



Australian Government
Defence

**Regional
Maintenance** | North East
Centre



Plan Galileo Roadshow

Cairns Industry Briefing



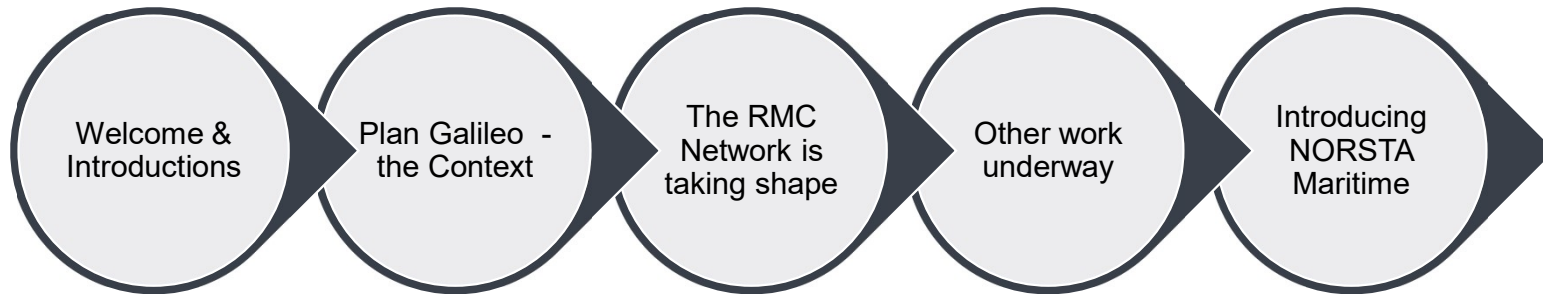
NAVAL SHIPBUILDING & SUSTAINMENT GROUP

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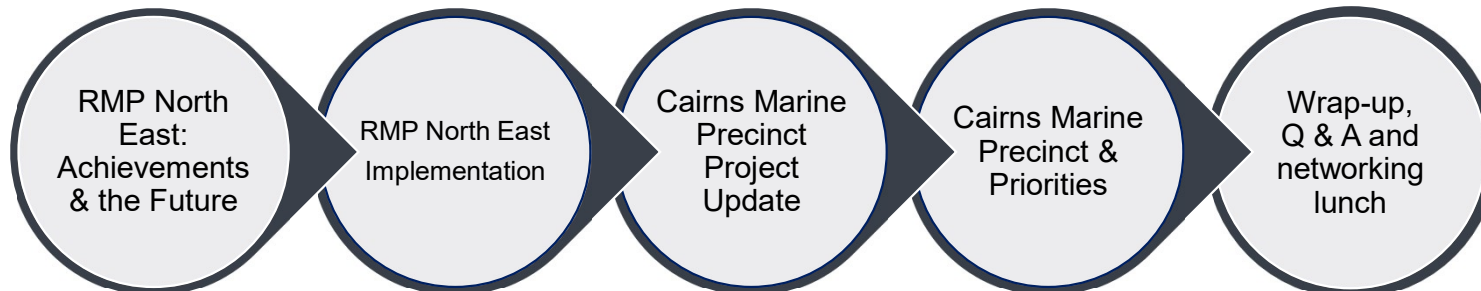
To defend Australia and its national interests in order
to advance Australia's security and prosperity
www.defence.gov.au



Agenda



0900



1100

Submit your questions, and respond to our survey:



 Australian Government
Defence

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#1817 500





Plan Galileo: The Context

**Rear Admiral Steve Tiffen, AM, CSM, RAN
Head Maritime Sustainment**

Defence is evolving maritime sustainment in response to three key drivers

Continuous
Naval
Shipbuilding

Increasing
complexity of
capabilities

Changing
strategic
environment



"Sustainment is a capability in its own right. The better we can do it, the faster we can get our ships back to sea, and the sharper the edge to our Navy's fighting ability."

W. A. Malcolm, AM, CSM
Rear Admiral Royal Australian Navy
SeaPower Conference 2022

There are many key environmental considerations as we continue to progress with realisation of Plan Galileo

Defence Strategic Review

Changing organisational outcomes

Workplace fatigue



H3 – Sustainment 2025 aims to deliver five key benefits to Navy and the wider Maritime Enterprise, all of which are linked to the three Program Objectives



Enhance and evolve support to Navy

Provide and deliver seaworthy vessels and systems to Navy

RMCs delivering maintenance in a standardised manner, efficiently, effectively and safely



Deliver sustainment efficiency

Increase the technical effectiveness and financial efficiency of maintenance programs



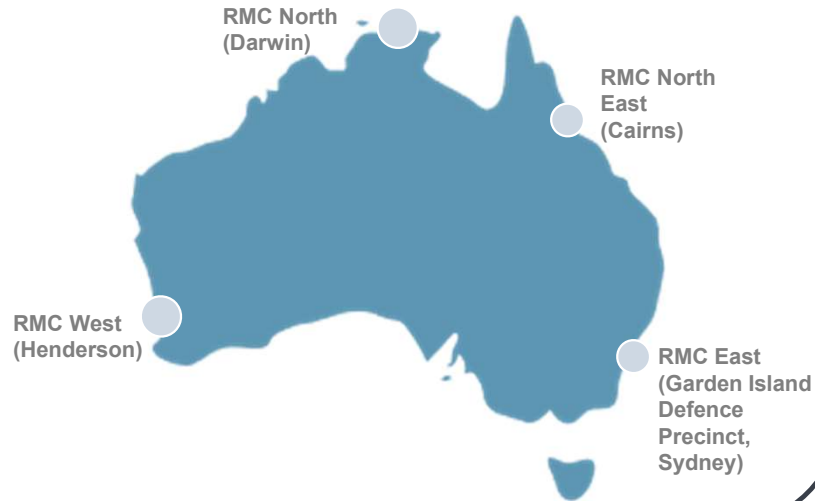
Build sovereign sustainment capability

Improve Supply chain resilience

Increased investment into Australian industry

Significant progress has been made

Regional Maintenance Centres



Considering sustainment from design through to disposal



Planning workforce and training needs



Establishing national supply chains, closer industry partnerships

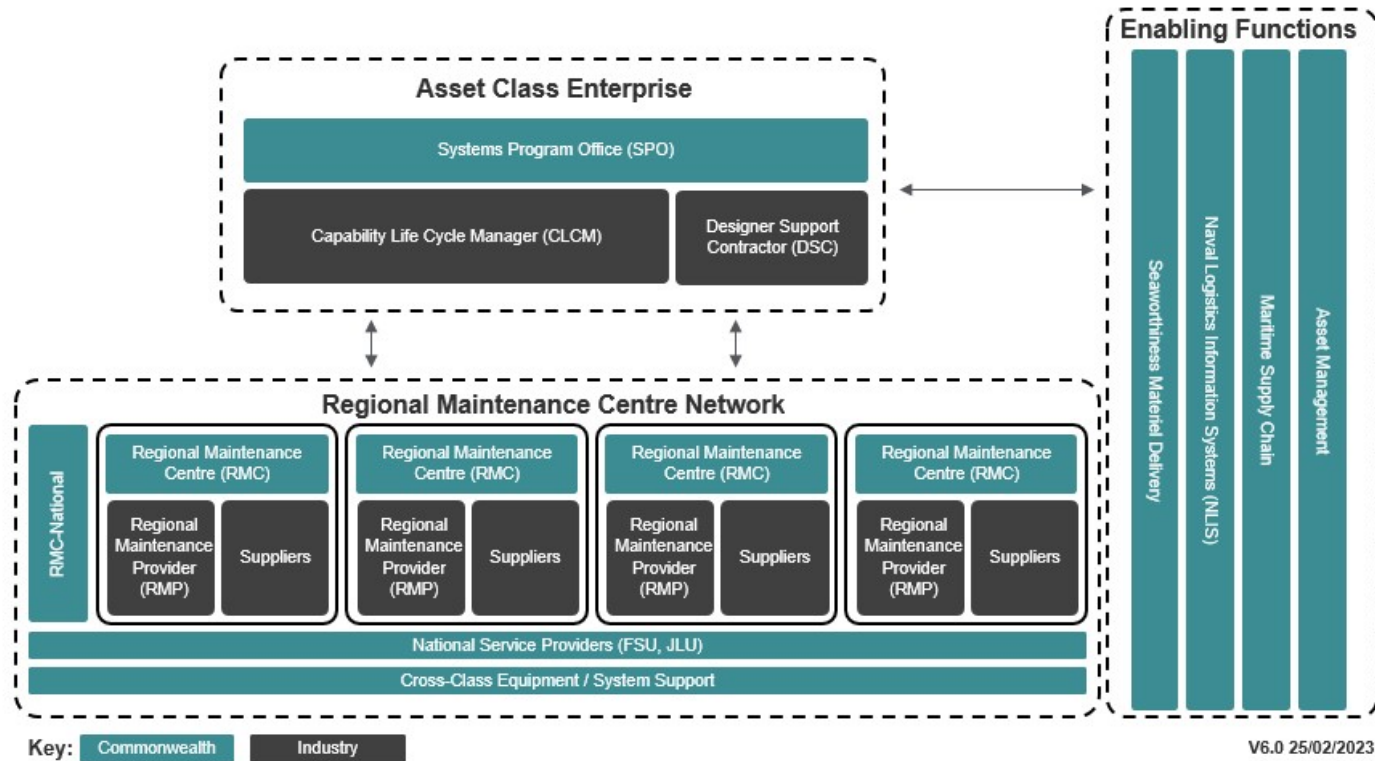


Implementing a new approach to asset management - CLCMs and DSCs



Standard commercial models and contracts across the fleet

Plan Galileo is being realised through implementation of the Maritime Sustainment Model and industry plays a critical part

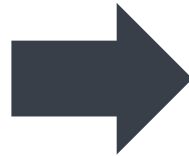


Why the Maritime Sustainment Model is better

Will meet growing demand of sustainment by Navy in support of Government objectives

Heavier, more complex fleet (CNS)

Changing strategic environment – fleet available where & when needed



Greater certainty of maintenance outcomes through repetition of common work



Improved safety including through standard site safety management plan



Building capacity & capability of Australian industrial base improves resilience of our workforce & suppliers



Improved cost visibility through reduced emphasis on platform centric commercial models



Improved scoping & execution of essential maintenance & repairs reduces direct costs & time allocated



Commonwealth becomes informed owner which improves control & certainty of outcomes for Navy



Increased effectiveness & efficiency through standardisation, reduced admin & improved productivity

An aerial photograph of a ship's deck, showing several crew members in white uniforms. A large, white, dome-shaped radar or sensor structure is prominent in the center. The ship is on the water, with a pier and other structures visible in the background.

The RMC Network is taking shape

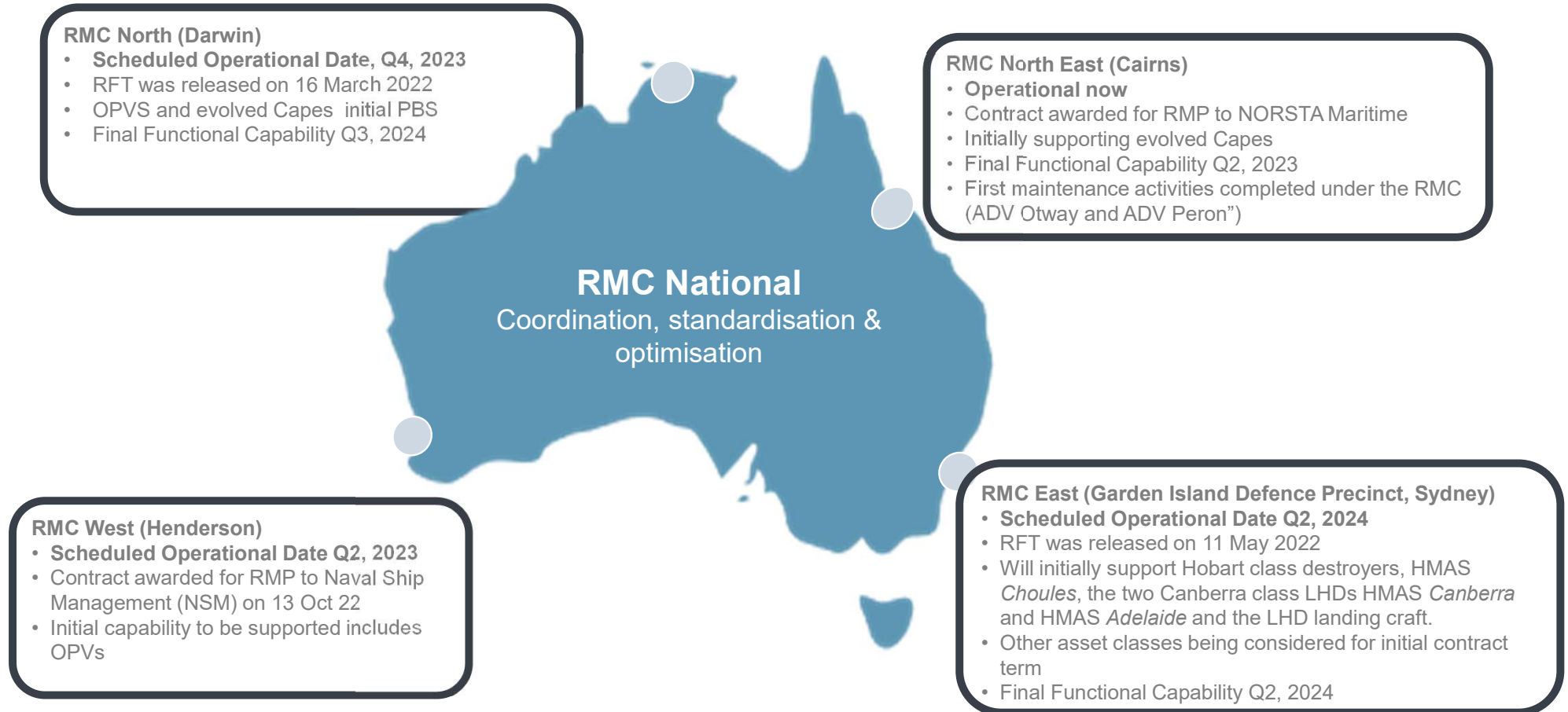


**Commodore Brad Smith, CSC RAN
Director General Major Surface Ships**

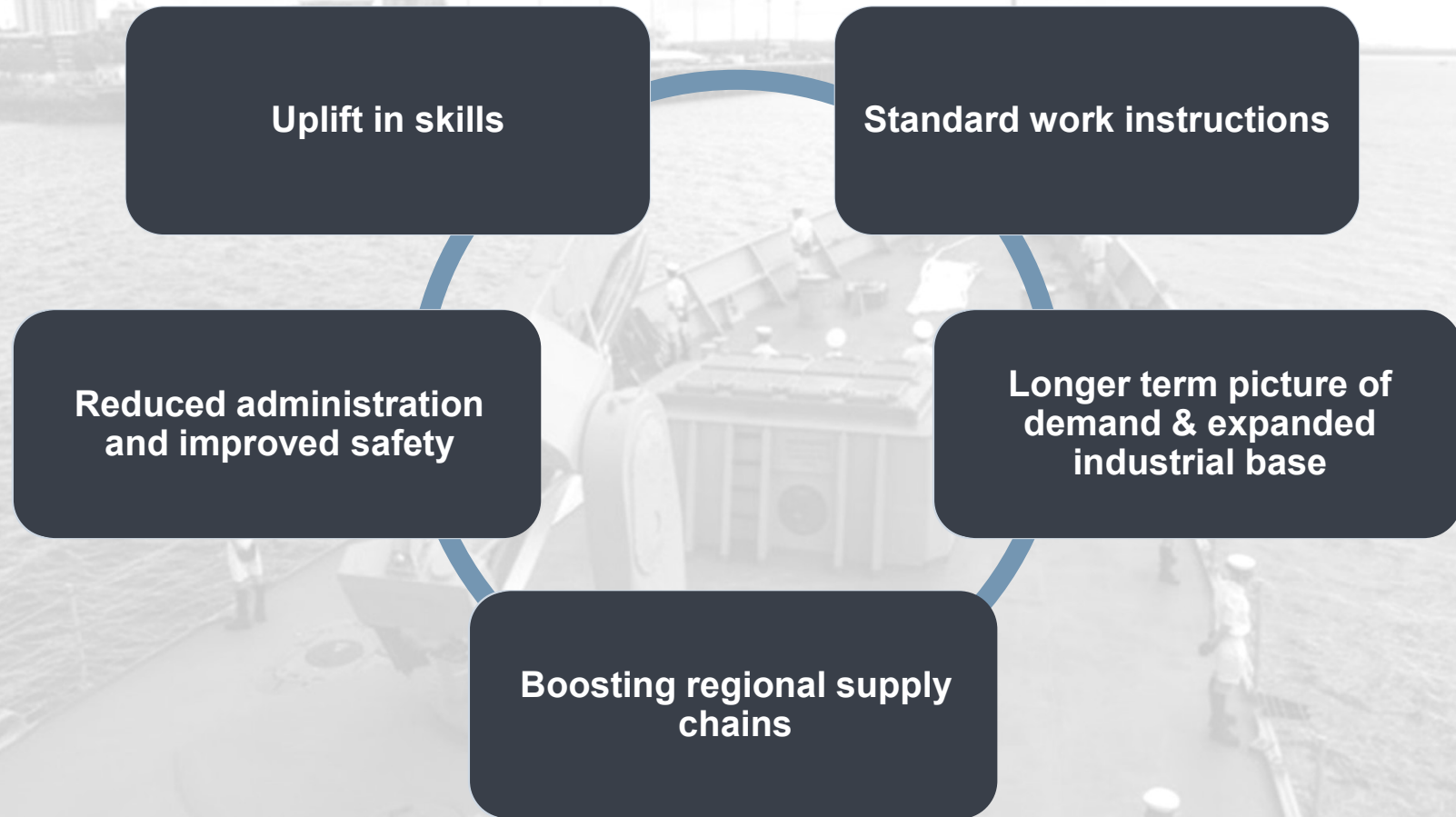
We are already starting to see some of the benefits of the new approach for our people and our industry partners



The RMC Network is taking shape



Industry considerations have been factored in to the design of RMCs





So, what other work is underway?

New commercial arrangements are being implemented for new and current capabilities

Capability Life Cycle Managers (CLCM)

- In place for OPVs
- Contract award for DDGs – October 2022
- Heavy ships CLCM out to market
- North CLCM strategy under development

Designer Support Contractors (DSC)

- Standard contract template drafted
- Contract for OPVs drafted
- Contracts for East home ported vessels under development

A CLCM for the North

The Patrol Force CLCM will provide asset stewardship services through-life for:

Evolved Cape
class patrol
boats

Hydro assets
or those moved
to patrol

Guardian class
patrol boats

Building a secure and resilient Maritime Supply Chain is a Plan Galileo priority





RMC North East



Mick Saunders
Director
Regional Maintenance Centre – North East

Our achievements in the first year of RMC North East are underpinned by our values

Australian Government
Defence

REGIONAL MAINTENANCE CENTRE – NORTH-EAST ENTERPRISE CHARTER

"Delivering excellence in vessel maintenance in our region"

NORSTA
Maritime

The Trusted Regional Enterprise
Delivering Seaworthy Ships

Our Values

- Collaborative
- Professional
- Pragmatic
- Empowered and Decisive
- Just and Learning Culture
- Agile and Resilient
- Safe, Sustainable and Secure

Our Principles

- Driving Standardisation & Efficiencies
- Planned & Sustainable
- Apply Emerging Technologies & Best Practice
- Value & Reward Our People
- Collaborating For The National Good

Our Inspiration

- Nurturing New Talent
- Valuing Regional Employment
- Growing Regional Capability & Capacity
- Sustainable Future
- Investing in Our Community

How We Work

- Sovereign Regional Focus
- Agile & Forward
- Instill Common Purpose
- Enhancing Communication
- Coordinated & Measurable

Supporting

- One Fleet
- Evolving Together
- Sustainable Sovereign Capability
- National Collaboration
- End to End Capability

Addressing Continuous Change

- Collaborative Forward Planning
- Sharing Best Practice & Knowledge
- Agile On and Offshore Support
- Integrated & Effective
- Uptake of Emerging Technologies & Skills

Enterprise Charter - Values

- Our engagement with key stakeholders, and how we work with industry and how we integrate workforce leverages on agreed values and aligned behaviours
- JRMP does not negate the need for, nor replace the requirements of robust contract management principles but it does compliment it effectively
- Work collaboratively across a nationally integrated network to deliver seaworthiness

Our achievements in the first year of RMC North East are underpinned by our values

A Joint Relationship Management Plan is in place between the Commonwealth and NORSTA Maritime to improve maintenance outcomes through collaborative working



Secondment opportunities for FSU sailors have been established with local companies Pasma Electrical, Perrotts Engineering and Alphacool

We are committed to continuous improvement

- An integrated workforce - is an enabler – provides an environment for staff to excel – to support, guide and learn from each other
- Systems and Processes – provide operational efficiencies but shared across the network provides scalability commonality and capability
- People make the difference – they make us who we are
- Aligned values – provides a framework to develop a culture to focus on achieving the same outcome - Seaworthy Vessels to Navy

Aligned values, shared processes and good people creates an integrated environment that is focused, consistent and streamlined that supports the Navy so it has the vessels it needs, where and when it needs them



Introducing RMP North East: NORSTA Maritime Pty Ltd



Maurie McNarn, AO
Chairman
NORSTA MARITIME PTY LTD





Vision

Be the trusted regional maritime sustainment enterprise, delivering seaworthy ships

100% Australian Sovereign Entity
Underwritten by Norship and Tropical Reef Shipyard
Fully invested in the Region and Community



PURPOSE BUILT

Servicing Far North QLD on behalf of the community.



TRUSTED PARTNERS

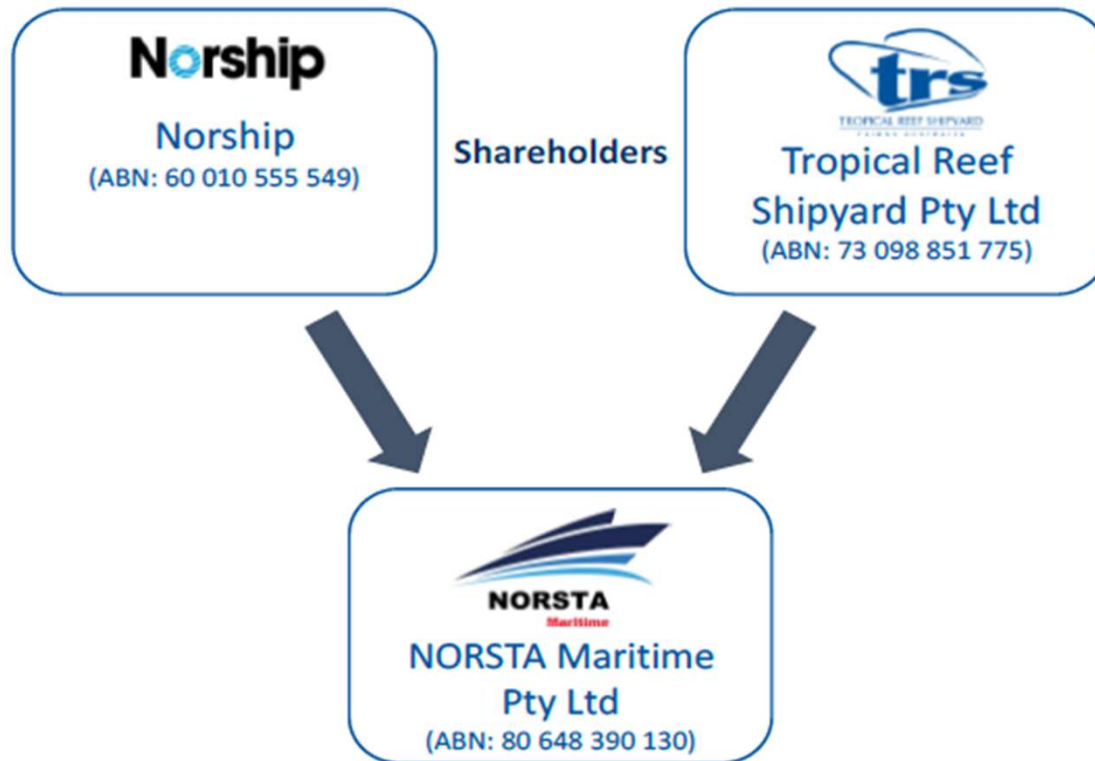
Norship & Tropical Reef combined with Nova Systems & Secora.



TRUSTED REGIONALLY

Long established relationships with regional stakeholders.

Who we are – Regional Maintenance Provider – North East: NORSTA



NORSTA Maritime Pty Ltd: New joint venture business, is registered under the Corporations Act 2001 and is an Australian-owned proprietary company limited by shares, with its shareholder companies, Norship and Tropical Reef Shipyard, both located in Cairns.

NORSTA Maritime, NOVA Systems Australia and SECORA Australasia are Team NORSTA as the Regional Maintenance Provider – North East

TEAM NORSTA: PARTNERS



RMP NE: NORSTA MARITIME PTY LTD

NORSTA Maritime Pty Ltd

NORSTA Maritime - Australian business entity is a unique and innovative business venture and model

NORSTA Maritime Pty Ltd as a new joint venture business – JV Between Norship (Varley) and Tropical Reef Shipyard (50/50)

Brings together several complimentary members including shareholders, sub-contractors, and partners under one team, Team NORSTA – which is a Maritime Defence Industry Consortium

Collaborative approach, comprising of several consortium members including shareholders, sub-contractors and partners

Nova Systems Pty Ltd - Engineering services and technology solutions

SECORA Australasia – Asset management and business systems and performance

TAFE Queensland – Vocational Education Training Provider - Skills development and training







Governance – Board (overleaf): Direct access to Board and Executives

NORSTA to develop regional capability and capacity through an Enterprise Approach



Introducing the NORSTA MARITIME PTY LTD: Board



					
Maurie McNarn Independent Chair	Olav Groot Director (Norship)	Jeff Phillips Director (Norship)	Marino Angelini Director (Tropical Reef Shipyard)	Rob Downing Director (Tropical Reef Shipyard)	Joann Pyne Independent Director (TAFE Qld Exec)

RMP North East: NORSTA MARITIME PTY LTD: *Solution and Benefits*

Established solely for the purpose of delivering the RMP-NE Contract

No competing priorities or commitments

Innovative and Purpose-built, Sovereign Team Focused on Achieving Enterprise Outcomes

A Visionary Pathway to Achieve an Enduring Enterprise

Genuine move from 'transactional' to a collaborative & 'transformational' model

Innovative Solution to Meet Defence Objectives

- A genuine sovereign sustainment solution
- Project managing vessels in collaboratively
- Relational contracting
- Procuring capability structure
- Scalable organisation
- Assured maritime maintenance model
- Agile sustainment team
- Optimised resource model for regional stability
- Standard solution architecture

Northern Australia vision - Regional Focus long established regional shareholders

Invested in the region & community

Agile, established and proven regional supply chain network with 250 plus suppliers to support RMC NE

Location, Cairns Marine Precinct

Ability to allow access to high value established infrastructure and equipment

Established relationships between Defence, industry, training, State Government, OEMs, other agencies – facilitates

Long history of investing in training and skilling workforce in the region



RMP North East : NORSTA MARITIME PTY LTD: The Future



NORSTA stands ready:

- For the next stages of Plan Galileo to work collaboratively with the Department of Defence and across the enterprise to deliver seaworthy ships
- To work and operate within a National construct, and collaborate actively with a national network of other RMPs and RMP-National
- To work as an enterprise to agreed enterprise values & behaviours to develop Australian Industry Capability to deliver excellence in vessel maintenance in our region



RMP North East: Achievements & the Future



Colin Ford
General Manager NORSTA Maritime Pty Ltd
Program Manager RMP NE



Our Achievements: Year 1



Summary	
NORSTA Maritime Pty Ltd (NORSTA)	Stood Up as an entity and a start up business
RMP NE Contract	Signed, 1 December 2021
Ramp Up Management Plan	Completed - Activities to manage the program under contract
Open for Business	Provide maritime sustainment services from 19 March 2022
Annual Regional Work and Resource Plan	Completed
Five Year Regional Work / Resource Plan	Under development – to provide more stability to the local supply chain and RAN.
Maintenance Sustainment Model	Successfully transitioned Evolved Cape Class Patrol Boats: ADV Cape Otway (314) and ADV Cape Peron (315) into program
Maintenance Support	Provided support to PPBSPO for RMIS LOMOR, at Norship and in-country (Vanuatu)
Sovereign Sustainment Capability	Over 250 SME suppliers in the local supply chain network
Relationships	92 Engagement Activities in 6 months - Collaborative AIC approach with key stakeholders including Education & Training Sectors (TQ, GBRIMC, JCU and CQU) all levels of government (Federal/State/Local), industry and local SMEs.
Awards	DTC Defence Industry Teaming Award 2022

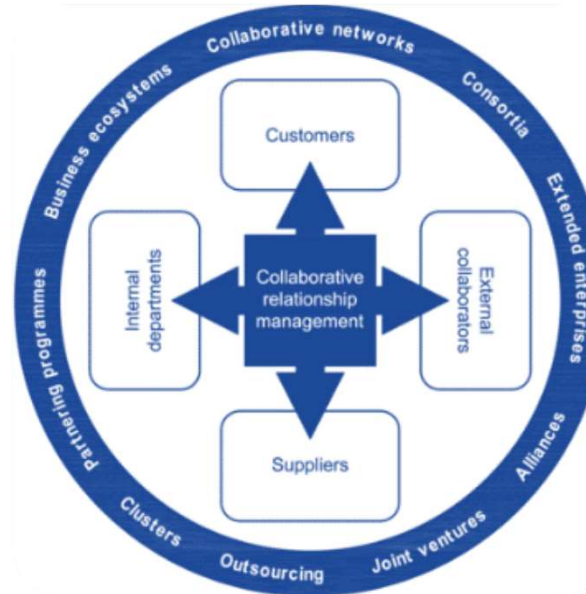
Our Commitment



- Vision:** Be the trusted regional maritime sustainment enterprise, delivering seaworthy ships
- Mission:** Utilising a predominantly sovereign based supply chain and working with our partners to develop Australian Industry Capability we deliver excellence in vessel maintenance in our region
- Values:** Collaborative, Professional, Pragmatic, Empowered & Decisive, Just & Learning Culture, Agile & Resilient, Safe, Sustainable & Secure.



Collaborative AIC approach with key stakeholders including Vocational Educational Training Sector (TAFE Queensland), Higher Education Sector (James Cook University and CQ University), all levels of government (Federal/State/Local), industry and local SMEs.



92 Engagement Activities in 6 months *



Collaborating with key stakeholders to assist SME supply chain(s) with funding support in technologies and business processes and practices to improve business performance, capability and resilience and deliver employment outcomes

*Collaboration Foundation ISO 44003

Maritime Sustainment Model – In Action



Successfully transitioned Evolved Cape Class Patrol Boats: ADV Cape Otway (314) and ADV Cape Peron (315) into maintenance sustainment model

- Executed 3 external maintenance period services (planned and corrective maintenance) to ADV Cape Otway (314) and two for ADV Cape Peron (315)

- ADV Cape Otway (314): (2202) : Tasks 92: Industry Engaged 15 plus local suppliers: Labour: 1,000 hours
- ADV Cape Peron (315): (2201) : Tasks 40: Industry Engaged 12 plus local suppliers: Labour: 250 hours
- ADV Cape Peron (315):(2301) : Tasks 90: Industry Engaged 15 plus local suppliers: Labour: 650 hours



Delivered on-Time, to Budget: Local Content: >90%

Sovereign Sustainment Capability & Capacity Development



Over 250 SME suppliers in the supply chain network



NORSTA Maritime and its suppliers received a Defence Teaming Centre award for outstanding collaboration between organisations in helping reshape naval sustainment



Development of a five year, regional work plan is underway

A Joint Relationship Management Plan is in place between the Commonwealth and NORSTA Maritime to improve maintenance outcomes through collaborative working



Secondment opportunities for FSU sailors have been established with local companies Pasma Electrical, Perrotts Engineering and Alphacool

The Future: We're Building The RMC / RMP Network - Together

- Collaborating with other RMC/RMP teams – Enabling the maturing and standardisation of systems and processes.
- Coordination of planning and industry engagement activities to support Regional and National capability and capacity building.
- Developing an agile, continuous improvement culture that extends from the challenges of undertaking maritime maintenance to the quality and accuracy of technical data required to sustain the fleet.





RMP North East: Implementation



Olav Groot
Director NORSTA MARITIME PTY LTD
Chief Executive Officer Norship Marine Pty Ltd



Norship

RMP NE - Implementation

Norship

NORSHP Marine via Varley group is a key member of the NORSTA Team being a shareholder and material subcontractor to the program to deliver seaworthy ships to the Royal Australian Navy.

RMP NE - Implementation



Our Track Record

- 5th generation Australian owned business- a long term perspective on strategic capability development
- Largest Fishing fleet, Largest Reef fleet, etc, in addition to HMAS Cairns – and RMC –NE
- Collaboration with key stakeholders and access to its local supply chain.
- Provides through life services from vessel design, construction, repair, maintenance, complete refit, docking support and disposal services.
- Already works with numerous Defence Prime contractors and as a Prime delivering a national fleet management service to the Australian Border Force
- Key customers - Australian and Pacific Nations Border, Defence and Paramilitary Forces.
- Largest marine maintenance workforce in Northern Australia – 160+ FTEs



The Future NORSHIP



- A regional enabler for capability uplift
- Actively support supply chain development
 - Long term perspective
 - Sustainable, sovereign, Australian, regional capability development
 - Relational contracting approach
- Development of contemporary facilities
 - Optimize current infrastructure (short term)
 - Certified and fit for purpose (DefAust 5000) ship maintenance, construction, abrasive blasting and spray painting facilities
 - Environmental controls, tidal inundation risk mitigation, wharfage, docking facilities and amenities

Norship

The Future NORSHIP



- A regional enabler for capability uplift
- Workforce = an integrated, regional talent pipeline and good corporate citizenship
 - A career in sustainment
 - Investment in skills for today and tomorrow (= future technical mastery)
 - Diversity that is representative of the community and that offers equal opportunities

Norship



Cairns Marine Precinct Project Update



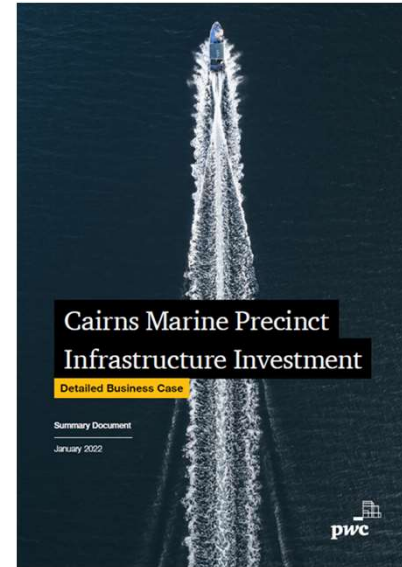
**Kelsey Ormsby, Regional Director, Regional
Economic Development - Far North Queensland
Department of State Development, Infrastructure,
Local Government and Planning**

The Department of
**State Development, Infrastructure,
Local Government and Planning**



Cairns Marine Precinct - Common User Facility

The story so far...



Cairns Marine
Precinct Growth
Strategy

2018

\$30 million to
support growth
of marine sector
in CMP

2020

CMP CUF
Business Case
development

2021

CUF investigations – why



The Need for Action



Landside constraints

Limited scope to expand the footprint of key MRO provider



Spatial fragmentation

Spatial fragmentation of key infrastructure and shipyards



Poor accessibility

Restricted accessibility via Smiths Creek



Inadequate infrastructure

Insufficient infrastructure to meet demand during peak periods



Shiplift constraints

Inadequate ship lifting capacity to accommodate new and larger vessels

How did we get here...



Business Case Outcomes

Long story short...

Build a CUF to cater for vessels up to 120 metres in length and up to 5000 tonne

Infrastructure to include:

- a 5000-tonne shiplift;
- two facilities for blasting and painting;
- three hardstand areas; and
- more capacity for wet berths.

FAR NORTH QUEENSLAND REGIONAL ECONOMIC RECOVERY



covid19.qld.gov.au

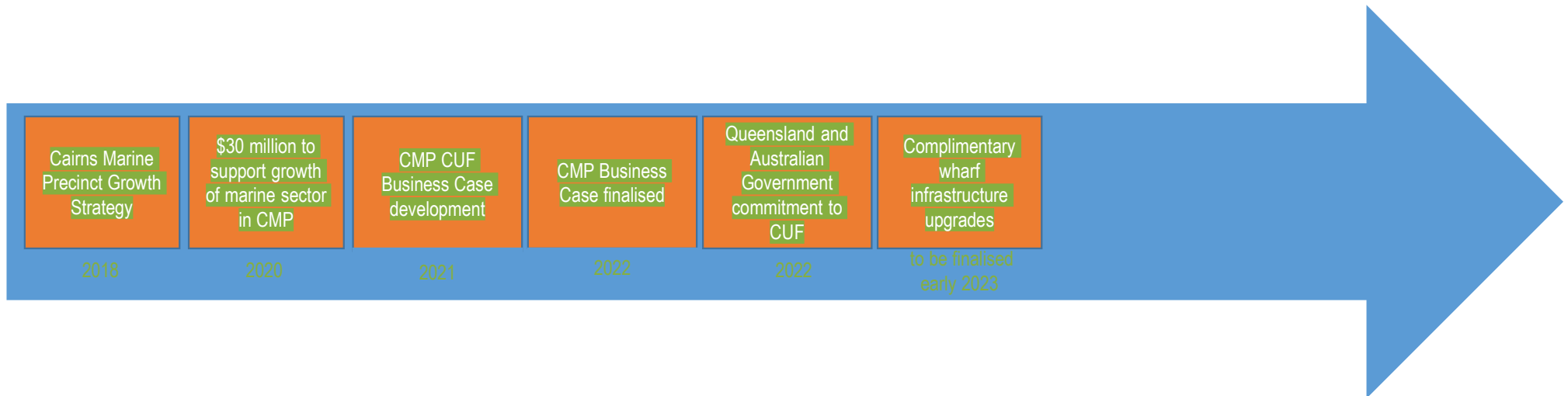


How did we get here...





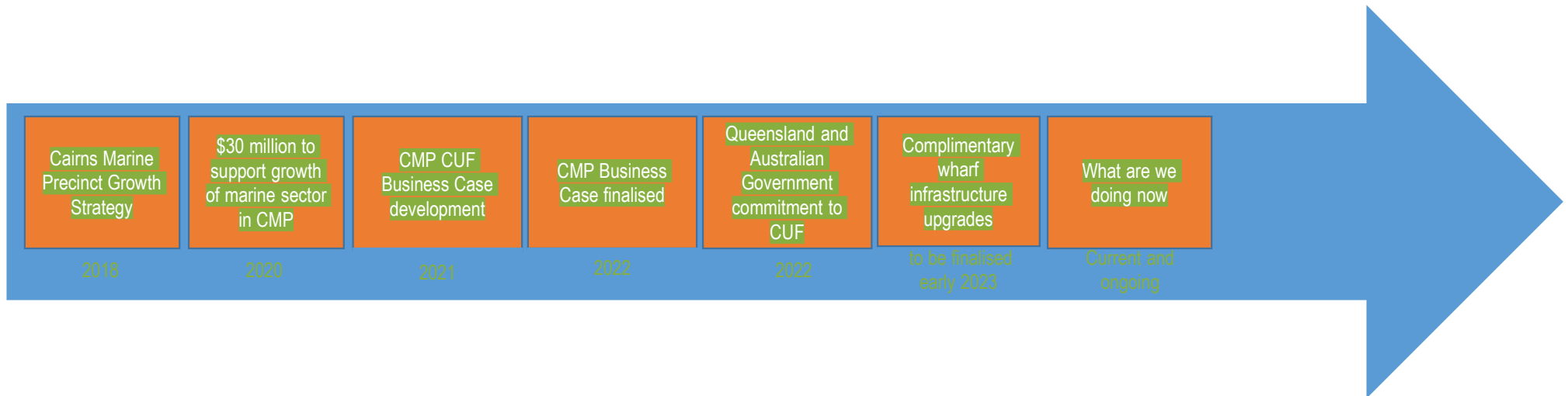
How did we get here...



Wharf upgrades

- **Smith's Creek No.2 wharf**
 - Construct 48m wharf to provide maintenance for vessels up to 83m
- **Commercial Fisherman's Base No.2 wharf**
 - Construct an additional 100m of maintenance wharf

How did we get here...



Preliminary works

Works currently underway include:

- Construction related:
 - Preconstruction reports and testing
 - Approvals Management framework and Strategy
 - Hydrological and dredge study
 - Earthworks design plan
 - Land use planning report.
- Operational and business related:
 - Operational and Maritime CUF Design Review
 - Operational and Governance Model Confirmation
 - Financial Viability and Demand Analysis update.

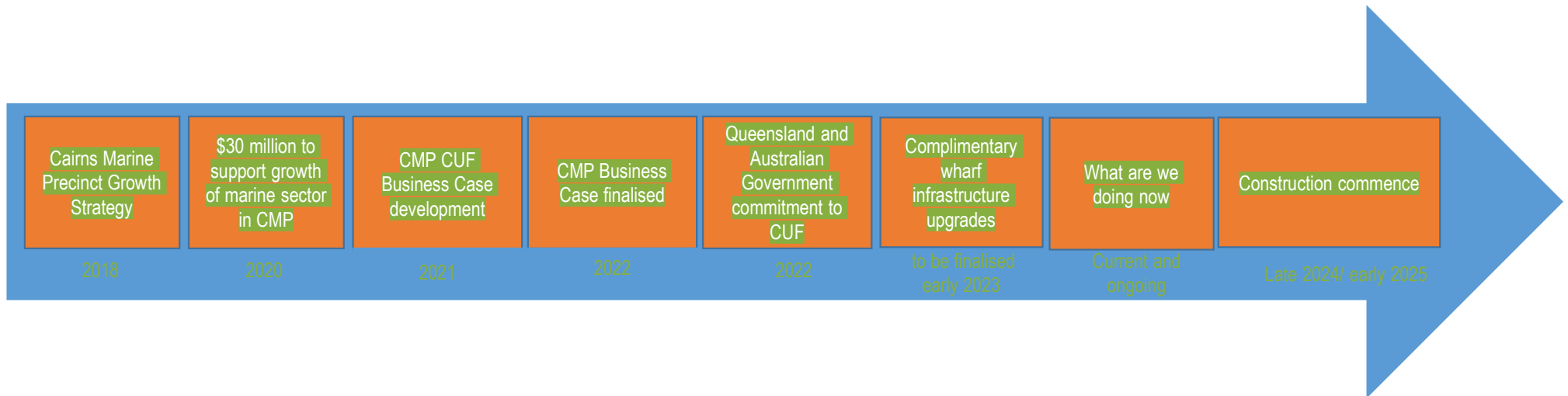
FAR NORTH QUEENSLAND REGIONAL ECONOMIC RECOVERY



covid19.qld.gov.au



How did we get here...



What does success look like?



Increase **capacity at the CMP** to enable **growth** of MRO and related services, particularly to service and support defence fleet maintenance.



Enable **future expansion opportunities** and change of scope to meet market demands.



Provide **equitable access** to the CUF and a **fair value of services**, whilst ensuring financial sustainability.



Optimise the **availability of the CUF's assets** to achieve **high asset utilisation**.



Maximise the **economic impact** of the CUF for the local and regional economy.



Contribute to the overall CMP performance and **support local shipyards and businesses**.



Cairns Marine Precinct & Priorities

Cairns Marine Precinct and Priorities
Nick Trompf, Chairman, Advance Cairns



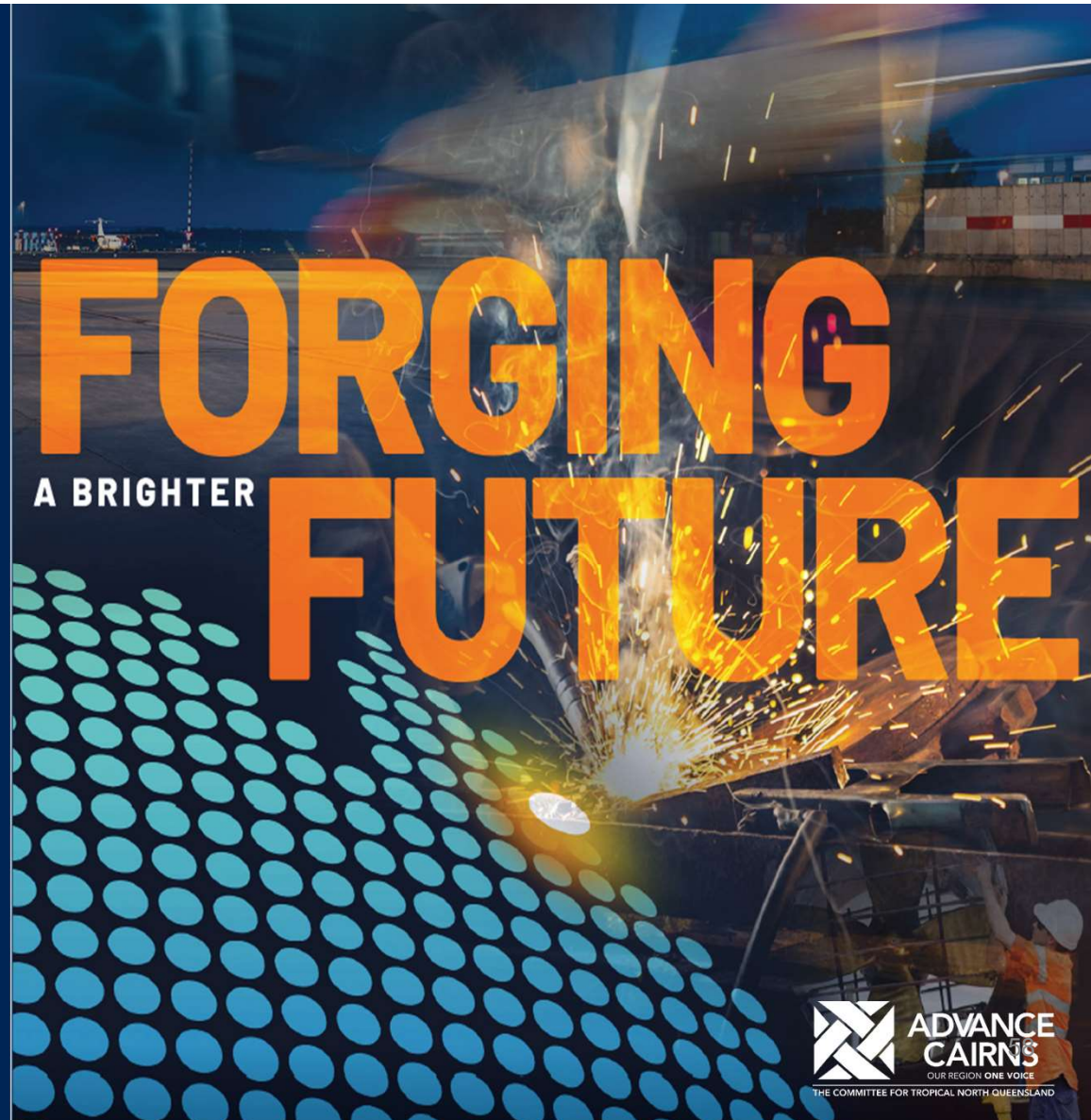
Agenda

- Brief overview of Advance Cairns
- Why Defence & marine maintenance expansion are our # No.1 priority
- Advocacy to State and Federal Governments
- Key announcements
- Current focus
- Where to from here?
- Close (worthwhile reminder)



Overview of Advance Cairns

- Established 2001, funded initially by government
- Co-ordinate advocacy for FNQ to State and Federal Governments
- Now the region's leading advocacy and economic development organisation
- Majority funded by the private sector
- Apolitical & outcomes focused
- Defined advocacy manifesto '8+8'



Why Defence & marine maintenance expansion are our No.1 priority

- Home to Queensland's largest operational Navy base
- Proven history of industry delivering support
- Jobs, jobs, jobs
- Strategic location
- Economic resilience

READY FOR RENEWAL

Collaboration and diversification key to COVID recovery



2020 Advance Cairns
Year in Review



Advocacy to State & Federal Governments

- Underpinned by '8+8'
- Extensive local industry engagement as well as (then) CASG
- Federal and State Budget submissions
- Regular trips to Parliament in Canberra & Brisbane
- Hosting MP visits to Cairns
- Collaboration with others (eg. Defence Strategic Review submission)



Major announcements

- Home base 4 OPVs
- Shipyards Stage 1 upgrades - \$24m
- HMAS Cairns revamp - \$155m
- New Ports North wharf capacity - \$28m
- Pacific Patrol Boat crew training contract - \$36m
- North East first RMC
- Local consortium RMP contact - \$70m
- Ports North Master Plan (precincts)
- Common User Facility (CUF) - \$300m+



Current Focus

- Federal and State Budgets
- Deliver on the CUF!
- Expand international marine college
- Stage 2 shipyards upgrades
- Base and sustain more vessels here
- Cairns as operational hub for Pacific engagement

OFFICIAL



OFFICIAL

Where to from here?

- Defence Strategic Review release
- Renewal of advocacy priorities
- Defence & marine will remain a centrepiece
- Workforce development taking increased priority
- Continued engagement with NSSG, MSM & industry



Closing

- Thanks
- Look back to 2019 – before the 9 key announcements

CAIRNS MARINE PRECINCT

CAPABILITY PROFILE

PERFECTLY POSITIONED

TROPICAL REEF SHIPYARD
Full-on repair capacity to 200 tonnes with 2000 tonnes capacity for major repairs.

BSE MARITIME SOLUTIONS
Full-on repair capacity to 100 tonnes with 2000 tonnes capacity for major repairs.

NORSHIP
Full-on repair capacity to 100 tonnes with 2000 tonnes capacity for major repairs.

CAIRNS MARINE PRECINCT

ANCHORED BY THREE MAJOR SLIPWAYS, THE CAIRNS PORT IS ONE OF THE BUSIEST PORTS IN AUSTRALIA WITH CAPACITY TO SERVICE VESSELS UP TO 100 METRES AND 2000 TONNES.

Perfectly positioned

The Cairns Marine Precinct is a national defence asset. Strategically located in Tropical North Queensland, Australia's most northern seaport is positioned at the gateway to the Pacific region.

Home to one of only two operational Navy bases in Australia and located just 100 nautical miles from the Northern Territory coast, the Cairns Marine Precinct is the premier maintenance and support facility in the region.

With the precinct's strategic location, the Cairns Marine Precinct is the premier maintenance and support facility in the region.

With the precinct's strategic location, the Cairns Marine Precinct is the premier maintenance and support facility in the region.

AIR LINK & SHIPPING ROUTES

Destination	Distance (km)	Flight Time (hrs)	Shipping Route
Sydney	1,400	3.5	Qantas
Melbourne	1,200	3.0	Qantas
Brisbane	800	2.0	Qantas
Perth	4,000	10.0	Qantas
Wellington	1,800	4.5	Qantas
Christchurch	1,600	4.0	Qantas
Auckland	1,400	3.5	Qantas
Manila	1,200	3.0	Qantas
Seoul	1,000	2.5	Qantas
Beijing	1,200	3.0	Qantas
London	10,000	24.0	Qantas
Los Angeles	10,000	24.0	Qantas
Hong Kong	1,200	3.0	Qantas
Tokyo	1,000	2.5	Qantas
Osaka	1,200	3.0	Qantas
Kobe	1,000	2.5	Qantas
Yokohama	1,200	3.0	Qantas
Shanghai	1,200	3.0	Qantas
Guangzhou	1,200	3.0	Qantas
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