

CHIEF OF NAVY INTENT

My vision is for Navy, industry and academia to become trusted partners with deep transformational relationships and shared awareness that provide the best possible outcomes for Australia.

Without defence industry, we don't go to sea, we don't fly our aircraft and, ultimately, we are unable to defend Australia and our national interests. We will not be successful unless we truly work closely together.

Australia is engaged in one of the most extensive and ambitious naval shipbuilding programs in the world to modernise and regenerate Navy's fleet. As Capability Manager, I am accountable to Government for almost \$100 billion in future investment.

I have committed Navy through Plan PELORUS: Navy Strategy 2022 to achieve a Headmark that will see us ready to conduct sustained combat operations as part of the Joint Force. Specifically, Outcome Two of Plan PELORUS is focused on planning and delivering the future maritime systems that Navy will need to meet this Headmark. It is clear to me that we need to better define Navy's role as Capability Manager in engaging with industry, academia, and within the close partnerships that we have with defence policy and delivery partners. It is important to highlight that the key to successful execution of this strategy is Navy's commitment to not interfere with, or impede in any way, Capability Acquisition and Sustainment Group's primacy as the defence industry relationship lead, nor Strategic Policy and Intelligence Group's primacy as the Defence lead on industry policy. Navy's engagement with industry and academia will always be complementary to the work of all Defence delivery groups.

Fundamentally, my aim is to reduce the separation between industry, academia and Navy, the end user. I am seeking to better understand the challenges that we are facing individually and collectively and provide industry with the context in which we are operating so they can better understand Navy's long term needs. I want Navy to have more meaningful conversations around emerging technologies and the absolute commitment that I have to be deeply involved in emerging remote and autonomous technologies.

Implementing this Navy Industry Engagement Strategy, that directly supports Plan PELORUS, will provide an ideal opportunity to regenerate, refocus and ultimately strengthen our relationship with industry and academia. This strategy makes it clear that I am focused on providing a clear direction of where we are going, what our needs are, and why. I want industry and academia to understand that what they are producing, no matter how big or how small, contributes to the bigger picture of Navy's capability, and our national interest.

Effective two-way dialogue is key to our ability to move from transactional to transformational relationships. I am committed to conducting persistent, transparent, and effective two-way dialogue with industry and academia at every stage of the capability life cycle.

I want Navy, industry and academia to innovate and challenge each other to make a positive difference. I do not want us to accept the status quo. We need industry and academia to help Navy find a better way to achieve our outcomes through our people, processes, and emerging technologies.

Together, the naval enterprise, industry and academia have an unprecedented opportunity to contribute to nation building and, in doing so, we will build a maritime capability that will underpin the long-term security and prosperity of Australia and our region. When we get this right, it will lead to increased opportunities for technology creation, innovation, and exploitation in our country. It will lead to an increase in Australian industry capability and capacity and will involve more Australians and more small businesses as we deliver and sustain leading edge Navy capability.

I look forward to your partnership as we move forward.



PLAN PELORUS: NAVY STRATEGY 2022

Plan PELORUS provides Chief of Navy's Senior Advisory Committee's direction to Navy to 2022 and recognises that Navy has a crucial role to play to support the government and must continue to evolve and prepare for myriad of operational possibilities. This is the basis of Navy's Headmark:

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

To achieve this Headmark, Navy will place the highest priority on workforce reconstitution and developing resilience in the workforce as people create capability. Then, Navy will question the status quo, innovate and take action to achieve five key outcomes:

Outcome 1 – Provide maritime forces for current operations, exercises, engagements and future contingencies.

Outcome 2 – Plan and deliver future maritime systems.

Outcome 3 – Assure the safety, seaworthiness and airworthiness of our systems.

Outcome 4 – Effectively lead and manage our people and culture.

Outcome 5 – Provide the required enablers and oversight to achieve Navy outcomes.

TRANSFORMATIONAL PARTNERSHIPS IN ACTION

FROM FYSHWICK TO THE FLEET

From the humble beginnings of a small business founded in 1983, CEA Technologies has grown to an internationally-recognised, world-class radar and communication system supplier. The company's transformation was achieved through striving to be at the forefront of innovation by investing in research and development, as well as working collaboratively with end users to develop a deep understanding of Navy's capability needs. CEA's success as a critical sovereign capability ensures that leading edge technology continues to be provided across Navy's current and future surface fleet.

INNOVATION INVESTMENT DELIVERS

EM Solutions designs, produces and supports microwave and radiofrequency systems for satellite and broadband communications. Initially trialled as a Defence Capability and Technology Demonstrator on the Cape Class Patrol Boat in 2017, EM Solutions' Cobra satellite terminal met Navy's needs. As a result, Navy sponsored certification of the Cobra system for access to Wideband Global Satellites, enhancing Navy's network centric warfare capability. It was announced in 2019 that this system will be installed in the Arafura Class Offshore Patrol Vessel. Further Defence Innovation Hub investment awarded to the company may lead to deployment of more advanced EM Solutions' systems. Through this engagement, EM Solutions is working closely with Navy engineers and users. As a result, the company has benefited by developing and fielding leading-edge technology that is globally competitive.



DEEP TRANSFORMATION



A 2012 report identified systemic issues regarding the poor availability of Australia's Collins Class submarines. While there were many contributing factors, the transactional nature of Defence's relationship with industry was identified as a fundamental cultural issue. The Collins Submarine Enterprise was established in response. The Enterprise includes Industry Partners (ASC Pty Ltd, Raytheon, Thales) and a network of approved sub-contractors operating as a cohesive team. This fundamental shift to establish deep transformational relationships based on trust led to a cultural change from a reactive to a proactive, collaborative approach that has delivered increased submarine reliability and availability. Through this collaborative approach between Industry Partners, Navy and Capability Acquisition and Sustainment Group, the Collins Class fleet now consistently surpasses the international benchmark for submarine availability.

SPRINGBOARD FROM YACHTS TO FRIGATES THROUGH INNOVATION

Taylor Bros has grown from a small company building timber yachts to a multidisciplinary company which provides engineering and maintenance support to Navy vessels. The company's forward-leaning culture in offering expert advice and innovative alternative solutions to extant designs made them a trusted partner for Navy since 1982. Taylor Bros' outfitting invariably exceeded Navy's expectations which had ensured the company's continued inclusion in Navy projects. Taylor Bros' involvement in the Air Warfare Destroyer project was a transformational milestone for the company. Building on this experience, coupled with the company's adaptability in applying its expertise and skills, Taylor Bros has since successfully outfitted an extensive range of Navy ships, including the Canberra Class Landing Helicopter Dock and Supply Class Auxiliary Oiler Replenishment. The Arafura Class Offshore Patrol Vessel will also be outfitted by Taylor Bros, which is a testament to the continuing partnership between Navy and the company.

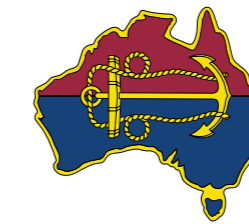
COLLABORATION LEADS TO GENERATIONAL CHANGE

Jenkins Engineering Defence Systems is a wholly Australian owned small business that specialises in the design, supply and support of electronic warfare systems, radar and radio communications systems, such as low-band direction finding systems, microwave antennas and multi-function submarine intercept antennas. In recognition of Jenkins' superior technology and its willingness to invest in a collaborative approach, Navy has engaged Jenkins as a long-term strategic partner. Jenkins' systems represent a generational change in electronic warfare capability for Navy's fleet and this is key to Australia achieving and maintaining a technological edge in the Indo-Pacific. Navy's experience and ongoing partnership with Jenkins is fundamental to delivering future information warfare capabilities and the ongoing battle-worthiness of Navy platforms.

LETHAL, AGILE PARTNERSHIP

Navy has taken a new enterprise approach to the development of combat management systems for the entire surface fleet, with a combination of the Aegis system and the Saab Australian interface for the Hobart and Hunter Classes and the Saab Australia Combat Management System baseline across the Anzac, Canberra, Supply and Arafura Classes.

A diverse range of primes and small businesses will have the opportunity to work with Navy in this exciting transformational partnership. Not only will this approach help Navy maintain cost-effective lethality and agility, it supports the development of a long-term sustainable Australian combat management system industry, which is integral to the successful implementation of the Naval Shipbuilding Plan.



Navy Industry Engagement Strategy

For more information or register to become part of the Maritime Environment Working Group community, please email: Navy.IndustryEngagement@defence.gov.au

HONOUR

HONESTY

NAVY VALUES
COURAGE

INTEGRITY

LOYALTY

CHIEF OF NAVY AS CAPABILITY MANAGER

'Navy's needs must be clear to industry so it is best positioned to develop, deliver and support Navy's capabilities'

WHAT CHIEF OF NAVY AS CAPABILITY MANAGER IS RESPONSIBLE FOR

FULL CAPABILITY LIFE CYCLE - CRADLE TO GRAVE - ACCOUNTABILITY

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|---|--|---|---|
| <ul style="list-style-type: none"> Develop Capability Program Strategy Develop Joint Capability Needs Statement Lead development of Gate 0 documentation | <ul style="list-style-type: none"> Chair Program Steering Committee Set requirements including all Fundamental Inputs to Capability, integration and interoperability considerations Business Case development Contribute to project planning in partnership with Delivery Group | <ul style="list-style-type: none"> Accountable for project execution decisions Coordination of transition of capability into service Lead test and evaluation Evolve program strategy supported by Delivery Group | <ul style="list-style-type: none"> Operate capability to meet preparedness requirements Plan and execute upgrades in partnership with Delivery and Sustainment Groups Evolve program strategy supported by Delivery Group Approve Planned Withdrawal Date and disposal Strategy |
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WHAT TRANSFORMATIONAL RELATIONSHIPS WITH INDUSTRY AND ACADEMIA CAN DELIVER

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| <ul style="list-style-type: none"> Understanding of challenges, industry capabilities/capacity and emerging/innovative technologies or approaches Partnership approach to dialogue with industry and academia on the 'art of the possible' | <ul style="list-style-type: none"> Understanding specific industry capabilities and leading technologies that can support maritime capabilities Exploring novel ways to test concepts, understand and assess pathways to capability maturity | <ul style="list-style-type: none"> Advice and dialogue with industry and academia on technology advances and innovation that can enhance capability and efficiencies during acquisition | <ul style="list-style-type: none"> Enhanced collaboration on more efficient or effective means to operate and sustain capabilities Leveraging combined government and industry sustainment capability and capacity |
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PLAN PELORUS 2022 - 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.

Navy 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.

NAVY INDUSTRY ENGAGEMENT STRATEGY

Vision: Navy, Industry, Academia and Defence Delivery Groups are trusted partners with deep transformational relationships and shared awareness that deliver the best possible outcomes for Australia.



Strategic Guidance

Strategic Policy and Intelligence Group

Facilitators

CENTRE FOR DEFENCE INDUSTRY CAPABILITY

State Government
Defence Industry bodies
Defence Industry Associations

CONSISTENT ALIGNED DIRECTION

INTENT

- Build awareness by consistently and coherently articulating Navy's capability needs

INITIATIVES

- Develop and share 'Problem Statements' to communicate Navy capability needs
- Implement Navy Focus Group fora that explain Navy's capability needs context and foster an opportunity to challenge the status quo

EFFECTIVE TWO-WAY DIALOGUE

INTENT

- Foster persistent, transparent dialogue at every stage of the capability life cycle and build partnerships through trust

INITIATIVES

- Transform Maritime Environment Working Group into an active forum for continuous engagement
- Enhance and optimise Navy's engagement with industry and academia through the Centre for Defence Industry Capability, State Government bodies and defence industry associations
- Establish Navy Industry Liaison Directorate

INNOVATE TO MAKE A DIFFERENCE

INTENT

- Empower industry and academia to help Navy find better ways to achieve outcomes through people, processes and technology

INITIATIVE

- Assist industry and academia by sponsoring proposals that meet Navy's needs through the Defence Innovation System

FOCUSED ON DELIVERY

INTENT

- Keep a laser-like focus on delivering the outcome that the Australian Government and people have directed now and into the future

INITIATIVES

- Enhance Navy's ability to capitalise on capability opportunities during acquisition and sustainment
- Better articulate Navy's role and reduce the separation, where appropriate, between industry and Navy as the end user

Innovators

Defence Science and Technology Group

DEFENCE INNOVATION HUB

NEXT GENERATION TECHNOLOGIES FUND

Academia

Defence Delivery Groups

Capability Acquisition and Sustainment Group

Estate and Infrastructure Group

Chief Information Officer Group

Joint Capabilities Group

A FIGHTING NAVY

A THINKING NAVY

AN AUSTRALIAN NAVY



NAVY

