



Strategic Command
Defence Support

Defence Support Strategy Overview

April 2022

Edition 2





What is Support

Understanding that support matters and what we must do to improve it, at the highest level, demonstrates the need for a strategy.

HOW DO WE DEFINE SUPPORT?

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



Logistics Support is the activity to sustain forces through the provision of materiel including acquisition, control, and distribution; provision of movement of personnel and materiel; and provision of logistics support services.



Engineering Support is the activity to ensure that performance and safety margins are known and managed by: ensuring the design of equipment is influenced by the way that is supported; managing the way the design evolves through life to ensure the original design intent is preserved; and evaluating, testing or monitoring performance of components, equipment, systems or platforms.



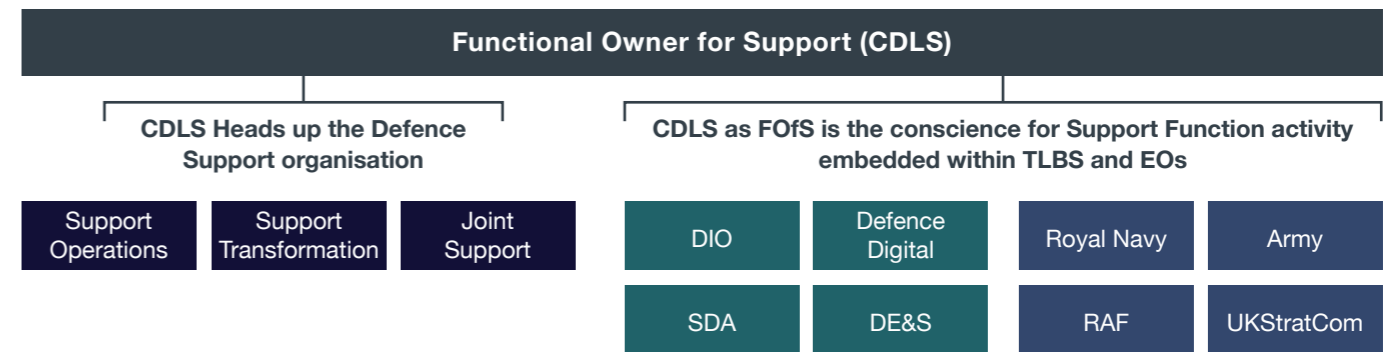
Equipment Support, a significant subset under Engineering Support, is the activity to keep the required quantity of operational equipment available to the force. This is achieved by the through-life provision, management and execution of maintenance, repair, replacement and control of components crucial to the equipment's material state and performance.

DEFENCE SUPPORT FUNCTION

Functions are activities that are carried out in a coherent way across all Defence organisations – Support is one of 16 MOD functions.

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

The Chief of Defence Logistics and Support (CDLS) is the MOD's 3* Functional Owner for Support (FOFS).



DEFENCE SUPPORT ORGANISATION

CDLS is Head of the Defence Support organisation, which stood up 1 April 2020 under Strategic Command (UKStratCom) and is a key enabler of CDLS' responsibilities. The organisation has three directorates:

SUPPORT OPERATIONS

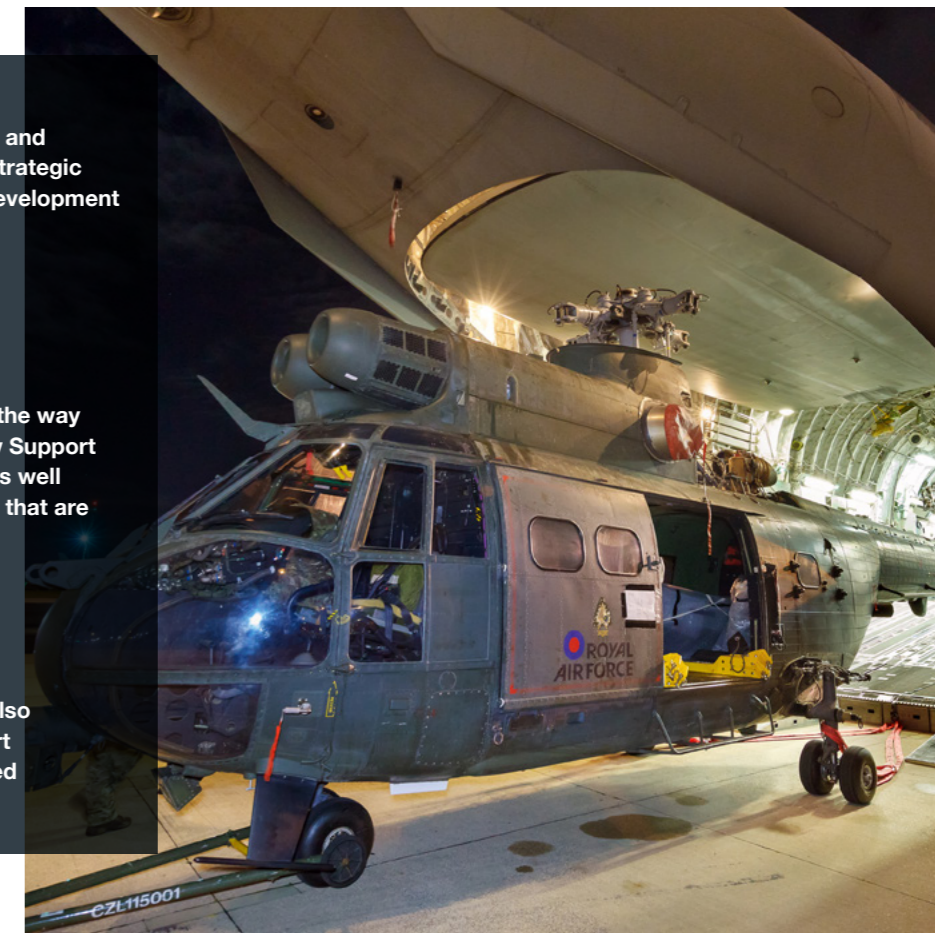
Provides strategic advice in support of current and contingent operations; influencing/informing strategic planning; and directing support policy, force development and future capability.

SUPPORT TRANSFORMATION

Responsible for a portfolio of work improving the way Support operates, formalising 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.

JOINT SUPPORT

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





Overview

The creation of CDLS as the Functional Owner of Support presents an opportunity for a new senior driving force to collectively address the challenges facing Support and set the course for delivering credible Support Advantage.

THE STRATEGY IS PRESENTED IN THREE PARTS

1. A diagnosis of the current state of the Defence Support Function and the underlying reasons for the challenges and opportunities.
2. A 15-year vision, building on existing Defence operating concepts including Multi Domain Integration.
3. The ends (strategic outcomes), ways and means over 5-years on the way to the vision.

Underpinned by the Defence Support Operating Model (DSOM) – design for delivery of the strategy

Diagnosis	Vision (themes)	Strategic Outcomes (by 2025)	DSOM
<p>Support Challenges:</p> <ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> People Centric Information-led Technology-enabled Resilient, effective and efficient Integrated and interoperable 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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

The strategy will be reviewed periodically in line with major Government and Defence strategic reviews.

Ways & Means

WHAT IS SUPPORT ADVANTAGE?

Support ensures Defence has the forces and equipment, ready when and where we need them, fully fit, armed, provisioned, and able to deploy quickly and efficiently to confront the threats we face - we call this Support Advantage. At its heart is a performance ambition which prizes a paradigm shift in platform and equipment availability and the development of superior, assured, environmentally sustainable and cost-effective support services.

WHAT DOES IT MEAN FOR YOU?

Military effect cannot be delivered without logistics, engineering and equipment Support – if you cannot get to the fight and stay in it then there is no fight. Support delivers a credible force and provides the Operational Commander with freedom of movement. Benefits will be felt across the 60,000 colleagues in the Support Function and all that interface with and rely on it. Around one third of the annual defence budget is spent on Support, therefore improving Support efficiency will help to secure Support Advantage and will deliver value for money for the taxpayer.



Diagnosis

Defence Support has historically faced several challenges, the diagnosis outlines the internal and external drivers for change, the nature of the challenges faced and why they exist.

Support, when got right, offers a competitive advantage, so that our forces retain the ability and flexibility to adapt and win.

CURRENT CHALLENGES

- 1 The **Strategic Base** – our collection of airports, sea ports, warehouses, mounting centres and the services running through them – lack of effectiveness, resilience and coherence to prepare, deploy, sustain, recover and recuperate the Force
- 2 The **policies and standards** that govern platform maintenance and sustainment contracts are too often ignored
- 3 The operational and training demands we place on **equipment availability**, spares and commodities have either not been appropriately challenged or policed
- 4 Too many equipment acquisitions have **prioritised time and cost of procurement** over performance and cost of ownership
- 5 Our **data** is often in the wrong format or incomplete, and we are not always able to manipulate it to tell us what we need to know
- 6 Support has **lacked strategic enterprise level direction**
- 7 The **wide variety of platform types, support solutions, contracts and IT systems** place immense demand on our people

! These challenges are easily stated, but we must understand the root causes of why we are where we are.

CAUSES

Some of the cause relate to the structures, systems and processes of the Support Function whereas others stem from our collective behaviours and attitudes that have not prioritised Support.

Absence of a single point of oversight and accountability for Support has resulted in disjointed activity

Under-exploitation of cutting-edge Support related technologies

Poor articulation of customer requirements and too many late changes

Support professionals have been operating without a singular vision, strategy or collaborative network

We have failed to recognise Support data as a source of competitive advantage

An organisational culture which promotes risk avoidance

KEY INTERNAL AND EXTERNAL FACTORS DRIVING CHANGE

Defence must transform if it is to meet IOpC25, deliver Multi Domain Integration, and the Future Operating Concept. Defence's ambition, alongside the impact of future global trends such as climate change and digitisation and the challenges and causes in the diagnosis led to the development of the vision.

WHAT DOES THIS MEAN FOR YOU?

Support often goes unnoticed when it's working well, because it doesn't affect or constrain military operations. But colleagues across Defence will likely recognise at least one the challenges Support faces and what's causing those issues.





Vision - 2035

“Defence Support continually secures Support Advantage, enabling Defence to outpace, outwit and where necessary out-fight its enemies”

DELIVERING SUPPORT ADVANTAGE REQUIRES A RELENTLESS FOCUS ON A PERFORMANCE AMBITION

— A unifying **performance ambition** prizes a paradigm shift in platform and equipment availability and the development of superior, assured, environmentally sustainable and cost-effective logistic services. —

Achieving this ambition demands the ubiquitous exploitation of data and technology and a culture of interoperability that places NATO at the heart of Defence. Doing so will deliver a battle-winning edge across the spectrum of conflict, contributing to modern deterrence.

WHAT DOES THIS MEAN FOR YOU?

A focus on the performance ambition for Support will ensure that all efforts, no matter how small or large, contribute towards the delivery of the vision and the realisation of Support Advantage.



BY 2035 DEFENCE SUPPORT WILL BE

PEOPLE CENTRIC

Value and develop professional Support expertise and deliver a workforce fit for the future

INFORMATION-LED

Accurate management information that is, timely, relevant, accessible and appropriate to each area of Support, enabling Multi Domain Integration and manoeuvre

TECHNOLOGY-ENABLED

Championing a step change in platform/equipment availability and the performance of related Support services

RESILIENT, EFFECTIVE & EFFICIENT

Operating securely, surviving and functioning in all environments and against all likely threats, spanning information, equipment, services and operations, maximising operational outputs, enabling Multi Domain Integration, optimising cost and taking steps towards meeting Net Zero 50.

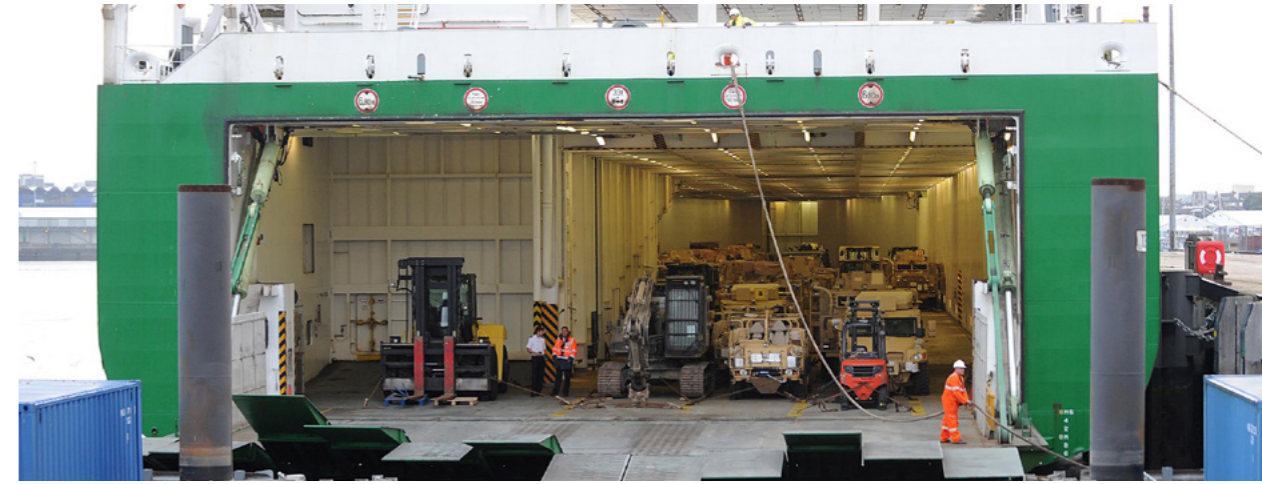
INTEGRATED AND INTEROPERABLE

International by design, exploiting industry's Global Forward Network by embracing modularity and standardisation, to enable greater levels of Multi Domain Integration and global interoperability, increasing speed of relevance and reducing costs



Strategic Outcomes by 2025

Five Strategic Outcomes (Ends) are set to be achieved in the next five years as a waypoint to the 15-year vision



✓ CAPABLE AND RESILIENT DEFENCE SUPPORT ENTERPRISE

Defence Support Enterprise will be a key enabler of operational advantage and the Strategic base recognised as a resilient and optimised capability in its own right, enhancing the UK's ability to outload and support deployed military capability at the speed of relevance while underpinning UK homeland resilience.

Success looks like

- ✓ Consolidation and enhancement of core Joint Support Enabling capabilities (our Ports/Airports/ Storage and Distribution Networks) and the support we draw from Allies and industry partners
- ✓ The optimum use of our forward bases around the world as a network of Global Hubs, with forward positioned munitions and stores, to improve the effectiveness and resilience of Defence's persistent, forward presence

➔ ENHANCED DECISION MAKING ACROSS THE DEFENCE SUPPORT ENTERPRISE

Decision making across the Defence Support Enterprise will be data, information and insight led, enabled by increasingly transformed, secure Support Information Systems. Common processes, structures, metrics and targets will objectively quantify Support performance to drive continuous improvement.

Success looks like

- ✓ A move from a mindset where data is predominately used descriptively to 'explain the past' to one where it is used predictively and, in some cases, adaptively to provide real-time insights based around machine learning and artificial intelligence
- ✓ An increasingly transformed Support information services landscape delivering a radically improved common user experience across each domain that enables timely, seamless, accurate, cost-informed decision making at an unprecedented speed

🎯 EFFECTIVE DELIVERY OF DEFENCE SUPPORT, INTEGRATED AND SECURED ACROSS THE MILITARY-INDUSTRIAL COMPLEX

Through the adoption of through life asset management Support effectiveness will be increased by working with industry on two major interventions; 'design in' to future platforms a step change in through life availability and reduced logistic demand; and to look at each of 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. This will also deliver progress towards our low carbon ambition.

Success looks like

- ✓ More effective commercial arrangements (including greater category commonality) which incentivise industry to deliver support solutions which improve reliability, maintainability and platform availability
- ✓ A clear path to improve the resilience, effectiveness and efficiency of Support through reduced carbon footprint, optimised inventory and resilient supply chains is mandated across Defence and Support has made tangible progress towards NZ carbon

STEP CHANGE IN SUPPORT FORCE DEVELOPMENT AND EXPERIMENTATION

A Support Operating Concept that achieves competitive Support Advantage, supports a wider multi-domain integrated experimentation programme, and accelerated innovation and shared use technologies with industry, NATO and Allies.

Success looks like

- Support routinely shaping, cohering and exploiting threat-informed innovation, research and experimentation that delivers Support Advantage across domains
- Regular collective training and readiness exercises, which test our ability to get to the fight

DEFENCE SUPPORT PEOPLE ENABLE FUTURE PERFORMANCE

Defence Support will have a workforce that is fit for the future, with appropriate training, skills and behaviours in place and clear and attractive career pathways available.

Success looks like

- Career pathways aligned to related industry sectors and across Government, underpinned by industry-recognised skills, standards and professional qualifications enabling free movement of people across the enterprise.
- Attract and retain talent, and provision of a competitive Employee Value Proposition

WHAT DOES THIS MEAN FOR YOU?

It means we will...

Address the short-comings in the Strategic Base, promoting a coherent end-to-end capability, that will enable a step change in the UK's ability to outload forces at the speed of relevance and contribute to modern deterrence.

Cohere the processes and transform the Information Services to enhance decision making, enable Multi-Domain Integration and optimise the effectiveness and resilience of Support.

Drive Support policy and performance standards across Defence, such that we design in the requirements we know will optimise through life availability.

Hold the mirror up to the financial investments we choose to make or not make, but in such a way that we fully understand the whole-life costs of doing so.

Define the future Support Operating Concepts, such that we shape the Training and Innovation, Research and Experimentation required to deliver Support Advantage.

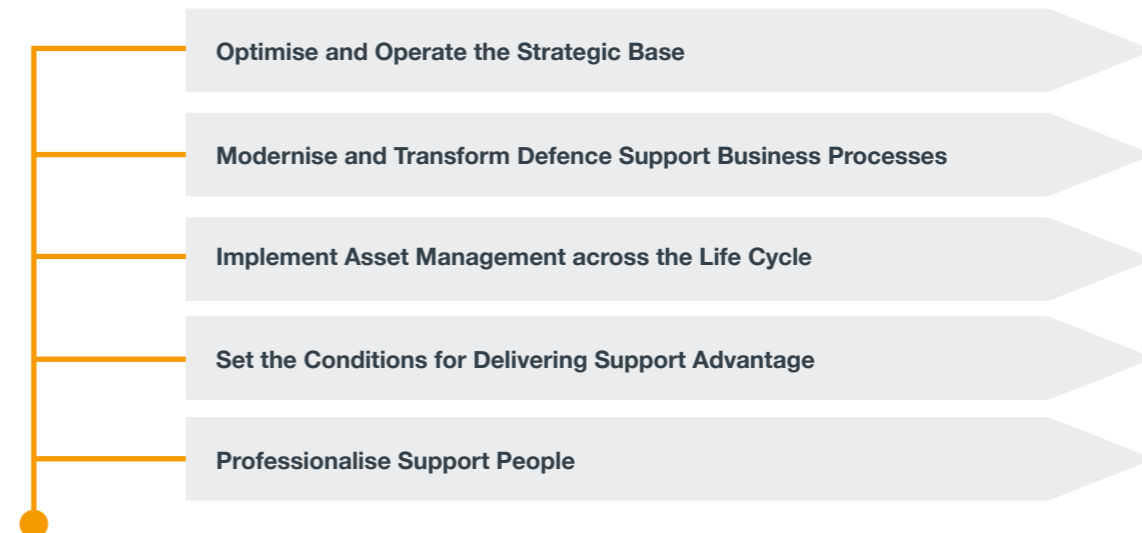
Shape the concepts, skills, competencies and training our people will need as we march into the digitised and increasingly networked world, which will be the defining feature of the first half of the 21st Century.



Ways and Means

WAYS

The five strategic outcomes will be achieved by several cross-cutting approaches:



STRATEGIC OUTCOMES 2025

MEANS

Access to significant means are necessary to deliver the ways and achieve the ambitious strategic outcomes.

MONEY

There are known funding gaps, technical debt and long-term shortfalls in Support capability that must be addressed through changes to the current funding arrangements.

INFORMATION

Defence will need to become more assertive in how it develops, maintains and assures data architectures, particularly in relation to data and information often held by third parties.

PEOPLE

People with the right skills will be required to take forward all elements of the Strategy. Given constraints on MOD human resource, a Whole Force approach will be taken that directs Support people resources at priority activities.

THE FUNCTIONAL PLAN

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



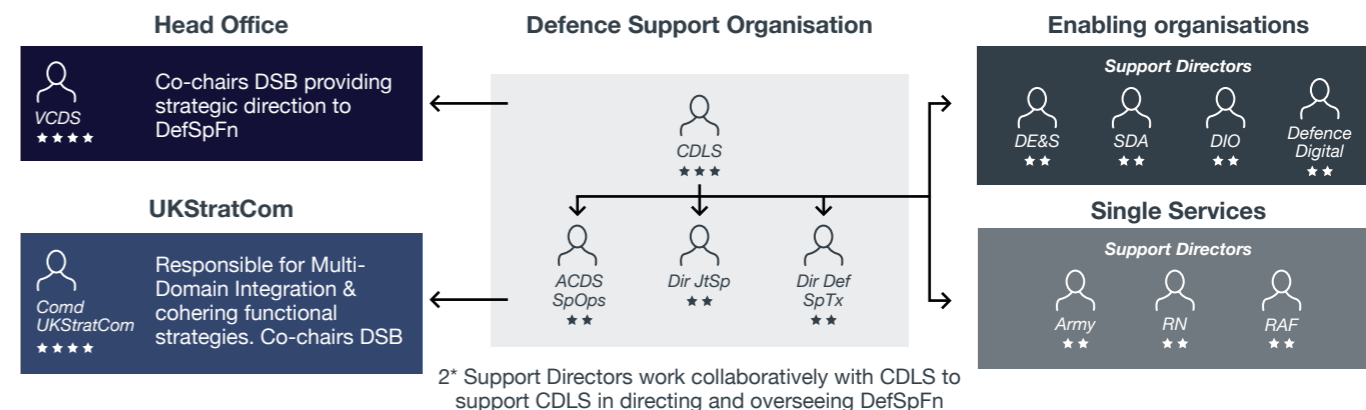
Defence Support Operating Model

AS THE FUNCTIONAL OWNER FOR SUPPORT, CDLS HAS THE AUTHORITY TO:

- Deliver the strategy as the Functional Owner for Support
- Propose Support objectives for the Defence Plan
- Absorb appropriate elements from existing Defence Authorities to deliver Defence Support
- Influence Support Pan-Defence

In effect, CDLS has stewardship of the Defence Support Enterprise in order to ensure alignment and coherence of all areas involved in or interfacing with Support. CDLS works with the key roles in Support to direct, develop, deliver, operate and assure the function through exercising influence.

The organisational footprint and reporting chains for CDLS as the Functional Owner for Support run through Strategic Command and Head Office and align with the revised Defence Operating Model (DOM).



KEY PRINCIPLES OF THE DEFENCE SUPPORT OPERATING MODEL:

Strategy: CDLS articulates the pan-Defence vision and direction for Support against which plans are developed and assurance and compliance activities conducted.

Planning: CDLS as FOFS is the Defence 'conscience for Support' acting on behalf of Perm Sec.

Governance: Defence's functional leadership model provides strong central leadership of pan-Defence activities. CDLS has an active role in the governance of the Support Function.

Policy: CDLS has assumed responsibility for the currently fragmented Support policy landscape, to ensure coherence, compatibility and consistency of key outputs and activity.

Engagement: CDLS and support roles will obtain insights from outside of the MOD to ensure Support remains an intelligent customer and is connected to Allies worldwide.

Performance Management: CDLS is required to understand and influence pan-Defence performance in Support, achieved through the Support performance management system (Performance Excellence). CDLS is also held to account for the DefSp organisation meeting performance objectives.

Assurance and Compliance: CDLS is required to assure the delivery of key Support outputs, enabling Defence to identify risks to the delivery of Defence requirements and to develop mitigations. Ensuring that compliance has taken place is the responsibility of the FLCs and EOs.

Risk Management: Extant risk management processes remain in operation.

People: Around 60,000 people are in the Support function, they mostly work outside the DefSp organisation but CDLS has a role to consider pan-

Defence aspects of people planning, recruitment, promotion, training, development and reward.

Financial Influence and Authority: CDLS promotes Support outcomes and priorities via Defence financial management and planning processes.

Support Transformation: CDLS will align the transformation programmes and projects across the function with the strategy.

Coordination and Control of Outloading and Inloading: CDLS is responsible for the control and coordination of outload from, sustainment from, and recovery into the Strategic Base

Capability Sponsor for Joint Logistic Enablers: With a focus on the operation of the Strategic Base.

