADF architectures while bolstering sovereign industrial capability.
- Operational Rigor: Engagement with the newly established Defence Delivery Agency (DDA) is critical. The DDA mandates a higher standard of professionalism, requiring accurate cost estimation and strict accountability for project delivery.
- Relational Capability: Government engagement is now a core commercial function. Because the Commonwealth defines demand and controls market access, long-term success depends on building trusted partnerships and aligning directly with evolving sovereign outcomes.

To secure funding and scale, industry must pivot from selling isolated products to delivering integrated capabilities aligned with government policy priorities that satisfy the DDA's heightened contestability requirements.

What This Means for Industry

Integration, aligning capability with priorities and an increasingly open partnership-based delivery model will matter as well as technical merit. NDS 26 will fundamentally reshape how industry approaches the Australian Defence market.

Success will depend on the ability to:

- **Align with government capability priorities:** Demonstrate clear relevance to priority capability areas, recognising that alignment is a prerequisite for funding, procurement, and long-term engagement.
- **Integrate into existing Defence systems:** Deliver technologies that fit within established architectures and operational concepts, rather than requiring system redesign. Integration is a core gating factor.
- **Operate within a partnership-based delivery model:** Work effectively with primes, SMEs, research institutions, and government stakeholders. Capability is increasingly delivered through collaborative ecosystems, not standalone firms.
- **Engage early and credibly with Defence and government:** Build trust through sustained engagement, transparency, and responsiveness. Government engagement is not ancillary – it is a core commercial capability.
- **Maintain clear positioning within the value chain:** Define where the company sits (e.g. component, subsystem, platform, services), recognising that capability specialists can succeed without acting as system integrators.
- **Deliver cost-effective, scalable capability:** Align with Defence's shift toward low-cost, high-volume, and simultaneously affordable and expendable systems. Solutions must be economically sustainable at scale, not just technically viable.
- **Contribute to sovereign capability depth:** Go beyond nominal onshore presence to demonstrate depth across the value chain —manufacturing, sustainment, workforce development, and supply chain resilience.
- **Anticipate forward-looking Defence priorities:** Position capabilities against where Defence is heading, not only current stated requirements. This requires interpreting policy direction, not just responding to it.

NDS 26 pivots from traditional "off-the-shelf" procurement toward a strategic, ecosystem-driven approach and requires industry to adapt immediately.

"Our Government is making a generational investment into Defence, and we will continue to make further funding decisions based on the assets and capabilities we need to play our part and to meet the strategic moment" (Marles, 2025)

THE HON RICHARD MARLES MP
Deputy Prime Minister
Minister for Defence

Policy Direction

Deputy Prime Minister Marles released the National Defence Strategy 2026 at the National Press Club on 16 April 2026, telling the audience "Australia faces its most complex and threatening strategic circumstances since the end of World War Two."

He also warned: "...international norms that once constrained the use of force and military coercion continue to erode. More countries are engaged in conflict today than at any time since the end of World War Two, and this is occurring across every region of the world."

The foundational 2023 Defence Strategic Review broke away from the traditional once in a decade defence White Paper, introducing the concept of "National Defence" and moving to a biennial cycle for the NDS. It highlighted the need to keep pace with a deteriorating Indo-Pacific security environment and paved the way for the 2024 National Defence Strategy (NDS) guides Australia's response to emerging security risks.

The shift is bringing a whole-of-government approach to capability development, aiming to address immediate capability gaps while also investing in technologies expected to shape future warfare. This includes a clear focus on capabilities such as drones and autonomous systems, cyber and electronic warfare, space and undersea systems, and guided munitions.

This strategic direction is supported by the Integrated Investment Program (IIP), released alongside the NDS, which sets out the long-term plan for how the Government expects to spend on Defence capability over the next decade. The IIP supports investment to deliver a focused, integrated defence force capability across five domains:

- **Navy:** through more surface ships and nuclear-powered submarines to produce more lethal capability.
- **Army:** focussed on and optimised amphibious deployment in maritime adjacent spaces and long-range strike capabilities.
- **Air Force:** supported by bases that can deliver force projection further afield and provide air support for integrated operations.
- **Cyber:** strengthened capabilities to protect communications networks and digital systems in fast-evolving threat environment powered by technological acceleration.
- **Space:** enhanced, space-based capabilities focussed on providing situational awareness and communication.

It outlines major investment areas including new platforms and equipment, supporting systems, infrastructure, workforce needs, and long-term sustainment. With $425 billion allocated over the decade to 2035–36, the IIP represents a major increase in Defence funding compared to previous plans. This reflects the Government's focus on strengthening the ADF's ability to deter threats and respond to regional security challenges.

"Unlike previous innovation cycles, where the cost of entry was high and uptake depended on a sovereign industrial base, this new cycle will be faster and it will spread more quickly." (Marles, 2026)

THE HON RICHARD MARLES MP
Deputy Prime Minister and Minister for Defence

C2 Robotics' "undersea surveillance net" designed to monitor Australia's naval chokepoints.

Policy Direction

Capability	Planned resourcing	Projects Programs
 **Undersea warfare**	$94–130 billion	• AUKUS submarines • uncrewed maritime systems • Ghost Shark • Bluebottle • underwater range systems
 **Maritime capabilities for sea denial and localised sea control operations**	$62–77 billion	• Mogami class frigates • Hunter class frigates • Hobart class destroyers
 **Targeting and long-range strike**	$28–35 billion	• sea-based strike • land-based strike • air-based strike • hypersonic weapons • targeting enterprise
 **Space and cyber**	$27–38 billion	• cyber capabilities • a resilient, multi-orbit satellite communications capability • space sensors • space control • electronic warfare
 **Amphibious capable combined-arms land system**	$48–59 billion	• uncrewed air and ground systems and counter systems • landing craft • infantry fighting vehicles • combat reconnaissance vehicles • Apache helicopters • Black Hawk helicopters • M1A2 Abrams tanks
 **Expeditionary air operations**	$34–41 billion	• C-130J Hercules • F-35A Joint Strike Fighter • EA-18G Growler • MQ-28A Ghost Bat • air intelligence, surveillance and reconnaissance
 **Missile defence**	$21–30 billion	• medium-range ground-based air defence system • counter-small uncrewed air systems • airborne early warning and control aircraft • joint air battle management system • active missile defence • Jindalee Operational Radar Network

Policy Direction

Capability	Planned resourcing	Projects Programs
Theatre logistics and health	$14–21 billion	• theatre logistics upgrade • improved fuel resilience • deployable logistics • health capabilities
Theatre command and control	$14–19 billion	• land, maritime and air command systems • air traffic management and control capability • warfighting networks and strategic communications • decision advantage and intelligence systems
Guided weapons and explosive ordnance	$26–36 billion	• sovereign ability to produce, maintain, repair and overhaul selected weapons • enhanced weapons stockpiles • supporting enablers, including storage and distribution • targeting and long-range strike capabilities
Northern bases	$13–16 billion	• northern base infrastructure • northern training area enhancements
Advanced Strategic Capabilities Accelerator	$3.8–4.3 billion	• one-way precision loitering munitions • intelligence mission data processing • degrading adversary advanced air defence systems

Alongside this, the Defence Industry Development Strategy sets out a more interventionist approach to shaping Australia's defence industrial base. It signals a shift toward:

- Stronger sovereign capability requirements
- More active procurement and industry engagement settings
- Deeper collaboration with trusted international partners

This is not just industrial policy, it is capability policy. Industry is being positioned as a core delivery mechanism for Defence outcomes, not just a supplier base.

Minister for Defence Industry, Pat Conroy, underlined government's commitment to procurement of modern defence systems that are fit for purpose when announcing details of the government's $7 billion commitment to counter-drone investments over the next 10 years.

"This is all about protecting the Australian Defence Force, and that's why we've announced we're more than doubling the funding for drone defences to $7 billion as part of the National Defence Strategy. So, it'll make the ADF safer, but it'll also grow more Aussie jobs, leading the world in technologies..." (Conroy, 2026c)

THE HON PAT CONROY MP
Minister for Defence Industry

Sovereign Capability

The Australian Government sees sovereign capability as critical. It has defined Sovereign Defence Industrial Priorities (SDIPs), areas where Australia needs to build domestic capability.

These include:

- Maintenance, repair, overhaul and upgrade of ADF aircraft
- Naval shipbuilding and sustainment
- Land systems sustainment and enhancement
- Guided weapons and munitions manufacturing
- Autonomous systems development and integration
- Battlespace awareness and management systems
- Test, evaluation, certification and assurance

This presents a broad opportunity for defence companies that can manufacture on shore and create or strengthen an on-shore supply chain. These companies will have a sustained advantage and increased opportunity.

With the government prioritising sovereign capability, it is no longer enough for the final manufacturing to occur onshore, it needs to be embedded across the value chain to mitigate supply chain risk. Superficial localisation is insufficient where critical upstream dependencies remain exposed. The focus is shifting from final assembly to control over inputs, components, and sustainment. This means that sovereignty is becoming a greater supply chain design constraint.

This is a question of depth - how many layers of the value chain must be located domestically to meet sovereign requirements. Where critical dependencies persist offshore, resilience is undermined. The definition of "sufficient" sovereign depth is not fixed. It is shaped through government policy, risk tolerance, and program-level. Decision-making engagement is essential to understand where thresholds sit in practice, whether at the level of final assembly, component production, or upstream inputs.

Concurrently as suppliers consider onshore capability, they must recognise, Australia's defence market is inherently limited by the size of the Australian defence military marketplace. To build true sovereign capability suppliers must be globally competitive. Exports are not a supplementary objective, but a structural requirement, enabling scale, sustaining industrial capacity, and ensuring long-term viability beyond domestic demand.

This shift is reinforced by deeper integration with allied industrial bases through measures such as AUKUS Pillar II, which is accelerating trilateral collaboration in advanced capabilities and defence industry integration. Participation in such ecosystems is government-mediated, making early and sustained engagement essential to access supply chains, navigate export controls, and secure positions within trusted partner networks.

Opportunities for Non-Traditional Suppliers

There is a recognition that to enable sovereign capability Defence must look beyond just traditional defence suppliers.

The rapidly evolving requirements of the Australian defence industry will open opportunities for non-traditional defence suppliers. With an increased emphasis on high tech, but cost-effective systems, companies with deep technical expertise in more consumer and business orientated space can expand into defence.

These companies will however face barriers to working with Defence. A lack of track record and understanding around the complexity of Defence procurement will make it difficult for them to operate independently in this space. Working in partnership with existing defence suppliers will provide them the chance to embed their technologies without requiring a resource intensive shift.

For existing Defence suppliers this provides an opportunity to more deeply control their supply chains and rapidly bring forward innovative solutions.

Asymmetric Capability

The Government's technology focus is shaped by the need to achieve asymmetric advantage in a contested strategic environment. The emphasis is on low-cost, high-volume, and cost-effective, systems that deliver strategic effect through speed, scale, and adaptability. They must provide resilience through the ability to suffer a high level of attrition without imposing an unacceptable human, economic, or capability degradation.

Through the Defence Innovation, Science and Technology Strategy, priority areas have been identified to underpin this shift, including hypersonics, directed energy, trusted autonomy, quantum technologies, information warfare, and long-range fires – missile and strike systems, and their enabling subsystems and technologies, that deliver precise military effects over extended distances.

The priorities reflect a fundamental change in how Defence thinks about capability. It is a recognition that advantage is increasingly derived from scale, adaptability, and the ability to impose cost asymmetry on adversaries.

> "Australia's current strategic environment tells us that we need to do all we can to drive investment in new capabilities." (Conroy, 2026b)
>
> **THE HON PAT CONROY MP**
> Minister for Defence Industry

This aligns with lessons from contemporary conflict. In Ukraine and the Middle East, low-cost Iranian-designed drones have exposed the structural cost imbalance, forcing defenders to expend disproportionately expensive systems to counter cheap threats.

Capability must be designed for scale, cost-effectiveness, and attritability – shifting the cost burden onto the adversary. Or for precision weapons they must be able to inflict outsized or mission critical damage in a manner that will force adversaries to undertake expensive counter measures.

These concepts of affordability and expendability, cost thresholds, and scale are still being translated into operational requirements and procurement settings. Engagement with Defence is critical to understand how these attributes are being defined, prioritised, and applied in practice.

AI in Defence

Defence is actively pursuing advanced technologies within a defined ethical and regulatory framework that reflects the high stakes of military AI use. As recent global conflict within the Middle East has shown, AI can accelerate decision-making and targeting, but it can also increase the risk of error, unintended harm, and reduced human oversight all of which present deeply challenging ethical, human rights, and international law considerations.

The Government's AI policy for defence emphasises that innovation must not come at the expense of accountability. Under The Policy Settings for Responsible Use of AI in Defence, Defence commits to using AI in compliance with Australian law and international obligations. This includes requirements that systems remain explainable, reliable, secure, and designed to reduce bias or unintended harm. It also reinforces that human decision-makers must remain responsible for outcomes.

This creates an additional layer of complexity and accountability for industry. They must develop the capability while demonstrating that their technologies can be deployed in a way that is secure, transparent, and aligned with government expectations. For local defence players this provides an additional opportunity to differentiate products and prove that they are suitable for the Australian use case.

Compliance with these frameworks is not purely technical. It requires engagement with Defence to interpret evolving policy expectations, demonstrate responsible use, and build trust in how systems will perform in operational environments.

Government Support and Defence Innovation Pathways

The Government has established a range of mechanisms to translate strategic intent into capability outcomes. Given the number and differing remits of these bodies and agencies, these pathways can present complexities and challenges for firms seeking to work with Defence without a clear understanding of how to approach them. Knowing the right pathway to pursue will enable firms to efficiently navigate the Defence procurement landscape.

A key entry point for businesses is the Office of Defence Industry Support (ODIS), which provides a streamlined pathway for small and medium enterprises (SMEs) to engage with defence. ODIS acts as a trusted link between SMEs seeking to enter or expand within the Australian defence sector, offering advisory, guidance, and mentoring services through engagement teams located across Australia. It also supports SMEs by connecting them with Defence procurement opportunities and end users, strengthening industry capability, and helping businesses meet Defence requirements.

The Australian Government has also committed that it will explore "every avenue of increasing defence capability quickly." This is most clearly demonstrated by the announcement in February 2026 of the Advanced Capabilities Investment Fund. This is a proposed public–private co-investment vehicle established by the Australian Government to accelerate the growth of sovereign defence and dual-use industrial capabilities.

The fund is designed to address long-standing capital constraints faced by Australian defence SMEs and scale-ups, particularly in emerging technologies that are critical to Australia's defence posture and export ambitions.

"To deliver our National Defence Strategy we're investing an additional $14 billion over the next four years, supporting high paid defence manufacturing jobs across Australia ... This is all delivering a future made in Australia as well as keeping Australians safe" (Keogh, 2026)

THE HON MATT KEOGH MP
Minister for Defence Personnel
Minister for Veterans' Affairs

"It's also our job to invest in defence industry. Last year, 80% of the defence budget was spent in Australia and by doing that we're investing in secure high paid defence manufacturing jobs across the country." (Khalil, 2026)

THE HON PETER KHALIL MP
Assistant Minister for Defence

Defence is considering investing up to AUD $500 million alongside private capital, with a dollar-matching or similar co-contribution model, creating a potential fund size of AUD $1 billion or more.

Minister Conroy outlined that the fund "will target the advanced capabilities and exports of tomorrow such as cyber, artificial intelligence and autonomy, electronic warfare, quantum technologies, and undersea warfare."

The Advanced Strategic Capabilities Accelerator (ASCA) also sits at the centre of efforts to cultivate and operationalise innovation within Defence. It is designed to fast-track the development and transition of advanced technologies by connecting Defence, industry, and research institutions. Its model reflects a broader shift toward rapid prototyping, iterative development, and co-design with end users.

Supporting this are targeted funding programs such as the Defence Industry Development Grants Program, which focuses on building sovereign capability, enhancing export competitiveness, and strengthening workforce skills. Similarly, the Defence Innovation Hub has committed over $1 billion through to 2030 to support the development and commercialisation of innovative technologies.

These programs are complemented by collaborative networks, including the Defence Innovation Network, which facilitate partnerships between universities, industry, and government.

This ecosystem reflects a clear shift towards Defence taking a greater role in shaping system development rather than simply procuring capability. Access to these pathways is not automatic. Participation depends on visibility, alignment, and credibility within Defence and government networks.

Government Engagement as a Core Capability

Babcock's Defence High Frequency Communications System (DHFCS), an Australian sovereign capability providing long-range secure and non-secure tactical voice communications.

Babcock's expansion into comprehensive military aviation services to meet the evolving operational needs of Australian and New Zealand defence forces.

Defence procurement has never been just about the procurement of the best available product, but about companies being able to work with the ADF, the Department and Government more broadly. Through a program of strong engagement defence contractors are able to fully understand the broader government requirements and demonstrate how they are responding appropriately.

Industry must be responsive to the needs of government, with forward-looking alignment and anticipation of requirements. Engagement with government is critical to understand not only the stated priorities, but the underlying needs driving these.

This is now the greatest opportunity in decades for defence industry to partner with government to develop and rapidly deploy solutions for Australia's emerging defence needs. Government will look positively on companies that are developing local knowledge and employment bases that provide sovereignty and broader public benefits.

Government will want to retain their commitment to continuing employment of skilled workers near existing manufacturing hubs.

Defence remains a trust-based market. Programs are long-term, high-risk, and deeply embedded in national security considerations. Government must have confidence not only in a company's technology, but in its reliability, transparency, and alignment with strategic objectives.

Government determines not only what capability is required, but how it is delivered, who can participate, and under what conditions.

This places a premium on trust-building and sustained engagement. Companies that engage early, demonstrating alignment, sharing insights, and operating with openness, will be better positioned to shape outcomes. Those that engage only at the point of procurement will struggle to gain traction.

> "The current strategic environment is challenging old assumptions. Both the cost and requirement of defence will grow, and as a nation we will need to invest greater resources in our defence than we historically have. Middle powers that don't take on more responsibility for their own security will be more exposed to coercion and face greater limits on their sovereignty." (Marles, 2026)

THE HON RICHARD MARLES MP
Deputy Prime Minister
Minister for Defence

About Fitzpatrick & Co Advisory

Fitzpatrick & Co Advisory (F&Co) is Australia's leading provider of bespoke government relations, public affairs, and media and strategic counsel to clients seeking professional advice from experienced government relations professionals. F&Co offers clients genuine insights into the operations of government and the media and helps them create and implement strategies for success. With unique insights and deep understanding of government operations and media,

F&Co works with clients to develop a bespoke approach to achieve public affairs and business objectives, including managing campaigns and issues, engaging with media, and connecting with Labor Governments and Oppositions across the country.

F&Co brings decades of proven experience in guiding companies deploying emerging technologies to navigate complex political landscapes in dynamic policy and competitive procurement environments.

Eamonn Fitzpatrick - Managing Director

Eamonn has spent more than 30 years in media, politics, communications and consulting in Australia, representing some of the world's biggest brands including Uber Technologies, Google, Qatar Airways as well as many Top 100 ASX companies in highly regulated industries.

He has advised Labor leaders across the country in senior roles at federal and state level. He was a senior press secretary to Prime Ministers Gillard and Rudd and previously head of strategy within the Federal Opposition. He has excellent networks across Federal Labor and the entire current Federal Cabinet, the broader Ministry, as well as MPs and their staff.

Eamonn has also held senior roles with Premiers and Treasurers in NSW and Queensland and has a deep understanding of Federal and State Government decision making, funding and policy formulation processes within political leadership and bureaucratic structures, and the risks and opportunities these can create.

As a former Sydney Morning Herald journalist, he understands the political dynamic of news media coverage and maintains strong connections to senior journalists and editors across the country. He appears on Sky News weekly as a federal political commentator.

https://fitzpatrickadvisory.com.au

References

ASCA (2024) Advanced Strategic Capabilities Accelerator, Advanced Strategic Capabilities Accelerator, https://www.asca.gov.au/.

Assaad, Z. and Goussac, N. (2026) Australia's new military AI policy comes at a crucial time. The challenge is turning it into practice, The Conversation, https://theconversation.com/australias-new-military-ai-policy-comes-at-a-crucial-time-the-challenge-is-turning-it-into-practice-278992

Australian Government (2024) Defence Industry Development Strategy, Defence.gov.au, https://www.defence.gov.au/about/strategic-planning/defence-industry-development-strategy.

Babcock (2025) Babcock to Provide Military Aviation Services to Address Growing Defence Force Needs - Babcock Australasia, Babcock Blueprint, https://www.babcock.com.au/news/babcock-to-provide-military-aviation-services-to-address-growing-defence-force-needs/.

Babcock (2026) Project Phoenix (JP9101) Enhanced Defence High Frequency Communications System - Babcock Australasia, Babcock Blueprint, https://www.babcock.com.au/case-studies/project-phoenix-jp9101-enhanced-defence-high-frequency-communications-system/.

C2 Robotics (2025) Thales, Austal, C2 Robotics announce "undersea surveillance net" to watch Australia's naval chokepoints - C2 Robotics Pty Ltd, C2 Robotics Pty Ltd, https://c2robotics.com.au/thales-austal-c2-robotics-announce-undersea-surveillance-net-to-watch-australias-naval-chokepoints/.

Conroy, P. (2026a) Australian Defence Magazine Congress 2026, Defence Ministers, https://www.minister.defence.gov.au/speeches/2026-02-18/australian-defence-magazine-congress-2026.

Conroy, P. (2026b) Australian Government seeking proposals to co-invest in Aussie ingenuity through venture capital market, Defence Ministers, https://www.minister.defence.gov.au/media-releases/2026-02-18/australian-government-seeking-proposals-co-invest-aussie-ingenuity-through-venture-capital-market.

Conroy, P. (2026c) Television Interview, Sky Newsday, Defence Ministers, https://www.minister.defence.gov.au/transcripts/2026-04-21/television-interview-sky-newsday.

Department of Defence (n.d.) Defence Innovation Hub Industry Information Guide, https://www.innovationhub.defence.gov.au/defence-innovation-hub-industry-information-guide.

Department of Defence (2023) National Defence: Defence Strategic Review 2023, Defence.gov.au, https://www.defence.gov.au/about/reviews-inquiries/defence-strategic-review.

Department of Defence (2024a) 2024 National Defence Strategy, Defence.gov.au, https://www.defence.gov.au/about/strategic-planning/2024-national-defence-strategy-2024-integrated-investment-program.

Department of Defence (2024b) Accelerating Asymmetric Advantage – Delivering More, Together, Defence, https://www.defence.gov.au/about/strategic-planning/accelerating-asymmetric-advantage-delivering-more-together.

Department of Defence (2024c) Defence Industry Development Grants Program, Defence, https://www.defence.gov.au/business-industry/resources-support/defence-industry-development-grants-program.

Department of Defence (2024d) Defence Innovation, Science and Technology Strategy "Accelerating Asymmetric Advantage – delivering More, Together," www.dst.defence.gov.au, https://www.dst.defence.gov.au/strategy.

Department of Defence (2024e) Defence strategy homes in on Australia's greatest risks, Defence Australia, https://www.defence.gov.au/news-events/news/2024-04-17/defence-strategy-homes-australias-greatest-risks.

Department of Defence (2024f) Sovereign Defence Industrial Priorities, Defence.gov.au, https://www.defence.gov.au/business-industry/industry-capability-programs/sovereign-defence-industrial-priorities.

Department of Defence (2026a) 2026 National Defence Strategy and 2026 Integrated Investment Program, Defence, https://www.defence.gov.au/about/strategic-planning/2026-national-defence-strategy-2026-integrated-investment-program.

Department of Defence (2026b) Harnessing tech to drive faster decisions across Defence, Defence, https://www.defence.gov.au/news-events/releases/2026-01-05/harnessing-tech-drive-faster-decisions-across-defence.

Department of Defence (2026c) Policy Settings for Responsible Use of Artificial Intelligence in Defence , https://www.defence.gov.au/sites/default/files/2026-03/Policy-Settings-for-Responsible-Use-of-Artificial-Intelligence-in-Defence-%5BOFFICIAL%5D.pdf.

Group, D.S. and T. (2020) More, together: Defence Science and Technology Strategy 2030, www.dst.defence.gov.au, https://www.dst.defence.gov.au/strategy.

Keogh, M. (2026) The 2026 National Defence Strategy will ensure Australia remains secure, sovereign and ready for the challenges ahead. | Matt Keogh, Facebook.com, https://www.facebook.com/KeoghMatthew/videos/the-2026-national-defence-strategy-will-ensure-australia-remains-secure-sovereig/1487205309424000/.

Khalil, P. (2026) We've just released the 2026 National Defence Strategy. It's our job to keep Australians safe and this strategy explains how we're doing just that. | Peter Khalil, Facebook.com, https://www.facebook.com/PeterKhalilMP/videos/weve-just-released-the-2026-national-defence-strategy-its-our-job-to-keep-austra/1850552778957510/.

Kremidas-Courtney, C. (2026) The new economics of warfare, Www.epc.eu, https://www.epc.eu/publication/the-new-economics-of-warfare/.

Marles, R. (2025) Address at 2025 Shangri-la Dialogue Plenary Session 3: Managing proliferation risks in the Asia-Pacific, Defence Ministers, https://www.minister.defence.gov.au/speeches/2025-05-31/address-2025-shangri-la-dialogue-plenary-session-3-managing-proliferation-risks-asia-pacific.

Marles, R. (2026) Speech to the National Press Club, Defence Ministers, https://www.minister.defence.gov.au/speeches/2026-04-16/speech-national-press-club.

Parliament of Australia (2023) AUKUS Defense Ministers Meeting joint statement, Aph.gov.au, https://parlinfo.aph.gov.au/parlInfo/search/display/display.w3p.

F&Co. Fitzpatrick & Co Advisory