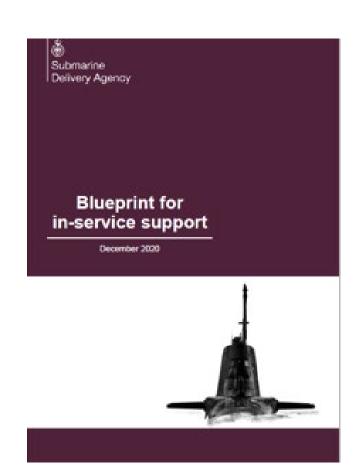




Project Resolution – Where it began

- Project Resolution was stood up formally on 1 April 2021
- The programme was formed to lead the cross-enterprise implementation of the Blueprint for In-Service Support
- This document recommends a sustained effort to look into root causes and longer term initiatives alongside improving the current availability position with enterprise collaboration and data driven decision making at it's heart



Vision



Our Vision

To deliver the submarine availability that Defence requires, underpinned by stable schedules and world-class through life capability management, achieved through decision making in a data rich environment



SDA28 Strategy – Focus areas & change definitions

Enterprise alignment

Supply chain performance

Agency effectiveness

Strategic Change:

- Cross-cutting SDA or enterprise-wide improvement
- New team set up & time-bound
- High benefits or high dependencies on other improvements with cumulative high benefits
- Change will be owned by a Director who is seen as accountable, but it is likely to require all Execs to sponsor/lead the change to assure engagement and achievement of benefits

BAU - Continuous Improvement:

- Improvement of existing way of working
- Existing team either not time-bound or likely to exist>3yrs
- Led by TL/Director who have existing agreed responsibility; unlikely to need all Execs actively championing the change to ensure adoption

Strategic or BAU projects may exhibit some or all of the above characteristics;

Strategic Projects move from Strategic Change to BAU once complete – i.e once the change is adopted and embedded, it is usually necessary to refine and continue to embed

Project Resolution is structured around the SDA28 aims and change definitions

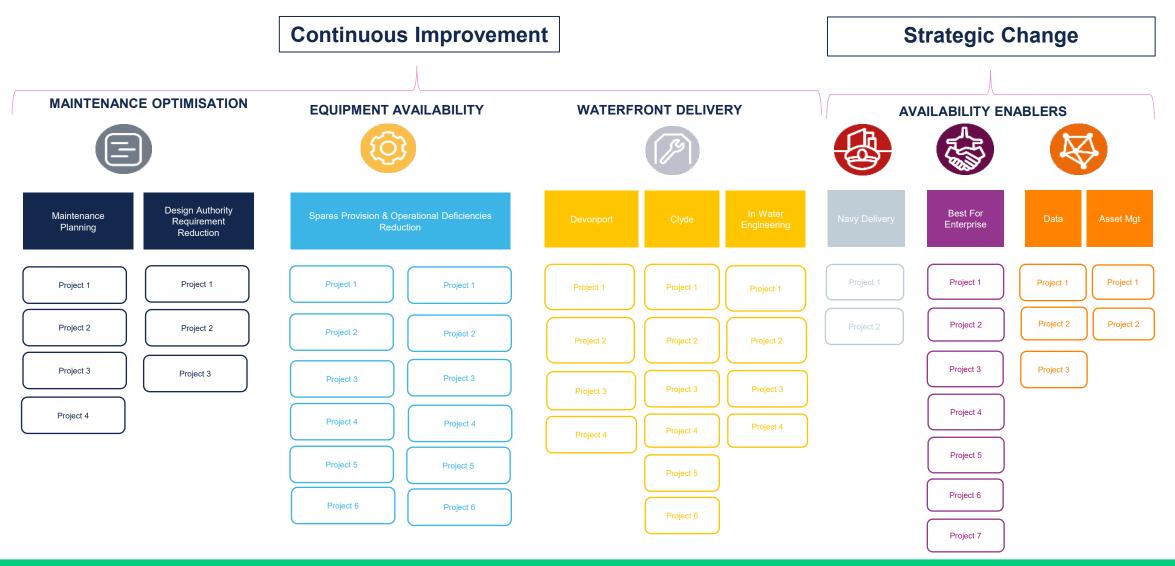


We deliver under the following areas of scope

The following workstreams are all looking to improve areas that put pressure on submarine availability



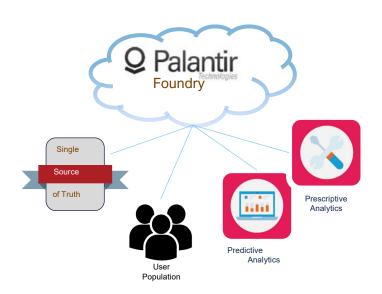
Enterprise activities tackling the scope



Data Analytics & Insights



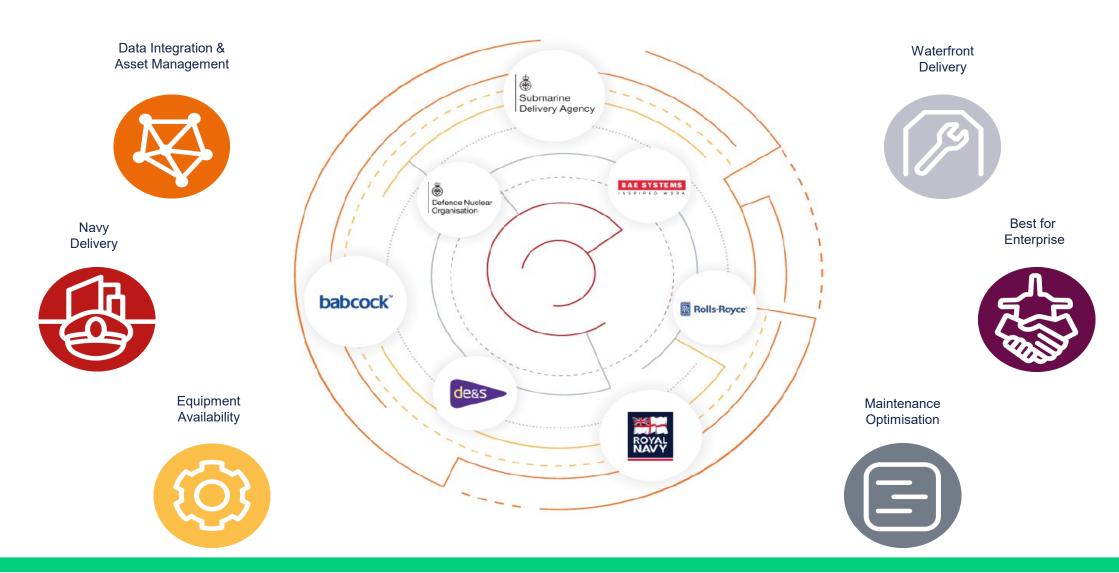
"To enable those in support of Project Resolution to make better, data-driven decisions around Submarine availability improvement focused activities"



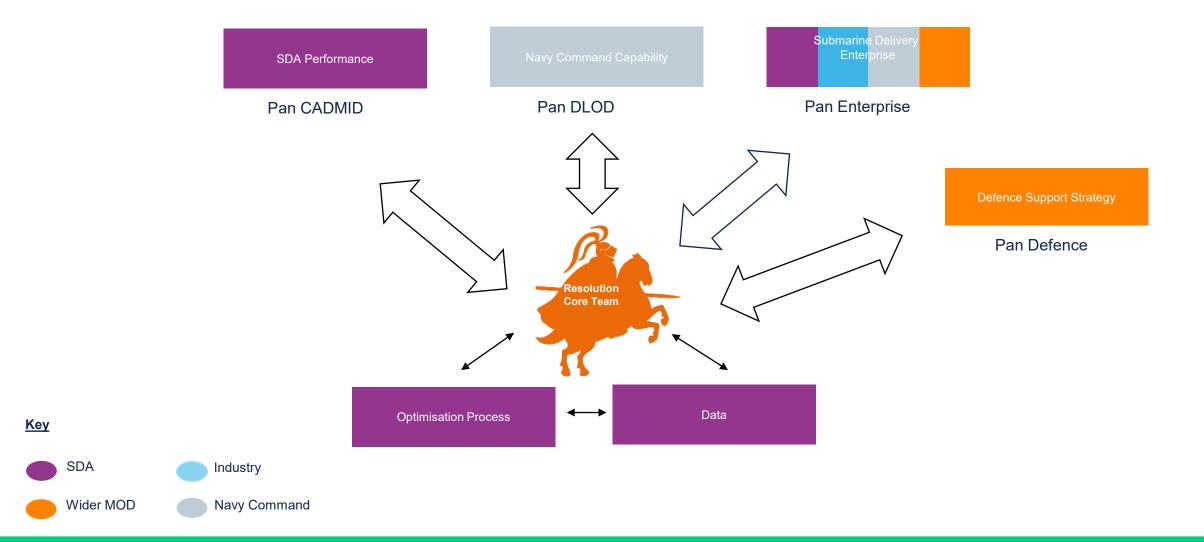
- Project Resolution's Data Integration Team have been focusing on Data Analytics and Insights, utilising Palantir's Foundry tool – this capability allows us to structure data gathered from across the enterprise into a model with associated relationships between objects, which we can then take advantage of to make better datadriven decisions
- Our aspiration is to move into the predictive/prescriptive analytics space and develop a predictive 'Process Digital Twin'



Multiple partner contributions to our scope



Availability – Governance strands and inputs



Building a successful in-service enterprise

- No one partner can deliver the level of change, improvement and stability alone
- The Blueprint description of a successful enterprise focuses on Enabling activities:
 - Joint teams and clear roles/responsibilities for all org's
 - Through life capability management
 - Optimised organisation
 - Shared data used to inform decision making and status
 - Availability focused contracts
 - Highly skilled, flexible, collaborative workforce
 - Integrated Defence Lines of Development activity
 - Culture behind a common purpose
- We need to grow these Enablers both across enterprise stakeholders and the submarine lifecycle
- This is beyond the individual scope of Project Resolution or even the SDA, so it's vital that we create an inclusive, best for enterprise approach to enabling activities

Figure 4: Seven elements of a successful ISS enterprise

1. Integrated organisation with optimised roles

®

Each organisation in the in-service support enterprise requires a refreshed role and set of responsibilities supported with greater integration and collaboration. An Enterprise HQ that brings all organisations together to execute through-life capability management (at both strategic and tactical levels) for all platforms will be central to this. Connected to this, a new DSMS Support Hub will provide the necessary focus on in-service support to deliver the headmarks and ambitions set out in this blueprint.

2. Optimised DSMS operating model



5. Highly capable people

People are the greatest asset across the in-service support enterprise. Organisations need to collaborate to maximise capabilities, including through development and training opportunities. Creating a flexible workforce pool across the enterprise could support this.

3. Data exploitation and analytics

Over the next five years, in-service support organisations need to work together to put effective data use at the core of the ISS enterprise. Data quality, transparency and accessibility will form the foundations of this approach, alongside creating a shared data environment.

6. Integrated support

As DLODs play a critical role in submarine availability and will continue to be managed by NC, they need to be integrated under a single point of responsibility and accountability. This would bring together force generation, people, and infrastructure to focus on availability.

4. The right commercial landscape

Improving relationships and embedding collaboration and trust will be essential for maximising industry partnerships. Once the inservice support enterprise has a better understanding of risk, contracts can be based increasingly on availability, with incentives aligned to outputs.

7. Culture







Roadmap to 2025

2025 Our 2025 end state Increase time available to the operator represents that required by the Royal Navy Narrative: We will deploy a number of **Equipment Availability** Waterfront Delivery availability improvement initiatives under the defined areas of scope Maintenance Optimisation As those initiatives mature it will **Availability Enablers** A number of specific start to have an impact on our 4 targets have been set target areas against these 4 headings Hitting these targets will help us Icons represent the focus achieve our 2025 Submarine areas that initiatives will be availability end state launched under

