



RNZN PLAN

2017 – 2025

To be a world-class Navy for a large maritime nation

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CHIEF OF NAVY FOREWORD

Rear Admiral John Martin, ONZM

Last year we celebrated our past achievements; we now turn to our future. That future should be clear, focused, and anchored in ambition. It must be centred on building a Navy that is fit for our nation.

Three quarters of the Earth's surface is covered by water. The nation's life-blood of trade, the basis of our prosperity, traverses the world across a global communications system – a delicate web of maritime routes. It is critical to New Zealand that these stay safe and secure.

Within our hemisphere, we lie at the heart of an oceanic expanse, teeming with resources to be wisely used and protected for the benefit of future generations. New Zealand's sovereign rights over the extended continental shelf results in 96% of our estate being underwater. In maritime terms we are a large nation.

With such responsibilities our Navy can be neither marginal nor mediocre. We need to do our job in some of the most challenging regions of our planet. We do it with young crews and small ships. The country invests in creating the Navy for the region. New Zealanders will expect us to be a world-class Navy for a large maritime nation. This is our vision.

Our mission is to advance New Zealand's interests from the sea; this is the essence of what we do, and whatever we do will strengthen the New Zealand Defence Force (NZDF). We will be a world-class contributor to an NZDF that will be fully integrated by 2025.

In 2025 the Navy will be part of a networked combat force, and will include upgraded ANZAC frigates, a new tanker (AOTEAROA), a Littoral Operations Support ship and a third Offshore Patrol Vessel. It will be a Navy bursting with potential.

We also look out to 2030 and beyond. We must develop the Next Navy, informed by what the Navy after next will demand. New logistics processes, personnel requirements, technologies, tools and tasks will require the Navy to develop and be able to master new capabilities to achieve its mission.

To realise our potential we have to achieve five goals. We must have the knowledge and information required to prioritise and optimise our resources. Our new ships and capabilities will not only need to be introduced into service, but must also be operating at their full capability. We will be a regional maritime security leader, enhancing NZDF's relationships with domestic and international partners. Looking further ahead we will need to define a new Navy that will be tailored to take advantage of opportunities over the horizon.

Lastly and most importantly, we need to ensure the NZDF has the experienced and high-performing naval people it needs – people just like you. World-class people, mission focussed: each and every one vital to achieving our vision.

I have no doubt that I can rely on you to play your part in grasping our exciting and promising future.

RADM John Martin, ONZM

Chief of Navy



EXECUTIVE SUMMARY

Overview

OUR MISSION

To advance New Zealand's interests from the sea

OUR VISION

To be a world-class Navy for a large maritime nation

OUR CORE VALUES

Courage | Commitment | Comradeship

OUR IDENTITY

Te Taua Moana – Warriors of the Sea

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INTRODUCTION

We are developing a Navy that will be a world-class Navy for a large maritime nation. Our Mission is to **'advance New Zealand's interests from the sea'**. To ensure the Royal New Zealand Navy (RNZN) will have the capability to prevail in the ever-challenging environment in the country's Exclusive Economic Zone (EEZ), region, and globally, we must dedicate our work to two central themes:

- Generate capability to meet the missions of today; and
- Develop capability to meet the missions of tomorrow.

New ships, new technologies and new roles mean we need the people with the skills and competencies to advance New Zealand's interests from the sea.

The key activities during the period of this Plan (2017–2025) are to:

- conduct operations,
- train for future operations,

- upgrade ANZAC frigate sensors and weapons systems,
- introduce the replenishment vessel AOTEAROA in 2020,
- introduce a Littoral Operations Support Capability (LOSC), and
- introduce a third Offshore Patrol Vessel (OPV3).

We have identified and developed five goals to achieve our Vision to be **'a world-class Navy for a large maritime nation'**. The Navy Goals are identified by themes aligned to the NZDF 2020 strategic milestone ('Enhanced Combat Capability') and the NZDF Strategy 2025 ('An Integrated Defence Force') as follows:

NAVY GOALS	THEMES
The Naval personnel required for the NZDF by 2025	PEOPLE*
The 'Navy after next' is defined by 2018	FUTURE NAVY
The NZDF's enhanced naval capability operating at full potential by 2025	CAPABILITY**
Navy is acknowledged as a regional maritime security leader by 2025	RELATIONSHIPS*
Management systems fully exploited to enable a high-performing Navy by 2020	INFORMATION*

* NZDF Strategy 2025 Target Investment Areas

** NZDF 2020 Enhanced Combat Capability

THE ROYAL NEW ZEALAND NAVY

The Defence Act 1990 provides for the New Zealand Naval Forces to be part of the NZDF. The RNZN provides maritime expertise to the NZDF and works closely with the New Zealand Army, Royal New Zealand Air Force, and other government departments, including the Ministry of Defence (MoD), Ministry of Primary Industries (MPI), New Zealand Police, Department of Conservation (DOC), Ministry of Foreign Affairs and Trade (MFAT) and Customs, and non-government organisations (NGOs).

THE NZDF

The NZDF consists of about 14,000 uniformed and civilian personnel in the regular and reserve forces. They conduct a range of duties to support New Zealand's security and provide the Government with a variety of response options for future contingencies.

The NZDF mission is:

To secure New Zealand against external threat, to protect our sovereign interests, including within the Exclusive Economic Zone, and to be able to take action to meet likely contingencies in our strategic area of interest.

The NZDF primarily contributes to New Zealand's national security objectives through;¹

- The promotion of a safe, secure and resilient New Zealand, including its border and approaches;

- The preservation of a rules-based international order which respects national sovereignty;
- A network of strong international relationships; and
- The maintenance of New Zealand's prosperity via secure sea, air and electronic lines of communication.

New Zealand's national security interests, in combination with its strategic outlook, are the key factors shaping the roles and tasks the NZDF must be prepared to undertake;²

- Defend New Zealand's sovereign territory;
- Contribute to national resilience and whole-of-government security objectives;
- Meet New Zealand's commitments as an ally of Australia;
- Support New Zealand's civilian presence in the Ross Dependency of Antarctica, and participate in whole-of-government efforts to monitor and respond to activity in the Southern Ocean;
- Contribute to, and where necessary lead, operations in the South Pacific;
- Make a credible contribution in support of peace and security in the Asia-Pacific region;
- Protect New Zealand's wider interests by contributing to international peace and security, and the international rule of law;



- Contribute to the advancement of New Zealand's security partnerships;
- Participate in whole-of-government efforts to monitor the strategic environment; and
- Be prepared to respond to sudden shifts in the strategic environment.

THE NAVY MISSION

Advance New Zealand's Interests from the Sea

Understanding the key elements of our Mission enables us to consider them across everything we do — from the strategic level through to our daily activities. What are New Zealand's interests, and how does the Navy advance them?

New Zealand is not a small island nation with a small navy, but a large oceanic nation with significant maritime responsibilities. New Zealand's maritime interests are both close to home and, given its dependence on international trade, global.

Every New Zealand Government has a fundamental duty to protect the country's sovereignty, people and resources. New Zealand's EEZ is approximately 15 times the land area of New Zealand and is one of the largest EEZs in the world. The country also has the world's ninth-longest coastline. A lack of response to events within the waters under New Zealand's jurisdiction is perceived by international law as tacit acceptance that others may use those waters as they please, without regard or respect for boundaries or New Zealand law. This is a derogation of sovereignty. New Zealand's sovereign responsibilities also include its obligations to support the Cook Islands, Niue and Tokelau; and to maintain its claims of sovereignty in the Ross Dependency of Antarctica.

New Zealand is also one of the world's most internationalised states. It is well connected globally, yet vulnerable to any disruption in trade and information flows. This vulnerability dictates a contribution by New Zealand naval forces dedicated to preserving the systems on which the free flows of

seaborne trade depend. Keeping the oceans and sea lines of communication open for trade is vital to New Zealand's security and economic prosperity.

New Zealand's economic prosperity is reliant on a stable political environment and safe maritime trade routes. Most of the country's exports (99% by weight³) and most of its imports are transported by sea. Threats to shipping, such as piracy or blockade, have negatively affected the New Zealand economy in the past and could do so again. The country is dependent on organisations such as the United Nations and the International Maritime Organisation maintaining international norms of behaviour.

New Zealand is a valued regional security partner, and its Navy works collaboratively with other Navies to protect the globe's valuable maritime trade routes. In recent years, naval vessels and people have deployed to the Indian Ocean, Arabian Gulf and Horn of Africa, where we contribute to international efforts to protect trade routes and prevent piracy and terrorism.

Naval vessels and people protect our country's interests, with regular border and resource protection patrols supporting Customs and MPI, Search and Rescue (SAR) operations, as well as supporting other agencies including New Zealand Police, the Ministry of Civil Defence and Emergency Management, and DOC. Inshore Patrol Vessels (IPVs) work around the New Zealand coast and two OPVs conduct similar work in the Southern Ocean and the South Pacific.

Navy is ready to respond to natural disasters at home and overseas. Naval vessels and people were among the first responders to the devastating earthquakes in Christchurch in 2011, and Kaikoura in 2016. Naval vessels undertake SAR missions and are active in the South Pacific, where the Naval Patrol Force regularly undertakes fishery patrols, visits ports, and contributes to humanitarian missions such as cyclone relief and transporting supplies to remote islands.

Navy personnel take part in peacekeeping operations around the world. Naval vessels and people have been deployed to East Timor (Timor-Leste), Solomon Islands, Sudan, the Middle East, South Korea and Afghanistan.

1. New Zealand Defence Force, NZDF Four Year Plan 2017/18 – 2020/21

2. New Zealand Defence Force, NZDF Four Year Plan 2017/18 – 2020/21

3. Statistics New Zealand. Quoted on the 'Sea' webpage of the Ministry of Transport's website. Retrieved on 21 June 2017 from www.transport.govt.nz/sea/

OVERVIEW OF NAVY CAPABILITIES: CURRENT AND FUTURE

The Fleet is the collective term given to the range of maritime force elements both at sea and ashore which deliver maritime capability and effects. The collective nature of the Fleet ensures a degree of resilience in output production for example; a frigate en route to an operational area may also be conducting collective and individual training, maritime surveillance, presence and defence diplomacy concurrently.

CURRENT CAPABILITY – CONTEMPORARY WARFIGHTING AND OTHER OPERATIONS

The Navy generates a Fleet that includes combat-capable, multi-purpose maritime elements, able to operate globally as part of maritime coalitions in the open-ocean and littoral regions. The Navy also maintains the capability to command New Zealand or coalition naval forces at the Task Group level and amphibious operations and exercises.

The Navy also manages the generation and maintenance of maritime capabilities that are utilised for non-combat tasks to assist the civil power and support other government agencies.

The specific capabilities generated by Navy for warfighting and other maritime operations are set out as follows:⁴

4. New Zealand Defence Force, NZDF Plan 2017 – 2018

Naval Combat

Maritime Warfare Operations

Naval combat forces, with integrated air capabilities, prepared for maritime warfare and security operations within a coalition or multinational task force; to locate, classify and track surface vessels, submarines and aircraft and, when necessary, apply force against those targets until they no longer present a threat to the Task Force or assigned mission.

Naval combat forces, with integrated air capabilities, prepared to protect military and commercial shipping from any threat posed by an adversary to the freedom of navigation and safe passage.

Naval combat forces with integrated air capabilities, prepared to contribute to the protection of land forces, from the sea, within the range and limitations of fitted weapons systems and those of the embarked aircraft.

Maritime Security Operations

Naval forces, with integrated air capabilities, prepared to conduct maritime security operations in a coalition or multinational maritime task force including Intelligence, Surveillance and Reconnaissance (ISR) tasks, and Maritime Interdiction Operations (MIO) to prohibit the movement of specified items, people or vessels and in extremis, maintain the capability to deal with surface, air and subsurface threats should they be present.



Naval Patrol

Naval Patrol Operations

Naval patrol capabilities prepared to carry out surveillance, deter unlawful activity and interdict vessels of interest; to contribute to government efforts to secure borders, protect resources and enable New Zealand law to be enforced at sea and assist regional nations in ensuring the security of their respective maritime domains.

The Navy intends to operate all four IPV's for a period of time to maximise resource and border protection response options, contribute to sea training and prepare for forthcoming capabilities.

Projection and Sustainment

Amphibious Sealift

Naval surface forces prepared to conduct operations in a national-led military operation or multinational maritime Task Force to enable the projection of a Landing Force and tailored air group (helicopters) and the sustainment of military forces from sea with specialist amphibious shipping, in a permissive to low-threat environment.

Replenishment

Specialised naval forces prepared to be assigned to a national-led military operation or multinational maritime task force, to undertake ISR tasks and conduct underway replenishment of fuels, cargo and personnel for naval forces in a mid-intensity environment.

Littoral Warfare Support

Specialised naval forces, including diving and Mine Counter Measure (MCM) Support Vessels, prepared to provide combined maritime capabilities that can conduct short-notice, short-duration rapid environmental assessment missions to prepare regional ports, inshore waters and beachheads for maritime and amphibious operations in a national or allied task force.

Maritime Trade Operations

Naval Guidance and Supervision of Shipping

Maritime capabilities prepared to be integrated into a multinational maritime shipping coordination centre(s); undertaking naval cooperation and guidance for shipping and naval supervision to enable a Theatre or Operational Commander to manage risk by providing situational awareness and real-time clarity of the maritime shipping picture, to ensure the safe passage of merchant shipping in a crisis.



THE NEED FOR ENHANCED CAPABILITY

The Defence Assessment (2014) and the Defence White Paper (2016) reported changes to the strategic environment, including New Zealand's dependence on technology. Both documents raised the issue that the NZDF has an interest in contributing to international cyber and space security efforts, and to protect this infrastructure from being exploited or disrupted. In response, the Government has signalled upgrades to the NZDF's capability to meet future demands. The Defence White Paper also stated requirements for Navy to contribute to coalition maritime operations, conduct surveillance and presence operations, deploy forces across the seas, and sustain forces once in theatre.

The Defence White Paper specified a range of new capabilities for the Navy to enhance our ability to meet those requirements. This included an increased focus on specific geographic areas. There will be more emphasis on Southern Ocean and Antarctic operations, an increased presence in the South Pacific to support states in the region to patrol their maritime zones, and increased provision to carry out Humanitarian Assistance and Disaster Relief (HADR) operations.

The increased capabilities extend beyond upgrades and acquisition of ships. A significant shore-side capability will be needed to provide the support the ships need to maximise their effectiveness. Support is more than maintenance and supply; it includes the mission support and communications links required for a ship to be effective at sea. This is recognised in the Defence White Paper, with an increase in the number of intelligence personnel to process, analyse and distribute information. We will also need to increase our range of skills, such as mastering the particularly trying conditions in the Southern Ocean and Ross Sea.

'THE NEXT NAVY' - THE FUTURE OF WARFIGHTING AND OTHER OPERATIONS

As stated in the NZDF Four Year Plan (2017/18–2020/21) the Navy requires an increase in personnel to 2,253 by 2021, with further increases planned out to 2025. It will be critical to ensure personnel numbers are not just sufficient for the ships, but also sufficient to support the Fleet from ashore — for example, mission support and logistics personnel. Our personnel will require a different range and mix of skills. We will have less ability to conduct training at sea, but will have more training conducted ashore in simulators to accelerate the time to competency.

Over the next seven years, the Navy will substantially upgrade the sensors and weapons systems of the ANZAC frigates, introduce into service the replenishment vessel AOTEAROA, and acquire a new LOSC. Also signalled in the Defence White Paper is the acquisition of OPV3.

Figure 1 shows the Fleet in 2017 and projected Fleet in 2025.

The future capability of the Fleet in 2025 can be seen on pages 40 and 41 of this document.

ANZAC Frigate Systems Upgrade Project

The ANZAC frigates will have their systems upgraded to ensure they can defend themselves when part of a coalition, and improve their ability to prosecute air, surface, and subsurface targets. The upgrade will be reinforced by information and communications technology (ICT) initiatives to support the ability to undertake ISR tasks or MIO. The expansion of the embarked Seasprite helicopter fleet will be a further key enabler for naval combat.

The ANZAC frigates' communications system will be upgraded to a modern solution compatible with New Zealand allies.



Replenishment – AOTEAROA (2020)

The tanker HMNZS ENDEAVOUR will decommission in late 2017 and be replaced by AOTEAROA in 2020, to refuel and sustain New Zealand and partner forces both at and from the sea. When combined with other capabilities, the replacement tanker will offer options for the sustainment of ground forces, and for the support of HADR missions, primarily within the South Pacific. AOTEAROA will be ice-strengthened so it can supply fuel and other goods to Antarctica in the summer months, after an ice-breaker has cleared a channel through the ice.

Proposed Replacement of HMNZS MANAWANUI

The diving support vessel HMNZS MANAWANUI is to be decommissioned in 2018. Subject to further investigation it has been proposed that a replacement vessel be procured before the arrival of the LOSC. The proposed vessel will enable the continued generation of NZDF diving capability, however the requirement for a LOSC will remain.

Littoral Operations Support Capability

The LOSC will support diving training and operations, hydrographic surveying, MCM, and other littoral warfare support activities. The LOSC is a key enabler for Joint Task Forces domestically and in the South Pacific, will significantly enhance naval support to landing forces and will deliver rapid environmental assessments in ports, inshore waters and beachheads in the region

Third Offshore Patrol Vessel

Over the last decade, the number and scope of NZDF air and maritime operations in the Southern Ocean and the Antarctic has increased. The Government will continue to support its international obligations to the Convention for the Conservation of Antarctic Marine Living Resources (CCAMLR), protect the Antarctic environment and respond to SAR incidents in the Southern Ocean and South Pacific.

The NZDF currently operates two OPVs. The Defence White Paper identified the need to ice-strengthen a planned third OPV. The procurement of this vessel will improve the NZDF's ability to conduct patrols in the Southern Ocean. Operations will be able to be conducted across a wider range of ice conditions than are possible with the present OPV fleet.

Information and Cyber Warfare

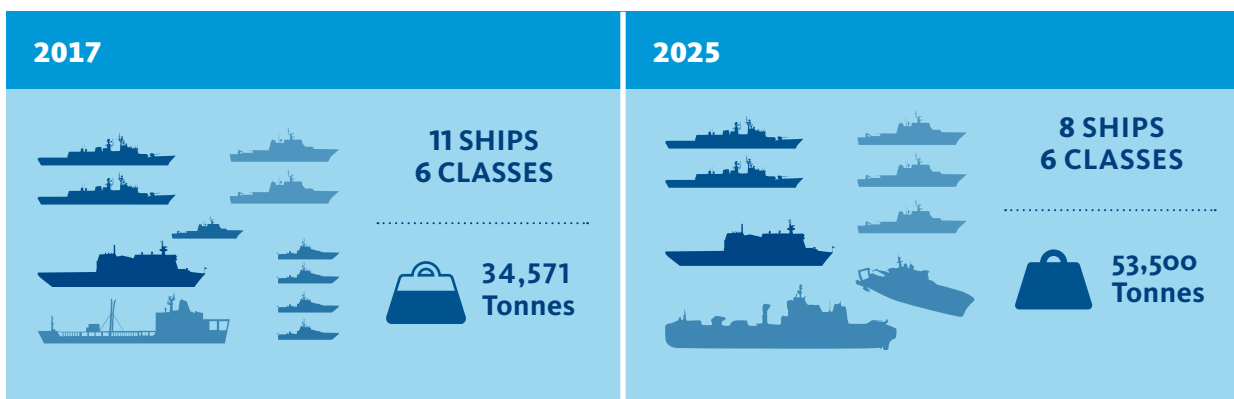
Information warfare has long been a core capability of the RNZN through the Communications and Electronic Warfare trades. The increasing importance of ICT networks and the evolving cyber threat ensure that Navy will be a key contributor to the development of a NZDF cyber support capability.

Benefits of the Enhanced Capability of the Next Navy

The benefits of the upgraded Fleet include:

- the ability to be self-sufficient for self-defence when part of a task force,
- improved ability to detect and respond to underwater threats in coastal environments,
- increased support to regional amphibious operations (including HADR),
- increased contribution to New Zealand's Antarctic support programme and Antarctic and Southern Ocean operations,
- greater strategic reach for expeditionary operations,
- increased situational awareness and intelligence, and
- increased support to other government agencies, particularly in the South Pacific.

FIGURE 1: THE FLEET IN 2017 AND 2025, SHOWING NUMBER, CLASS AND TONNAGE OF VESSELS



STRATEGIC ALIGNMENT

Higher-level direction for NZDF strategy is given by the Defence White Paper, which sets out the expectations of the New Zealand Government. NZDF Strategy 2025 and the NZDF Four Year Plan document how the NZDF will deliver on the Government’s expectations.

This Plan is aligned to that higher-level direction — particularly the NZDF 2020 strategic milestone (‘Enhanced Combat Capability’) and the NZDF Strategy 2025 (‘An Integrated Defence Force’). The Plan also considers the longer timeframe — ‘Navy after next’ or ‘Navy over the horizon’, which will feature after 2030.

DEFENCE WHITE PAPER 2016

The Defence White Paper indicated the Government’s highest priority for the NZDF is the ability to operate in New Zealand and its EEZ, followed by the South Pacific and the Southern Ocean. The NZDF must therefore be prepared to operate independently, or lead operations, in these areas.

It is also important that the NZDF maintains its ability to contribute to operations further afield, should the Government require it to do so. Such contributions will most likely be made as part of operations led by New Zealand’s international partners. The ability of the NZDF to operate effectively with others, particularly Australia, will therefore remain an important focus for New Zealand.



New Zealand will continue to balance its interest in contributing to the stability of the rules-based international order with increasing risks posed to New Zealanders deployed beyond the South Pacific.

NZDF STRATEGY 2025 — ‘AN INTEGRATED DEFENCE FORCE’

The NZDF Strategy 2025 vision is to be an Integrated Defence Force; a connected, coordinated and agile military organisation, working with partners to achieve better security outcomes for New Zealanders. ‘Integration’ means we are more than the sum of our parts. We will act as One Force. We will harness the collective effort. We will value diversity of skill and thought. We will be an Integrated Defence Force built on our values of courage, comradeship and commitment.

In reshaping the way we work, we will be able to respond to whatever is asked of us. We will excel at our core military combat roles as well as our capability building and humanitarian roles. We will achieve our vision of an Integrated Defence Force by harnessing the potential presented by investments in capabilities and infrastructure, along with focused effort in developing our people, information and relationships.

We will know we have achieved our vision when we are able to deploy and operate as a Networked Combat Force. As our ‘2025 Rallying Point’, the Networked Combat Force will demonstrate the enhanced effect of integrating our existing military capabilities, new military capabilities, information and intelligence both within NZDF and with our partners.

While NZDF has a mature system of shaping military capability towards an operational objective, the central focus of this strategy is changing the way we think about and invest in our integration and alignment, our people, our information and our relationships to ensure that we are prepared to respond to the changing nature of our society and the battle space. The NZDF Strategy 2025 focus areas are:

People

- Ensuring that we have the right mix of people, with the right skills in the right place, at the right time, to deliver our outcomes.

- Developing a flexible, resilient and affordable workforce.

Information

- Providing our people with the skills to demand and use information to make the right decisions.
- Providing our people with secure access to accurate, timely and relevant information, everywhere it is needed.

Relationships

- Building and maintaining the strength of our domestic, international and commercial relationships to enable NZDF to be interoperable by design, nationally and internationally, to jointly enable delivery of our outcomes.

Integration and Alignment

- Building ways of working that bring us together to create the Force, deliver outputs, achieve operations and reshape us for the future.

NZDF 2020 STRATEGIC MILESTONE — ‘ENHANCED COMBAT CAPABILITY’

‘Enhanced Combat Capability’ is the 2020 milestone for the NZDF Strategy 2025. The milestone employs the four themes of Better Tools, Better Support, Better Informed, and Better Together. The key messages aligned to each theme are set out as follows:

Better Tools

Equipping our people with the platforms, technology, individual equipment and training they need to operate effectively, both now and in the future.

Better Support

Providing the right support to our people and their families, to allow them to focus on the mission.

Better Informed

Ensuring we have the right information, at the right time, to make the best decisions.

Better Together

Being able to integrate across units, across Services, with government agencies and with our international partners.

NZDF FOUR YEAR PLAN

To deliver the NZDF 2020 strategic milestone of ‘Enhanced Combat Capability’, and progress NZDF Strategy 2025, the Navy will focus on ensuring it is prepared for platform replacements and upgrades. The programmes detailed in this plan are designed to ensure the Navy continues to deliver credible maritime combat capability prepared for the future operating environment.



STRATEGIC CONTEXT

The Future Warfighting and Operating Environment

In preparing this Plan, we analysed global, regional and domestic factors using a PESTLE framework (Political, Economic, Social, Technological, Legal and Environmental). The results of the PESTLE analysis were merged with the Defence Assessment and Defence White Paper to gain an understanding of the environmental challenges that will continue to develop in forthcoming years.

An overall theme of uncertainty surrounds geopolitics for the medium term. The shift of the locus of power from the West to the East, rapid technological change and associated disruption, and demographic changes in the region are just some of the factors producing a climate of uncertainty, and with it, a degree of risk.

What has been a 'benign strategic environment'⁵ has changed dramatically over the last decade, as shown by heightened tensions in the East and South China Seas, and degraded relations between Russia and the West. A number of states in the Asia-Pacific region, though committed to cooperative strategies, are investing in high-end military capabilities, including maritime aviation capabilities, advanced submarines, surface combatants and 5th generation fighter aircraft. These investments are in the billions of dollars, and suggest that some states are preparing for a degeneration in the current peaceful environment.

New Zealand is one of the world's most globalised states. Keeping the oceans and sea lines of communication open for trade is vital to New Zealand's security and economic prosperity. This is a task that requires a broad array of partners, and is not one that we can afford to leave to others.

Key environmental challenges likely to affect New Zealand's security interests over the next 25 years include:

INCREASING SIGNIFICANCE OF THE CYBER AND INFORMATION DOMAINS TO NEW ZEALAND'S SECURITY INTERESTS

The cyber threat to all nations, including New Zealand, is growing markedly. Malicious cyber activity in New Zealand is increasing, and has implications for the NZDF.

Cyberspace is not like the traditional maritime, land and air domains. It is a human construct and comprises physical elements (computer and information networks) and intangible elements (information and data). Much of the physical infrastructure is privately owned, ranging from a person's own computer through to a telecommunication company's international networks.

A CHANGED THREAT ENVIRONMENT IN NEW ZEALAND AND OVERSEAS

Changes in the nature and distribution of the terrorist threat, and the increasing connectedness of conflict drivers in the Middle East, mean that terrorism will remain an enduring threat to the West beyond 2020. The Islamic State of Iraq and the Levant is encouraging its supporters to conduct independent terrorist attacks in the West. The threat of home-grown 'lone-wolf' attacks (such as those experienced in Europe and the United States), which are extremely difficult to detect, remains. The risk of New Zealanders being caught up in a terrorist attack beyond New Zealand is also an ever-present danger.

NON-STATE ENTITIES

Non-state entities — from multinational corporations to NGOs — are likely to continue to increase in influence over the coming decades.

Information technology is also enabling diverse, sometimes geographically distant groups of state and non-state actors to form in support of a particular issue and then disperse once the issue is addressed (or interest wanes). Although formal state-based alliances such as the North Atlantic Treaty Organization (NATO) will endure, it is likely that these informal networks will increasingly come together in pursuit of shared goals or policy objectives.

The increasing number of actors involved may at times complicate or slow down the ability to take collective action. Conversely, many states — particularly the less powerful — may seek to establish or join such groups to leverage off the group's collective power.

SOUTH PACIFIC

Over the next ten years, it is likely that New Zealand will deploy military and other assets to support a Pacific Islands Forum member in crisis beyond a standard disaster response support. Like New Zealand, the South Pacific is not expected to face a direct military threat, but transnational organised crime and Illegal, Unreported and Unregulated (IUU) fishing are increasing challenges to South Pacific states.

Transnational organised crime groups are increasing in number and becoming further entrenched in the Pacific. Activities include trafficking in illicit commodities such as drugs, wildlife and firearms; people-smuggling; and financial crime and cybercrime. The activities of transnational organised crime groups also present an indirect threat to New Zealand, as well as South Pacific states, as a destination for illicit goods.

Global demand for fish is expected to continue to increase. Inevitably this will place more pressure on South Pacific fisheries, including from distant water fishing nations. IUU fishing is a rising transnational threat, with losses to Pacific nations estimated to be up to NZ\$400 million a year.⁶

ANTARCTICA

New Zealand has maintained a right of sovereignty over the Ross Dependency in Antarctica since 1923, and a permanent scientific presence at Scott Base since 1962. International interest in Antarctica and its surrounding waters is growing due to its abundant fish stocks and expectations of substantial unexploited mineral resources. A number of countries have publicly expressed interest in extracting resources from Antarctica. The numbers of camps and bases that enable access to the region are increasing.

The total number of tourists travelling to the Antarctic and back is also increasing, with numbers conservatively estimated to reach 60,000 a year by 2020⁷ as reduced sea ice eases passage.

New Zealand has an international legal SAR obligation in the Ross Sea region of Antarctica. We also conduct maritime aerial surveillance patrols each Antarctic summer to deter IUU fishing. As traffic and activity increase in the region, so too will the requirement for such patrolling.



5 This comment has been attributed to former New Zealand Prime Minister Helen Clark, as she mentioned a benign strategic environment in an address to the UN Asia Pacific Regional Disarmament Conference in Wellington on 27 March 2001.

6 Ministry of Defence, Defence Assessment 2014

7 Ministry of Defence, Defence Assessment 2014



ORGANISATIONAL ANALYSIS

A Good Hard Look at Ourselves

The previous sections identified the direction, expectations, development, strategic context and alignment for the Navy out to 2025. The next step is to have a 'good, hard look' at ourselves to determine what we need to do to meet Government and NZDF strategic requirements. The organisational analysis begins with an appreciation of the NZDF Organisational Challenges followed by analysis of our own Strengths, Weaknesses, Opportunities and Threats (SWOT) across all functional areas, within specific themes and coupled with an appreciation of Enterprise Risks and Performance Measures. The results were analysed to determine the key challenges and opportunities faced by the Navy.

NZDF ORGANISATIONAL CHALLENGES

The four organisational challenges raised in the NZDF Four Year Plan were:

- Maintaining contingent military capabilities that can respond to unpredictable or unforeseen events, in addition to fulfilling concurrent deployments and missions;
- Introducing significant new military capabilities that the Government is investing in, including the critical enabling functions required to make those capabilities proficient and fully operational;

- Growing our people capability (military and civilian), including our approach to force generation, to allow us to fully utilise the enhanced military platforms the Government is investing in; and
- Ensuring our organisational change is closely aligned to our core purpose and future capability requirements, and is prioritised for greatest impact.

In addition, the increasing cost of maintaining an effective Defence Force is a perennial challenge to the NZDF and the Government.

Navy SWOT Analysis

- A cross-section of personnel was surveyed to produce a high-level SWOT analysis for Navy culture, structure, processes, resources, competencies and policies.

Enterprise Risks

- The Navy Enterprise Risk Register was reviewed and updated to inform the organisational analysis of identified threats and opportunities.

Performance Measures

- Current and historical performance measures were used to identify those areas of Navy unable to meet or sustain specified targets, or areas displaying signals that overall performance was reducing.



OUR CHALLENGES AND OPPORTUNITIES

Having conducted the environmental (including PESTLE) and organisational (including SWOT) analysis required to develop the RNZN Plan, it was then essential to be able to answer the question: “Given our situation, and taking into account our capacity and capabilities, what are the key challenges we need to deal with if we are to complete our assigned task?”⁸ We also identified the opportunities available to us to either negate the challenges or progress us towards our goals.

The seven challenges and opportunities listed below were identified, and have been used to inform the development of the Navy Goals:

1. Growing Sufficient Naval Personnel for the NZDF
2. Generation of New and Current Capabilities
3. Optimising Resources and Effort
4. Delivering the Future Navy
5. Exploiting the Understanding of our Business
6. Enhancing Navy’s Value to New Zealand
7. Maximising Central Services

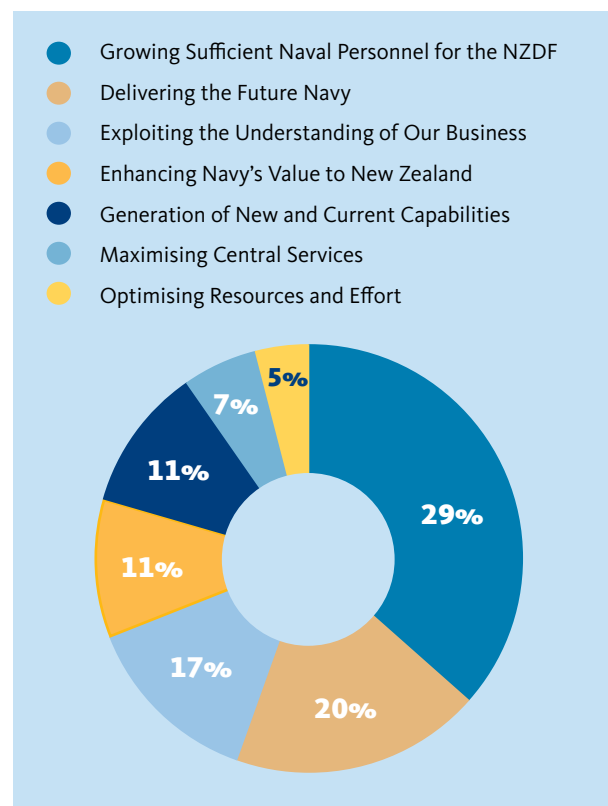
8. Royal New Zealand Navy, RNZN Strategic Plan 2008



WEIGHTING OF THE CHALLENGES AND OPPORTUNITIES

The Naval Leadership Board (NLB) weighted the Navy challenges and opportunities in terms of which would take precedence in the allocation of resources. The relative weightings of the challenges and opportunities are shown in Figure 2 below.

FIGURE 2:
WEIGHTING OF NAVY CHALLENGES AND OPPORTUNITIES



OUR CHALLENGES

Growing Sufficient Naval Personnel for the NZDF (Weighting 29%)

Achieving our Mission — advance New Zealand’s interests from the sea — requires the right numbers of suitably qualified and experienced personnel (SQEP). This presents us with a significant challenge to deliver outputs, provide support, maintain training, advance initiatives, regulatory and stewardship obligations, and provide personnel to central NZDF positions. Personnel sustainability and resilience is also essential to successfully introducing and operating the ‘next Navy’.

Generation of New and Current Capabilities (Weighting 11%)

The challenge of introducing the 'next Navy' (post-FSU Frigates, AOTEAROA, LOSC and OPV3) is to introduce the new capability into operational service while maintaining our Mission and delivering on agreed outputs. While delivering our Mission and progressing initiatives, we must maintain our personnel and operational competencies as we transition to the new capabilities. In addition, we must ensure we put in place mechanisms to unlock the full potential and benefits from the new capabilities we are introducing. This will allow us to fully utilise the enhanced military platforms and technologies the Government is investing in.

Optimising Resources and Effort (Weighting 5%)

Using best business practice will enable the Navy to deliver outputs and make organisational change. It will ensure we are doing the right things to optimise effort and prioritise resources (such as personnel, maintenance, repair and overhaul (MRO), finance, ships and shore infrastructure). Gaining the right balance between effectiveness and efficiency is required to successfully introduce the 'next Navy'. The correct balance between current and future requirements and tactical and strategic advancement is essential.

OUR OPPORTUNITIES

Delivering the Future Navy (Weighting 20%)

The Navy has an opportunity and an obligation to be an informed and expert participant in the Government's defence policy development process, including Defence White Papers and mid-point reviews. Navy needs clear and evidence-based positions on the outputs, force structure, operations, personnel, support, infrastructure and basing components fit for the future.

Exploiting the Understanding of our Business (Weighting 17%)

There is an opportunity for the Navy's people to better understand our business by embracing a compelling sense of purpose to 'know why' as well as 'know how'. An opportunity also exists to harness and exploit existing information from across the NZDF to develop business intelligence, and generate 'one source of the truth'. This approach will give leaders greater information and clarity when making

decisions. Analysis and assessments can develop models and conclusions so resources (personnel, MRO, finance, ships, shore infrastructure) required to sustainably deliver outputs are clear. Enhanced understanding of the business will promote innovation and the ability to perform tasks and activities with greater optimisation of effort and resource.

Enhancing Navy's Value to New Zealand (Weighting 11%)

The Navy has the opportunity to enhance the value it provides to the NZDF and New Zealand Government as the preferred partner in the maritime environment. Greater focus on capacity building within our region and the development of a body of knowledge on maritime security and strategic matters will enhance Navy's position as New Zealand's subject matter experts in the maritime security domain. Increased engagement and information exchanges with partner navies, NGOs and academic institutions will further develop relationships and extend the value Navy provides. Utilising our advanced maritime skills and experience to contribute to and develop New Zealand maritime policy and strategies will add considerable value to the NZDF and the Government. Increased engagement and quality output delivery to other government agencies will enhance Navy's ability to make a difference and will promote a wider understanding of the value of the NZDF.

Maximising Central Services (Weighting 7%)

The Navy has the opportunity to maximise the opportunities that NZDF central services offer. Improving partnerships and sharing information will significantly enhance the effectiveness and efficiencies of the collective output generated by Navy and other portfolios. An improved alignment of Navy personnel and positions, including Navy NZDF posts, will further develop the working relationships with portfolios outside the three Services. The greatest benefit to the Navy and the NZDF will be clarity around portfolio function roles, and the identification of key positions (including new positions) to drive the prioritisation of personnel.

VISION

Our Response

The Vision of the Navy is:

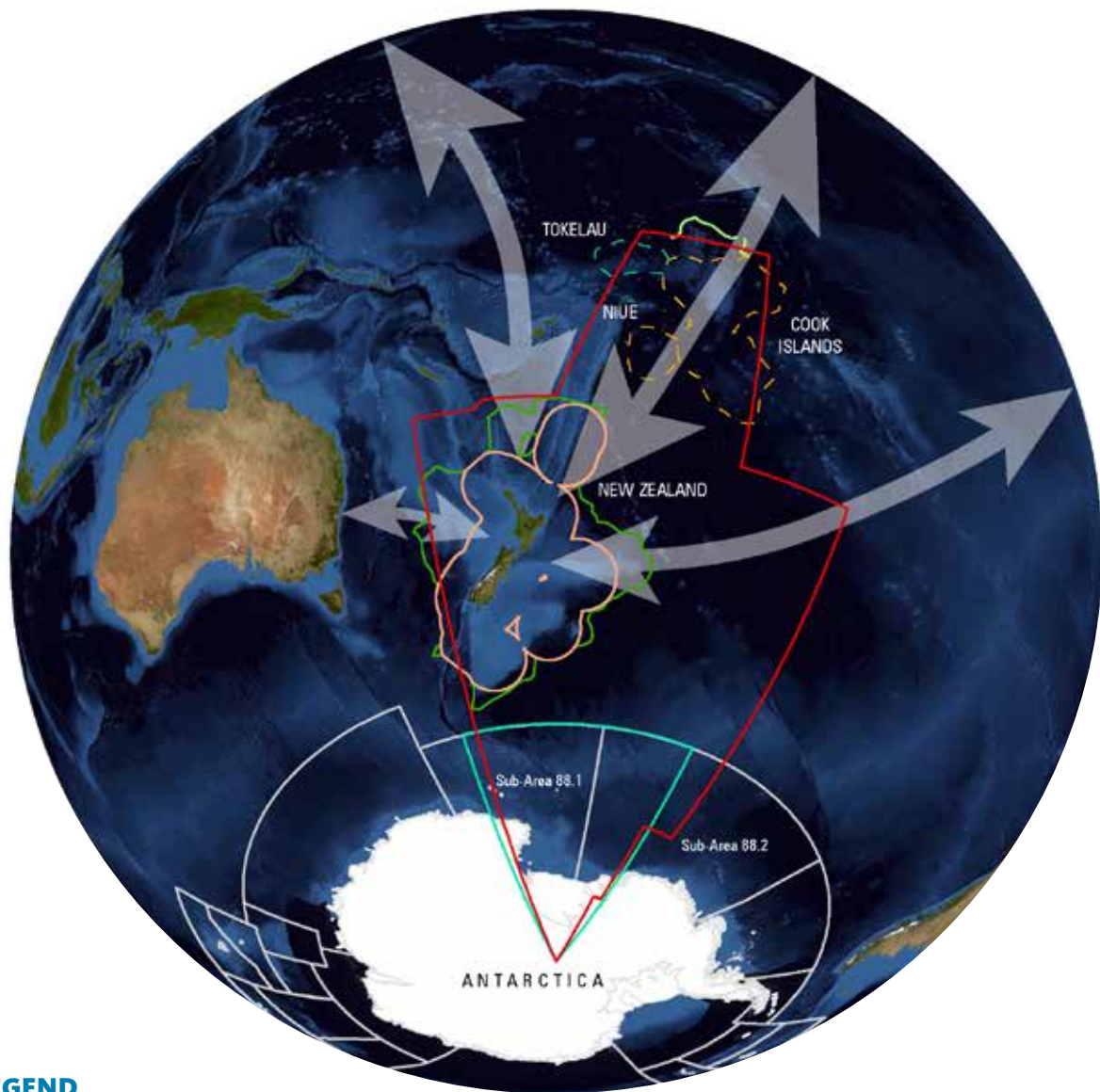
TO BE A WORLD-CLASS NAVY FOR A LARGE MARITIME NATION

Achieving the Vision of 'a world-class Navy for a large maritime nation' is essential for New Zealand's security, economy and prosperity.

The term 'world-class' is included within the Vision statement as the Navy strives to be among the best in the world at all activities it undertakes.

The phrase 'large maritime nation' highlights that although New Zealand has a relatively small land mass, the country has a large maritime area of responsibility that includes a significant EEZ, extended continental shelf, and SAR area. The maritime interests of New Zealand and the Navy extend far beyond these boundaries, to include preserving global trade routes.





LEGEND

- Import and Export trade to Australia, Asia, Europe and Americas
- New Zealand Search and Rescue Region
- New Zealand Extended Continental Shelf
- Cook Islands Extended Continental Shelf
- Ross Dependency including CCAMLR* Sub-Areas 88.1 and 88.2

Exclusive Economic Zone (EEZ)

- New Zealand
- Niue and Cook Islands**
- Tokelau***

* Convention for the Conservation of Antarctic Marine Living Resources
 ** Free Association with New Zealand
 *** New Zealand Dependency

FIGURE 3: NEW ZEALAND'S AREA OF RESPONSIBILITY UNDER DOMESTIC AND INTERNATIONAL LAW

New Zealand's Area of Responsibility Under Domestic and International Law

Figure 3 above illustrates the various and extensive areas of the globe that New Zealand is responsible for under domestic and international law. This responsibility includes border and resource protection/enforcement as shown by the New Zealand EEZ, and carrying out SAR operations inside the red line on behalf of New Zealand and Pacific Island States. Also shown are the sea lines of communication that carry trade to and from New Zealand.



CORE VALUES

The Way We Do Things

The Navy's core values are represented by behaviours that provide guidance for the way we should carry out our everyday work. The behaviours are worded for an individual, but also apply to teams and the organisation. The Navy's core values are Courage, Commitment, and Comradeship.⁹



To be brave enough to do what one believes to be right

Behaviours can be demonstrated by:

- accepting responsibility for what needs to be done,
- doing the job despite adverse or hostile conditions,
- being accountable for my actions,
- accepting and providing honest feedback,
- challenging others to do the right thing, and
- not standing by when things are not right.



The state of being involved in an obligation (or pledge)

Behaviours can be demonstrated by:

- setting challenging goals and taking steps to achieve them,
- meeting the needs of my customers and my team,
- contributing to individual, team and organisational improvement,
- promoting the Navy in a positive way,
- carrying out my duties, including difficult or unpleasant ones, to the best of my ability, and
- working in partnership with the Navy for our mutual benefit.



Companionship with those who share one's activities

Behaviours can be demonstrated by:

- encouraging, supporting and helping all in the Navy family and in the wider community,
- sharing my knowledge and skills,
- respecting different ideas, feelings and perspectives,
- supporting Navy social, sporting and cultural activities, and
- helping everyone get a fair go.

Elements of the Navy's core values are central to the development and implementation of this Plan; for example, "setting challenging goals and taking steps to achieve them". Other elements of the core values will underpin the realisation of the Navy Goals; for example, "accepting responsibility for what needs to be done" and "contributing to individual, team and organisational improvement".

9. New Zealand Defence Force, Defence Force Orders (Navy).



CHIEF OF NAVY'S GUIDING PRINCIPLES

Guiding principles assist our people in situations with no defined guidelines or direction. These principles add to and support the Navy's Mission, Vision and Core Values, and inform development of Goals and initiatives.

The Chief of Navy's Guiding Principles are set out below:

- We will inspire our country with our story of the sea;
- We will demonstrate our role as an institute of the state;
- Our primary purpose is warfighting at sea and we are the masters of our domain;
- We are ambitious, considered and bold;
- We place the safety, health and wellbeing of our people at the forefront;
- The Divisional System is critical to the wellbeing of our people;
- Our decisions should be made at the lowest level possible;
- Our service is worth dedicating our lives to; and
- Whatever we do will strengthen the NZDF.

NAVY GOALS

What We Want to Achieve

We have identified five Navy Goals to address the challenges we face, capitalise on the opportunities and ultimately achieve the Navy Vision. The Navy Goals are identified by themes aligned to the NZDF 2020 strategic milestone ('Enhanced Combat Capability') and the NZDF Strategy 2025 ('An Integrated Defence Force') as follows:

NAVY GOALS	THEMES
The Naval personnel required for the NZDF by 2025	PEOPLE*
The 'Navy after next' is defined by 2018	FUTURE NAVY
The NZDF's enhanced naval capability operating at full potential by 2025	CAPABILITY**
Navy is acknowledged as a regional maritime security leader by 2025	RELATIONSHIPS*
Management systems fully exploited to enable a high-performing Navy by 2020	INFORMATION*

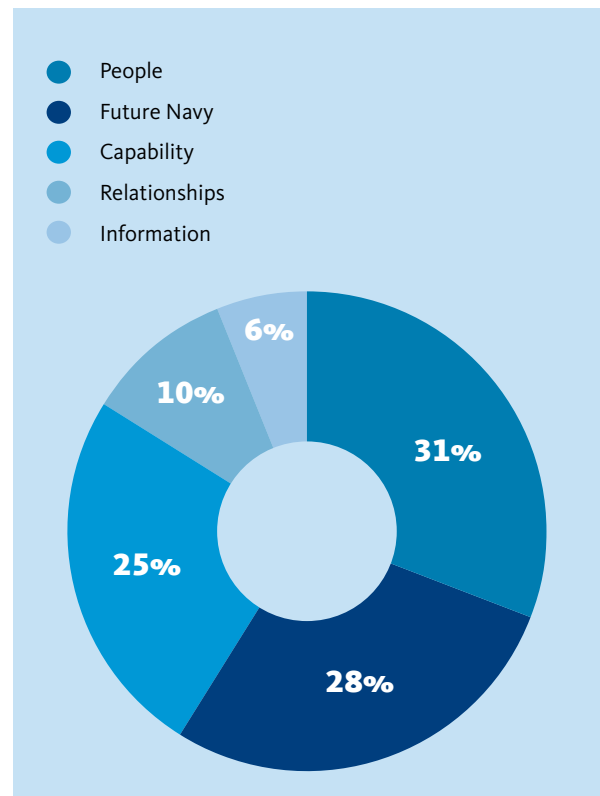
* NZDF Strategy 2025 Target Investment Areas

** NZDF 2020 Enhanced Combat Capability

WEIGHTING OF THE NAVY GOALS

In implementing any strategy or plan it is vital to recognise that not everything can or needs to be resourced at once. This does not mean some initiatives are unimportant; rather, that some initiatives will take precedence over others. It is essential to ensure effort and resources are applied to those initiatives most pertinent to achieving the Navy Goals. In order to ensure this, and in a similar manner to the Navy challenges and opportunities, the NLB weighted the Navy Goals to determine priorities for the application of limited resources. The relative weightings of the Navy Goals are shown in Figure 4.

FIGURE 4: WEIGHTING OF NAVY GOALS (BY THEME)



PEOPLE GOAL

The Naval personnel required for the NZDF by 2025

To deliver the maritime element of the NZDF mission, the Navy requires the right number of personnel to introduce into service a range of new capabilities ('next Navy'), while generating agreed outputs and providing specialist advice. Accurate workforce modelling will enable Navy to identify the personnel it needs to sustainably deliver outputs, provide support, maintain training, advance initiatives, meet regulatory and stewardship obligations, and provide personnel to central NZDF positions.

The Navy will have sufficient numbers of qualified and experienced personnel to operate the new capabilities and to resource NZDF positions at sea and ashore by 2025.

The NLB has weighted this goal at 31% — the highest priority.

WHAT WILL THIS LOOK LIKE?

Our workforce is designed for the delivery of operations and aligned to future capability. Personnel have both suitable qualifications and experience for their role; skills are linked to role competencies to assure the best possible use of our people.

The Navy is structured with organisational depth and reserves of personnel. Posting turbulence is reduced and operations are sustainable. Leaders through all levels create environments where personnel are empowered and can operate without continuous direction.

We place the safety, health and wellbeing of our people at the forefront of our priorities.

Navy training systems are qualifying personnel who have trained ashore and gained experience at sea, making us safe and skilled faster. We train and qualify people to industry standards.

The Navy is nationally recognised as an employer of choice — our people are choosing to serve for longer.



GOAL: THE NAVAL PERSONNEL REQUIRED FOR THE NZDF BY 2025

STRATEGY: HUMAN RESOURCE STRATEGIC APPROACH

WHAT WILL BE DIFFERENT?	BENEFITS
Enhanced Navy's workforce planning information	Navy can structure recruitment and manage personnel demand Navy and the NZDF have higher quality people to meet requirements Improved retention and career satisfaction
Employment groups systematically and regularly updated through workforce planning	
Accurate Business Intelligence and Human Resource analytics used in decision making	
Human Resource strategy systematically developed for Future Navy	
Human Resource strategy and conditions of service developed that enable Navy workforce optimisation	Improved retention and career satisfaction Navy personnel utilise conditions of service to meet their needs
Personnel shortages in key areas addressed through focused recovery plans	Navy has the personnel required to operate new capability
Personnel to ensure the Frigate Systems Upgrade (FSU) delivers Full Operating Capability (FOC)	

STRATEGY: BETTER CAREER OUTCOMES

WHAT WILL BE DIFFERENT?	BENEFITS
Navy has an inclusive and diverse environment and workforce	Greater strategic management of personnel i.e. less transactional Navy and the NZDF have higher quality people to meet requirements Improved retention and career satisfaction Navy can structure recruitment and manage personnel demand Improved retention and career satisfaction
Enhanced Navy's career and talent management approaches to support our people and harness our talent	
Enhanced Navy's workforce planning information	
Improved the physical and mental wellness of Navy fleet personnel	
Maintained optimal wellness and resilience in our people	

STRATEGY: BETTER TRAINING OUTCOMES

WHAT WILL BE DIFFERENT?	BENEFITS
Partner provided learning optimised (NZ Defence College/Five Eyes/Industry)	Navy and NZDF have the personnel competency required Navy and NZDF have higher quality people to meet requirements
Enhanced quality and quantity of training ashore through simulation	
Optimised time to competence	
Enhanced and cost effective learning outcomes	
Behaviour aligned with the Leadership Development System (LDS)	Improved retention and career satisfaction
Behaviour aligned with the Leadership Development System (LDS)	
Increased incentives to undertake advanced education	

FUTURE NAVY GOAL

The ‘Navy after next’ is defined by 2018

The Navy will develop well-defined positions on the outputs, force structure, operations, personnel, support, infrastructure and basing components required for the Navy beyond 2030. This will enable Navy to be an informed and expert participant in the Government’s defence policy development process, including mid-point reviews and the next Defence White Paper.

The NLB has weighted this goal as the second highest priority at 28%.

WHAT WILL THIS LOOK LIKE?

‘Navy after next’ will be a strategic document that articulates the potential attributes of the RNZN after 2030 in sufficient detail to guide organisational and investment strategies and to inform defence policy development.

This document will illustrate the characteristics and attributes of a Navy given possible future scenarios, and will present criteria for determining which alternative, or mix of alternatives, will best meet the New Zealand Government’s requirements of the Navy.



CAPABILITY GOAL

The NZDF’s enhanced naval capability operating at full potential by 2025

The Navy is to introduce the ‘next Navy’ (post-FSU Frigates, AOTEAROA, LOSC and OPV3) into operational service at the same time as delivering on agreed outputs. To fully exploit the capability generated from the introduction into service of the ‘next Navy’, we will maintain and develop personnel and operational competencies during the transition to the new capabilities. To unlock the full potential and benefits of the new ships, Navy will explore and extend the capability envelopes consistent with maintaining and adhering to seaworthiness requirements.

By 2025 the Navy will have accepted the new ships into service and will be operating the enhanced capability to its full potential. This will increase our ability to deliver the maritime element of the NZDF Mission.

The NLB has weighted this goal at 25%.

WHAT WILL THIS LOOK LIKE?

In 2025 our Navy has introduced into service five modernised and new platforms to Full Operating Capability (FOC):

- HMNZS TE MANA
- HMNZS TE KAHA
- AOTEAROA
- Littoral Operations Support Capability (LOSC)
- Third Offshore Patrol Vessel (OPV3)

The ships have been fully delivered, integrated, and have the mission support to deliver enhanced maritime combat, replenishment, support and patrol capability to the NZDF.

Our doctrinal and tactical documentation has undergone a systematic review ensuring its relevance to our Mission, suitability for our maritime order of battle, and compliance with national and international legislation.

GOAL: THE NZDF’S ENHANCED NAVAL CAPABILITY OPERATING AT FULL POTENTIAL BY 2025	
WHAT WILL BE DIFFERENT?	BENEFITS
Greater use of Intelligence Mission Data (IMD) to inform operational decision making	Ability to contribute ships and/or command elements to a joint or coalition taskforce in tomorrow’s environment Generated Force Elements that are ready to operate at full performance (Full Operating Capability (FOC))
Updated maritime doctrine and Joint TTP documentation for enhanced maritime capability	
Improved capability to assess state of readiness, requirements, sustainability and downstream impacts	
Maximised every day at sea to realise optimal operational/IIS/maintenance/training outcomes	
Navy Force Elements (FSU and new ships) fully introduced into service	Optimal training outcome at right cost
Maximised every day at sea to realise optimal operational/IIS/maintenance/training outcomes	

RELATIONSHIPS GOAL

Navy is acknowledged as a regional maritime security leader by 2025

Enhanced partnership and engagement with regional Navies, NGOs and academic institutions will develop relationships and extend the value provided by Navy. Contributing to and developing New Zealand maritime policy and strategies will add considerable value to the NZDF and the New Zealand Government. The Navy will increase engagement and quality output delivered to other government agencies. The development of a body of knowledge on maritime security and strategic matters will enhance Navy's position as New Zealand's subject matter experts in the maritime security domain. This will increase the value that Navy provides to the NZDF and the New Zealand Government, as the preferred partner in the maritime environment by 2025.

The NLB has weighted this goal at 10%.

WHAT WILL THIS LOOK LIKE?

Navy has enhanced its value to the NZDF and the New Zealand Government as the preferred partner in the maritime environment. A greater focus on capacity building within the South Pacific region, and the development of a body of knowledge on maritime security and strategic matters, has enhanced Navy's position as New Zealand's subject-matter experts in the maritime security domain.

It is a recognised and self-evident fact that the people of New Zealand need a combat-capable Navy.

Enhanced engagement and information exchanges with partner navies, NGOs and academic institutions have further developed relationships and extended the value provided by Navy.

We have utilised our advanced maritime skills and experience to contribute to and develop New Zealand maritime policy and strategies. This has added considerable value to the NZDF and the Government.

Increased engagement and quality output delivery to other government agencies has enhanced our ability to make a difference, and promoted a wider understanding of the value of the NZDF.



GOAL: NAVY IS ACKNOWLEDGED AS A REGIONAL MARITIME SECURITY LEADER BY 2025

WHAT WILL BE DIFFERENT?	BENEFITS
Improved Navy's position to engage with the NZ public, communities of interest and other agencies	Increased the awareness and recognition of the contribution Navy makes to NZ security and prosperity
Maintained relevance and currency of engagement with stakeholders and their needs (includes domestic)	
Improved Navy's ability to shape Fleet Plans and budgeting through having a longer line of sight on engagement activities	Navy is the preferred partner in the maritime environment Enhanced Navy's ability to influence maritime policy and strategies Enhanced Navy's position as the NZ subject matter experts in the maritime security domain
Enhanced Navy's partnerships and engagement with regional Navies, NGOs and academic institutions	
Improved quality of Navy output delivered to other NZ Government agencies (includes Fleet activities)	Extended the value provided by Navy to the NZDF and Government of NZ

INFORMATION GOAL

Management systems fully exploited to enable a high-performing Navy by 2020

We will ensure that our internal management systems (such as planning risk and performance management) are robust and appropriate for all elements across Navy. We will also build better partnerships with the central NZDF enabling portfolios (Logistics, Human Resources, Finance, Capability Branch, Communication and Information Systems), to realise the benefits of our integrated business support arrangements.

These actions will enable us to have the knowledge and information to fully understand and exploit our business. Applying business intelligence techniques to this information will assist us in effectively prioritising and optimising our scarce and valuable resources.

The NLB has weighted this goal at 6%.

WHAT WILL THIS LOOK LIKE?

By 2020, the Navy will have significantly improved the effectiveness and efficiency of the collective output generated by Navy through established partnerships with other NZDF portfolios. On the maturity index our relationships will be transformed from transactional to cooperative to trusted partnership.

Portfolio function, roles and key positions will be clearly identified. This will drive the prioritisation of personnel.



GOAL: MANAGEMENT SYSTEMS FULLY EXPLOITED TO ENABLE A HIGH PERFORMING NAVY BY 2020

STRATEGY: RISK AND PERFORMANCE MANAGEMENT

WHAT WILL BE DIFFERENT?	BENEFITS
Navy has robust and appropriate performance and risk management systems	Supported the achievement of Navy Goals and meet NZDF and Government requirements Navy has the knowledge, information and business intelligence techniques to better understand its business Effective prioritising and optimising Navy services and valuable resources and optimising of Navy services
Improved ability to assess performance against a range of recognised measures	
Increased risk management awareness, practice and management across Navy	
Navy has robust and appropriate performance and risk management systems	Reduced Navy and NZDF risk exposure Effective prioritising and optimising Navy services and valuable resources and optimising of Navy services
Increased risk management awareness, practice and management across Navy	
Improved and increased risk management knowledge and support to Navy and contribution to pan NZDF risk management	

STRATEGY: FINANCE

WHAT WILL BE DIFFERENT?	BENEFITS
Better financial management capability and alignment with financial reporting requirements	Increased the reliability and timeliness of financial information Effective prioritising and optimising of Navy services and valuable resources
Improved accuracy of costing, budgeting, forecasting, financial modelling and reporting	

STRATEGY: STRATEGIC PLANNING

WHAT WILL BE DIFFERENT?	BENEFIT
Effective prioritising and optimising of Navy services and valuable resources	Enhanced decision making and collaboration

STRATEGY: BUSINESS INFORMATION SYSTEMS AND TECHNIQUES

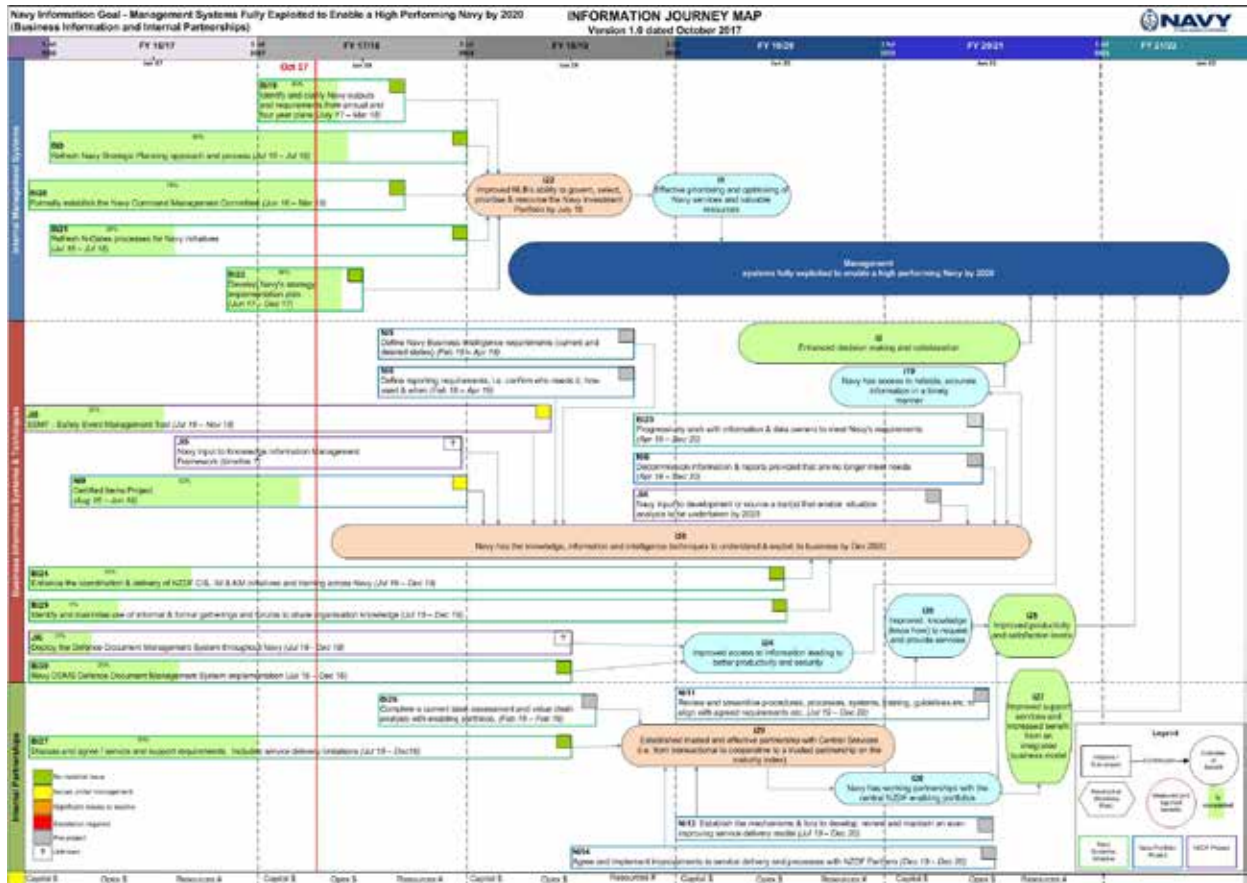
WHAT WILL BE DIFFERENT?	BENEFIT
Navy has access to reliable, accurate information in a timely manner	Enhanced decision making and collaboration
Improved ability to inform decision making and assess performance	
Improved access to information leading to better productivity and security	

STRATEGY: INTERNAL PARTNERSHIPS

WHAT WILL BE DIFFERENT?	BENEFITS
Improved knowledge (know-how) to request and provide services	Improved productivity and satisfaction levels Improved support services and increased benefit from an integrated business model
Navy has enhanced working partnerships with the central NZDF enabling portfolios	



FIGURE 5: NAVY GOAL JOURNEY MAP EXAMPLE



IMPLEMENTATION OF THE RNZN PLAN

How We Will Make the Plan Work

This Plan has been developed through a collaborative process across NZDF portfolios to ensure all stakeholders have a deep understanding of the contribution required to achieve the Navy Goals.

The Plan has been disseminated throughout the Navy and the NZDF using various communication channels, emphasising the link to NZDF Strategy 2025.

RISKS AND ASSUMPTIONS

A range of Enterprise Risks have been identified that may affect our achievement of the Navy Goals. This Plan does not articulate those risks.

In developing this Plan, a number of assumptions were made. Those assumptions will need to be monitored to determine if they will eventuate, and corrective action taken where necessary. The main assumption throughout the Plan is that programmes and projects undertaken by NZDF portfolios are completed on time and realise the intended benefits. Examples are Defence Estate Regeneration, major capital projects (such as the FSU Project), and the People 2025 strategy.

HOW WILL WE IMPLEMENT THIS PLAN?

The Navy Goals will be implemented through a comprehensive portfolio management process monitored by the NLB. Benefits Maps and Journey Maps have been developed for each Navy Goal showing the links between outcomes, business changes, and initiatives. Individual Navy projects and programmes that reach a specified resourcing threshold will be assessed for their value and 'do-ability' before entering the Navy Portfolio under the N-Gates process. Navy will then manage and monitor the projects and programmes within the Navy Portfolio.

An Implementation Plan has been developed to collate and document the actions to be taken, resource required, timelines, and how each initiative contributes to a Navy Goal. The Implementation Plan is a living document that has a number of components to ensure we 'stay on track' to deliver the Navy Goals.

HOW WILL WE KNOW WHEN WE HAVE ACHIEVED THE GOALS?

Measures have been developed using the NZDF-wide PuMP performance measurement process, which will monitor performance and evaluate success against the full set of outcomes.

The Journey Maps for each Navy Goal will be utilised to evaluate overall progress and will highlight delivery to plan and necessary corrective action. The Journey Map in Figure 5 is an example of how a Navy Goal will be monitored against a timeline. It also illustrates relative priorities, dependencies, and benefits realised.

As the owner of the Navy Goals, the NLB will:

- determine which initiatives, projects, and programmes to initiate,
- prioritise the allocation of resources,
- change the allocation of resources or priorities should circumstances demand, and
- ensure the Navy Goals are delivered and the benefits are realised.








The NLB will regularly monitor at least quarterly, performance and progress towards achieving the Navy Goals through reports generated by the Navy Office of Strategy Management.



ACRONYMS AND ABBREVIATIONS

CCAMLR	Convention for the Conservation of Antarctic Marine Living Resources
DOC	Department of Conservation
EEZ	Exclusive Economic Zone
FOC	Full Operating Capability
FSU	Frigate Systems Upgrade
HADR	Humanitarian Assistance and Disaster Relief
ICT	Information and Communications Technology
IIS	Introduction Into Service
IMD	Intelligence Mission Data
IPV	Inshore Patrol Vessel
ISR	Intelligence, Surveillance and Reconnaissance
IUU	Illegal, Unreported and Unregulated
LDS	Leadership Development System
LOSC	Littoral Operations Support Capability
MCM	Mine Counter Measure
MFAT	Ministry of Foreign Affairs and Trade
MIO	Maritime Interdiction Operations
MoD	Ministry of Defence
MPI	Ministry of Primary Industries
MRO	Maintenance, Repair And Overhaul
NATO	North Atlantic Treaty Organization
NGO	Non-Government Organisation
NLB	Naval Leadership Board
NZDF	New Zealand Defence Force
OPV	Offshore Patrol Vessel
PESTLE	Political, Economic, Social, Technological, Legal and Environmental
RNZN	Royal New Zealand Navy
SAR	Search and Rescue
SQEP	Suitably Qualified and Experienced Personnel
SWOT	Strengths, Weaknesses, Opportunities and Threats
TTP	Tactics, Techniques and Procedures

FUTURE FLEET CAPABILITY 2025

	Naval Gunfire Support	Anti-Submarine Warfare	Air Defence Warfare	Self Defence	Presence	Maritime Interdiction Operations	Special Forces Support	Defence Diplomacy	Disaster Response	Resource Protection	Border Protection	Boarding Operations	EEZ ISR and Patrol	Helicopter Capable	Logistics Support	At Sea Replenishment	Amphibious Sealift	Specialist Underwater Search	Military Diving Operations	Underwater Survey	Rapid Environmental Assessments	Mine Countermeasures	Maritime EOD and IED disposal	Naval Co-Operation and Guidance for Shipping
 NAVAL COMBAT HMNZS TE MANA HMNZS TE KAHA																								
 SEALIFT HMNZS CANTERBURY																								
 REPLENISHMENT AOTEAROA																								
 PATROL HMNZS WELLINGTON HMNZS OTAGO, OPV (3)																								
 DIVING SUPPORT*																								
 LITTORAL WARFARE (LOSC)																								
 LITTORAL WARFARE UNIT HMNZS MATATAUA																								
MARITIME TRADE OPERATIONS																								

*HMNZS Manawanui will be decommissioned in 2018. It has been proposed that a replacement vessel be procured before the arrival of the LOSC.





