



**Australian Government**  
**Department of Defence**

# Plan Galileo and the Maritime Sustainment Model

An Overview



To defend Australia and its national interests in order  
to advance Australia's security and prosperity  
[www.defence.gov.au](http://www.defence.gov.au)



**“Plan Galileo is improving maintenance outcomes, safety and security during maintenance and building maintenance resilience to support our sovereignty objectives.”**

S. J. Tiffen  
Rear Admiral Royal Australian Navy  
Head Maritime Sustainment

Plan Galileo outlines Defence’s new national, innovative approach to sustainment which is required to support the significantly larger and more complex fleet that will result from Continuous Naval Shipbuilding.

To realise Plan Galileo, Maritime Sustainment Division (MSD) is implementing the Maritime Sustainment Model (MSM). The Model will deliver a continuous sustainment environment so that the fleet is available when and where it is needed by:

- considering sustainment from design through to disposal,
- through-life asset management,
- effective and efficient maintenance, and;
- the development and growth of sovereign sustainment capability (including a skilled and resilient regional industrial base).

## Plan Galileo Program Outcomes

Nine Plan Galileo Program Outcomes are enabling effective implementation of the model. They will ensure we have the workforce, systems, infrastructure, IT and sovereign supply chains in place to effectively sustain the future fleet. Key to the new approach is the development of sovereign sustainment capability.

### Divisional Business Management

- 1 MSD Integrated Total Service Delivery
- 2 Standardised Business Delivery
- 3 Sustainable, Suitably Qualified and Experienced Personnel

### Standardised Sustainment Delivery

- 4 Nationally Managed, Regionally Delivered Maintenance
- 5 Standardised Maritime Asset Management
- 6 Seamless Transition

### Sovereign Sustainment Capability

- 7 Sovereign Design Capability
- 8 Optimised Sustainment Infrastructure
- 9 Secure and Resilient Material Supply Chains

More information on the Nine Program Outcomes can be found [here](#).

Sovereign sustainment capability is the processes, systems, workforce, tools and infrastructure that must reside in Australia to ensure the uninterrupted delivery of sustainment support that enables Navy to fight and win at sea when and where required.

## Sovereign Sustainment Capability

Sovereign sustainment capability will be achieved through a range of measures such as giving industry a longer-term regional picture of demand so industry can plan and invest, pre-qualification of suppliers for multiple work packages and standardised work instructions and site safety management planning to reduce administration and improve safety. The Australian Government's enhanced Australian Industry Capability (AIC) Contractual Framework is also being applied to contracting arrangements to maximise opportunities for Australian industry.

Defence is focussed on working with industry to deliver a maritime supply chain as part of developing sovereign sustainment capability so that Australian businesses are manufacturing the systems and parts we need to sustain our ships and have the skills to fit them.

Work underway in this space focuses on improving standardisation, commonality and opportunities for Australian industry through economies of scale whilst also considering sovereignty, resilience, seaworthiness and value-for-money.



### Development of the model

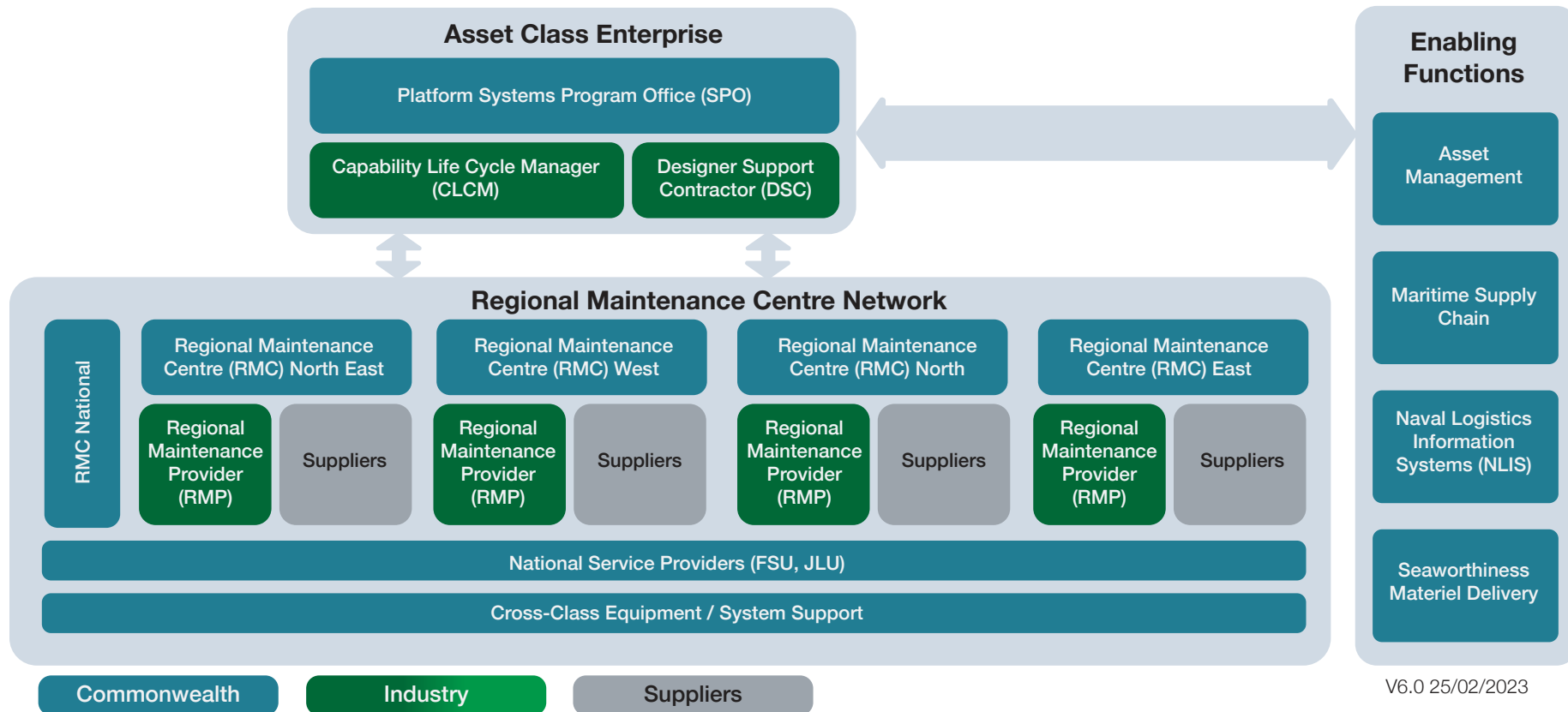
Significant analysis has been undertaken to develop the MSM since November 2018. This has included a review of the current arrangements, future Navy requirements and other considerations such as the changing strategic environment. Extensive consultation with Defence personnel, industry and government has also informed design and implementation of the model.

MSD will continue to work with Navy, the broader Naval Shipbuilding and Sustainment Group (NSSG), industry and other stakeholders to further develop, implement and mature the MSM.



# Key Elements of the Maritime Sustainment Model

Implementation of the model is well and truly underway. In this final implementation phase - Horizon Three: Sustainment 2025 - the focus is on transitioning capabilities into the approach, so it becomes business as usual. Delivering a standardised, coordinated and consistent national approach to sustainment will be a collaborative effort between all parties within the model.



# Key Elements of the Maritime Sustainment Model

## Asset Class Enterprises (ACEs)

The Asset Class Enterprise, through the Platform Systems Program Office (SPO) for the specific asset class, is accountable for through-life asset stewardship and providing seaworthy vessels to Navy in a consistent, and predictably affordable manner.

### Asset Class Enterprise

Platform Systems Program Office (SPO)

Capability Life Cycle Manager (CLCM)

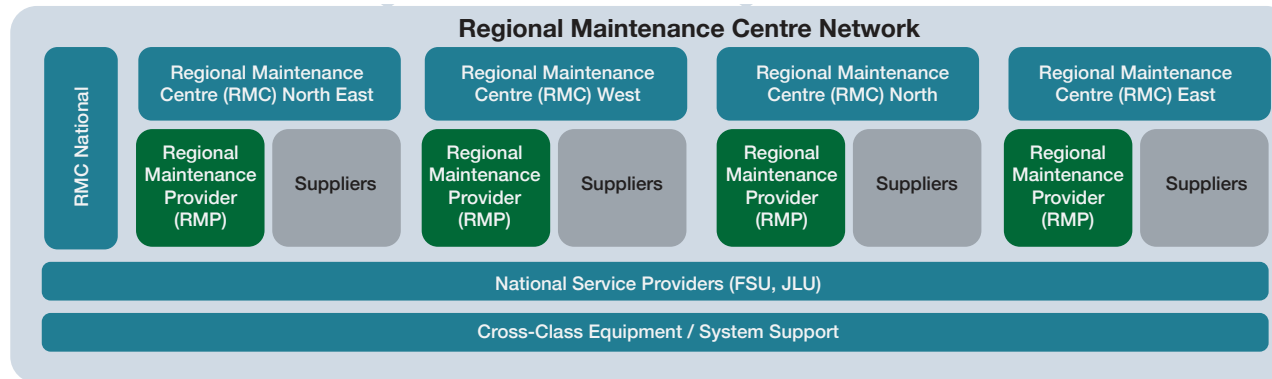
Designer Support Contractor (DSC)

**SPO:** The SPO is responsible for asset-related decision making with support from industry partners, the Capability Life Cycle Manager (CLCM) and Designer Support Contractor (DSC). SPOs control the design, maintenance liability and the inventory for the Products being supported (as per Australian Materials Seaworthiness Defence Organisation control functions). SPOs also generate the annual and five yearly programs of work for their classes.

**CLCM:** The CLCM is an industry partner providing through-life vessel and asset stewardship in support of the SPO, and ensuring sustainment is built into design. The CLCM provides a link between the Acquisition Project and the sustainment organisation to support information and data flowing across both, in particular, incorporating lessons learned for sustainment into support system and vessel improvements.

**DSC:** The DSC is an industry-partner supporting the SPO, ensuring that new vessels meet capability requirements and are seaworthy. The DSC is responsible for the design function once vessels transition from Acquisition into In-Service and Disposal. This will ensure fidelity of the design through the life of the class, product, systems or equipment.

# Key Elements of the Maritime Sustainment Model



## RMC Network:

The RMC network provides the sovereign sustainment capability to assure and provide standardised maintenance to Navy. The RMC network operates through common systems, standards and procedures, with each RMC building on existing supplier networks in its region and achieving efficiencies through resource coordination, commonality and economies of scale.

**RMC National:** To optimise maintenance delivery across the fleet, RMC National directs standardisation, coordination, continuous improvement and education across the RMC network. RMC National drives improvement and standardisation through business intelligence, analytics and recommendations for actions.

**RMCs:** RMCs are self-contained sustainment centres at Navy home ports run by the Commonwealth. RMCs deliver maintenance in the region and provide advice in National planning and coordination forums. RMCs also implement and assure conformance and standardisation of policies, plans, processes, practices, organisational construct, tools, behaviours and contracts across the region.

**RMPs:** RMPs are an industry partner, contractually managed by an RMC, responsible for Coordinate and schedule maintenance and build the supply chain to execute the maintenance tasks in the region. RMPs rely on a performance based contracting model to optimise sustainment and engage suppliers.

**Suppliers:** Suppliers are the regional industry entities, including small and local medium enterprises, that execute the maintenance in the regions.

**JLU:** The Joint Logistics Unit (JLU) provides logistics, warehousing and distribution support for Navy's inventory.

**FSU:** The Fleet Support Unit (FSU) is Navy's technical support workforce that assists in the provision of maintenance and repair in regions to ensure Navy has the technical mastery to support its ships at sea.

# Key Elements of the Maritime Sustainment Model

## Enabling Functions

Asset Management

Maritime Supply Chain

Naval Logistics Information Systems (NLIS)

Seaworthiness Materiel Delivery

## Enabling functions

**Seaworthiness Materiel Delivery:** The Materiel Seaworthiness Framework is implemented by the SPOs and RMCs to deliver the approved Upkeep, Update and Upgrade tasks. This is done by following the guidance set out in the Functional Reference Set: a consolidated end-to-end value chain that defines functional best practice to manage a vessel through-life.

**Naval Logistics Information Systems (NLIS):** The NLIS comprises integrated applications, tools and data in support of Naval Logistics information that enables the collective Navy, APS and industry workforce to sustain the surface fleet.

**Maritime Supply Chain (MSC):** The MSC focuses on improving standardisation, commonality, sustainability, and resilience across the Fleet to ensure it is scalable to emerging requirements of Navy. The MSC seeks to reduce duplication and demarcation by maximising commonality and standardising processes across shipbuilding and sustainment.

**Asset Management:** The MSM is supported by asset management policy as incorporated into the Functional Reference Set (FRS). This ensures the maintenance of assets, across technical and economic outcomes, is designed to ensure functionality and availability.





## By the end of Horizon Three the MSM will be fully implemented. A number of initiatives are underway to achieve this including:



Sustainment personnel are being embedded within acquisition teams



Establishment of the RMC Network, including RMC National



Through-life asset management functions are being implemented (Capability Life Cycle Managers and Designer Support Contractors)



Planning for fit-for-purpose infrastructure and building and organising the workforce to deliver efficient and effective through-life sustainment is underway

You can keep updated with progress by emailing [plan.galileo@defence.gov.au](mailto:plan.galileo@defence.gov.au) to subscribe to the MSD newsletter and Plan Galileo GovTeams community. Updates are also posted regularly to the Defence website and Intranet pages (see links below).

## Continual Improvement

The MSM is being implemented through an evolutionary approach, enabling it to continually improve and mature based on Navy requirements and lessons learnt along the way. Asset classes are being added to the model through a staged approach.

## Find out more

Website: [www1.defence.gov.au/business-industry/naval-shipbuilding/plan/galileo](http://www1.defence.gov.au/business-industry/naval-shipbuilding/plan/galileo)

Intranet: [drnet/casg/Plan\\_Galileo/Pages/Plan-Galileo.aspx](http://drnet/casg/Plan_Galileo/Pages/Plan-Galileo.aspx)

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