



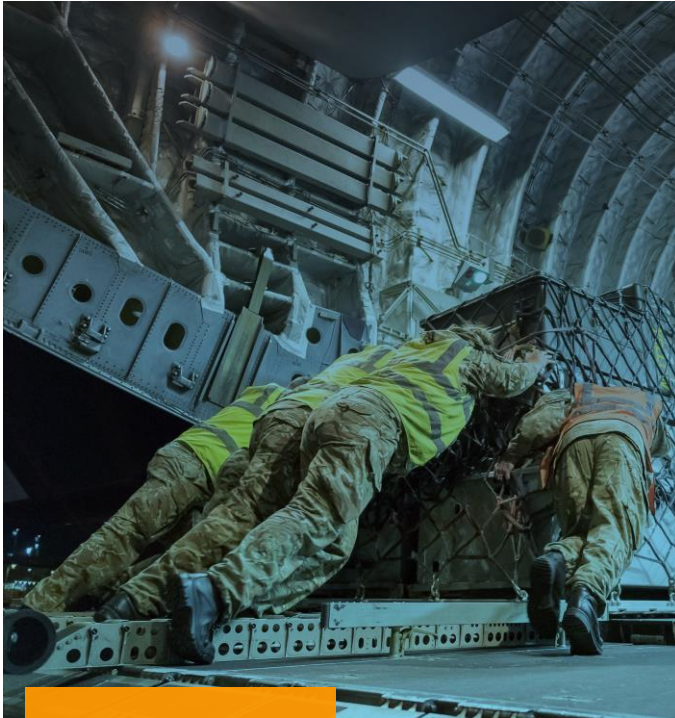
Strategic Command
Defence Support

Defence Support Strategy

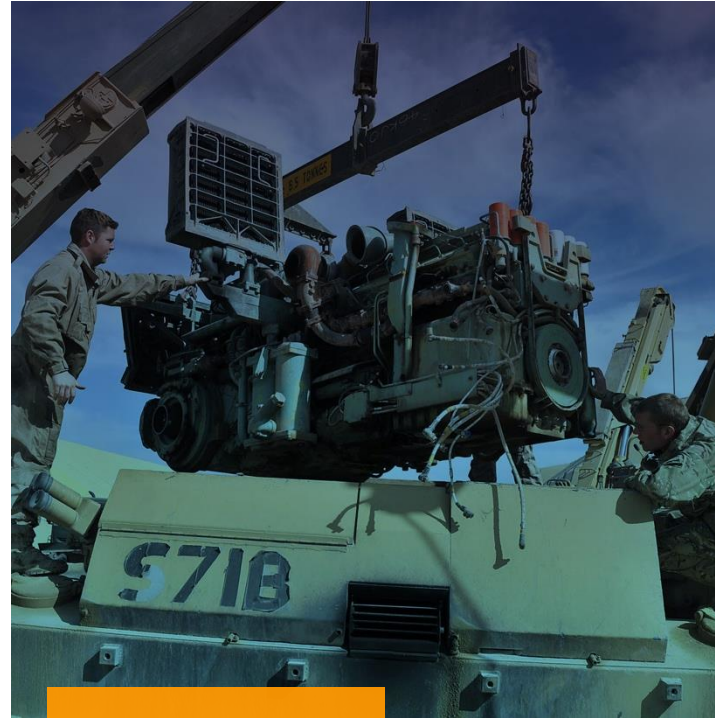
November 2020



Support includes logistics, engineering and equipment support



LOGISTICS



ENGINEERING

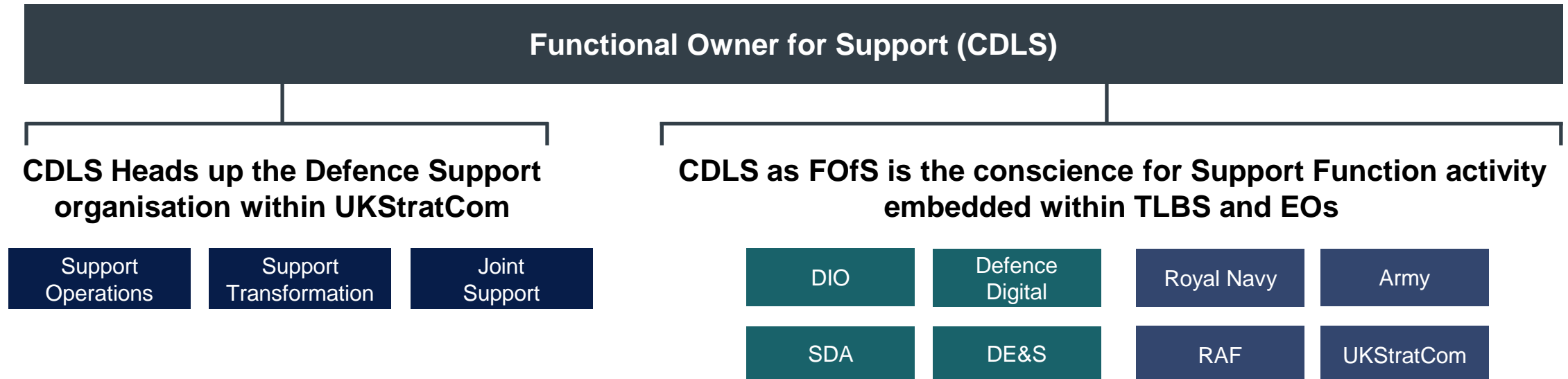


EQUIPMENT

Support lies at the heart of ensuring Defence has the forces and equipment it needs to confront the threats we face – ready when and where you need them, fully fit, armed, provisioned and deployed at a speed of relevance

Defence Support Function (DefSpFn)

The Defence Support Function encompasses the people, processes and systems within the MOD engaged in Defence Support activities (logistics, engineering and equipment Support) that maintain military capability at pre-planned availability, readiness and sustainability, end-to-end from the point of production to the point of consumption.



Chief of Defence Logistics and Support

1. SUPPORT *INTEGRATOR*

2. SUPPORT *REGULATOR*

3. SUPPORT *CAPABILITY SPONSOR*

4. SUPPORT 3* *TRANSFORMATION DELIVERER*



Defence Support organisation (DefSp)



SUPPORT OPERATIONS

Provision of strategic advice in support of current and contingent Operations; influencing/informing strategic planning; and directing support policy, force development and future capability



JOINT SUPPORT

Controls and coordinates the strategic base, also responsible for planning and delivering Support Solution assurance and compliance, and shared services across Support



SUPPORT TRANSFORMATION

Portfolio of work improving the way Support operates - formalise the rules of how Support functions and introduce an operating model, as well as making changes to processes and systems that are inefficient or difficult to maintain

Defence Support Strategy – Key Components

● **Vision:** Defence Support, by 2035, continually secures support advantage enabling Defence to outpace, outwit and, where necessary, out-fight its enemies.

Diagnosis

Support Challenges:

Strategic Base effectiveness and resilience

Poor availability, productivity and efficiency

Demand signals

Finance and cost of ownership

Poor data and analytics

Strategic Direction, Concepts and Force Development

Whole Force vulnerabilities

Vision (themes)



People centric



Information-led



Technology-enabled



Resilient, effective and efficient



Integrated and interoperable

Strategic Outcomes (by 2025)



A capable and resilient Defence Support Enterprise



Enhanced decision making across the Defence Support Enterprise



Effective delivery of Defence Support, integrated across the Military-Industrial complex



A step change in Support Force Development and experimentation



Defence Support People enable future performance

WAYS & MEANS

DSOM

Strategy and Planning

Governance

Policy and Engagement

Standards and Compliance

Performance Management

Assurance and Compliance

Risk Management

People

Financial Influence and Authority

Support Transformation

C2 of Strategic Base Outload/Inload

Joint Support Capability

Diagnosis: Where Support is Today and Why

Defence Support has historically faced a number of challenges, the diagnosis outlines **what** these are and **why** they exist



CAUSES: STRUCTURES, SYSTEMS AND PROCESSES

Absence of a single Defence Support conscience

Sub-optimal definition of customer requirements

Lack of an integrated performance management framework

Lack of an Information Strategy and investment

Lack of technological sponsorship

SUPPORT CHALLENGES

Strategic Base effectiveness and resilience

Poor availability, productivity and efficiency

Demand Signals

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Poor data and analytics

Whole Force vulnerabilities

Strategic Direction, Concepts and Force Development



CAUSES: BEHAVIOURS AND ATTITUDES

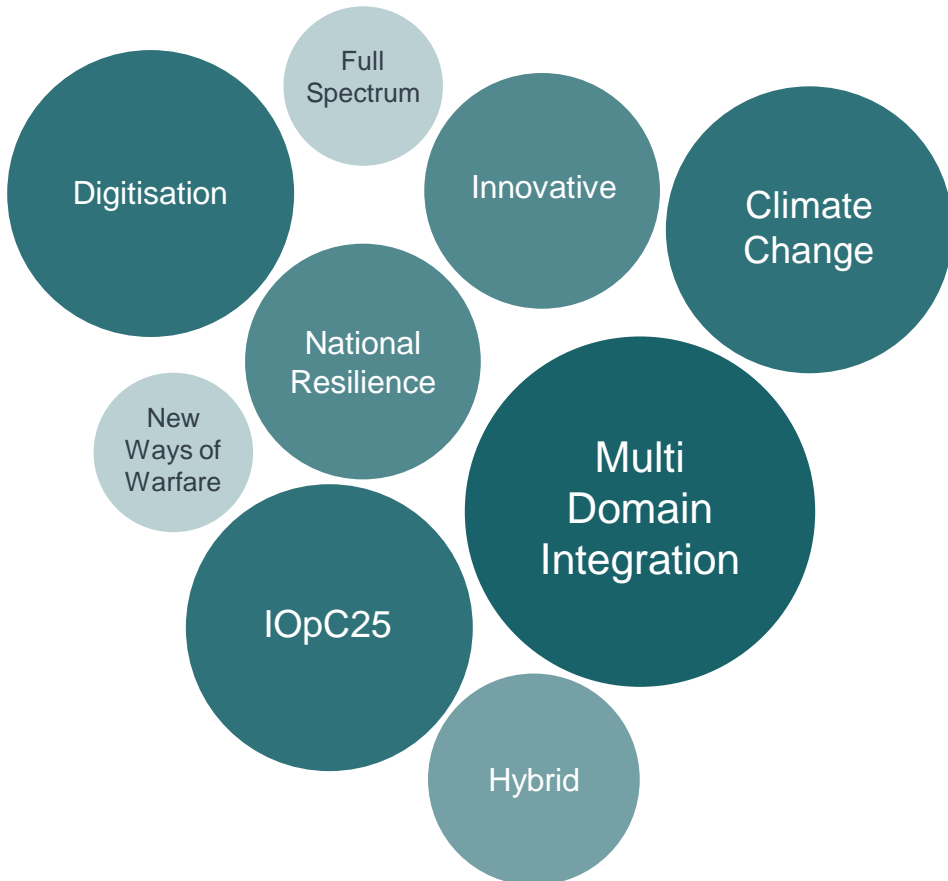
No shared identity, vision or compelling strategy

Culture

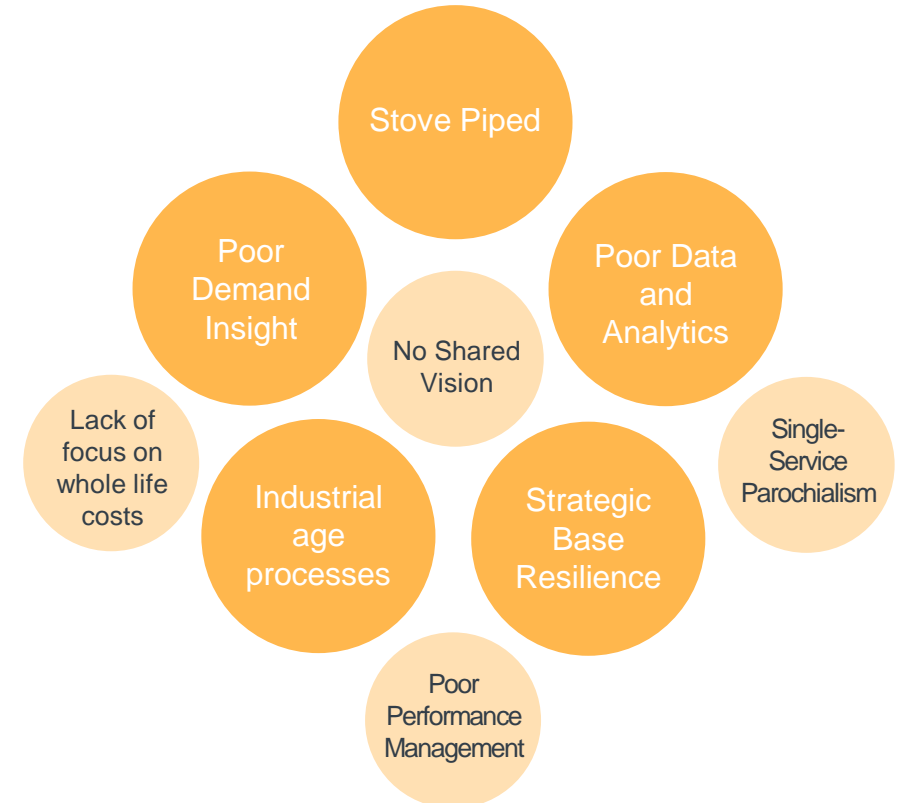
Diagnosis: Strategic Context

Realising the ambition for the Integrated Operating Concept and Multi Domain Integration, while recognising the impact of future global trends such as climate change and digitisation and the challenges faced at the heart of Support today, informed the development of the DefSp Vision.

EXTERNAL INFLUENCES



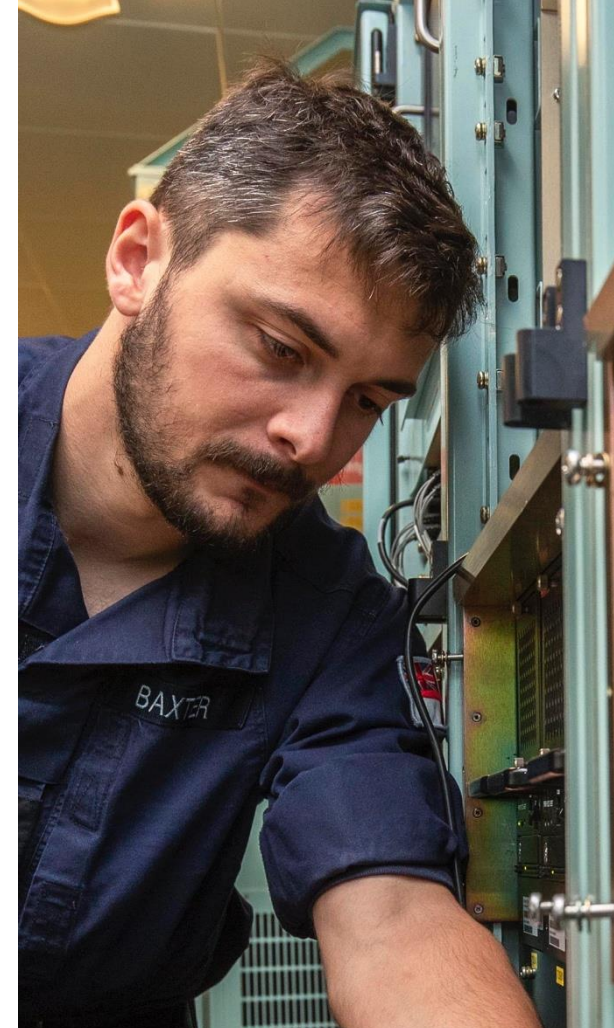
INTERNAL INFLUENCES



VISION

Within 15 years from today, Defence Support continually secures Support Advantage, enabling Defence to outpace, outwit and where necessary out-fight its enemies





SUPPORT ADVANTAGE – THE PERFORMANCE AMBITION

A paradigm shift in platform and equipment availability and the development of superior, assured, environmentally sustainable and cost-effective logistic services

Strategic Outcomes:

Where Support Needs to be by 2025



A capable and resilient
Defence Support
Enterprise



A step change in
Support Force
Development and
experimentation



Enhanced decision
making across the
Defence Support
Enterprise



Defence Support
People enable future
performance



Effective delivery of Defence Support, integrated
across the military-industrial complex



Strategic Outcome 1

A capable and resilient Defence Support Enterprise



The consolidated Strategic base is recognised as a resilient and optimised capability that enhances our ability to outload and support deployed military capability

Our global forward bases make up a network of hubs, with forward positioned munitions and stores, improving our forward presence



Strategic Outcome 2

Enhanced decision making across the Defence Support Enterprise



Decision making is data, information and insight led, enabled by digitally transformed, secure Support Information Systems. Data is used predictively and adaptively to provide real-time insights, not simply explain the past

Increasingly transformed Support information services deliver a radically improved common user experience, and the common processes, structures, metrics and targets drive continuous improvement



Strategic Outcome 3

Effective delivery of Defence Support, integrated across the military-industrial complex



Increase support effectiveness in close collaboration with industry to; design in – to future platforms – a step change in through life availability and reduced logistic demand and look at our existing platforms (many of which will be with us until at least 2060) to see how we can incrementally improve availability while reducing logistic drag and cost

Both interventions will require adoption of through life asset management

This will support our pursuit of a net zero or low carbon ambition



Strategic Outcome 4

A step change in Support Force Development and experimentation



Defence Support will have invested in a Support Operating Concept that:

- 1 Achieves competitive Support Advantage
- 2 Supports a wider multi-domain integrated experimentation programme
- 3 Accelerates innovation and shared use technologies with industry, NATO and Allies



Strategic Outcome 5

Defence Support People enable future performance



Workforce fit for the future: capable of being an intelligent customer and enabler of Support services

Embraced a culture of excellence underpinned by collegiate behaviours across the Defence Support Enterprise

Improved training and skills (particularly in digital)

Clear governance

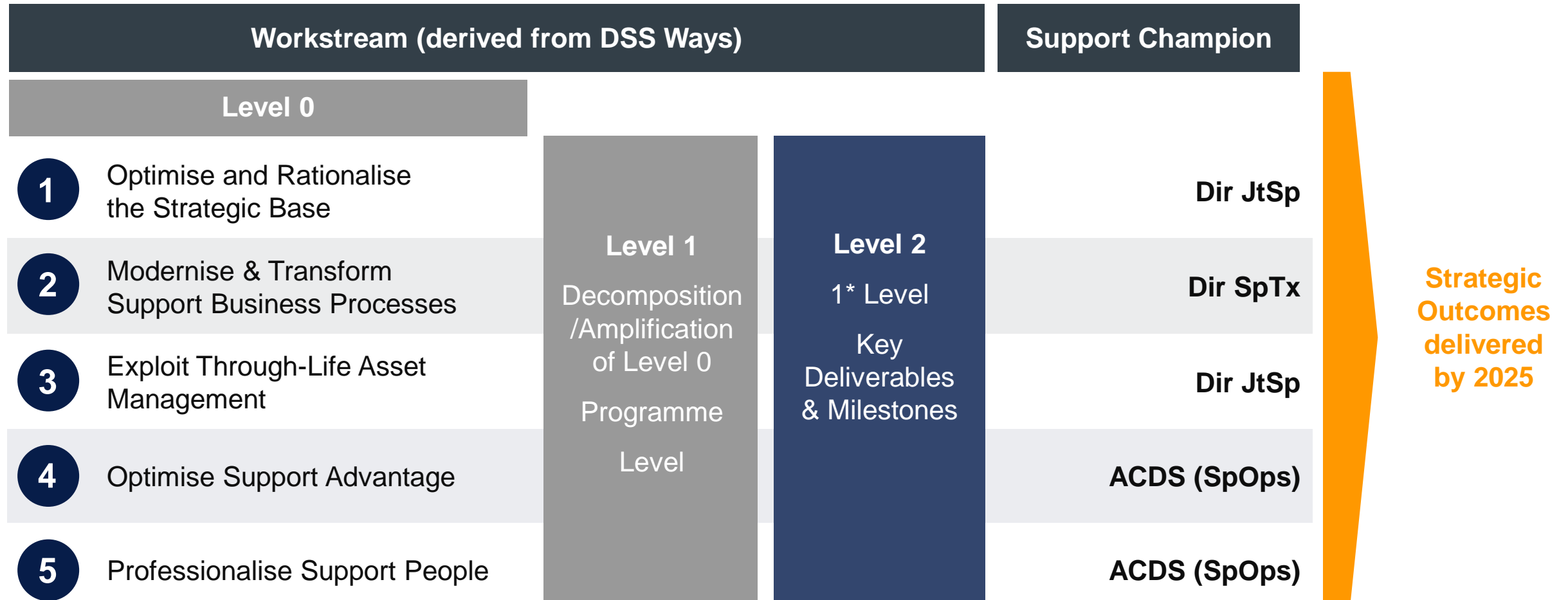
More professionalised with clear and attractive career paths

People recognised as an essential and valued component of military capability



Functional Plan

Provides the operational gearing from strategic ends, ways and means to directed activities and responsibilities synchronised over time with resource.



Collaboration

1 Optimise and Rationalise the Strategic Base

Q How do we most expeditiously deliver the emerging policy ambition for a persistent, sustainable, global forward presence that is both effective and efficient?

Q What could we do more of by way of Partnership with Industry in maintaining a capable and resilient Support Enterprise?

2 Modernise & Transform Support Business Processes

Q Fragmented and incomplete data resulting from IPR constraints compromises effective strategic asset management and therein effective Through Life Capability Management; what steps does Industry need to take to remove such constraints and create value for both parties?

3 Exploit Through-Life Asset Management

Q How do we need to change the way we work together to ensure our relationships underpin through life availability and productivity? How do the emerging imperatives for Sustainable Support change this calculus?

Q How should we improve diversity in the Support chain, including by removing perceived and actual barriers to entry?

Q What opportunities do you see emerging from the Green Book changes that would help us with the DSS and how should the MOD be applying the Social Value criteria to deliver the Strategic Outcomes?

4 Optimise Support Advantage

Q Assuming data ownership, data sharing and IP issues can be addressed, what are the key technologies in the Support domain which are most likely to accelerate the delivery of a paradigm shift in platform availability and environmentally sustainable logistic services in the next 5 years?

5 Professionalise Support People

Q Where do you see scope to exploit the MOD's Enterprise Approach and STEM Future Programme to better share Engineering and Logistic Support skills across our respective boundaries? And how do we better operationalise those opportunities?

