

# Agile support in a rapidly changing world

Presented by Mr Samy Mehseu – Head of Services Division

# Key Themes

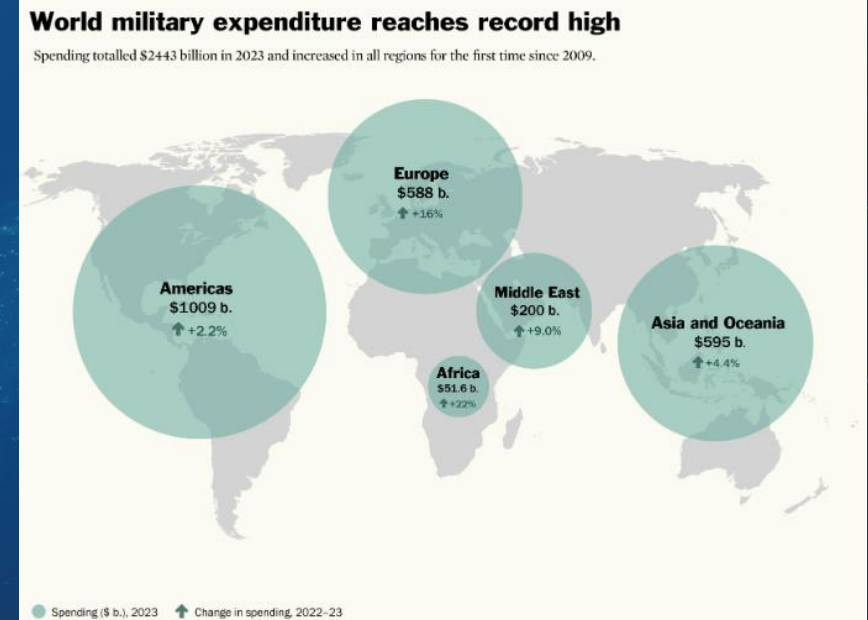
- Delivery of global support through increased collaboration
- Data capture, analysis and feedback to support decision making, assurance and longevity of customer investments
- Through-life service frameworks with agility to match financial profiles for the management of complex systems requiring a mixture of bespoke & COTS products

# Opening Context

- Global military spend increased by 6.8% from 2022 - 2023
- Traditional support solutions evolving to meet operational requirements
- Common support framework across all capabilities
- COTS equipment is continually redefining the model
- Minimum deployable capabilities – how many of the DLoDs need to be consistently satisfied?

## Capacity

- Collaboration to meet and sustain strategic intent – not just in support
- Defense Command Paper (Refresh) – “move from a reactive to a more proactive way of working”



Source: SIPIR Military Expenditure Database, April 2024

# Opening Context

## Spiral Development

- Needs data to inform – traditional feedback alongside more advanced methods
- Collaboration across the Integrated Procurement Model (IPM) / CADMID lifecycle
- Trials equipment, reference sets and ‘digital twins’ reducing NRE and training solution costs; e.g., competence development through integration of equipment

## Support Frameworks

- OEMs/suppliers commercially enabled to support
- NSIGN – “to deliver capable and resilient repair and maintenance support to Ships in both the UK and worldwide”
- SRF-West - accelerating development of Australia’s capability to safely and securely operate and sustain its future nuclear powered submarines



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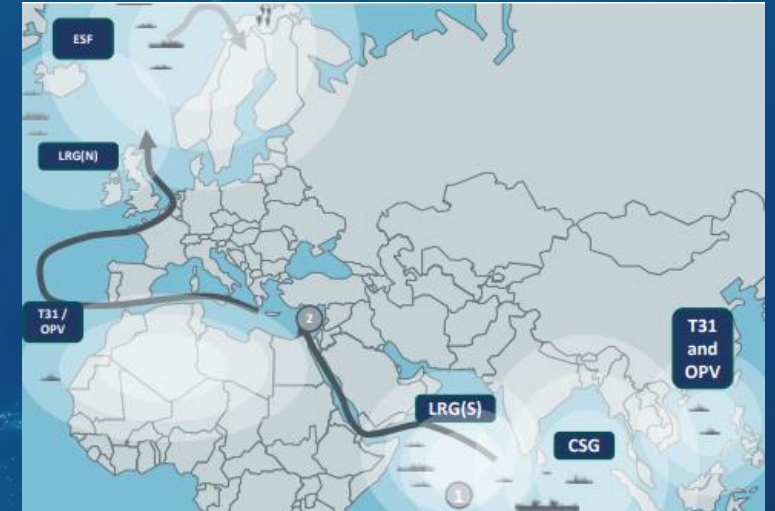
# Need

## MarOpC – Published Sep 22

- Maritime force response to demand signal set by ISDR21 and IOpC
- Provides the basis for long term funding & capability strategy
- Ambitious & Adaptive

## Theme - Distributed and Protean

- A force with interdependent and interchangeable system components
- Pan DLoD requirements, creating a force capable of moving swiftly across the protect-engage-constrain-warfight framework
- Continuous sequence of ‘wise pivots’ to gain and retain operational advantage
  - Demand signals and ability to react through optimised supply chains and greater global collaboration
  - Planned Force Testing – wargaming across the DLoDs / between defence partners



# Design Principles (Approach)

## Globally Present

- Support partners in country
- Logistics utilising the Joint Supply Chain; with ability to local purchase
- Ability to rapidly analyse data / reduce MTTR
- Co-location of support where required



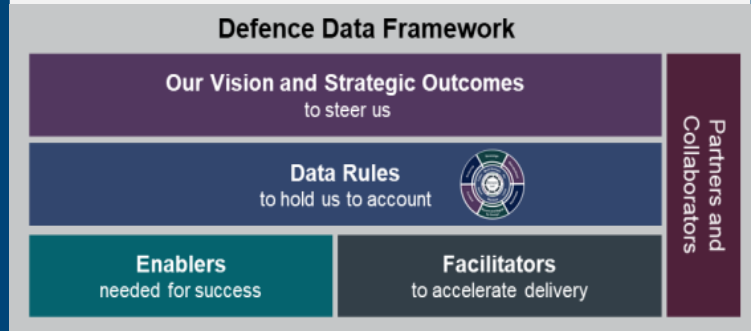
## Modular Approach

- Providing interchangeable capabilities to meet operational tasking
- Support frameworks capable of seamlessly adding/removing assets/requirements
- Blended/innovative training solutions to consistently meet/underpin ever changing requirements



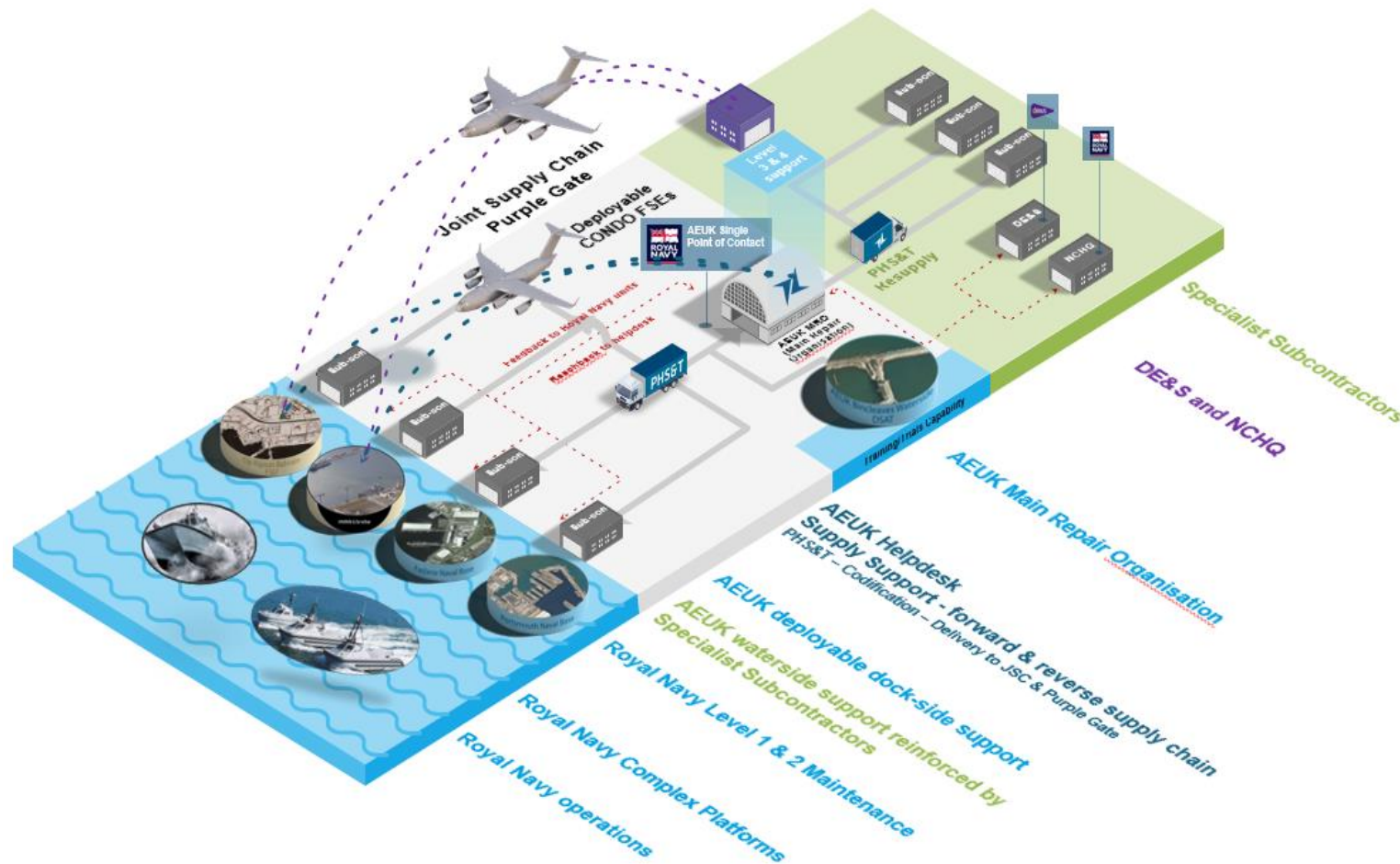
## Investing in Data Exploitation

- Utilise industry support (where appropriate)
- Development of future concepts/policy & doctrine
- Choices through data driven decision making:
  - New capability v spiralling
  - Product design changes



Support enterprise optimised to deliver availability

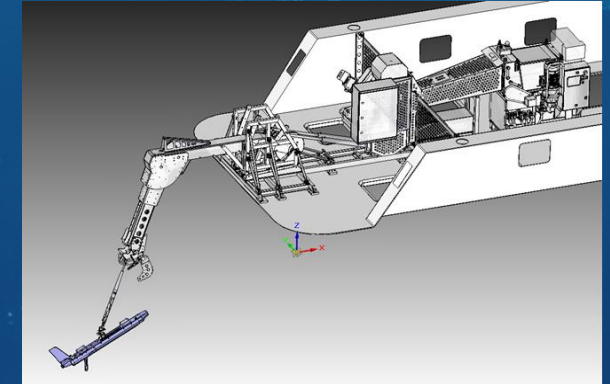
# Agile solutions



- ConEmp/ConOps to enable robust support strategy
- More main assets procured to sustain ConOps
- Robust proven DRACAS (ITIL)
  - Incident Sentencing as per DefStan 00-42
  - Trends identified - spares profiled
- Globally established MROs
- Established spares attrition pool shaped by real data
  - Fast movers identified
  - Long lead time mitigated
  - Main assemblies on the shelf to allow repair by replacement, removing single points of failure
- Use of Joint Supply Chain
  - Sufficient assets positioned to mitigate “misplaced” assets in Purple Gate for up to 9mths

# Training (Blended Competence Development)

- Competence gained against a regulated framework through equipment installation, STW and integration
- Confidence sustained through ‘trusted agent’ relationships with OEM; i.e., customer completes the software upgrade under supervision by OEM
- Competence and confidence further developed through custom-made training solutions, with reduced costs due to training offset in installation
- Blended solutions – not just for ‘in service’
- Prevention of ‘skill fade’ through partnerships and optimising Support Solutions, to reduce through-life training costs
- Collective training and wargaming to bolster competence and proactively identify fragilities in DLoD areas





# Closing Thoughts

We are having to learn lessons fast from increasing geopolitical instability

‘Traditional’ support/training arrangements are evolving to:

- Enable greater use of COTS products
- Utilise near to real-time data - but we must get better and using this to inform DLoDs at pace!
- Must be underpinned through collaborative communication

Integrated Procurement Model – spiral by default to drive pace

- Supported by Through Life Capability Management with agility to adapt quickly
- Cognisant of the minimum deployable capability approach where pertinent

Continuous training is required – for both Defence and industry personnel



# Questions

