

CHIEF OF NAVY INTENT

A Thinking Navy, A Fighting Navy, An Australian Navy.

Global competition has changed our reality across all the domains in which the Australian Defence Force operates. We live in an increasing complex geo-political environment, within a dynamic Indo-Pacific region. The maritime domain is central to the security and prosperity of our Nation. As resources become increasingly scarce, and the competition greater, all elements of national power must work together to achieve the desired outcomes for our Nation, and those of our friends. Fuelled by technological advances and availability of information, the future is increasingly unpredictable.

Navy has a crucial role to play to support our government and we must continue to evolve and prepare for a myriad of operational possibilities. This is the basis of our 2022 Headmark. Clarity and alignment in our understanding of our Headmark will effectively guide our day to day actions.

Plan PELORUS provides Chief of Navy's Senior Advisory Committee's direction to Navy for the next four years to achieve our Headmark. It will be revised regularly to enable delivery on our five outcomes.

To achieve our Headmark, the highest priority must be our workforce reconstitution and developing resilience in our workforce - people create capability. Then we must question the status quo, innovate and take action, so that:

HEADMARK 2022

In 2022 our Navy is ready to conduct sustained combat operations as part of the Joint Force.

This is a significant undertaking when you define each element of the statement.

Workforce

We will be fully crewed at sea and staffed ashore, able to train for future demand, and prepared for continued growth.

Lethal

We will be able to deny, deter and defeat our adversaries in the face of evolving threats and challenges.

Integrated

We are integrated with the joint force and operate effectively with our Allies and like-minded partners.

Battleworthy

We will provide Sea, Air and Cyber Worthy platforms to the Chief of Joint Operations.

Sustained

Our resources are optimised to enable conduct of all our activities and our future commitments.

Persistent

We will be able to maintain a long-term presence away from our homeports.

Near Region

Engaged across the Indo-Pacific; we meet all domestic requirements and work closely with our friends and partners in the near region.

OUR OPERATING CONTEXT

It is an important time to be part of our Navy - The world is changing, our region is evolving, great power competition is cultivating regional instability and the Indo-Pacific will be the global focal point for the next century. The Indo-Pacific is driving the world economy and Australia is intrinsically involved with every aspect of this region. This presents both opportunities and challenges for our Nation and our Navy.

We need to know and understand our region, our friends, and our threats - Navy must continue to operate our forces throughout our region alongside our Allies and like-minded partners. Our forces must be equipped, trained and sustained away from homeports so they are ready and able to take decisive action if threatened. This requires our Navy to have strong and trusting relationships with our neighbours and allies, and be able to integrate into multinational task forces for common purpose.

Defence is a national enterprise - The national enterprise essential for delivering our future force is immature, and the value of this endeavour is not yet well understood. Infrastructure, industry, workforce, and scientific development all are essential to deliver our joint future force and all areas require investment in terms of both money and the will power of government, the ADF and the Nation.

People first and mission always - Navy's biggest challenge and greatest opportunity over the next four years is our workforce. Our Navy must grow while competing for intellectual, ethical, skilled and professional people in a highly competitive job market. Our people need to give us a combat edge; they need to be empowered, motivated and resilient. By valuing their contribution, supporting them in difficulties, and by inspiring them to excel, we will ensure that we retain our best and brightest.

Past success guarantees nothing when the paradigm shifts - The rate of disruptive technological development and adoption across our region will increasingly challenge our ability to maintain a capability advantage. Australia will face new threats in an increasingly congested maritime domain. The information domain will be increasingly challenged, and the speed of information, the power of data and rise of artificial intelligence, will all shape our new reality. We must adapt and respond across our enterprise or we will be left behind.



NAVY'S MISSION

TO FIGHT AND WIN AT SEA

OUR VALUES

Honour

Honesty

Courage

Integrity

Loyalty



Plan PELORUS
Navy Strategy 2022

MNB Feb 2019

CHIEF OF NAVY'S CULTURAL INTENT

A FIGHTING NAVY

Respected, as an agile, resilient, and lethal fighting force, we understand and are committed to, our nation, our mission, and each other.

A THINKING NAVY

Acting together with purpose, as empowered, professional war fighters. We know that success will increasingly depend on the quality of our thinking and our agility in decision-making.

AN AUSTRALIAN NAVY

We serve Australia with pride and passion, guided by our values. We reflect the best of Australian Society knowing that the quality of our people is our most important contributor to our future success.

OUR SIGNATURE BEHAVIOURS

PEOPLE

Respect the contribution of every individual.
Promote the wellbeing and development of all Navy people.
Communicate well and regularly.

PERFORMANCE

Challenge and innovate.
Be cost conscious.
Fix problems, take action.
Drive decision making down.

PROFESSIONALISM

Strengthen relationships across and beyond Navy.
Be the best I can.
Make Navy proud, make Australia proud.

HONOUR

HONESTY

NAVY VALUES
COURAGE

INTEGRITY

LOYALTY

PLAN PELORUS - NAVY STRATEGY 2022

OUTCOME ONE

PROVIDE MARITIME FORCES FOR CURRENT OPERATIONS, EXERCISES, ENGAGEMENTS AND FUTURE CONTINGENCIES.

The Fleet Commander is responsible for providing the right forces at the right time, capable of fighting and winning at sea, and is to support the Chief of Joint Operations to employ our forces to their potential.

We will continue to meet government direction by generating battleworthy naval task units, groups and forces, and a scalable and rapidly deployable Command and Control capability. Throughout this period, we will continue to introduce into service new capability; quickly embedding and operationalising these capabilities into the joint force. Furthermore, existing capability will be renewed through a number of mid-life upgrades to ensure we remain the operational benchmark in our region.

There will be an increasing focus on persistent operations in the near-region to shape and understand our operating environment, support our regional partners, and ensure our national influence and access. This will be enabled through integrated operations with Air Force and Army, increased activities with Allies and like-minded partners in our region.

OUTCOME TWO

PLAN AND DELIVER FUTURE MARITIME SYSTEMS.

Head of Navy Capability is responsible for ensuring that Navy's capability meets current requirements, evolves with changes in threats and technology, and achieves the joint integrated effect necessary, with an aim to continuously deliver and sustain an agile and lethal naval capability.

The Capability Life Cycle will evolve to embed seaworthiness, drive greater integration with the joint force and leverage rapid changes in technology. Our approach and mindset will continue to transition from project acquisition to program execution. We will evolve and continuously improve our lethality and undertake a dedicated development program. This, in part, will be enabled through a focus on embedding innovation and innovative thinking throughout Navy.

We will continue to mature our partnership with industry to de-risk the building, delivery and sustainment of our future capability. This will include remediation of our supply chain to improve security and maximise the use of Australian expertise; and develop sustainable sovereign industry capability.

OUTCOME THREE

ASSURE THE SAFETY, SEAWORTHINESS AND AIRWORTHINESS OF OUR SYSTEMS.

Head of Navy Engineering is responsible for the provision of advice regarding all ADF maritime technical matters and ensuring the ADF policies and practices relating to the Safety, Sea and Air Worthiness Assurance Frameworks are applied.

We will continue to implement the Seaworthiness Management System across Navy and Defence and embed the underlying culture required to ensure we maximise the likelihood of achieving specified operational effects by being risk savvy. This will include implementing the system across the entire Capability Life Cycle to ensure our future platforms are seaworthy by design. As the primary preventative control, we will continue efforts to remediate configuration management of all systems and platforms.

We will also update our safety due diligence framework and develop a holistic assurance framework covering all aspects of safety, seaworthiness, airworthiness and cyberworthiness. This framework will be embedded across Navy.

OUTCOME FOUR

EFFECTIVELY LEAD AND MANAGE OUR PEOPLE AND CULTURE.

Deputy Chief of Navy is responsible for ensuring that our workforce has the right people, at the right place, at the right time, with the right training and that our people are ready, willing and able to serve where and when required.

Workforce is our highest priority. We will review the size of our workforce to ensure that it is capable of sustainably operating our future force and we will ensure that the organisational structure is optimised to support it. We will focus on resolving our workforce hollowness through a range of cultural, leadership, communication, strategic planning and retention initiatives. This will include an evolution of NGN as Next Generation Navy.

We will increase our training throughput as we grow our force. We will build our cognitive diversity, and with it, improve our organisational and individual resilience. We will invest in improving the leadership skills of our entire workforce and in doing so, we will renew our identity as an Australian Navy, fit to fight and proud to serve.

OUTCOME FIVE

PROVIDE THE REQUIRED ENABLERS AND OVERSIGHT TO ACHIEVE NAVY OUTCOMES.

Deputy Chief of Navy is responsible for ensuring Navy has the resources, enablers and partners required to achieve all directed current and future activities, sustain the force in being and acquire and introduce our future capability into service.

We will build on the fine reputation built by our predecessors, maintaining the trust of our Nation. We will be worthy of their trust and investment by developing an integrated performance and risk framework that is meaningful, adds value to our situational awareness and ultimately enables effective decision-making at the right level. We will know our risks and monitor the effectiveness of our controls to allow us to prioritise our scarce resources. This will be supported through a re-baselining of the sustainment models and the Integrated Investment Program cost profiles.

A key focus will be on building robust networks across One Defence to ensure that enablers are providing the service that we need to achieve our outcomes. We will continue to invest in our relationships with Allies and like-minded partners, working together for shared goals with respect for the rules based international order.

RENEW

- Review NGN and Leadership development – Next Generation Navy
- Continue routinely deploying Task Groups in support of Government Direction
- Commence enhanced regional engagement in SWPAC including operations from Manus Island
- Providing Navy input to Force Structure Plan
- Renewing / sustaining existing capability
- Commence continuous shipbuilding

TRANSFORM

- NGN Executed
- Grow to 100% approved Workforce
- Holistic Leadership Framework in place
- Re-baseline Integrated Investment Program Funding
- Navy Structured and Resourced for Continuous Shipbuilding
- Plan Mercator released

GROW

- Issue PELORUS update
- Ongoing Base Infrastructure redevelopment/ refresh
- Sydney LIA consolidation
- Integrated operations in near-region

SUSTAIN

- Embedded Cyber Capabilities
- Cyberworthiness across all Platforms
- Organisational Re-design complete
- Majority of Facilities Refreshed
- Persistent South East Asia and South West Pacific presence

2019

- Canberra Class Final Operational Capability
- Decommission HMA Ships *Newcastle*, *Melbourne* and *Success*
- SEAPOWER 19 Conference

2020

- Hunter Class prototyping commenced
- Helicopter Aircrew Training System Full Operating Capability
- Commence Ship Zero concept
- Commence Decommissioning ACPB
- Commission HMAS *Supply*

2021

- Pacific Large Hulled Vessel in service
- Commission HMA Ships *Stalwart* and *Arafura*
- SEAPOWER 21 Conference
- Decommission HMAS *Sirius*

2022

- Hobart Class Final Operational Capability
- Supply Class Final Operational Capability
- Arafura Class Initial Operational Capability
- HMAS *Coonawarra* development completed
- Decommission HMA Ships *Leeuwin* and *Melville*
- MH60 Romeo Final Operating Capability

- Revising Navy Governance Framework
- Implementing Navy Business Performance System
- Introducing 360 degree reporting for Leading Seamen
- Workforce and strategic planning review complete
- Revised focus on One Defence Service Levels Agreements
- Developing metrics to measure resilience
- Navy facilities and basing strategy released
- Seaworthiness embedded into CASG and Industry
- Developing Navy Innovation Framework
- Formalising additional regional bilateral and multilateral arrangements
- Reviewing Navy Critical Infrastructure
- Organisational Review based upon revised workforce numbers
- Developing and resourcing Navy Guided Weapons Program strategy
- Submarine transition Strategy completed
- Navy Autonomous Systems Strategy complete
- Enterprise approach to Combat Management Systems established

- Commence Hydrographic Industry partnership
- Workforce Growth Strategic plan developed
- Establish holistic Autonomous Capability
- Hunter class transition plan agreed
- Remediation of Fleet Configuration Management
- Navy Engineering integrated with CASG
- Full Capability Life Cycle Assurance Function Developed
- Sustainment and funding review
- Navy is culturally prepared for Defence enterprise reform activities
- Supply Chain illumination programs established
- Guided Munitions Plan developed
- Increased Maritime Domain Awareness through classified information sharing
- Sustainable Deployable Command and Control capability and Maritime Operations Centre
- Cyber Assurance Framework implemented in Fleet

- Review NGN Effectiveness
- Review Workforce Growth Strategy, targets and progress
- Continue Warfighting capability development
- Integrated operations and activities across our region
- Semi-permanent presence across our region
- Flexible training throughput to support larger Navy
- Operations across region are unified with and supporting of regional partners
- Navy Infrastructure upgrades approved and funded
- Enterprise approach to Combat Systems established

- Continue Workforce Growth
- Integrated with Army and Air Force
- Sustainment budget adequate for future known operations
- Commence construction of Attack class
- Commence construction of Hunter class
- FFH Capability Assurance Program commenced
- Rolling lethality upgrade program in place
- Joint Force intergration program in place
- Enterprise approach to Integrated Warfare Systems established

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