

Department of Defence

Entity Resources and Planned Performance

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DEPARTMENT OF DEFENCE

Section 1: Defence Overview and Resources

1.1 STRATEGIC DIRECTION STATEMENT

The 2016 Defence White Paper outlines Australia's Strategic Defence Interests in a secure and resilient Australia, a secure near region, encompassing maritime South East Asia and the South Pacific, and a stable Indo-Pacific region and rules-based global order which supports our interests.

This Defence White Paper restores the alignment of strategy, capability and resources. For the first time in any Defence White Paper, plans have been fully costed, with external private sector validation to ensure they are affordable and achievable. The task for Defence over the next year is to ensure that this plan is put into practice as comprehensively as it was developed. A White Paper Implementation Strategy will ensure key elements of the White Paper are delivered, and will be subject to regular reports to Government through the Defence Committee and the Minister for Defence.

Defence's primary focus continues to be to protect and advance Australia's strategic interests through the provision of a regionally superior ADF with the highest levels of military capability and scientific and technological sophistication. To achieve this, Defence prepares for and conducts military operations and other tasks as directed by the Government.

Defence will continue to contribute to the international coalition to disrupt, degrade and defeat Daesh in Iraq. Defence's contribution currently consists of an Air Task Group, a Special Operations Task Group, and a Building Partner Capacity force to provide training support to Iraq's security forces.

Over 2016-17, Defence will also continue to support security, governance and development in Afghanistan through the NATO-led Resolute Support Mission.

Enhancing defence engagement with allies and security partners in the Indo-Pacific region will remain a priority.

The 2016 Integrated Investment Program provides a 10-year, detailed capability investment plan for the future force covering all of its major elements. It includes major acquisitions of new weapons, platforms and systems and investment in information and communications technology, infrastructure and the enabling workforce.

The 2016 Defence Industry Policy Statement strengthens Defence's collaboration with Australian Defence industry by linking Defence's capability needs with Australian defence industry's capacity to deliver. The Defence Industry Policy Statement also highlights two initiatives to improve Defence capability – streamlining Government's approach to tendering and contracting to reduce red tape, and investing in new technologies to help build Australian defence industry competitiveness.

Under the plan set out in the White Paper, Defence will implement a substantial force modernisation program, introducing new capabilities that will carry within them the requirements for new ways of working. The reforms being implemented under the First Principles Review are essential to delivering these plans. Key elements of the First Principles Review that will continue to be a priority over the next 12 months include improving the quality of advice and decision-making through a stronger strategic centre; transitioning to the new streamlined Capability Life Cycle; and ensuring that enablers such as services, information and communications technology, and the Defence estate, are appropriately resourced.

1.2 DEFENCE RESOURCE STATEMENT

Table 1: Total Defence Resourcing

Serial No.	2015-16 Estimated Actual \$'000		2016-17 Previous Estimate \$'000	2016-17 Budget Estimate \$'000	Variation \$'000	Variation %	2017-18 Forward Estimate \$'000	2018-19 Forward Estimate \$'000	2019-20 Forward Estimate \$'000
Defence resourcing									
1	29,212,545	Appropriation for departmental outcomes	28,648,671	30,016,525	1,367,854	4.8	30,692,324	32,109,205	34,150,568
2	2,535,548	Equity injection appropriation	2,750,832	2,321,327	-429,505	-15.6	3,858,356	4,666,796	5,075,148
3	-	Prior year appropriation	-	-	-	-	-	-	-
4	31,748,093	Current year's appropriation (1 + 2 + 3)	31,399,503	32,337,852	938,349	3.0	34,550,680	36,776,001	39,225,716
5	-	Draw down of appropriations carried forward	-	-	-	-	-	-	-
6	134,704	Other appropriation receivable movements	-	-	-	-	-	-	-
7	-875	Return to the Official Public Account ⁽¹⁾	-897	-897	-	-	-919	-942	-966
8	133,829	Funding from / to the OPA (5 + 6 + 7)	-897	-897	-	-	-919	-942	-966
9	31,881,922	Funding from Government (4 + 8)	31,398,606	32,336,955	938,349	3.0	34,549,761	36,775,059	39,224,750
10	106,982	Capital receipts	44,984	44,988	4	-	57,638	42,057	44,305
11	505,306	Own source revenue (s74 receipts) ⁽²⁾	494,735	500,098	5,363	1.1	497,874	516,777	533,056
12	-	Prior year receipts	-	-	-	-	-	-	-
13	612,288	Funding from other sources (10 + 11 + 12)	539,719	545,086	5,367	1.0	555,512	558,834	577,361
14	32,494,210	Total Defence funding (9 + 13)	31,938,325	32,882,041	943,716	3.0	35,105,273	37,333,893	39,802,111
Administered									
15	6,157,288	Administered special appropriations	5,332,023	5,341,663	9,640	0.2	5,542,482	5,746,856	5,952,854
16	1,597,625	Own source revenue	1,351,289	1,488,796	137,507	10.2	1,413,392	1,350,186	1,301,742
17	-1,597,625	Returns to the Official Public Account	-1,351,289	-1,488,796	-137,507	10.2	-1,413,392	-1,350,186	-1,301,742
18	6,157,288	Total Administered funding (15 + 16 + 17)	5,332,023	5,341,663	9,640	0.2	5,542,482	5,746,856	5,952,854
19	38,651,498	Total Defence resourcing (14 + 18)	37,270,348	38,223,704	953,356	2.6	40,647,755	43,080,749	45,754,965
Appropriation carried forward									
20	10,166	Appropriation receivable including previous year's outputs	10,166	10,166	-	-	10,166	10,166	10,166
21	11,530	Cash in bank	11,530	11,530	-	-	11,530	11,530	11,530
22	21,696	Total appropriations carried forward (20 + 21)	21,696	21,696	-	-	21,696	21,696	21,696

Notes

1. Represents net transfers to and from the Official Public Account.
2. All figures are net of GST.

1.3 BUDGET MEASURES

2016-17 Budget Measures and Other Budget Adjustments

Table 2: Defence 2016-17 Budget Measures

		2016-17 Budget Estimate \$m	2017-18 Forward Estimate \$m	2018-19 Forward Estimate \$m	2019-20 Forward Estimate \$m	Total Forward Estimates \$m
Departmental Budget measures						
2016 Defence White Paper - additional funding	Various	700.0	-	60.0	600.0	1,360.0
Operation Okra - extension	2.2	335.4	13.6	13.9	-	363.0
Operation Accordion - extension	2.2	178.0	2.7	3.2	-	183.8
Operation Manitou - extension	2.2	38.0	11.0	11.9	-	60.9
Operation Highroad - extension	2.2	47.6	-0.1	11.2	-	58.7
Operation Resolute - extension	3.1	16.8	2.8	-	-	19.6
Trans-Pacific Partnership - implementation	1.13	2.7	-	-	-	2.7
Antarctica - maintaining Australia's presence ^[1]	1.13	-11.2	-11.2	-11.2	-11.2	-44.8
Spirit of ANZAC Centenary Experience Travelling Exhibition - additional funding ^[1]	1.13	-10.0	-	-	-	-10.0
Cyber Security - implementation of Australia's Cyber Security Strategy ^[2]	Various	-23.5	-34.0	-32.6	-32.0	-122.2
Closure of Hunter River and Port Stephens Fisheries - assistance to individuals and businesses - extension ^[3]	1.9	-	-	-	-	-
Total Departmental Budget Measures		1,273.8	-15.3	56.4	556.8	1,871.7
Other budget adjustments						
Foreign Exchange	Various	162.1	152.9	306.8	459.3	1,081.1
Defence Budget Rephasing	1.13	-500.0	500.0	-	-	-
Contribution to Shared and Common Services Program	1.13	-4.1	-8.2	-8.2	-	-20.6
DHA PSS Super Adjustment	1.9	-0.2	-0.2	-0.2	-0.2	-0.7
Defence PSS Super Adjustment	Various	5.9	5.7	5.6	5.4	22.6
Defence CSS Super Adjustment	Various	0.9	0.8	0.7	0.6	2.9
Total Other Departmental Budget Adjustments		-335.4	651.0	304.6	465.1	1,085.2
Variation to Defence Departmental Funding		938.3	635.7	361.0	1,021.9	2,956.9

Notes

1. Defence's appropriation will be reduced to provide funding for this measure.
2. Defence's appropriation will be reduced to provide funding for this measure and Defence will be absorbing the cost (\$51.1m) of the specific initiatives relating to this measure over four years from 2016-17.
3. Defence will be absorbing the cost (\$2.2m) of the specific initiatives relating to this measure in 2016-17.

Table 3: Reconciliation of Departmental Funding: 2016 Defence White Paper to 2016-17 Budget

	2016-17 Budget Estimate \$m	2017-18 Forward Estimate \$m	2018-19 Forward Estimate \$m	2019-20 Forward Estimate \$m	Total Forward Estimates \$m
Total Departmental Funding as at 2016 Defence White Paper	32,374.4	34,199.0	36,769.1	39,086.0	142,428.4
Departmental Budget measures					
Operation Okra - extension	335.4	13.6	13.9	-	363.0
Operation Accordion - extension	178.0	2.7	3.2	-	183.8
Operation Manitou - extension	38.0	11.0	11.9	-	60.9
Operation Highroad - extension	47.6	-0.1	11.2	-	58.7
Operation Resolute - extension	16.8	2.8	-	-	19.6
Trans-Pacific Partnership - implementation	2.7	-	-	-	2.7
Antarctica - maintaining Australia's presence	-11.2	-11.2	-11.2	-11.2	-44.8
Spirit of ANZAC Centenary Experience Travelling Exhibition - additional funding	-10.0	-	-	-	-10.0
Cyber Security - implementation of Australia's Cyber Security Strategy	-23.5	-34.0	-32.6	-32.0	-122.2
Total Departmental Budget Measures	573.8	-15.3	-3.6	-43.2	511.7
Other budget adjustments					
Foreign Exchange	-112.7	-131.1	12.7	177.1	-54.0
Defence Budget Rephasing	-500.0	500.0	-	-	-
Contribution to Shared and Common Services Program	-4.1	-8.2	-8.2	-	-20.6
DHA PSS Super Adjustment	-0.2	-0.2	-0.2	-0.2	-0.7
Defence PSS Super Adjustment	5.9	5.7	5.6	5.4	22.6
Defence CSS Super Adjustment	0.9	0.8	0.7	0.6	2.9
Total Other Departmental Budget Adjustments	-610.3	367.0	10.6	182.9	-49.9
Total Departmental Funding as at 2016-17 Budget	32,337.9	34,550.7	36,776.0	39,225.7	142,890.2

Operations Summary

Table 4: Net Additional Cost of Operations from 1999-00 to 2019-20

	1999-00 to 2014-15 Actual Result \$m	2015-16 Estimated Actual \$m	2016-17 Budget Estimate \$m	2017-18 Forward Estimate \$m	2018-19 Forward Estimate \$m	2019-20 Forward Estimate \$m	Total \$m
Operation Astute	4,312.0	-	-	-	-	-	4,312.0
Operation Bel Isi	47.7	-	-	-	-	-	47.7
Operation Slipper	7,177.3	121.9	103.9	-	-	-	7,403.1
Operation Manitou	39.4	43.2	40.2	11.5	11.9	-	146.2
Operation Accordion	123.5	191.0	179.4	3.3	3.2	-	500.3
Operation Highroad	40.5	115.1	59.0	7.8	11.2	-	233.6
Operation Resolute	220.0	48.7	22.5	2.8	-	-	293.9
Operation Catalyst	2,364.5	-	-	-	-	-	2,364.5
Operation Okra	159.4	390.8	353.0	23.6	13.9	-	940.7
Operation Anode	355.2	-	-	-	-	-	355.2
Operation Sumatra Assist	44.5	-	-	-	-	-	44.5
Operation Acolyte	10.5	-	-	-	-	-	10.5
Operation Deluge	6.7	-	-	-	-	-	6.7
Operation Pakistan Assist	9.8	-	-	-	-	-	9.8
Operation Outreach	14.6	-	-	-	-	-	14.6
Operation Kruger	45.3	-	-	-	-	-	45.3
Operation Southern Indian Ocean	11.9	-	-	-	-	-	11.9
Enhanced Force Protection in Afghanistan	540.0	-	-	-	-	-	540.0
Defence Support to 2014 G20 Summit	3.6	-	-	-	-	-	3.6
Total Net Additional Costs	15,526.5	910.7	757.9	49.0	40.2	-	17,284.3
Sources of Funding for Operations							
Government Supplementation	13,891.0	910.7	757.9	49.0	40.2	-	15,648.8
Department of Foreign Affairs and Trade	9.1	-	-	-	-	-	9.1
Department of Defence (Absorbed)	1,626.4	-	-	-	-	-	1,626.4
Total Cost	15,526.5	910.7	757.9	49.0	40.2	-	17,284.3

1.4 CAPITAL INVESTMENT PROGRAM

Table 5: Capital Investment Program

Serial No.		2016-17	2017-18	2018-19	2019-20	Total
		Budget Estimate \$m	Forward Estimate \$m	Forward Estimate \$m	Forward Estimate \$m	
1	Defence Capability Plan (DCP)	1,039.6	2,031.6	3,684.7	5,498.9	12,254.8
2	Approved Major Capital Investment Program	6,203.6	6,098.6	5,811.8	4,848.3	22,962.3
3	Capital Facilities Program	1,758.1	1,726.1	1,706.0	2,009.8	7,200.0
4	ICT Investment Plan	823.5	763.0	963.9	1,010.8	3,561.2
5	Minors Program	83.8	82.2	126.9	144.3	437.1
6	Other Investment ^[1]	931.5	699.0	681.6	511.9	2,824.1
7	Total Capital Investment Program	10,840.1	11,400.4	12,974.9	14,024.1	49,239.6

Note

1. Includes purchases of plant and equipment, and the capital component of repairable items.

Table 6: Capability Sustainment Program

Serial No.		2016-17	2017-18	2018-19	2019-20	Total
		Budget Estimate \$m	Forward Estimate \$m	Forward Estimate \$m	Forward Estimate \$m	
1	Navy Sustainment	2,079.6	2,057.3	2,112.9	2,107.0	8,356.7
2	Army Sustainment	1,641.0	1,532.3	1,611.1	1,628.0	6,412.5
3	Air Force Sustainment	2,180.5	2,069.6	2,041.6	2,106.0	8,397.8
4	Chief Information Officer Sustainment ^[1]	939.5	1,035.5	1,148.8	1,309.7	4,433.6
5	Vice Chief of the Defence Force Sustainment	47.4	47.2	47.3	111.5	253.4
6	Strategic Policy & Intelligence Sustainment	18.0	17.3	18.0	18.1	71.4
7	Joint Operations Command Sustainment	7.3	7.6	7.9	8.3	31.1
8	Estate & Infrastructure Group Sustainment ^[2]	1,436.4	1,685.8	1,779.5	1,962.3	6,864.0
9	Future Sustainment Costs associated with AMCIP, ICT and Facilities (NPOC)	315.8	723.5	1,277.3	1,616.0	3,932.7
10	Total Sustainment	8,665.5	9,176.2	10,044.5	10,867.0	38,753.2

Notes

1. Chief Information Officer Sustainment includes all ICT sustainment for the Department.

2. Estate & Infrastructure Group Sustainment includes all estate maintenance, garrison support and associated costs for the Department.

Table 7: Retained Capital Receipts

Serial No.		2016-17	2017-18	2018-19	2019-20	Total
		Budget Estimate \$m	Forward Estimate \$m	Forward Estimate \$m	Forward Estimate \$m	
	Property Sales					
	Proceeds from the sale of land and buildings	0.3	12.0	-	-	12.3
	Proceeds from the sale of housing	13.8	14.5	15.2	15.9	59.3
	Total proceeds from the sale of property	14.1	26.5	15.2	15.9	71.7
	Costs from the sale of property ^[1]	-89.0	-91.3	-0.4	-0.4	-181.1
1	Net property proceeds retained by Defence	-74.8	-64.8	14.8	15.5	-109.4
2	Proceeds from sale of specialist military equipment	7.5	7.5	7.5	7.5	30.2
3	Proceeds from sale of infrastructure, plant and equipment	23.3	23.6	19.3	20.9	87.1
4	Retained Capital Receipts (1+2+3)	-44.1	-33.8	41.6	43.8	7.5

Note

1. Costs from the sale of property include remediation works.

1.5 PEOPLE

Workforce Overview

ADF Workforce

The Australian Defence Force (ADF) is forecast to achieve an Average Funded Strength of 59,209 in 2016-17. The ADF has been below its approved allocations since 2011-12 due to a combination of factors. Defence has been working to address this through increased recruiting throughput for both Navy and Army. In addition, Army's separation rates have decreased since late 2014-15, which is helping Army to retain more people and grow the size of the force. As a result, the permanent force strength has been increasing since January 2014 and is gradually closing towards the workforce strength approved by Government.

Under the 2016 Defence White Paper the permanent ADF workforce will grow to around 62,400 over the coming decade, beginning in 2016-17 with some modest growth from the earlier planned strength. Importantly, in 2016-17 Defence will deliver a 10-year Strategic Workforce Plan that will set out the skills Defence needs and how Defence will attract, recruit, develop and retain its people.

Civilian Workforce

The tables below show the APS workforce will approach 17,500 by the end of 2015-16, which is the culmination of a conscious program of workforce reductions and recruitment restraint, before stabilising at 18,200 from 2016-17. This increase reflects priorities outlined in the 2016 Defence White Paper. These include enhancements to intelligence, space and cyber security capabilities and will be achieved through a combination of organisation redesign and the creation of new positions.

The workforce will be supported by continuing reform in service delivery areas of Defence's business, as part of the implementation of the 2015 First Principles Review.

Table 8: End of Financial Year Full Time Equivalent (FTE) Estimates for 2015-16 and the Forward Estimates

	2015-16 Estimated Actual EOFY FTE	2016-17 EOFY Full Time Equivalent Forecast Outcome	2017-18 Forward Estimate	2018-19 Forward Estimate	2019-20 Forward Estimate
Total APS	17,500	18,200	18,200	18,200	18,200

Workforce Summary

The total full-time Defence workforce average is forecast to be 77,649 in 2016-17, comprising:

Permanent Forces (76 per cent) of:

14,394 Navy Personnel

30,430 Army Personnel

14,385 Air Force Personnel

17,950 APS staff (23 per cent)

490 Contractors (less than 1 per cent)

The forecast for the total Active and High Readiness Reserves in 2016-17 is 971,000 days of service performed by an estimated 19,110 members.

Over the forward estimates period, the total workforce (excluding Reserves) will increase by 1,135 from the forecast of 77,649 in 2016-17 to 78,784 in 2019-20.

Defence's contractor workforce shows an increase of 89 in average terms from 2015-16 to 2016-17. This is due to low contractor engagement in 2015-16 compared to forecasts. It is likely that actual contractor numbers in 2016-17 will also fall short of approved allocations.

Service providers working under outcomes-based contracts employ their own workforces to support Defence capabilities. These service providers undertake activities such as garrison support, information and communications technology functions and maintenance activities. The size of this workforce cannot be quantified as it is employed by third party organisations that have no obligation to report workforce numbers or arrangements to Defence.

The total planned strength of the Defence workforce is shown in Tables 9 and 10, while a breakdown by Service and rank/level is at Table 11.

Defence People

Effectively managing people capability is critical to delivering Defence's strategic priorities, as outlined in the 2016 Defence White Paper. Key to Defence's people capability will be a number of core strategies that deliver a diverse and agile workforce.

In 2016-17 there will be a continued focus on the implementation of workforce planning and reform in accordance with the First Principles Review. Key to this is the development of a Strategic Workforce Plan. The Plan will enable a highly capable ADF and APS workforce with the necessary skills to deliver Defence capability, including a focus on developing initiatives that attract and retain personnel in the science, technology, engineering and mathematics fields.

The Strategic Workforce Plan will also enable greater learning and development, talent management and career planning for the APS workforce, particularly for critical job categories. Defence will continue to reform the APS workforce ensuring appropriate work value and alignment of management structures in accordance with the requirements of the Australian Public Service Commission.

For the ADF, the implementation of the ADF Total Workforce Model will provide greater workforce agility by contemporising career arrangements and increasing the retention of skilled people to meet future people capability requirements. In addition, the implementation of the new ADF Super scheme on 1 July 2016 will provide for greater flexibility and portability of ADF superannuation.

Defence's commitment to cultural reform through 'Pathway to Change: Evolving Defence Culture' remains steadfast. Many of the recommendations from Pathway to Change have been implemented and this agenda remains critically important to developing and maintaining a diverse and inclusive workforce. Defence will continue its efforts through evaluating and reinforcing key initiatives to align with the First Principles Review, and facilitate positive leadership behaviours and cultural change to achieve Defence's cultural reform goals that we are: trusted to defend, proven to deliver and respectful always.

Initiatives that increase the representation and opportunities for women, people from culturally and linguistically diverse backgrounds, Indigenous Australians and people with a disability remain a high priority. The continued implementation of Defence's Diversity and Inclusion Strategy will ensure the Defence workforce reflects the community we protect and serve. This will reflect and support the Strategic Workforce Plan and Defence White Paper outcomes.

These strategies are underpinned by ongoing reform initiatives. Key activities include the delivery of a more effective and efficient Human Resources (HR) framework; the streamlining of policies; the development of improved payroll and HR management systems and the implementation of a customer-centric Service Delivery Model. Defence will continue to focus on improving performance management throughout the organisation to enable greater accountability and a culture where leadership, professionalism and corporate behaviour are valued and rewarded.

Table 9: Planned Workforce Allocation for the 2016-17 Budget and Forward Estimates—Average Fulltime^[1]

	2015-16 Estimated Actual	2016-17 Budget Estimate ^[2]	2017-18 Forward Estimate ^[2]	2018-19 Forward Estimate ^[2]	2019-20 Forward Estimate ^[2]
ADF Permanent Force^[3]					
Navy	14,216	14,394	14,456	14,684	14,718
Army	29,640	30,430	30,891	30,907	30,966
Air Force	14,165	14,385	14,334	14,203	14,406
1 Total Permanent Force	58,021	59,209	59,681	59,794	60,090
Civilian Employees					
APS	18,100	17,950	18,200	18,200	18,200
Contractors ^[4]	401	490	488	494	494
2 Total Civilian Employees	18,501	18,440	18,688	18,694	18,694
Total Workforce Strength (1 + 2)	76,522	77,649	78,369	78,488	78,784

Notes

1. All numbers for the full-time workforce elements represent average full-time equivalents.
2. Forward Estimates for the full-time workforce elements represent the Government approved strength for each year.
3. Numbers for ADF Permanent Force include Reservists on full-time service.
4. Contractors are individuals under contract performing agency roles. Contractors are not APS employees.

Table 10: Planned Workforce Allocation for the 2016-17 Budget and Forward Estimates—Reserve^{[1][2]}

	2015-16 Estimated Actual: days served (members paid)	2016-17 Budget Estimate: days served (members paid)	2017-18 Forward Estimate: days served (members paid)	2018-19 Forward Estimate: days served (members paid)	2019-20 Forward Estimate: days served (members paid)
Active Reserve Force					
Navy	81,000 (1,760)	81,000 (1,760)	81,000 (1,760)	81,000 (1,760)	81,000 (1,760)
Army	700,000 (14,500)	700,000 (14,250)	700,000 (14,500)	710,000 (14,750)	720,000 (15,000)
Air Force	174,000 (2,860)	176,000 (2,840)	179,000 (2,820)	182,000 (2,800)	186,000 (2,780)
1 Sub-total Active Reserve Force	955,000 (19,120)	957,000 (18,850)	960,000 (19,080)	973,000 (19,310)	987,000 (19,540)
High Readiness Reserve					
Air Force	12,700 (240)	14,000 (260)	15,000 (280)	16,000 (300)	17,000 (320)
2 Sub-total high Readiness Reserve Force	12,700 (240)	14,000 (260)	15,000 (280)	16,000 (300)	17,000 (320)
Total Reserves (1 + 2)	967,700 (19,360)	971,000 (19,110)	975,000 (19,360)	989,000 (19,610)	1,004,000 (19,860)

Notes

1. As the number of days or hours worked by Reserve members can vary greatly, figures in Table 10 show the total number of days' service rendered, with a headcount of members rendering paid service in brackets.
2. Table 10 includes the High Readiness Reserve Force, Active Reserve Force and Specialist Reserve Force. Reservists on full-time service in the Permanent Forces are not included in Table 10, only in Table 9.

Table 11: Breakdown of Average Personnel Numbers by Service and Rank

	2015-16 Estimated Actual	2016-17 Budget Estimate
Navy^[1]		
One Star and above	57	52
Senior Officers ^[2]	597	605
Officers	2,826	2,842
Other Ranks	10,736	10,895
Total Navy	14,216	14,394
Army^[1]		
One Star and above	74	76
Senior Officers ^[2]	840	862
Officers	5,496	5,643
Other Ranks	23,230	23,849
Total Army	29,640	30,430
Air Force^[1]		
One Star and above	58	58
Senior Officers ^[2]	620	612
Officers	4,322	4,481
Other Ranks	9,165	9,234
Total Air Force	14,165	14,385
APS^[1]		
Senior Executives ^[3]	153	152
Senior Officers ^[2]	5,815	5,767
Other APS Staff	12,132	12,031
Total APS	18,100	17,950
Contractors		
Contractors ^[4]	401	490
Total Contractors	401	490
Total Workforce	76,522	77,649

Notes

1. Permanent Forces and APS numbers are forecasts of the average strength for 2015-16.
2. Senior Officers are of Colonel or Lieutenant Colonel rank equivalent and APS Executive Level 1 and 2.
3. The 2016-17 figures for Senior Executive Service include the Secretary, 12 Chiefs of Division, 1 Medical Officer Grade 6 and 1 Medical Officer Grade 5.
4. Contractors are individuals under contract performing agency roles. Contractors are not APS employees.