

WORKSHOP AFTERNOON: 19 FEBRUARY 2019

OUTSOURCING AFLOAT SUPPORT AND STRATEGIC SEALIFT – READYING THE FLEET FOR FUTURE OPERATIONS

Concept in Brief

Whether for in-service support, supply chain management or strategic sealift, the outcome of future naval operations will depend on defence's ability to outsource key services to industry. Only commercial providers can deliver the technology, capacity and flexibility necessary to ensure that the support fleet can enable global, high-intensity operations within a contested theatre.

This scenario-based workshop will provide an opportunity to understand exactly what the auxiliary and support fleet needs from industry in order to meet the future operational requirement. It will stress-test existing commercial approaches to in-service support and sealift, as a means to identify what their limitations might be in the context of tactical operations against a peer or near-peer adversary. It will seek to overcome barriers to the integration of commercial services and personnel within active conflict zones, and will provide a platform for aligning industry's support offering with an evolving military requirement.

Critical questions for discussion will include:

- ▶ What are the key challenges for the support ship as an operational platform, and how can industry deliver a robust **in-service support package** which maximises availability for these vessels as they deploy persistently and globally?
- ▶ What will the joint force's future requirement for **strategic sealift** look like, and how can commercial freight help to build capacity and absorb short-range fluctuations in customer demand?
- ▶ What are the limits of commercial capability in the context of **high-intensity maritime operations** against a peer or near-peer threat?
- ▶ How can industry, at a service-provision level, support the **accurate forecasting of demand** for naval operations, and what infrastructure does the support ship require to take advantage of that innovation?

If you are a naval officer, attend this session to:

- ▶ Understand how commercial in-service support models can increase availability, flexibility and range for your support ships
- ▶ Increase spare capacity for strategic sealift in readiness to absorb future increases in demand
- ▶ Set clear parameters for integrating non-military services and personnel on non-constabulary naval operations

If you are a commercial provider of naval logistics or support, attend this session to:

- ▶ Identify the joint force's future requirement for strategic sealift, and gear your offering to meet that requirement
- ▶ Understand the unique in-service support requirement for globally-deployed auxiliary and support assets
- ▶ Be ahead of the curve in identifying how the changing character of maritime operations will impact the demand for afloat support, and distinguish your offering as a robust option for support fleets operating in the most complex theatres



Workshop Leader:
James Fanshawe, Chair,
UK Maritime Autonomous Systems Regulatory Working Group

Itinerary

1315 Arrival, Registration and Coffee

1400 Introductory Remarks

UNDERSTANDING THE FUTURE OPERATIONAL REQUIREMENT

1405 Building the Scenario – How will the operational requirement change for the support ship on future operations?

MEETING THE FUTURE OPERATIONAL REQUIREMENT

1430 Topic One: **In-service support** – Maximising availability, adaptability and reach for the support ship

1515 Topic Two: Outsourcing **strategic sealift** to build capacity and cope with an increase in demand

1600 Coffee Break

1615 Discussion Group Three: **Logistics for the final mile** – outsourcing supply chain management to improve demand forecasting and enable the surface fleet

1700 Wrap-Up and Closing Remarks

1715 Session Close

'Very interesting'

CEO, Mer
2018 Attendee, OPV & Warships Latin
America

CONFERENCE DAY ONE: 20 FEBRUARY 2019

0800 REGISTRATION AND COFFEE

0900 **CHAIRMAN'S OPENING REMARKS**



Commodore Adrian Aplin MBE, Outgoing Head Defence Logistics Policy, **UK Ministry of Defence**

SESSION 1: DESIGNING, ACQUIRING AND INTEGRATING NEW CAPABILITY

- ▶ Delivering a support fleet which can enable future naval operations
- ▶ Integrating new support capability to support replenishment at sea for sustained, blue-water naval operations
- ▶ Working with industry to set the future operational requirement. Adjusting the design blueprint to meet that requirement
- ▶ "Multi-role" as an effective basis for support capability

0910 **OPENING KEYNOTE ADDRESS: SUPPORTING THE ROYAL NAVY'S FUTURE MARITIME OPERATIONS**

- ▶ Integrating the tide-class tankers to support extended operations and a global reach for the Royal Navy
- ▶ Delivering operational support to the Queen Elizabeth-class carriers
- ▶ Looking to the future. How will the RFA adapt to meet the demands of support for blue-water naval operations?



Commodore Duncan Lamb, Commodore, **Royal Fleet Auxiliary**

0950 **UPGRADING GERMANY'S SUPPORT VESSELS TO RESTORE A REPLENISHMENT AT SEA CAPABILITY**

- ▶ Replacing Germany's tankers to deliver a replenishment at sea capability for the Navy
- ▶ Delivering a multi-role support vessel which can meet the full-spectrum support requirement
- ▶ Matching support fleet modernisation to combat fleet modernisation



Mr Norbert Blumenthal, Deputy Head of Directorate Sea, **BAAINBw**

1030 **DELIVERING THE PRIMARY FUEL PIPELINE FOR FUTURE US NAVAL OPERATIONS**

- ▶ Building the T-AO(X) Fleet Replenishment Oilers. Recapitalising the fleet to deliver support to forces underway
- ▶ Delivering replenishment at sea for a Carrier Strike Group and Amphibious Readiness Group – meeting demand across the spectrum of naval operations
- ▶ Balancing affordability with capability to meet an evolving combat logistics requirement



Michael P. Kosar, Program Manager for PMS 325, PEO Ships, **Naval Sea Systems Command**

1110 MORNING COFFEE AND NETWORKING

SESSION 2: SETTING THE REQUIREMENT FOR STRATEGIC SEALIFT

- ▶ Enabling the joint force from the sea
- ▶ Testing the limits of the defence-industry partnership. How much can be outsourced?
- ▶ Preparing for a surge in capacity. What does the joint force sealift requirement look like for today and tomorrow?
- ▶ Sustaining access to sea lines of communication for future operations

1150 **STRATEGIC SEALIFT: SETTING THE REQUIREMENT FOR FUTURE OPERATIONS**

- ▶ Delivering sealift capacity for extended operations
- ▶ Aligning the commercial sealift model to meet the military requirement
- ▶ Meeting a capacity surge through a blended approach to indigenous and outsourced capability



Rear Admiral Dee L Mewbourne, Commander, **Military Sealift Command**

1230 **THE UK'S CURRENT STRATEGIC SEALIFT CAPACITY**

- ▶ Determining annual demand for strategic sealift. Knitting together the Defence Activity Programme
- ▶ Existing military strategic lift platforms; deploying 4 Point-class RoRo ships
- ▶ Accessing the commercial requirement when the military offer is insufficient and how rarely that is done



Captain Kris Nicholson, DSCOM Assistant Head of Plans, **DE&S, UK MoD**

1310 **PANEL DISCUSSION: WHAT DOES THE FUTURE COMMERCIAL MODEL LOOK LIKE FOR STRATEGIC SEALIFT?**

- ▶ To what extent can currently-available sealift capacity cope with a surge in demand?
- ▶ What are the limits of outsourced sealift capacity in the context of an evolving operational requirement? Safely integrating civilian-operated capability in a high-intensity conflict zone
- ▶ Identifying the future sealift requirement so that commercial providers can support global operations for the joint force
- ▶ Would the current outsourcing model become cost-prohibitive when faced with the demands of sustained operations against a peer/near-peer adversary?

1340 NETWORKING LUNCH

CONFERENCE DAY ONE: 20 FEBRUARY 2019

SESSION 3: INTERACTIVE DISCUSSION GROUPS

PREPARING FOR HIGH-INTENSITY MARITIME OPERATIONS: SETTING THE PARAMETERS OF FUTURE NAVAL SUPPORT

Maritime doctrine and capability is re-orientating itself away from routine constabulary enforcement operations and towards delivering warfighter readiness for a high-intensity operation in the maritime domain. This table top exercise will examine the requirements of such an operation from an afloat support perspective, as a means to direct capability development and to drive logistics delivery.

Each delegate will have an opportunity to participate on 3 roundtables, with changeovers taking place every 20 minutes.

1440

TABLE A: SUSTAINING ACCESS FOR THE SUPPORT FLEET ON COMPLEX OPERATIONS

Keeping sea lines of communication open to enable re-supply for the joint force. Maximising sealift capacity and delivering replenishment at sea for sustained blue-water naval operations against a peer threat

TABLE B: SUPPORTING THE NAVAL TASK GROUP

Integrating the support ship as a core component of the future surface fleet. Upscaling survivability to enable operational support in a contested maritime operating environment, and making use of support ship modularity to enable the full spectrum of future operations

TABLE C: LOGISTICS SUPPORT FOR THE FINAL MILE

Accurately forecasting demand for naval forces on operation. Introducing automation into the support chain to prevent a supply chain gap and operational failure for the final mile

TABLE D: CONDUCTING ESSENTIAL MAINTENANCE AT SEA

Integrating predictive maintenance as a core component of the in-service support model. Maximising availability and delivering critical maintenance away from port

1540

ROUNDTABLE LEADERS FEEDBACK ON DISCUSSION OUTCOMES TO CONFERENCE

1600

AFTERNOON COFFEE AND NETWORKING

SESSION 4: OPERATIONAL PERSPECTIVES ON THE FUTURE SUPPORT REQUIREMENT

- ▶ Deploying new capability on operation
- ▶ From maritime security and constabulary operations to combat deployments against a peer maritime threat – considerations for the support fleet
- ▶ The future support ship within the naval task group – can the support ship serve as a command platform?
- ▶ What does the support ship need to sustain itself on operation?

1630

MODERNISING EXISTING SUPPORT CAPABILITY TO ENABLE FUTURE OPERATIONS

- ▶ Increasing availability for the Spanish Navy's existing logistics vessels to enable support to sustained maritime operations
- ▶ Deploying the support vessel as a command ship to enhance C2 for a naval task force
- ▶ Upgrading the vessels' on-board capability to meet the surface fleet's requirement for enhanced endurance on long-range operations



Rear Admiral Antonio J. Gonzalez, Head of Logistical Support, Spanish Navy

1710

NORWAY'S INCOMING SUPPORT SHIP AND EVOLVING APPROACHES TO FLEET MAINTENANCE AND LOGISTICS

- ▶ Integrating HNoMs Maud to deliver a full-spectrum support capability for Norway
- ▶ Delivering replenishment at sea for longer-range naval operations
- ▶ Opportunities for partially outsourcing logistics and in-service support to match demand with supply for future naval operations



Incoming Head of Logistics and Technical Section, Royal Norwegian Navy

1750

CHAIRMAN'S CLOSING REMARKS

Commodore Adrian Aplin MBE, Outgoing Head Defence Logistics Policy, UK Ministry of Defence



1800

CLOSE OF CONFERENCE DAY ONE

'Very useful information for the ship construction business'

Combat Systems Development Head, Spanish Navy
2018 Attendee, Surface Warships

CONFERENCE DAY TWO:

21 FEBRUARY 2019

0800 REGISTRATION AND COFFEE

0900



CHAIRMAN'S OPENING REMARKS

Commodore **Adrian Aplin** MBE, Outgoing Head Defence Logistics Policy, **UK Ministry of Defence**

SESSION 5: THROUGH-LIFE SUPPORT

- ▶ Delivering support from the base; generating an effective in-service support model
- ▶ Support arrangements for ship acquisition. Ensuring the platform is supportable from the point of procurement
- ▶ Generating a self-sustaining platform/capability
- ▶ Fleet maintenance in a digital age – using technology to foster a predictive approach

0910

CHALLENGES OF SUPPORTING THE ROYAL NAVY OF THE FUTURE

- ▶ Identifying operational priorities for the Royal Navy
- ▶ Generating and supporting operational capability
- ▶ Setting and delivering the support requirements for acquisition programmes, including the FSS



Matt Harrison, Director Naval Support, **Royal Navy**

0950

ENHANCING THE SUSTAINMENT MODEL TO DELIVER MAXIMUM AVAILABILITY FOR THE SURFACE FLEET

- ▶ Delivering a sustainment model that maximises fleet availability
- ▶ Exploiting technology to integrate a more predictive approach to fleet maintenance
- ▶ Increasing platform range



Commodore **Peter Knipping**, Director Materiel Sustainment, **Royal Netherlands Navy**

1030 MORNING COFFEE AND NETWORKING

1110

THE FRENCH NAVY'S FLEET SERVICE SUPPORT MODEL

- ▶ Maximising operational availability for France's naval fleet
- ▶ Integrating next-generation technology to increase operational efficiency and decrease maintenance cost. Preventing operational failure by integrating a predictive approach to fleet maintenance
- ▶ Minimising vessel down-time and extending the platform's life cycle



Captain Jean-Mathieu Rey, Deputy Director, Fleet Support Service, **French Navy**

1150

OPTIMISING CONTRACTED SUPPORT ARRANGEMENTS TO MEET NATO'S DEMAND FOR OPERATIONAL SUPPORT AT SEA

- ▶ Maintaining a robust network of support contracts to deliver a global NATO presence without relying on substantial host-nation support
- ▶ Introducing flex within the contracted naval support model to manage fluctuations in immediate operational need
- ▶ Providing the infrastructure and training necessary to re-configure a vessel as a RAS support ship
- ▶ Maximising the interoperable delivery of afloat support



Mr Paul Hammond, Chief of Staff, **NSPA**

1230 NETWORKING LUNCH

SESSION 6: MARITIME LOGISTICS IN A DIGITAL AGE

- ▶ Logistics for the final mile – on-time every time
- ▶ Forecasting demand and influencing demand. Matching demand with supply
- ▶ Exploiting the digital supply chain
- ▶ Can a more efficient supply chain decrease the burden on the support ship?

‘Very useful, networked with some key
& interesting people

*Sales Director, Servowatch
2018 Attendee, OPV & Warships Latin America*

CONFERENCE DAY TWO: 21 FEBRUARY 2019

1400 **DISTRIBUTING MATERIEL GLOBALLY TO ENABLE AN ENHANCED FORWARD PRESENCE FOR US NAVAL FORCES**

- ▶ Delivering an agile distribution network that can enable readiness and extend operational reach for US naval forces
- ▶ Matching supply with demand. Delivering on time, every time to close the supply chain gap
- ▶ Integrating innovation as a core component of naval distribution to enhance efficiency and deliver a better value supply chain service to the defence customer



Rear Admiral Kevin M Jones, Commanding Officer, **Defense Logistics Agency Distribution**

1440 **DELIVERING MARITIME LOGISTICS FOR THE FINAL MILE**

- ▶ Accurately forecasting demand to eliminate gaps in the naval supply chain
- ▶ Upscaling back-end support chain processes to influence and control demand
- ▶ Optimising replenishment at sea for sustained naval operations



Captain Alec Parry, DACOS Logistics Strategy and Capability, **Royal Navy**

1520 AFTERNOON COFFEE AND NETWORKING

1550 **INTEGRATING A MULTI-ROLE SUPPORT SHIP WITH A NAVAL JOINT TASK FORCE**

- ▶ Integrating the Vulcano LSS to enable future operations for the Italian Navy's developing surface fleet
- ▶ Delivering a truly joint support ship capability that can streamline the delivery of liquid and solid cargo as well as military medical care
- ▶ Exploiting modular capacity to increase the LSS's ability to support the full spectrum of naval operations
- ▶ Providing support to naval joint task forces conducting non-military humanitarian and disaster response operations



Representative from the Logistics Command, **Italian Navy**

1630 **DELIVERING OPERATIONAL SUPPORT TO A MULTINATIONAL MARITIME SECURITY OPERATION**

- ▶ Delivering a logistics and support model which can enable continuous patrol for OP SOPHIA
- ▶ Defining a common support model which can cope with a mixed-asset, multinational fleet
- ▶ Using the support ship as a command post on operation



Confirmed Representative, **EUNAVFOR Mediterranean**

1710 CLOSE OF CONFERENCE



U.S. Navy photo by Mass Communication Specialist Seaman Maxwell Anderson