



**DE&S 2022-2025**

**CORPORATE PLAN**





A British soldier testing the new Robot Dog.

Foreword: Minister for Defence Procurement	3
Foreword: Chairman and Chief Executive Officer (CEO)	4
Who we are	5
What we do	7
Our Successes	9
<b>Our Strategic Priorities</b>	<b>11</b>
<b>Our Delivery Priorities</b>	<b>17</b>
<b>Delivering Our Plan</b>	<b>26</b>
<b>Our Governance</b>	<b>28</b>





## FOREWORD: MINISTER FOR DEFENCE PROCUREMENT



The Government's Integrated Review and Defence's Command Paper set out the evolving threats the UK faces. We are now seeing these threats materialise at increasing speed: threats which challenge our global economic stability, our friends and allies and the international rules based order. The UK has consistently been at the vanguard in championing and protecting democratic values, and UK Defence has a leading role in keeping them safe.

The paper also sets out our response to these global threats - our vision for one of the most modernised, integrated and technologically advanced Armed Forces in the world. We continue to make progress in moving towards this goal.

We've awarded contracts for new technologies and equipment. We've updated our national strategic plans on shipbuilding, space and land equipment. We are playing a leading role in strengthening our collective security with our NATO partners in this competitive age. We are taking ambitious, unprecedented steps to help build the capacity and resilience of our like-minded friends – Ukraine in particular.

Much of this is being underpinned by our Defence and Security Industrial Strategy, our new framework for working between Government, industry, and academia. It helps Defence increase social value for the UK by boosting prosperity, supporting jobs and building skills.

While we have made great progress, there is still a lot of work to do. We will speed up the pace of our work – we've shown how it can be done for urgent operations, we must adopt that same mindset in the rest of our programmes. We will focus on making the systems our Armed Forces need to be persistently engaged and ready for their next missions, instantly available. Defence will also play its part in meeting the environmental goals agreed at the UN COP26 conference in Glasgow last year. We will improve our success on exports, and push for a digital transformation in the way we work.

Defence Equipment & Support (DE&S), in partnership with the international community and global industry community, is essential to the success of our Armed Forces. Its Corporate Plan 2022/23 sets out the activities it will focus on over the next three years to support implementation of the Integrated Review of defence and

security. I look forward to working alongside DE&S's brilliant team to achieve just that.

### Jeremy Quin

**Jeremy Quin MP**  
Minister for Defence Procurement



*Typhoon pilot preparing for a flight.*

# FOREWORD: CHAIRMAN AND CHIEF EXECUTIVE OFFICER (CEO)



Last year we launched DE&S 2025, our four-year strategy to make us recognised leaders in the delivery of military equipment solutions for the information age. Since launch, we have celebrated a significant number of achievements against all five of that strategy's priorities. Our Corporate Plan reinforces that strategy, building upon the foundations laid over the last 12 months.

Growing our ability to deliver at pace, we will support MOD's commitment to accelerating acquisition through the Acquisition and Approvals Transformation Portfolio (AATP). We will continue to prioritise projects such as the Future Maritime Support Programme, ensuring we meet our clients' growing availability requirements. We must also become more agile as an organisation, ensuring our client's priorities are resourced at speed. Safety continues to be at the forefront of everything we do.

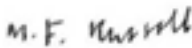
The inclusion of social value in all our contracts, as well as the launch of four efficiency hubs which deliver savings to our clients, has demonstrated our commitment to deliver value for the whole of our society and we will continue to find savings for defence. We will help government to meet its Carbon Net Zero target through the implementation of our Environmental

Strategy. The pace of technological change is accelerating and the forthcoming activities in our Digital Strategy will upskill our people and introduce new digital techniques to the organisation.

As our response to Russia's brutal invasion of Ukraine has proven, our relationships with our clients, industry and international partners are fundamental to the success of UK defence. We are strengthening international relations, creating a new exports team. Our operations are more protected from cyber threats than ever thanks to the implementation of Secure by Design. The Ukraine conflict has also reminded us of our need to strengthen supply chains, streamline logistics, enabling us to place contracts at unprecedented speed.

Underpinning all our work is our culture and our people. We will strive to be transparent as an organisation, promoting diversity, real inclusion and innovation across all our teams. Our people should be proud of all they have achieved and they continue to deliver. We, in turn, are proud of them and the DE&S offer to our people must be compelling. The implementation of our recently launched People Strategy will create an inclusive environment, where skilled people are engaged,

empowered and inspired to be the best they can be. We look forward to seeing our people respond to the challenges and opportunities in the year ahead.

  
**Mark Russell - DE&S Chair**

  
**Sir Simon Bollom - DE&S CEO**

|| **Our people should be proud of all they have achieved and they continue to deliver** ||



Irish Guards march past for Queens Platinum Jubilee.



# WHO WE ARE

## OUR PORTFOLIO

Our **11,500 employees** manage more than **570 live orders** at any one time.

We are delivering **over £100bn** of the Defence Equipment Plan in the next 10 years.

Since 2015, we have **delivered 23** of the UK's **biggest** and **most complex** defence programmes.

We are currently delivering some **600 projects.**

Since 2015, we have awarded **5,151 contracts** with a value of more than **£55 billion.**

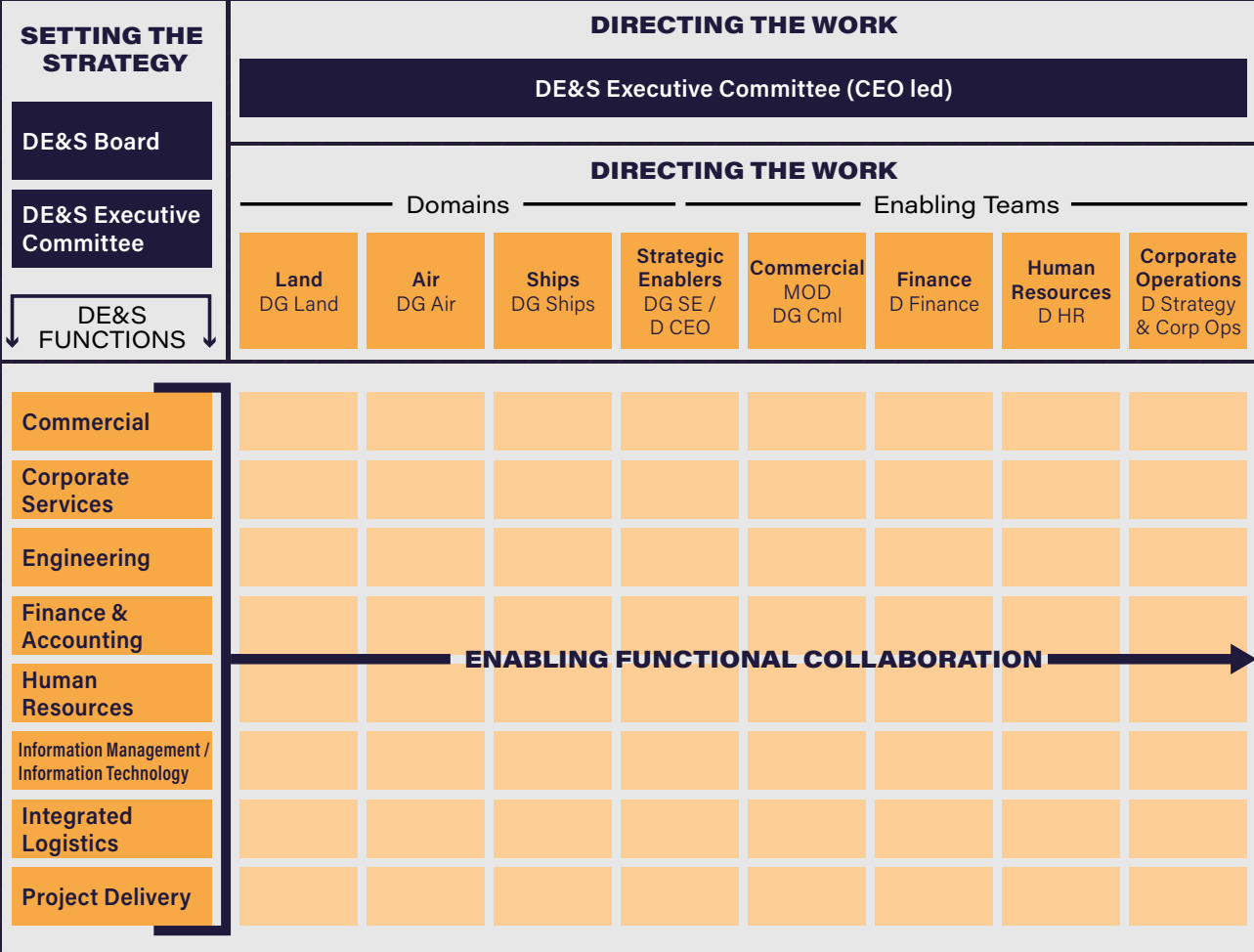


# WHO WE ARE

## DE&S BALANCED MATRIX

Domains and their Delivery Teams have authority and accountability for **WHAT AND WHEN** in delivery to a customer (typically external)

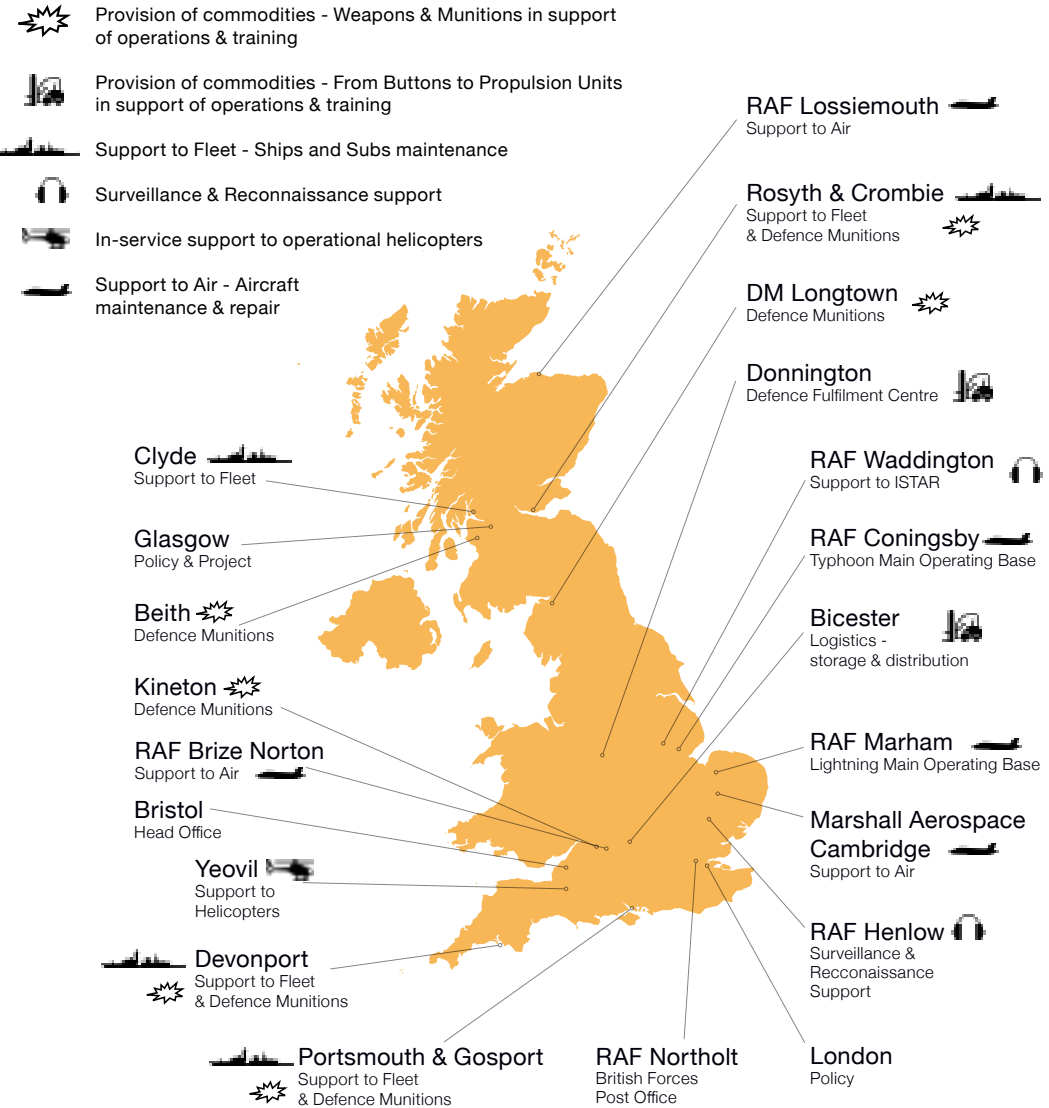
DE&S Functions have authority and accountability for **HOW AND WHO:** policy, process, people, development and deployment (typically internal)



Enabling teams have accountability for **WHAT AND WHEN** in delivery to a client (internal or external)

The Strategic Enablers Domain, one of these four domains, is led by the Deputy Chief Executive. This forms an integrating capability across DE&S, further strengthening the co-ordination of corporate, functional and delivery elements of the balanced matrix.

### SOME OF DE&S' KEY LOCATIONS





## WHAT WE DO

### OUR MISSION

OUR MISSION IS TO **EQUIP AND SUPPORT** THE UK'S ARMED FORCES FOR OPERATIONS NOW AND INTO THE FUTURE.

### OUR VISION

**OUR VISION FOR 2025 IS TO BE RECOGNISED LEADERS IN THE DELIVERY OF MILITARY EQUIPMENT SOLUTIONS FOR THE INFORMATION AGE..**

### OUR CULTURE

is welcoming, inclusive and proud of the work that we do. We help our people to thrive and our diverse teams give us a leading edge in the employment market, so we can build the skilled workforce we need. We know what we stand for, and our values and culture are reflected in everything we do.

*A female Royal Electrical and Mechanical Engineer (REME) vehicle mechanic carrying out a service on a mobile workshop MAN Truck SV.*

## OUR VALUES



**Excellence.** We constantly strive to be better and we deliver on our promises.

The team working on the Offshore Patrol Vehicles Batch 2s faced a number of issues with their technology and needed to find a way to overcome them quickly. One team member worked tirelessly to seek out new answers to deal with the problems they were having, increasing generator capability. The Royal Navy will save £4.75m as a result of their efforts.



**Inclusivity.** Everyone matters. We feel and offer respect, value and acceptance. We seek out diversity of thought and perspective.

When the British Forces Post Office team discovered they had a new member joining who was profoundly deaf, it was important to them that they made their new colleague feel comfortable and included. They found a desk in a location that would avoid unseen approaches and set up audio-visual aids before their arrival. The team then went the extra mile to learn basic sign language to make their new member feel fully welcomed.



**Collaboration.** Together we are stronger. We deliver our success through mutual support.

The Innovation Bridge was set up as an exciting new hybrid workspace that would allow DE&S and its clients to collaborate and develop new ways of working together. A partnership between the Future Capabilities Group and DE&S Digital, the iBridge team not only worked together to build the site but now continue to collaborate with users, acting as an extension of every project team.



**Integrity.** We are trusted. We hold ourselves accountable for everything we do – both good and bad.

Cultivating productive relationships with our clients is fundamental to the way DE&S works. Our annual client survey gives us honest and constructive feedback, generating a 'Client Confidence Index' score and detailing areas for improvement. The most recent survey suggested we share project information with our clients more effectively and become more flexible in the way we allocate our resources - and we're listening to that advice. The survey demonstrates areas for development and action to better meet our clients' needs.



# DE&S - Global Operations

## North Atlantic

The Royal Navy maintains a constant presence in the region, helping to intercept suspected drug-smuggling vessels and offer disaster support during hurricane season. DE&S are responsible for the delivery of packages designed to support the husbandry and maintenance requirements of the ship as well as delivering capability upgrades to suit the deployment and military tasking environments.

## Gibraltar

DE&S are responsible for making sure equipment and supplies are available to be deployed. A Chinook helicopter, supplied and supported by DE&S, was used to deliver four critical components of radar equipment as part of the £1.5 billion project to upgrade RAF Gibraltar's air traffic management capability.

## Afghanistan

DE&S Air Transport teams assisted the RAF with mass evacuation flights from Kabul as part of Operation PITTING. The evacuation was the UK's biggest humanitarian operation since World War Two. RAF C-17, C-130J, A400M and Voyager aircraft were all involved in moving people and delivering supplies.

## Falklands

DE&S ensure the four RAF Typhoons, Voyager tanker and A400M transport aircraft based at the Mount Pleasant Airfield in the Falklands are ready for operations. As well as this they provide body armour and clothing for the Aircrew and airfield support equipment.

## Antarctic

HMS Protector, the Royal Navy's ice patrol ship supplied and supported by DE&S, conducts a variety of environmental surveys. Using the on-board specialist equipment procured by DE&S, the team can carry out a wide range of surveys to study the effects of climate change.

## Mediterranean

The DE&S salvage & marine operations team played a crucial role in the recovery of an F-35 from the Mediterranean seabed. This included securing a commercial vessel from which to coordinate the operation and working with a team of salvage and marine robotics specialists to ensure the right skills were available to carry out the task safely.

## Arctic

HMS Prince of Wales served as NATO's command ship for the largest Arctic exercise for 30 years. During Exercise Cold Response, a task force involving six Royal Navy ships and more than 2,000 UK military personnel conducted exercises designed to test NATO's ability to operate and compete in one of the world's harshest environments. The task force was supported by DE&S throughout this exercise.

30 Years

## Ukraine

DE&S have and will continue to play an essential role in providing Ukraine with military aid. So far DE&S has equipped them with more than £750 million worth of equipment and supplies including 5,000 NLAW anti-tank missiles, 120 anti-structure vehicles and more than 200,000 pieces of non-lethal aid including helmets, body armour and medical equipment.

## Estonia

DE&S Land Equipment Operating Centre equips a UK-led multi-national battle group with vehicles, artillery, air defence and engineers. Much of the work revolves around managing the safety and engineering of the different capabilities.

## Iraq & Syria

Since 2014, DE&S have ensured Airseekers, Typhoons, Voyagers and other aircraft are available for the RAF operations in Iraq and Syria as part of the international coalition against the terrorist movement.

## Global

As part of Operation Christmas Box, the British Forces Post Office operated by DE&S was responsible for despatching over 7500 items to 141 locations across the globe, resulting in thousands of UK Armed Forces personnel receiving a gift from the nation as they serve unaccompanied overseas and away from their families and loved ones over the festive period.

## South Sudan

We enable peace operations. DE&S provided the vital supplies needed for one of the UK's largest operational deployments with over 400 troops (now withdrawn) involved in the pursuit of peace and stability in the country.

400 →

## Tonga

We respond to natural disasters by delivering humanitarian aid. HMS Spey played a crucial role in delivering supplies to disaster-hit Tonga. Supported by the DE&S Hydrographic and Patrol delivery team, the warship joined the international response to help islanders recovering from a devastating tsunami. The vessel was able to deliver UK Aid supplies including 30,000 litres of bottled water, 300 first aid kits and personal protective equipment.

## Iraq

DE&S supplies British troops with everything they need while training Iraqi and Kurdish Security Forces. DE&S also provide equipment to these forces.

## Somalia

The Army is supporting the UN and three other organisations to restore security and stability in Somalia. DE&S provide them with defence equipment as well as medical and general supplies such as clothing, water bottles and mosquito nets.

■ Navy  
■ RAF  
■ Army  
■ Joint Ops



# SOME OF OUR FY21/22 SUCCESSSES

Over the past year we have delivered a huge amount in direct support of DE&S 2025. Below is just a snapshot of some of what our people have achieved.



PACE & AGILITY FOR OUR CLIENTS

- We supplied the Carrier Strike Group's 3,700 personnel with the supplies and equipment they needed for life at sea on its 7-month voyage to over 30 nations, covering over 43,000 miles.



- Our Future Capabilities Group proved that DE&S can expediate Uncrewed Aircraft Systems capability acquisition (Heavy Lift Challenge) at the speed of relevance using new processes developed jointly with the Royal Navy.
- In just 12 weeks we have delivered over £170-million of military capability, including large quantities of anti-tank systems, ground based air defence and small arms ammunition.

VALUE TO THE TAXPAYER & SOCIETY

- The Type 26 contract has created 1,700 jobs in Scotland and 4,000 jobs across the wider UK maritime supply chain which will be sustained until 2035.



- We defined our approach in our DE&S Environmental Strategy, focusing on the delivery of more sustainable solutions to reduce our environmental impact.
- We delivered around £1.2Bn of efficiencies in the 10-year forward plan, on top of the £140M we delivered in our FY21/22 expenditure, subject to assurance.

DELIVERY THROUGH PEOPLE

- We held our first ever Race Conference and were recognised by Bristol City Council for our commitment to championing diversity & inclusion.



- We embedded MyHR at DE&S, a MOD-wide initiative which we have customised for the needs of our business and our people.
- Our Entry Talent centre of expertise, running graduate and apprentice schemes for 700+ entrants, was recognised with a Minister for Defence Procurement acquisition award and we were finalists in the prestigious CIPD People Management Awards.

ACCELERATED DIGITAL SOLUTIONS

- We delivered a new state-of-the-art parachute simulator that enables our armed forces to train safely and cost-effectively for live parachute descents.



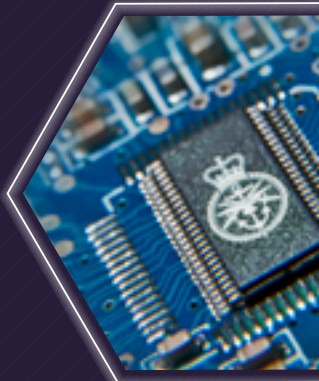
- 1.5M automated transactions have been executed, representing 134 full-time equivalents and £4M worth of value to the business.
- We launched three Centres of Expertise including Expeditionary Robotics & Digital Battlespace, collaborating with experts from across defence, government, academia & industry.

DELIVERY THROUGH PARTNERS

- The level of pilot training has been expanded thanks to the delivery of three F-35B Lightning II jets and another four Texan training aircraft being supplied through industry partners.



- The future capabilities group, working with Team Defence Information, launched OIL, an open and collaborative platform for engaging with industry and academia on defence focused challenge areas.
- We negotiated at pace to place a new £80-million contract with Bristol based Centreline. This will see four BAe 146 aircraft being replaced by two more sustainable aircraft to continue the UK's global engagement.





# OUR STRATEGIC PRIORITIES

The 2021 Integrated Review set out a vision in which our Armed Forces would be more constantly engaged around the world, requiring high-tech skills and equipment. It's our job to meet those needs – both now and into the future. That is why we responded with an ambitious 4-year DE&S 2025 Strategy, underpinned by our promise to our servicemen and women to provide safe and trustworthy tools for the constant challenges they face.

Our commitments for the year ahead are clear: we must work faster and more efficiently, so our Armed Forces have the equipment they need, where it's needed, and within budget. Safety is our priority, and we are working with industry partners to ensure we all adhere to the highest safety standards. We will increase the use of digital tools, both in the equipment we provide and ways in which we work as a team, transforming our ability to support our Armed Forces.





## 1. PACE AND AGILITY FOR OUR CLIENTS.

### OVER THE NEXT THREE YEARS...

In the next 12 months we need to be ready to respond to greater economic and security uncertainty than we have experienced for decades. Agility in delivery and support is even more vital so that we anticipate as far as we can and adapt our organisation and programme to meet changing circumstances. Our delivery of Urgent Capability Requirements, and the Heavy Lift Challenge, are just two examples of how we have proven we can deliver at this speed. We must institutionalise this way of working. We will continue to make our platforms more easily available, supporting our Armed Forces in real time. We will help our clients through agile acquisition strategies, countering threats posed in new domains - both digitally and in combat. To find the extra capacity to do this we will become more efficient in the application of our own resources and focus on our key priorities, so our time is spent meeting our clients’ needs.

### IN THE 12 MONTHS AHEAD...

Our commitment to safety is unwavering. This year we will embed our new DE&S Safety Strategy, which will be brought to life through a series of all-staff Safety Days. We will also launch an Accident & Investigation Team to focus on safety and reduce the number of equipment accidents. We are developing a safety self-assessment tool to avoid preventable fatalities in the Front-Line Commands. Our new Centres of Expertise, including one in Counter Uncrewed Aircraft Systems (UAS), will enable us to deliver new equipment from

pre-concept to live operations within the year.

As a professional delivery organisation, we will be unrelenting in our goal to improve our performance, including reviewing how we strategically manage our most important projects. Managing the resourcing challenges which risk delivery, we will closely align our available resources with our client’s priorities. Crucially, we will support the MOD in its quest to accelerate acquisition and make it more agile, beginning to implement the finalised Acquisition and Approvals Transformation model. Forecasting and Requirements Planning implementation will mean we have a better supply and demand signal coming from our clients. Concurrently, we will embed improvements in the training of integrated logistics (iLog) staff and streamline iLog processes.

### CASE STUDY - FUTURES LAB

The Armed Forces need to be able to respond very rapidly to new threats as they emerge. This can require immediate, world-leading information and advice. The Future Capabilities Group launched Futures Lab, which provides urgent access to pan-industry expert teams and creates a link between the MOD, industry and academic expertise.

Uniquely, Futures Labs’ flexible Provider Network enables us to reach and contract defence, commercial and academic experts to respond to clients’ particular needs. It is a dedicated, dynamic and forward-looking service for the Front-Line Commands, providing an insight into cutting edge science and technology to optimise performance on the front line.

“ We are driven by our commitment to the Service Personnel who place their trust in the solutions we provide ”



Uncrewed Aircraft System being tested as part of the Heavy Lift Challenge.





## 2. VALUE TO THE TAXPAYER AND SOCIETY.

### OVER THE NEXT THREE YEARS...

Resourcing the capability needs of Defence will become increasingly challenging. We need to make our organisation as lean as possible, working with our clients to remove non-value adding activity and assurance. We will therefore become a more efficient organisation committed to making a positive impact to defence and society, helping the MOD to save £3 billion by 2025. We are also continuing to outsource low



Galley (kitchen) stores being delivered to HMS Prince of Wales.

complexity procurement to reduce costs. For example, we are delivering £272M savings to the public through the upgraded Leidos contract, a state-of-the-art and innovative logistics hub that is modernising Defence’s supply chain. The Government has a target of net zero carbon emissions by 2050 and we will also play our part to reaching this ambitious goal. We will cut carbon emissions on our estates and put sustainability at the heart of every project we work on. We will become proficient in identifying and delivering social value with our suppliers for the benefit of wider society (including reduction in carbon emissions) with mature reporting that enable us to demonstrate the positive impacts we are making.

### IN THE 12 MONTHS AHEAD...

We will continue to deliver efficiencies for the front-line commands, enabling their money enabling their money to be put to best use. Improved learning from experience and an enhanced efficiency network will improve our effectiveness as a business and cut our operating costs. We will become greener, conducting net zero surveys across our estate to reduce our carbon emissions, and identify a pilot net zero site. Our delivery teams will trial innovative hybrid technologies and seek to use greener, cleaner energy in our solutions, such as our Vehicle Support Team for the use in the Army’s wheeled vehicles. We will also launch a Centre of Expertise on energy, to focus on net zero technologies. We will give back to society, uplifting the training of our teams to understand and seek out social value, including through our contracts with suppliers.

### CASE STUDY – ENVIRONMENTAL STRATEGY

DE&S is launching an action plan for all staff based on our Environment Strategy, which will champion environmental protection and sustainability in everything we do. This plan will support our clients to improve their own sustainability by promoting low carbon technology in our work. The plan also promises

that our net zero pilot site will be up and running December 2025 - a bold but important commitment. Underpinning this will be the DE&S cultural change programme, which will champion environmental protection and sustainability in every decision, activity and contract.



HMS Protector performing environmental survey in the Antarctic.





### 3. DELIVERY THROUGH PEOPLE.

#### OVER THE NEXT THREE YEARS....

Our people are the soul of our business. DE&S has a modern and resilient workplace culture that by 2025 will enable us to attract, recruit and retain all the skills we need to support our Armed Forces in the fast-moving world of defence. There is a national shortage of key skills. We will therefore increase opportunities for the upskilling and learning and development for all our people and invest in our leaders. We will pay particular attention to equality, diversity, inclusion and wellbeing within our organisation and in our work with clients too. The modern, agile workforce we’re building will be able to solve our toughest challenges.

#### IN THE 12 MONTHS AHEAD...

We are implementing our People Strategy. By the end of this year, we will have identified the skills that are critical for our future success, refreshing our learning and development products to align to these priorities. We will also provide all our people with access to technologically enabled development opportunities via a digital learning platform. The recruitment, promotion and retention of a skilled and diverse workforce will be driven by embedding our values, seizing the opportunities afforded by smarter working and an attractive reward package. We will embed our values into recruitment, performance

management and reward process. To make our people management more efficient and mature, a digital HR system will provide quality management information to support our decision making.

#### CASE STUDY - REWARD REVIEW

This year we will introduce a new reward framework. We want to give our people a package they deserve and value, and also use this offer to attract new talent. This will ensure we are more competitive with employers across industry and government, so we can attract, recruit and retain the high level skills that we need to equip and support our Armed Forces now and into the future.



A soldier and her military dog receiving post via the British Forces Post Office.



An engineering apprentice at Western College.





#### 4. ACCELERATED DIGITAL SOLUTIONS.

##### OVER THE NEXT THREE YEARS

Digital technology and innovation is central to our work. We will find new ways of integrating our IT systems and sharing data. We are connecting with military, industry, academia and other governmental bodies to pull together cutting-edge technology from right across the defence world. Our digital capability strategy will see us lifting our collective digital expertise, helping our staff to identify any areas where they need support. We are accelerating our use of digital tools, automating work that is currently too resource intensive and identifying 6,000 datasets that we can use and trust to help make urgent decisions in conflict.



Wheelbarrow Bomb Disposal Robot.

##### IN THE 12 MONTHS AHEAD...

The launch of the DE&S Digital Strategy connects, for the first time, the business space and the battlefield, digitising our services and our decision making. We are evolving and innovating with new tools, including the implementation of ‘Digital Twins’, which allows us to test our equipment in a virtual environment at a faster speed than traditional testing methods. This will also give us an advantage in many other applications, such as testing our buildings and equipment for carbon neutrality or streamlining our supply chains. We will focus this technology on improving battlefield equipment and increasing the use of machine learning.

##### CASE STUDY - DIGITAL ENGINEERING

Digital Engineering uses computer models to represent all aspects of our equipment - from design, development and manufacture, through to use on the battlefield. We will bring digital engineering to life at DE&S, allowing us to procure better equipment faster and at lower cost, yet still with higher safety, security and sustainability standards. Lessons learned from pilots of these new technologies, (such as Digital Twin) will be used to improve our future ways of working.



A Robot Dog - a live saving battlefield solution.





## 5. DELIVERY THROUGH PARTNERS.

### OVER THE NEXT THREE YEARS...

In industry, in defence, in government, and internationally, we are building on our relationships with suppliers to address performance issues early and plan for the future. We will strengthen the resilience of our supply chains, reduce the time taken to award contracts and support our staff to meet clients’ needs. Following the international priorities set by Ministers and the MOD, we will diversify our client base, advance technology, increase export opportunities and improve our partnership working.



The DE&S Defence Fulfilment Centre facility in Donnington.

### IN THE 12 MONTHS AHEAD...

The supply chain is becoming increasingly fragile, with scarcity of raw materials growing. It is therefore critical that we monitor the supply chain, working closely with our main suppliers to mitigate risks. We will embed our Supplier Partnering Programme with our four biggest suppliers, identifying the causes of any poor performance and addressing it at source. We will work with our clients to apply Secure by Design principles to new projects, meaning the capabilities we deliver are foundationally secure. Internationally, we are working closely with partners in NATO, Europe and across the world, putting collaboration at our core and playing our part in meeting MOD’s strategic objectives. We will boost UK prosperity by establishing a focused exports management programme and pool international expertise to make best use of our people and their skills.

### CASE STUDY - DSTL

DE&S and Defence Science and Technology Lab (DSTL) have a vital role in delivering the innovative capabilities our Armed Forces need at pace, to keep us ahead of our adversaries. This means our ways of working must radically change to achieve maximum impact. DE&S and DSTL have therefore made a commitment to work together more

strategically to achieve success in our collective goals for Defence. They will work together more closely and efficiently. The three specific areas of commitment are clear. Firstly we will exploit, together, cutting-edge capabilities. Secondly we will work collaboratively to drive efficiencies into processes. Finally, we will combine efforts to ensure our people have the right skills.



Challenger 3 - Photo credit: Rheinmetall AG.



# OUR DELIVERY PRIORITIES

## Over the next three years

In a fast-moving world, it is critical for the Royal Navy, Royal Air Force and the Army that they have the platforms they need when they need them. Our teams will focus efforts on enabling our Armed Forces to be persistently operational around the globe. We will be more efficient, removing waste and duplication to reduce costs. We will also work more collaboratively, continuously evolving the pace at which we pull through the latest technology and innovation.

Without the commitment and professionalism of our employees, we would not be able to deliver for our Armed Forces. We will prioritise the empowerment and digital prowess of our people through to 2025 and beyond, ensuring they demonstrate the talent and skills our clients need.





## THE YEAR AHEAD

### SHIPS

The Royal Navy protects Britain’s interests, citizens, territory and trade by being ready to defeat our nation’s enemies with a deployable maritime force. It also provides life saving humanitarian aid around the world. Its priority is to be a constant global presence, with more ships, submarines, sailors and marines deployed on a

permanent basis. The Future Commando Force is receiving significant investment and the Navy is prepared to respond to urgent crises alongside our allies. The oldest frigates are being retired and newer, more advanced vessels are being introduced in their place. Alongside new acquisitions we are looking to increase the availability of our existing fleet, by

improving efficiency in our maintenance programmes through data exploitation and reducing time spent alongside. The Navy is equipping its ships with advanced sensors and weapons to improve the lethality of our platforms, adopting the latest technology to tackle threats.

DE&S Ships is working hard to meet the Navy’s needs and the year ahead is an exciting time for us, with unprecedented levels of investment. We will evolve our

One Team approach, where we work collaboratively with industry and the Navy to problem-solve and meet the challenges we face. Industry response to the National Ship Building Strategy will bring big opportunities to DE&S. Our strategic approach to conversations with industry partners, including the management of risk and schedule adherence, will be key to our success, and central to how we take forwards future acquisition and support transformation.



Carrier Strike Group on its global deployment.



## CASE STUDY – PROJECT RENOWN

RENOWN is a cutting edge scheme responding to the urgent need to increase the number of ships available to the Navy. Designed after reviewing from the ships teams and the commercial maritime industry, the project - which is jointly led by DE&S and Navy Command - will simplify the way our teams work and share our resources to tackle the problems ships face together.

There are clear goals for the project, including the ultimate aim of reducing ship dockings and maintenance timescales, increasing the availability of ships and leading to a better experience of working life for our sailors.



HMS Defender. The Type 45 destroyers are set to be upgraded to defend against the increased threat of anti-ship ballistic missiles.





AIR

The Royal Air Force is defending the skies of Britain, projecting Britain’s power and influence around the world. It is undergoing a radical shift in organisation, including how it

approaches its people, training, bases and the aircraft and equipment it operates.

Importantly, the RAF is becoming digitally savvy, embracing new and novel technologies. Its Combat Air capability

is growing, and constantly upgraded to meet emerging threats. The Future Combat Air System will pioneer a new mix of crewed, uncrewed and autonomous aircraft. The Air Force needs its equipment programmes to be groundbreaking and modern, underpinning the UK’s

global influence and supporting its allies. Its crews must be engaged and ready to act decisively against global adversaries.

DE&S is committed to supporting safe, cutting-edge air power. We constantly have one eye on the future, working with our partners to explore new technologies and digital tools to support development of the UK’s next generation Air Force. We are supporting the development of the Future Combat Air Strategy, while exploiting all opportunities to improve the sustainability of our own operations.

We will work with Air Command to ensure that the P-8A Poseidon Maritime Patrol Aircraft reaches full operating capability in 2024, while also progressing the E7 Wedgetail acquisition programme. We will ensure that the Protector RG Mk1 aircraft successfully completes its initial tests prior to certification, and work on a new acquisition strategy for both F-35 Lightning II and our new Command Support Air Transport. Our existing equipment, such as A400M and Typhoon, will undergo significant upgrades.



E7 - Wedgetail.



CASE STUDY – POSEIDON

This year the P-8A Poseidon, a submarine-hunting aircraft, will enter service, providing a vital maritime patrol service. It will protect our nuclear deterrent and aircraft carriers, undertake surveillance missions and support search and rescue efforts. All nine of the aircrafts have been delivered on time, but our work does not stop there. The Poseidon team is now working on accompanying ground systems and delivering efficient support arrangements for the fleet. This “in-service” stage of our work has been considered from the very beginning, with Boeing and the MOD working together to build the bespoke Atlantic Building at RAF Lossiemouth to host all staff whose work is dedicated to Poseidon.

The Poseidon project is creating more than 150 skilled jobs, over 100 of which are based in Scotland. The fleet support contract is also designed to form the basis of E-7 support arrangements too, making extra savings on both programmes.



The P-8A Poseidon, accompanied by two Typhoons.





## LAND

Protecting the nation and its dependent territories will always be the first role of the Army and its soldiers. Future Soldier is modernising the way the Army operates. It is becoming more agile, integrated, lethal and

expeditionary, matching current and future threats effectively and with resilience. Old technologies are being retired and the launch of future tools brought forward. Digitisation will see a significant boost in the UK's electronic warfighting capability over the next decade. Although warfighting remains the cornerstone of our world-class land power, new regiments such as the Global Response Force will generate new capacity and teach new skills to meet today's conflict risks. The British Army will become an expert in building the capacity of allied and partner nations, including in hostile environments. Critically, safety, security and legality are at the heart of the Army Operating Model and Future Soldier.

There is an exciting year ahead for our Land Domain, with significant investment and development. The Army Industrial Engagement Framework provides us with opportunities to work with industry to get new platforms into service and to optimise support solutions. We will focus on long-term planning for Army power and push for full digitisation of the force. Our Rotary Wing Strategy sets out plans for the next generation of military helicopters. Our Future Portfolio Complex Weapons Enterprise Transformation project will deliver a range of new weapons equal to these emerging threats. Meanwhile, our Land Domain Strategy sets out a plan that recognises the speed at which defence is constantly changing. We will improve our agility, fulfilling our contracts faster. Our pledge for 2022 is to focus on delivery and safety across all our work, for all our clients. We will create a culture of continuous improvement and constructive critique across all aspects of the business.



*Boxer undergoing trials.*



## CASE STUDY – DIGITISED PLATFORMS FOR A DIGITISED ARMY

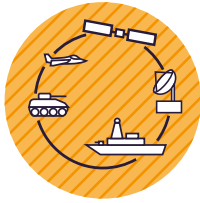
Over the next decade the Army will undergo a programme of extensive modernisation to support the Army's vision for the 'Future Soldier.' The Challenger 3 programme will see Main Battle Tanks delivered to the Army in 2026. Ajax, the Army's primary digital platform, will be improved with new data processing, handling and manipulation tools. It will also have an optical fibre backbone introduced, using open architecture, and most importantly will then share its data with the Bowman combat information platform (BCIP) via ethernet link ups - allowing all Army vehicles to become BCIP hubs even while on the battlefield in open combat.

Other projects will include full digitisation of sensor-to-shooter technology and bringing a new generation of weapon locating radar to the battlefield which can digitally locate targets and then generate and communicate information about those targets to all relevant units. Additionally, the Mobile Fires Platform will provide the British Army with the latest in artillery gun technology, designed for the modern digital battlefield.

Training is critical to the success of all these projects, and an increase in simulation tools will offer new ways to better prepare our soldiers for the challenges of the coming decades.







## STRATEGIC ENABLERS

Strategic Command is at the heart of Defence. It is the driver for collaboration across all aspects of the sector, ensuring people, equipment and information is joined up in an

efficient and sophisticated way. It must keep evolving to remain relevant.

Research and development is accelerating. A large investment is being made in cyber power and cyber skills, a recognition of the vital role digital security now plays in protecting our citizens against global adversaries. Strategic Command is also equipping Special Forces to operate in the harshest global environments.

DE&S Strategic Enablers (SE) deliver capabilities and programmes on behalf of Strategic Command. In the next year it will be focusing on the use of technology across all domains: Air, Land, Maritime, Cyber and Space. The aim is to develop new ways of working that are 'agile by default,' brokering new partnerships with other parts of the defence innovation industry, and making these new skills and tools available to all staff on the frontline.

There will be improvements in staff training, including the creation of new apprenticeship schemes to bring raw talent into our growing teams. Through all this we will increase our digital skills and foster a digital culture in our work - even creating a dedicated space for collaborative and creative thinking, known as the Innovation Bridge.







**CASE STUDY – MULTI-DOMAIN INTEGRATION**

The modern battlefield is more complex than ever before, and the nature of the threats we face means that no single armed force, no single government department, no single nation can defeat these adversaries on their own. Threats can change rapidly and come from new directions such as cyber or space, even targeting people's thoughts and feelings as well as their physical safety.

Greater Multi-Domain Integration (MDI) is the UK's response to these diverse threats, and DE&S will play a leading role in it. MDI is a mindset. It sees every part of defence, each Government department and all allies working seamlessly together. We will take MDI from concept through to delivery and will work closely with clients and industry to pull through exemplars of good practice.

With so much data available to us all, it is vital we exploit our access to this crucial information to make the best possible decisions at high speed. Tools used to help this happen will include artificial intelligence and cloud computing. We will work with governments, partners and allies to develop new plans, processes and military exercises. DE&S will support and encourage the introduction of every element of this new way of working.



*A Royal Marine controlling a Remotely Piloted Aircraft System.*





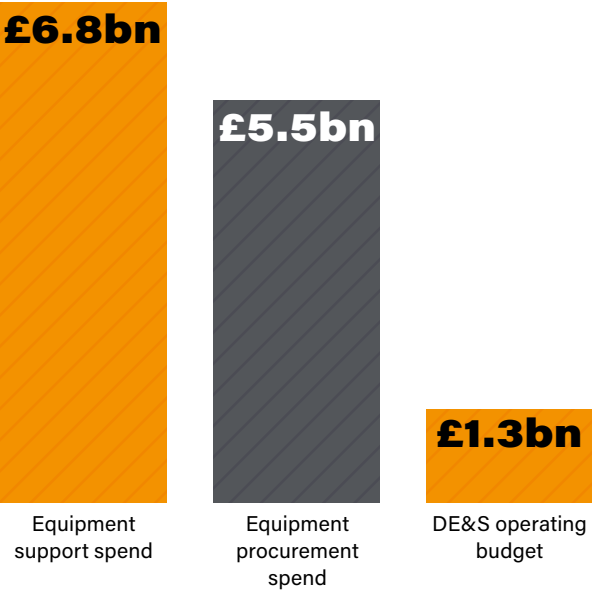
# DELIVERING OUR PLAN

## BUDGET AND MEASURING OUR PERFORMANCE

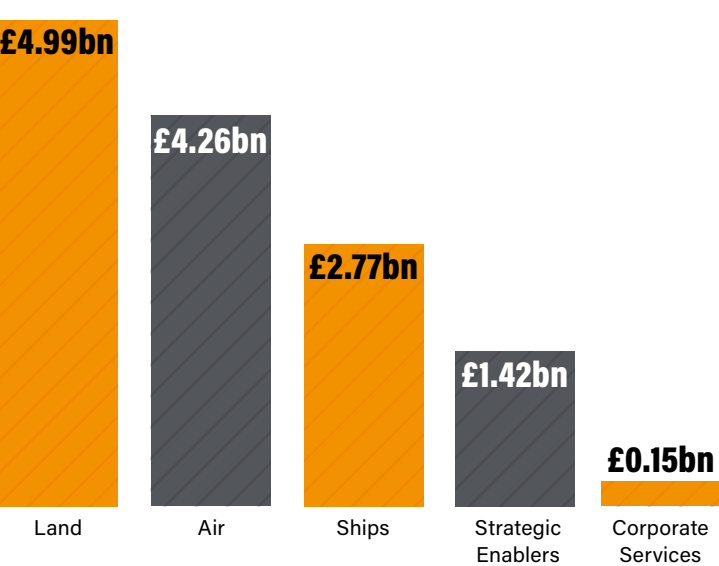
*One of two newly qualified pilots landing an F35B Lightning Jet  
on board HMS Queen Elizabeth for their first time.*



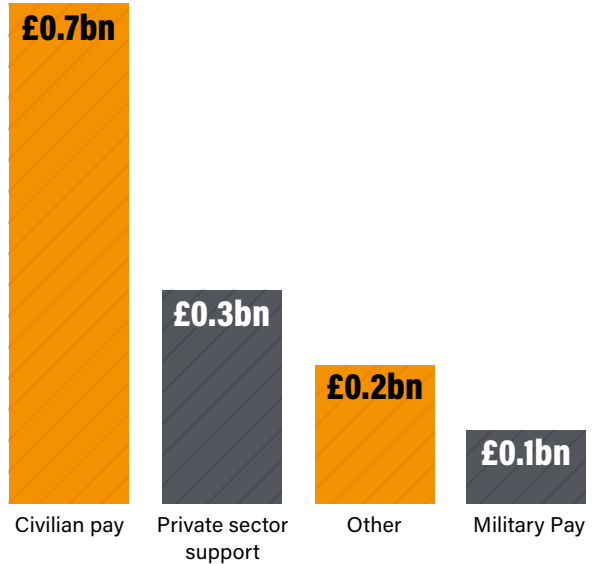
BUDGET FY22/23



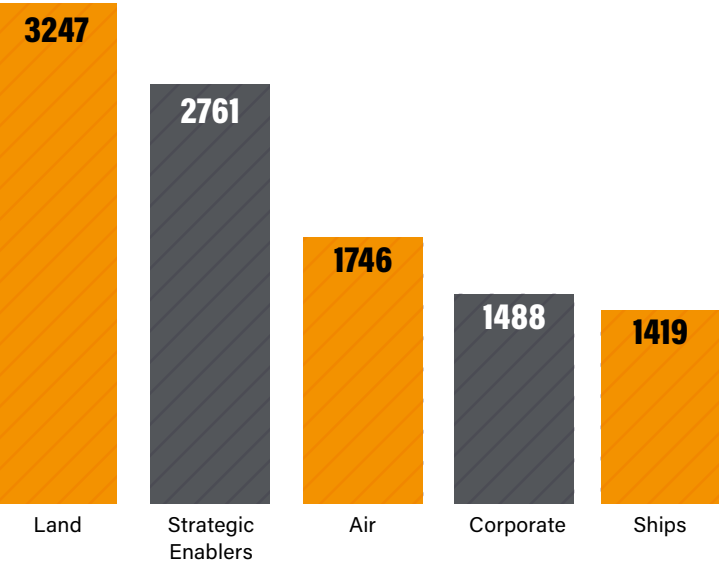
BUDGET SPLIT BY DOMAINS



STAFFING BUDGET FY22/23



EMPLOYEE NUMBERS BY DOMAINS



MEASURING OUR PERFORMANCE

Our performance - including achievements against our Key Performance Indicators, our financial success, our management of risk and safety - is assessed every month by the Executive Committee and DE&S Board. Performance is also reviewed in detail in the monthly Domain Performance Committees - individual performance management discussions between the CEO and each Director General. The CEO uses the Function Performance Committees to hold the Heads of Function to account. In addition, we are held to account by Head Office through the CEO's membership of the Defence Delivery Group. We also hold regular Command

Acquisition and Support Plan (CASP) performance reviews with each of our clients.

There are 25 milestones laid out in the DE&S 2025 Strategy, and we report our performance against each of these quarterly at the DE&S Change Committee. We are also held to account in our annual OGSM (Objectives, Goals, Strategies & Measures), which measure progress against annual targets.

Under delegation, the Executive Committee regularly reviews our strategic risks. Our Non-Executive Directors work alongside risk owners, bringing their external and independent expertise to help reduce the probability and impact of the risk's occurrence.

STRATEGIC RISKS

Under delegation, the Executive Committee regularly reviews our strategic risks, challenging risk owners to manage and reduce the risks. Non-Executive Directors from the Board are assigned to work alongside risk owners to bring external and independent challenge.



**POTENTIAL FLAWS WITHIN SAFETY CASES**  
– Risk of factors causing injury or death not being captured in Platform / System / Service Safety Assessments.



**CYBER SECURITY** – Loss of integrity and/or availability across infrastructure, services and applications, threatening safety and mission capability.



**REPUTATION** – Failure to deliver on our major objectives and obligations could cause poor reputation with key stakeholders.



**PEOPLE** – Failure to effectively and efficiently deliver defence equipment and support programmes.



**CONTINUITY OF SUPPLY** – Interruption, increased costs and delays to equipment delivery.



**PROTECTIVE SECURITY** – Loss of integrity or availability of critical assets could reduce resilience, capability and safety.



**KNOWLEDGE AND INFORMATION MANAGEMENT (KIM)** – Sub-optimal KIM practices could cause reputational damage, fines, safety incidents and non-compliance repercussions.



# OUR GOVERNANCE

*HMS Medway, Royal Navy guardship in the Caribbean.*

The DE&S Board and its sub-committees provide assurance that DE&S is fulfilling its responsibilities and is being managed in accordance with the procedures and plans that have been set.

## DE&S BOARD

The DE&S Board provides strategic leadership of DE&S and a forum for independent, non-executive support, advice and constructive challenge to the CEO and other executives.

The Board takes regular written reports from the CEO, the CFO and the Chairs of the Board sub-committees, as well as senior leaders in other areas of the business as required. Where the Board is presented with options for endorsement, papers are compiled on the principles of evidence-based decision making. This helps to ensure that the information to which the Board has access is current, balanced and accurate.

## DE&S EXECUTIVE COMMITTEE

The DE&S Executive Committee is the primary accountable body in DE&S, reporting to the DE&S. Advising the CEO, its focus is to:

- Provide collective leadership;
- Ensure the business operates safely and securely, reviewing performance and managing risks;
- Manage business delivery and financial performance;
- Take action to ensure overall business performance is to the standards set by the Minister for Defence Procurement, and within the remit prescribed in the Framework Document.

## RISK & ASSURANCE

The DE&S Board looks at those risks which might have a negative impact on the achievement of our targets, and which could expose the organisation to cost, reputation, output and capability, safety and environmental implications. The Executive Committee regularly reviews our strategic risks, challenging our people to manage and reduce those risks further. Our Governance and Control Framework provides evidence that our risks are being assured by appropriate internal and external sources. It provides the robust structure we need to demonstrate confidence and oversight.



