

# **Defence Support Strategy Launch**

## **10 December 2020**

***Defence Support Strategy - an SME  
perspective...***

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**Allan Webb Limited**

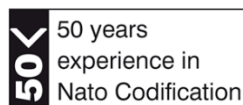
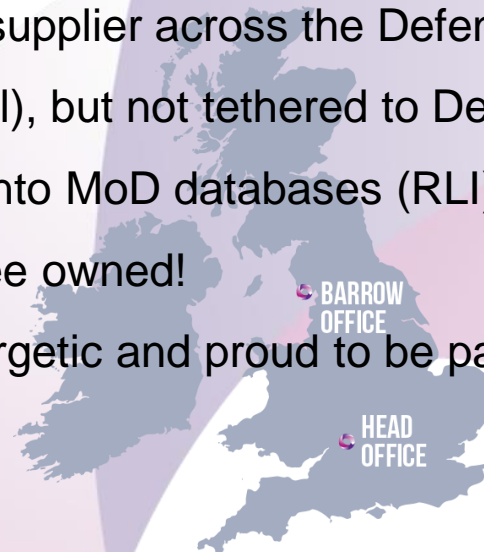


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# Who are the SMEs?!

## As exemplar (but not an advert!):

- Allan Webb established in 1960, providing to the Ministry of War.
- 200+ staff and growing, Government secure, supplier across the Defence landscape (BAES, Babcock, MoD, Thales et al), but not tethered to Defence
- Contracts held for 30 yrs and update directly into MoD databases (RLI)
- A strong reputation.... and .... Family/employee owned!
- The SME community is critical, confident, energetic and proud to be part of the Defence enterprise...
- We are both Small Medium Enterprises *AND* Subject Matter Experts..!



# Defence Support Strategy

As a Strategy... it hangs together!

- **Strategic Outcomes:** where Support needs to be by 2025 (5-year waypoint to 2035 Vision)
  - A capable and resilient Defence Support Enterprise
  - Enhanced decision making across the Defence Support Enterprise
  - Effective Support delivery, integrated across the complex
  - A step change in Support Force Development and experimentation
  - Defence Support people enable future performance
- **Establishes waypoints within the 5 year waypoint:**
  - Consolidate UK Strat Base:
  - Modernise and transform business processes:
  - Instil and exploit through-life asset management:
  - Experiment to accelerate Support Advantage:
  - Recognise and professionalise Support People:
- The detail has a delightful use of 'Ends, Ways and Means'
- *The challenge for the MoD is how to deliver on an 'Enterprise' basis, and how it will survive post-COVID?*



# Strategic Outcome 1: Capable and Resilient Defence Support Enterprise

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

Ans: Effective?!... A political question but almost exclusively revolves around HNS and standardisation.

Technology holds the key – simplicity, resilience and ease of maintenance in both peacetime and action states

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

Ans: The SME can provide innovation, because the Status Quo is not in our interest, agility of response and agility in governance will mean the SME will be a valued risk taker – but often stymied by finance.

Contracting mechanisms are a challenge to the SME: ‘Lumping Up’ of (say) 10 contracts under a single dominant SME is commercially expedient for a SQEP strapped DE&S, but causes unlevelling and reduces the SME count, which reduces Enterprise resilience.





# Strategic Outcome 2: Enhanced Decision Making Across the Defence Support Enterprise

***Qu: 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?***

**Ans:** Data is power! The answer is Collaboration... but which company here is prepared to give up IPR?!

DE&S need to drive this in contracting mechanisms and Policy for new platforms and equipments.

What is equally apposite is the Data itself... There are huge variations in Data sources.





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# Current As-is Data Position (well, 2018...)

Maritime Technical & Logistics Configuration Linkages – Version 0.2									
Legacy, New & Future Classes									
Drivers For Change	<div>Trade Controls – ITAR/HMRC/ Project Waterguard</div> <div>Purpose – Drive For Change Data Captured – ??? Primary Key – NSN Users – Author/??? Holding Solution – ??? Areas Covered – ME, WE &amp; GS Classes Covered – All Owner – ACDS Log Opt</div> <div>RCM Study &amp; JIC Updates</div> <div>Purpose – Drive For Change Data Captured – ??? Primary Key – Flat Area Code Users – Author/??? Holding Solution – ??? Areas Covered – ME, WE &amp; GS Classes Covered – All Owner – WSP SAM</div> <div>Alteration &amp; Addition/Mission Task Equipment</div> <div>Purpose – Drive For Change Data Captured – ??? Primary Key – Flat Area Code Users – Author/??? Holding Solution – ??? Areas Covered – ME, WE &amp; GS Classes Covered – All Owner – WSP SAM &amp; MCS SSCSG</div> <div>S2022 – Safety &amp; Non-Safety</div> <div>Purpose – Drive For Change Data Captured – ??? Primary Key – Flat Area Code Users – Author/??? Holding Solution – ??? Areas Covered – ME, WE &amp; GS Classes Covered – All Owner – WSP SAM</div> <div>NSN Change/ Introduction</div> <div>Purpose – Drive For Change Data Captured – ??? Primary Key – Flat Area Code Users – Author/??? Holding Solution – ??? Areas Covered – ME, WE &amp; GS Classes Covered – All Owner – Equip Pts</div>								
	<div>SSDD/SDD</div> <div>Purpose – Configuration Management Data Captured – Product Breakdown Structure, NSNs, Tech Doc References Primary Key – Flat Area Code Users – Author/??? Holding Solution – ??? Areas Covered – ME, WE &amp; GS Classes Covered – All Owner – WSP SAM</div> <div>TDOL/BRs/Air &amp; Land Publications</div> <div>Purpose – Configuration &amp; Maintenance Management Data Captured – Product Breakdown Structure &amp; Maintenance Strategy Primary Key – Flat Area Code Users – Author/??? Holding Solution – ??? Areas Covered – ME, WE &amp; GS Classes Covered – Legacy Owner – WSP SAM Land &amp; Air Pts</div> <div>IETP</div> <div>Purpose – Configuration &amp; Maintenance Management Data Captured – Product Breakdown Structure &amp; Maintenance Strategy Primary Key – Flat Area Code Users – Author/??? Holding Solution – ??? Areas Covered – ME, WE &amp; GS Classes Covered – Legacy Owner – WSP SAM</div> <div>DWRF</div> <div>Purpose – Configuration &amp; Maintenance Management Data Captured – ??? Primary Key – ??? Users – Author/??? Holding Solution – ??? Areas Covered – ME, WE &amp; GS Classes Covered – Legacy Owner – Validation?</div> <div>Land &amp; Air Environment</div> <div>Purpose – Configuration &amp; Maintenance Management Data Captured – ??? Primary Key – ??? Users – Author/??? Holding Solution – ??? Areas Covered – ME, WE &amp; GS Classes Covered – Legacy &amp; Future Owner – Land &amp; Air Pts</div> <div>PMPT/COM Demand Plan/ RFA A&amp;A Tracker</div> <div>Purpose – Configuration Management Data Captured – A&amp;A PFI Plan Primary Key – Flat Area Code Users – Author/??? Holding Solution – ??? Areas Covered – ME, WE &amp; GS Classes Covered – Legacy &amp; Future Owner – WSP SAM, COM &amp; CSS</div> <div>Maritime CWE</div> <div>Purpose – Configuration &amp; Maintenance Management Data Captured – ??? Primary Key – Flat Area Code Users – Author/??? Holding Solution – ??? Areas Covered – ME, WE &amp; GS Classes Covered – Legacy &amp; Future Owner – WSP SAM</div> <div>Lloyds CD Live</div> <div>Purpose – Configuration &amp; Maintenance Management Data Captured – ??? Primary Key – ??? Users – Author/??? Holding Solution – ??? Areas Covered – ME, WE &amp; GS Classes Covered – Legacy &amp; Future Owner – Lloyds</div> <div>Griffin</div> <div>Purpose – Configuration Management Data Captured – ??? Primary Key – ??? Users – Author/??? Holding Solution – ??? Areas Covered – ME, WE &amp; GS Classes Covered – Legacy Owner – ???</div> <div>VBridge &amp; VTCIS</div> <div>Purpose – Configuration Management Data Captured – ??? Primary Key – Flat Area Code Users – Author/??? Holding Solution – ??? Areas Covered – ME, WE &amp; GS Classes Covered – Legacy &amp; Future Owner – ???</div>								
Configuration Management	<div>ISIS</div> <div>Purpose – Parts Catalogue Data Captured – MCs, NSNs, Inventory Variables Primary Key – NSN Users – Author/Abol Holding Solution – ??? Areas Covered – ME, WE &amp; GS Classes Covered – Legacy &amp; Future Owner – SEOC</div> <div>LIDB/IPC</div> <div>Purpose – Parts Catalogue Data Captured – MCs, NSNs, Inventory Variables Primary Key – Flat Area Code Users – Author/Abol Holding Solution – ??? Areas Covered – ME, WE &amp; GS Classes Covered – Legacy Owner – WSP SAM</div> <div>E-Lists/Project Yellow</div> <div>Purpose – Parts Catalogue Data Captured – MCs, NSNs, Inventory Variables Primary Key – Flat Area Code Users – Author/Abol Holding Solution – ??? Areas Covered – ME, WE &amp; GS Classes Covered – Legacy Owner – SEOC</div> <div>Provisioning Schedules</div> <div>Purpose – Parts Catalogue Data Captured – MCs, NSNs, Inventory Variables Primary Key – Flat Area Code Users – Author/Abol Holding Solution – ??? Areas Covered – ME, WE &amp; GS Classes Covered – Legacy Owner – WSP SAM</div> <div>TYPE B DB/SGLs</div> <div>Purpose – Parts Catalogue Data Captured – MCs, NSNs, Inventory Variables Primary Key – Flat Area Code Users – Author/Abol Holding Solution – ??? Areas Covered – ME, WE &amp; GS Classes Covered – Legacy Owner – WSP SAM</div> <div>Initial Parts List</div> <div>Purpose – Parts Catalogue Data Captured – MCs, NSNs, Inventory Variables Primary Key – ??? Users – Author/Abol Holding Solution – ??? Areas Covered – ME, WE &amp; GS Classes Covered – Legacy Owner – WSP SAM</div> <div>PSSE Wilson DB</div> <div>Purpose – Parts Catalogue Data Captured – MCs, NSNs &amp; Part Numbers Primary Key – ??? Users – Author/Abol Holding Solution – ??? Areas Covered – ME, WE &amp; GS Classes Covered – Legacy &amp; Future Owner – MS</div> <div>IPPN/IPD</div> <div>Purpose – Parts Catalogue Data Captured – MCs, NSNs, Inventory Variables Primary Key – ??? Users – Author/Abol Holding Solution – ??? Areas Covered – ME, WE &amp; GS Classes Covered – Legacy Owner – WSP SAM</div> <div>DefCon 82</div> <div>Purpose – Parts Catalogue Data Captured – MCs, NSNs, Inventory Variables Primary Key – ??? Users – Author/Abol Holding Solution – ??? Areas Covered – ME, WE &amp; GS Classes Covered – Legacy Owner – ???</div> <div>LSAR</div> <div>Purpose – Parts Catalogue Data Captured – MCs, NSNs, Inventory Variables Primary Key – ??? Users – Author/Abol Holding Solution – ??? Areas Covered – ME, WE &amp; GS Classes Covered – Legacy Owner – ???</div>								
	<div>Key</div> <div>ALIS – Aircraft Logistics Information System</div> <div>AMOS – ???</div> <div>BR – Book of Reference</div> <div>CAL – Consolidated Allowance List</div> <div>CASP – Command and Support Plan</div> <div>CLASP – Comprehensive Logistics Automated Support Programme</div> <div>COM – Class Output Management</div> <div>CRISP – Comprehensive RNTS Inventory System Project</div> <div>CSS – Commercially Supported Shipping</div> <div>DB – Database</div> <div>DEFCON – Defence Condition</div> <div>DWRF – Dockyard Weapons Repair Form</div> <div>E-List – Equipment List</div> <div>Gold ESP – Enterprise Service Platform</div> <div>HMRC – Her Majesty's Revenue and Customs</div> <div>IETP – Interactive Electronic Technical Publications</div> <div>IPC – Illustrated Parts Catalogue</div> <div>IPPN – Initial Provisioning Part Number</div> <div>ITAR – International Traffic in Arms Regulations</div> <div>JAMES – Joint Asset Management and Engineering Solutions</div> <div>JIC – Job Instruction Card</div> <div>LIDB – Line Item Database</div> <div>LSAR – Logistic Support Analysis Record</div> <div>MJDI – Management of the Joint Deployed Inventory</div> <div>MS – Maritime Spares Team</div> <div>NCHO PSG – Navy Command Head Quarters Platform Support Group</div> <div>NSN – NATO Stock Number</div> <div>ODMS – OpDef Management System</div> <div>OSP – Optimised Support Planning</div> <div>PMPT – Project Management Planning Tool</div> <div>PSSE – Portable Specialised Support Equipment</div> <div>RCM – Reliability Centred Maintenance</div> <div>RFA – Royal Fleet Auxiliary</div> <div>SS3 – Stores System 3</div> <div>SCCS – RAF Supply Control Computer System</div> <div>SCPM – Stock Control and Planned Maintenance</div> <div>SDD – Submarine Definition Database</div> <div>SEOC – Support Enabler Operating Centre</div> <div>SGL – Spare Gear List</div> <div>SSBN OBD – Ship Submarine Ballistic Missile On-Board Documentation</div> <div>SSDD – Surface Ship Definition Database</div> <div>TDOL – Technical Documentation On-Line</div> <div>UMMS – Unit Maintenance and Management System</div> <div>VTCIS – Vopser Thornycroft Computer Information System?</div> <div>WITS – Warehouse Information Technology System</div>								
Parts Catalogues	<div>UMMS</div> <div>Purpose – Maintenance Management Data Captured – Product Breakdown Structure, NSNs, Tech Doc References Primary Key – Flat Area Code Users – Author/Abol Holding Solution – ??? Areas Covered – ME, WE &amp; GS Classes Covered – All Owner – WSP SAM</div> <div>SCPM</div> <div>Purpose – Maintenance Management Data Captured – Product Breakdown Structure, NSNs, Tech Doc References Primary Key – ??? Users – Author/Abol Holding Solution – ??? Areas Covered – ME, WE &amp; GS Classes Covered – All Owner – CSS</div> <div>JAMES</div> <div>Purpose – Maintenance Management Data Captured – Product Breakdown Structure, NSNs, Tech Doc References Primary Key – ??? Users – Author/Abol Holding Solution – ??? Areas Covered – ME, WE &amp; GS Classes Covered – All Owner – SEOC</div> <div>ALIS</div> <div>Purpose – Maintenance Management Data Captured – Product Breakdown Structure, NSNs, Tech Doc References Primary Key – ??? Users – Author/Abol Holding Solution – ??? Areas Covered – ME, WE &amp; GS Classes Covered – All Owner – SEOC</div> <div>AMOS</div> <div>Purpose – Stock Inventory Management Data Captured – Product Breakdown Structure, NSNs, Tech Doc References Primary Key – ??? Users – Author/Abol Holding Solution – ??? Areas Covered – ME, WE &amp; GS Classes Covered – Legacy Owner – CSS</div> <div>Gold ESP</div> <div>Purpose – Stock Inventory Management Data Captured – Product Breakdown Structure, NSNs, Tech Doc References Primary Key – ??? Users – Author/Abol Holding Solution – ??? Areas Covered – ME, WE &amp; GS Classes Covered – ??? Owner – SEOC</div>								
	<div>MJDI</div> <div>Purpose – Stock Management Data Captured – NSNs Primary Key – NSNs Users – Author/Abol Holding Solution – ??? Areas Covered – ME, WE &amp; GS Classes Covered – All Owner – SEOC</div> <div>CLASP</div> <div>Purpose – Stock Management Data Captured – NSNs Primary Key – NSNs Users – Author/Abol Holding Solution – ??? Areas Covered – ME, WE &amp; GS Classes Covered – SSBN Owner – ???</div> <div>CRISP/Assets in Industry</div> <div>Purpose – Inventory Management Data Captured – MCs, NSNs, Inventory Variables Primary Key – MCs Users – Author/Abol Holding Solution – ??? Areas Covered – ME, WE &amp; GS Classes Covered – All Owner – SEOC &amp; Equipment Pts</div> <div>SS3/SCCS</div> <div>Purpose – Inventory Management Data Captured – MCs, NSNs, Inventory Variables Primary Key – MCs Users – Author/Abol Holding Solution – ??? Areas Covered – ME, WE &amp; GS Classes Covered – All Owner – SEOC</div> <div>CAL Process</div> <div>Purpose – Inventory Management Data Captured – MCs, NSNs, Inventory Variables Primary Key – MCs Users – Author/Abol Holding Solution – ??? Areas Covered – ME, WE &amp; GS Classes Covered – All Owner – NCHO PSG</div> <div>SSBN OBD System</div> <div>Purpose – Inventory Management Data Captured – MCs, NSNs, Inventory Variables Primary Key – MCs Users – Author/Abol Holding Solution – ??? Areas Covered – ME, WE &amp; GS Classes Covered – SSBN Owner – Future Base Logistics</div> <div>Non-Patt Process – MS &amp; RFA Databases</div> <div>Purpose – Inventory Management Data Captured – Part No &amp; Supplier Primary Key – Part No Users – Author/Abol Holding Solution – ??? Areas Covered – ME, WE &amp; GS Classes Covered – All Owner – MS &amp; CSS</div> <div>WITS</div> <div>Purpose – Inventory Management Data Captured – Part No &amp; Supplier Primary Key – Part No Users – Author/Abol Holding Solution – ??? Areas Covered – ME, WE &amp; GS Classes Covered – All Owner – SEOC</div>								
Maintenance Management	<div>OSP</div> <div>Purpose – Business Management Data Captured – OPDEF &amp; Inventory Primary Key – Master Equipment Users – Author/Abol Holding Solution – Excl/Idi Areas Covered – ME, WE &amp; GS Classes Covered – All Owner – D Ships Portfolio Office</div> <div>ODMS</div> <div>Purpose – Business Management Data Captured – OPDEF &amp; Inventory Primary Key – PAC (BIO)/Master Equipment Users – Author/Abol Holding Solution – ??? Areas Covered – ME, WE &amp; GS Classes Covered – All Owner – D Ships Portfolio Office</div> <div>CASP Metrics</div> <div>Purpose – Business Management Data Captured – Inventory Primary Key – Flat Area Code Users – Author/Abol Holding Solution – Excl/Idi Areas Covered – ME, WE &amp; GS Classes Covered – All Owner – NCHO</div> <div>Electronic Data Warehouse</div> <div>Purpose – Business Management Data Captured – Inventory Primary Key – Data/Idi Users – Author/Abol Holding Solution – ??? Areas Covered – ME, WE &amp; GS Classes Covered – All Owner – SEOC</div>								
	<div>Business/ Performance Management</div>								





# Strategic Outcome 3: Effective delivery of Defence Support, integrated and secured across the military-industrial complex

***Qu: How do we support the DSS in the desire to: 'Designing in' through life availability, and increasing availability of existing platforms:***

**Ans:** Many critical engineering initiatives, but one sticks out - the management of Obsolescence. Obsolescence is probably one of the biggest risks to the through-life support of complex high risk defence projects – we in industry must do better.



## planned obsolescence

Definition of **planned obsolescence**

*noun*

*[mass noun]*

- a policy of producing consumer goods that rapidly become obsolete and so require replacing, achieved by frequent changes in design, termination of the supply of spare parts, and the use of non-durable materials.



# Strategic Outcome 4: Step change in Support Force Development and experimentation

*Qu: 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?*

Ans: Artificial Intelligence will start to rise, but there are waypoints. Improved Technical Maintenance and assisted Technical Documentation by using Augmented Reality will be near term.

But.... The challenge will remain that the Data needs to be clean! Remember, without Clean data the 'Digital Twin' will be just another ugly kid...





# Strategic Outcome 5: Defence Support people enable future performance

***Qu: 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?***

Ans: The SME perspective on People is clear.... It is a challenge – and a big one. We intend to develop our people and sometimes 'buy' our way out of it...

The DE&S paucity of SQEP will endure unless they do the same.

MoD SQEP drives another challenge – namely who drives Defence Decision Making in the future? It MUST be a Crown Employee. Beware the Snake Oil salesman in a Pinstripe suit telling you how to kill the enemy...!



THE COMPETITION FOR THESE YOUNG PEOPLE WILL BE FIERCE ....

# Parting words from the SME...

- This SME feels enlightened by the DSS – it reads well and is a technically competent piece of staffwork (!)
- The MoD must jealously guard the decision making function, so hold the Strategy as your own and exercise bold leadership and judgement in the highly innovative and high-risk-Tech environment of Defence.
- Will it withstand the impact of Realpolitik? Will Support will always feed last from the trough?
- SQEP is a key issue for the SME, and we will fight tooth and nail for our people - - and an SME is not constrained by large corporate structures and HR policies!
- Key challenges will be data sharing, IPR, Obsolescence and the management of new technologies such as AI and AR. 'Shiny New' vs 'Legacy' will also be a challenge – can we get the support budget balanced?

