

Doing Support Better by Doing Support Differently

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Doing Support Better by Doing Support Differently

An initiative directed by CDLS

Do Differently, Do Better

What are the Problems

- SDR placed warfighting readiness, and the ability to endure in longer campaigns, as central ambition
- DE&S tends to gravitate towards an acquisition focus to the detriment of TLS.
 - Poor Support decision making during acquisition activity amplifies costs and waste further down the Defence eco-system.
 - TLS attracts 60% of all Defence funding, yet barely 25% of Leadership attention.
 - c60% of DE&S workforce are employed on In-Service Support roles yet schedule performance metrics are acquisition heavy and for TLS, are only based on flat-lined “level of effort”.
- 40% Army / 50% Navy / 56% Air programmes graded medium to high risk by SSE
 - CII is at 47% FFD in Estonia
- TTLS resourcing is currently 52% against liability, with mitigation likely to take 3-5 years.
- SME resourcing is 58% against liability, with no credible mitigation in place yet.
- This is an issue and threatens the SDR ambition
 - No sense of urgency or taking the initiative
 - Defence suffers with a cultural problem or learned helplessness and Ind distrust
 - DE&S reform will not address/is not addressing the now (and poss next) at the pace required to resolve the Sp problem
- Now, Next and Future are different – what are the interventions (one does not fix all)
 - Interventions need to be multi-faced and focussed on areas that will have greatest impact = Resource
- Defence Procurement is Broken.
 - Bureaucratic procrastination, military indecision, financial mismanagement, general ineptitude, lack of contracting and commercial skillset within DE&S.
- No/little new money
 - Use industrial/wider capacity
 - Use the SDR/DR Opportunities
 - Sweat what we have harder or **Do Different (be innovative) and Do Better**

The Challenge

- Address platform availability and managing obsolescence,
- Improve the return on investment,
- Address workforce pressure and savings targets;
- Increase Warfighting resilience;
- Deliver TLS agility, especially in rapid acquisition and spiral upgrades.

Do Differently, Do Better



The Solution (Ends)

A coherent and coordinated NAD Group that is aligned and has access to the requisite people and skills to deliver the SDR ambition for warfighting resilience.



That delivers (Ways)

Warfighting resilience

Dynamic and context informed, resilience requires the supply chain to withstand and recover from disruption whilst maintaining operational capability.

Aligned governance and processes

Governance and processes that support faster and scalable acquisition and risk-based support policies to ensure that Defence increases its return of support investment.

The right people

Identification of the investment on internal and external workforce and skills that enable maximise its return from human capital whilst achieving workforce savings targets



By... (Means)

Modelling data through AI approaches

Acquisition delivery model and through life support agility

Supply chain risk and vulnerability management

Authorities and reporting clarity

Investigate the boundaries with industry

Removal of system bottlenecks

Focused interventions including integration of AI

Culture and change initiatives

Targeted contractual support in modelling

Do Differently, Do Better

Lines Of Development

- LOD1 – Integrated Business Planning
- LOD2 – Implement TLS Mandate
 - 2.1 – STANAG 4728
 - Governance and Authorities
 - Leveraging DEEAMS
 - People and Skills
 - 2.2 – Realise Unrealised Opportunities
 - 2.3 – Adopting Advanced Manufacturing
 - 2.4 – Mobile Fires Platform – SM&A Test Bed
- LOD3 – Expanding Moving the Boundary
- LOD4 – Derivative Purchasing
- LOD5 - Leveraging AI
- LOD6 – Avn/Gd Fuels Maintenance
- LOD7 – Future Energy Demands



Key Project People

- Project Sponsor – Admiral Andy Kyte (CDLS)
- Project Lead – Air Cdre Nick Huntley (Support Future)
- TDI Facilitator – Allan Goody (CLEP UK Chair)
- MOD Co-chair – Paul Salmon (SM&A/NADG)
- Industry Co-chair – Mark Willis (Pennant/CLEP UK/ILS/IPS/Specs)
- People Lead – Ryan Griffin (CDSDS/CLEP UK)
- Industry Participation – Assorted SQEP SME
- MOD Participation – Assorted DE&S, DAC

Key rule – This is not another talking shop!



By Doing Differently

Doing Differently implies Innovation
but must be done properly

Symptoms of Support weaknesses are not Root Causes

Too much *Paralysis by Analysis* to avoid criticism

Innovation includes both **Technology and Techniques**

Think Big, Start Small, Scale (or Fail) Fast

Nike Methodology – Just Do It



Do Support Better

What we need to do

- Acknowledge and address the poor Support situation and imperative to improve
- Leverage external top-level views and broader industry insight
- Unleash technology
- Drive Policy & Organisational Reform
- Build a culture that rewards agility and calculated risk-taking

What don't we need.

- More evidence of how bad things are
- More 'Good Ideas'



Do Support Better

What we really need

Firm proposals of how change could be implemented.

- Within and outwith the constraints of lack of money and people
- Influences have not changed and apply across Defence, but Strategic Defence Review has significantly increased the need and pace

Implementable proposals for action, not more comment about what is wrong

- Convincing, fact-based examples
- What to do, Why to do it and How to do it
- Including when, where, who and with what

NAD Group Leadership Board and Industry buy-in



Activities to Date

- Invitations sent out to senior SQEP SMEs to attend inaugural meeting.
- Inaugural SMEs and observers meeting held on 8 September
- Meeting with Skills England held on 8 September
- Follow up meeting with DE&S, DAC key players on 11 September
- Problem statement created 12/13 September (still to be agreed)
- 2* support champions meeting 16 September.
- CofA Workshop carried out – 16 October – reporting soon.

Key Ideas



- CDLS's speech at DSEI in September focused on delivering support and addressing the cost of support as a proportion of through life cost.
- From a list of hundreds of ideas for improvement, we have corralled the ideas into 3 key themes:
 - **People** by working with Skills England to create a national support competence framework;
 - Supportability Modelling & Analysis **Tools**, techniques and SQEP as the fundamental enabler;
 - **Authority** for CDLS to ensure involvement and influence from early and throughout program life cycles.

People



- Will have to align with the work of the Joint Professional Development Working Group (JPDWG) and ASD CSSTOG.
- Already engaged with CSSTOG and Skills England – engagement with JPDWG to follow.

Tools



- Need to demonstrate benefits in short order.
- At this early stage, looking at events-based modelling as a demonstrator:
 - Still to agree the demonstration platform but data already exists for AJAX, Chinook and Puma 2. Looking at Mobile Fires as the test bed.
 - Not looking at new modelling solutions yet.
 - Use of existing licensed software products to save time and expense.
- Restoring SM&A capability and capacity will provide delivery team leaders, through-life Support managers, budget managers, assurance and scrutineers with essential outputs to develop, decide, assure and approve Support decisions based on robust evidence."



Tools

SM&A test bed to inform comprehensive, through-life range of Support activities

Maintenance policy alternatives
Fleet management
Manpower requirements
Inventory scaling
Repair & overhaul tasking
Support resource levels



Risk-based modelling of Support inc Resilience
Life cycle cost, annual operating & support cost and budget estimates
Forecast usage & availability achievable with constrained budgets
Simulate operating, maintenance, upgrade & training events in alternative scenarios to forecast availability and Support performance at KPI/PI level

Inform operational analysis wargames with projected Support performance
Test & Evaluate Support packages prior to contract award and entry to service
Regular Support Audits to identify weaknesses or areas for improvement and evaluate remedies prior to implementation
Evaluation of KPIs & contract payment mechanism prior to signature, and regular review

Contingency & Deployed Operations

Authority



- CDLS to have the authority to DIRECT.
- CDLS to have the power to show the 'red card'.
- PMs not allowed to ignore the support solution or delay its implementation
- Development and use of Supportability Case with same influence as Safety Case.
- Support solution T&E to 'prove' the viability of the support solution.

Outputs



Robust demonstrator test bed will provide outputs to inform most Support decisions including, but not exclusively:

- Life cycle cost, annual operating & support cost, and budget estimates.
- Forecast usage and availability achievable with constrained budgets
- Simulate operating, maintenance, upgrade and training events in alternative scenarios to forecast availability and Support performance at KPI/PI level
- Test & Evaluate Support packages prior to contract award and entry to service
- Inform operational analysis wargames with projected Support performance
- Regular Support Audits to identify weaknesses or areas for improvement and evaluate remedies prior to implementation
- Maintenance policy alternatives, on-platform and off-platform
- Fleet management
- Manpower requirements
- Inventory scaling
- Repair & overhaul tasking
- Support resource levels
- Contract evaluation
- Deployed operations

In other words, the full range of SM&A benefits.



Significant Savings/Cost Avoidance

- Currently 900 support managers and 900 TLS Managers in DE&S
 - Stretch target to reduce by 40% but increase remaining skill levels.
 - Supported by better processes and tools.
- Stretch target to reduce R&O expenditure by 25 to 30%
- Faster support solution development
 - Supported by improved SM&A capability and tools.
 - Evaluated and proven prior to entry into service.
 - Assured through support solution maturity and supportability case.
- Support becomes an attractive career before current ageing SQEP leave the market



Questions/Comments