



Australian Government
Department of Defence

Plan Galileo Horizon Three: Sustainment 2025



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Foreword

When Plan Galileo was launched in 2019, the goal was to deliver a nationally integrated sustainment environment by 2025 that consistently provided affordable, reliable and fit-for-purpose systems and ships to Navy.

We are well on the way to achieving that goal.

Our network of Regional Maintenance Centres is well under way, with RMC North East in Cairns operating, and RMC West (Henderson), RMC North (Darwin) and RMC East (Sydney) at various stages of establishment. In many ways, the RMCs are the physical manifestation of Plan Galileo's ethos of nationally integrated continuous sustainment.

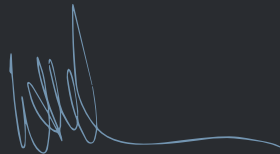
Significant work is enabling the Regional Maintenance Centres to become a reality. Since 2019, we have forged closer relationships with our industry partners to improve our business practices and build resilient national supply chains. We are planning and professionalising our sustainment workforce so we can support the future fleet. We are making sure our sustainment infrastructure is fit for purpose, including establishing a vital new dry dock facility on the west coast. To maximise capability, we are considering and planning sustainment throughout the entire lifecycle of a vessel, from design to disposal.

We have also created the Future Maritime Sustainment Operating Model, which explains how the sustainment workforce will collaborate to deliver continuous sustainment of the fleet where and when needed.

In addition, we have established contracting mechanisms for the three underpinning commercial arrangements. These include the Capability Lifecycle Manager, Designer Support Contract and Regional Maintenance Provider.

Given the progress we have made to date, this is an appropriate point to take stock of what we have achieved and outline Plan Galileo's third horizon – **Sustainment 2025** – where the goals of continuous sustainment become business as usual, and we deliver sustainment as a capability to our Navy.

In 2019 I also asked you to contribute to this journey, and the feedback and suggestions we received along the way helped shape our course and inform our decision-making. So, once again, I ask you to join us as we embark on **Sustainment 2025** and help shape naval sustainment.



W.A. Malcolm, CSM

Rear Admiral, Royal Australian Navy
Head Maritime Systems



Plan Galileo — The Need For Change

As we realise *Sustainment 2025*, it is worth taking stock of the “why” and understand the need for Plan Galileo’s model of continuous naval sustainment. While sustainment was working prior to Plan Galileo, the risk in maintaining the status quo was that the world had moved on.

Under Continuous Naval Shipbuilding, Navy is going to receive a new vessel on average once a year and the fleet will be heavier and more complex.

This enterprise is going to provide us with a capability regeneration we have not seen since the Second World War and our sustainment systems need to evolve to support these changes.

The Future Maritime Sustainment Model (FMSM) under Plan Galileo was developed to ensure this significantly larger and more complex fleet would be effectively sustained so it is available when it is needed, where it is needed. It achieves this by reworking the support solution to one that adopts a nation-wide, coordinated and consistent fleet-based view. What that means in a practical sense is effective, targeted asset management so that Navy gets the most out of its capabilities through life. It also means every Regional Maintenance Centre (RMC) being able to deliver a level of maintenance on any surface fleet unit and deeper maintenance for vessels home ported there.

This model of continuous sustainment also enhances Navy's ability to surge from strategic locations across Australia, supporting operations at home and abroad.

This does not just mean growing threats in the Defence environment; it also means increasing visits to Pacific Island nations to assist with operations associated with natural disasters or protecting maritime resources.

Fundamental to the operation of the FMSM is to increase our self-reliance in sustainment by securing supply chains, both national and regional. The RMC concept relies on local suppliers providing the needed hardware and personnel to maintain the fleet, backed up by national supply chains. This was important prior to the global disruption wrought by Covid-19. It is absolutely vital now.

The growing fleet must be ready to respond to these challenges quickly and effectively — and Plan Galileo is enabling this readiness.



Horizon Two — What Has Been Achieved

Since being launched in 2019, Plan Galileo has reached significant goals establishing continuous naval sustainment. Most visibly, this has involved progress on standing up the RMCs and CLCMs.

However, it extends well beyond these to include better industry engagement that underpins work across the country; ensuring future infrastructure meets sustainment needs; establishing resilient supply chains and ensuring Navy has the suitably qualified personnel it needs to sustain the fleet.

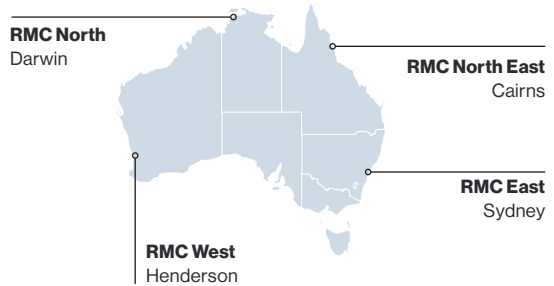
Regional Maintenance Centres

The standing up of RMC North East in Cairns to initially support the evolved Cape class patrol boats was a significant milestone in establishment of the RMC network. Once again, engagement with industry was crucial in meeting this goal, with NORSTA Maritime — a joint venture between Norship, Tropical Reef Shipyard, Nova Systems and SECORA — appointed as the Regional Maintenance Provider (RMP). As the RMP, NORSTA Maritime will be responsible for managing supply chains, including developing sovereign Defence industry in the region.

RMC West is scheduled to be operational in the second half of 2022 and will be supported by infrastructure upgrades to the Henderson shipyards, including construction of a new dry dock facility. In March 2022, the Department of Defence released the tender calling for a RMP in Darwin, with RMC North expected to be operational in 2023. Work on RMC East is progressing, and the approach to industry is being finalised.

Enhanced industry engagement

Industry has been crucial to the development of RMCs and will continue to play a pivotal role as continuous sustainment becomes the norm. Improving the way CASG and broader Defence engages with industry has been a key element of Plan Galileo and realising the vision of the FMSM, which has involved working to establish enduring relationships and reducing commercial barriers to entry. Part of this has seen the standardisation of operating and commercial models, which will make it easier for industry to do business with CASG. Standard processes and procedures at each RMC will improve safety and reduce administration, for example through pre-qualification of suppliers and standard safety inductions.



Lifting the infrastructure game

Plan Galileo has seen better matching of infrastructure planning and development to future sustainment needs. The most obvious example of this is the announcement of the Large Vessel Dry Berth in Henderson, Western Australia. The berth will be a game-changer for the precinct, boosting naval capability by enabling shipbuilding and sustainment of larger vessels to occur in the west.

Resilient supply chains

To prepare for 2025 and beyond, a strategy is being developed to improve sustainability and resilience of maritime supply chains. Transitioning to a Nationally Integrated Maritime Supply Chain will reduce duplication and demarcation by maximising commonality and standardising processes across shipbuilding and sustainment. Increasing commonality will promote the use of common equipment and parts across platforms and classes to drive synergies throughout the fleet. The Nationally Integrated Maritime Supply Chain should be supported by long-term partnerships to support investment, innovation, and research and development. The requirement for increased resilience should allow for greater participation by Australian industry.

Establishment of RMCs is also contributing to resilient supply chains, through incentives in RMP contracting arrangements to provide fair competition for local businesses to compete for work and the application of standard processes and procedures, reducing administration.

Workforce solutions

Plan Galileo recognised that having the right people with the right skills would be crucial to establishing continuous sustainment. That goal has seen the professionalisation of our sustainment workforce in partnership with Navy.

The establishment of the Maritime Acquisition and Sustainment (MAS) Stream recognises our blended workforce as a critical component across the MAS life cycle. MAS will support the delivery of material-ready Navy capabilities to the joint force across the full suite of operational effects. Working with our industry partners to deliver the increasingly capable and complex systems our vessels and their crews rely on to carry out their missions. As our fleet grows in weight and complexity, ensuring we have the right people, with the right skills, at the right time will be essential for success.

MAS will implement the necessary systems and processes to ensure the growth of a suitably qualified, experienced, and adaptable workforce capable of meeting the current and future needs of CNS and the FMSM.

Continuous improvement

Plan Galileo set itself ambitious goals, and for this reason an evolutionary, staged approach is being taken to realising the plan. This approach will enable lessons learnt to be applied, with continuous improvement as it is rolled out across the fleet, with benefits recognised over time.

First was the standing up of the Systems Program Office (SPO) and Raytheon as the CLCM for the OPVs in Henderson, Western Australia. As part of the OPV Enterprise, these parties and others are collaborating to ensure a smooth transition into service of the OPVs and their effective sustainment through their service life.

RMC North East in Cairns is the first in the network to be operational, with the RMP (NORSTA Maritime) in place.

The experiences of these parties are informing the model in other regions and for other asset classes.



Horizon Three — Sustainment 2025

Horizon Three of Plan Galileo, known as Sustainment 2025, will see the FMSM become the Maritime Sustainment Model.

Sustainment 2025 is driven by a trio of guiding principles that will be developed and implemented in consultation with industry and other stakeholders, including the Commonwealth. They will be backed by lines of effort that, as with Horizon Two, will drive the endeavour towards success.

Enhance and Evolve

Sustainment 2025 will deliver seaworthy vessels and systems to Navy, with the FMSM providing maintenance in a standardised manner, efficiently, effectively and safely.

Efficiency

Sustainment 2025 will increase the technical effectiveness and financial efficiency of maintenance programs. This will be realised by transitioning in, where appropriate, existing capabilities and harnessing industry's expertise in asset management via the CLCMs and Designer Support Contracts (DSCs), which will provide access to through-life expert support and deliver long-term work certainty to industry partners.

Sovereign Capability

Sustainment 2025 will improve our national supply chain resilience and increase investment into Australian industry.

Leading Lines of Effort

Success in Sustainment 2025 will be achieved through three leading lines of effort that deliver sustainment as a capability to Navy.

Transition

As new vessels are delivered to Navy, they will be immediately supported, with sustainment seamlessly linked to shipbuilding and teams embedded in projects. The enduring end state will be sustainment considered from design, through service life to disposal.

Commercial Models

Standard commercial models and contracts such as the CLCM, DSC and RMP will have been developed and rolled out across the fleet.

Regional Maintenance Centres

The network of four RMCs – in Cairns, Darwin, Henderson and Sydney – will be stood up and at Final Functional Capability, with all in-service asset classes sustained. An essential element of establishing the RMC network will be the concept of RMC National.

This will be a 'light touch' Commonwealth organisation that works closely with each RMC to achieve its full potential and realise the many benefits of continuous sustainment. In addition to delivering ongoing coordination and standardisation support for RMCs, RMC National will act as the "intelligent centre" by capturing and analysing performance and related data that can be utilised to identify efficiencies and opportunities for improvement. It will also coordinate and control the growth and evolution of the individual RMCs.

Supporting Lines of Effort

The three leading lines of effort will be supported by six others under Maritime System Division's normal business that continue to drive Plan Galileo's vision of continuous sustainment.

Seaworthiness

Seaworthiness will be assured throughout the CLC, particularly with vessels in continuous transition and sustainment, with each organisation clearly understanding its accountabilities for delivering seaworthiness.

Asset Management

Sustainment considerations will be clearly defined within each phase of a vessel's life cycle, with consistent asset management provided to an approved standard that is tailored for each class.

Information Systems

Fit-for-purpose IT solutions will be identified and implemented across all classes.

Supply Chains

A national supply chain will balance sovereign capability outcomes with commercially viable Australian industry solutions to deliver a resilient supply chain that is globally integrated.

Professional Mastery

The Maritime Acquisition and Sustainment (MAS) Stream is tasked with delivering the right people, with the right skills at the right time. It will achieve this through implementing the correct workforce settings, career pathways, proficiencies, employment, and learning and development opportunities.

Infrastructure

Infrastructure to support continuous sustainment across shipbuilding and sustainment will be available, enabling the capability of the growing fleet and meeting evolving sustainment requirements.

Lines of Effort

Leading

Transition and Commercial Models

Regional Maintenance Centres

Supporting

Seaworthiness

Asset Management

Information Systems

Supply Chains

Professional Mastery

Infrastructure

The Way Forward

2022

RMC North East and RMC West both operating, including the first two vessel classes entering service under the FMSM.

2023

RMC North operational to support the evolved Cape Class Patrol Boats and the Arafura Class Offshore Patrol Vessels.

2024

RMC East up and running, and the other RMCs at Final Functional Capability, supporting more asset classes.

2025

The FMSM is fully operational, with all RMCs at Final Functional Capability, and all in-service asset classes sustained.



[More information](#)

www.defence.gov.au/business-industry/naval-shipbuilding/plan/galileo

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