

**LOGNET
Innovating, Developing & Delivering
The Defence Support Network**

on

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Transcribed from the Audio Recording

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As you've heard already, Joint Support comes into effect as an initial operating capability on the 1st of April. So I'll outline that new construct, the directorate as it is, and explain how that developing strategy, we're going to bring extra levels of coherence to the strategic base and the joint-enabling capabilities enterprise-wide support services and this notion around what performance excellence means.

So, Andy used the CDS quote this morning and I make no apologies for repeating it, because what he did do when he spoke to Roosevelt is raise what have been for some time some imponderable questions that absolutely needed answering. He gave voice to those concerns that many here will agree with me have been evident and acute for far too long in the support arena, and managing support as a capability, as we now have the mandate to do, will ensure those things that need integrating, cohering and investing in and/or defining will get the attention they require. For if we get this right, defence can justifiably view support as the basis for its competitive advantage. In part the means for unlocking much of this will need to be achieved and assessed and evaluated, through that Agile Stance Campaign plan, again, you heard reference to earlier.

Joint Support will deliver and develop the strategic base and those joint enabling capabilities, whilst concurrently enabling Defence Support business as usual, as we drive forwards to achieve that vision for Defence Support. As stated, not only must we manage support as a capability, beyond simply becoming more joint, it must be better integrated, more resilient and compliant and this is where I intend to place my focus as the incoming director of Joint Support.

Again, Andy talked about the concurrent challenges. Currently 35 operations worldwide being supported now from a strat-base, comprising numerous fragmented stakeholders, hampered by a contracting an outsourcing philosophy that has placed little emphasis on operational outcomes at the more demanding end of the spectrum, and this is what we must fix in order to ensure and assure we can meet the policy ambitions placed upon us to deploy force elements at readiness, whilst concurrently filling the commitments we have to our NATO allies who might seek to mount simultaneously at some point from a UK strategic base. Under the whole force concept, we ought to be harnessing our available support elements to achieve better outcomes, maximising our agility by having a clearer and better-defined demand signal, informed by and through timely management information, whilst being cost aware of the value chain implications of our decisions.

This new approach relies on structured agility and by that I mean being able to exploit the synergies we must design into our support frameworks and structures across government such that the UK strat-base can be exploited through a dynamic force flow and exploitation of nodes, modes and means. Getting the balance right between efficient and effective outcomes is central to being agile within the new Joint Support organisation, and indeed right across the support enterprise. Having our function only for support will ensure we get that balance and investment right, drive efficiencies, manage support risk appropriately, and in order to better integrate what we must do to provide what the defence plan requires of us. This will be a recurring theme as I step into role and we start to bring substance and shape to the new Joint Support structure.

And there it is. So how does Joint Support fit into the overall Defence Support structure? This new Joint Support organisation and its one-star business unit are highlighted on the slide under the "Develop and Enable Effects." As Director of Joint Support, I'm accountable for key elements of the develop and enable functions of Defence Support, planning for and developing specific joint logistic enablers and shared support services, the support CIO/CTO function, performance excellence, support coherence and assurance and control and co-ordination, and the outload sustainment from and recovery to the strategic base.

You'll see, too, that we're creating a new Joint Support Capability Branch. That's forming up now in Northwood as part of UK StratCom. This will, for the first time, take collective ownership of the requirement for joint logistic enablers, with the head of Capability engaged with the single service support leads, industry, and the delivery agents inside the D & S, such as the weapons operating centre, L-Dock, my existing operating centre, and the Ships Delivery Agency, to drive forward and champion support capabilities. The two-star level Defence Support Performance Board (DSPB), again which you heard Richard make mention of, has been established by CDLS and will be an important forum to cohere and champion the single service support concerns and the prioritisation of activity and investment across the support cross-cutting enterprise; and that in itself will play back into the new Support Capability Branch. The work directed by the Transformation Board to accelerate options will then allow the further integration of those joint logistic enablers and those enterprise-wide support services, taking a functional DLOD approach. Again, you've heard Richard describe the lens through which we're looking at the Target State 3 Operating Model and the qualitative and quantitative judgements that've been applied to the recommendations to go in front of the Transition Board on Tuesday. There is also a military judgment panel which considered two further macro areas for improvement, namely, maintaining and out loading the strat-base and sustaining deployed forces, and on that basis there has been a continuum of options that have been worked up on a must, should and could basis.

Now, for those that know me and my past experience, the challenge that I relish here, stepping into this role as its unfinished business, is that ability to drive coherence back into those fragmented support-base capabilities or strategic-base capabilities, sitting astride and across the single services. Joint Support will soon be intervening to prescribe formal change to deal with the demand signal of a surge outload, making the case for programming action to deal with the support-chain vulnerabilities and driving-in degrees of structured agility and resilience across that strat-base capability framework to ensure that the policy requirements that are placed on defence can actually be met.

Now, I've used that slide in much the way Richard did because someone has spent a lot of time and energy creating it, all right, but what it does do, because it is valid and it's still appropriate, is it highlights the Defence Support approach to performance excellence, assurance and compliance, which will be executed through its performance through the performance excellence framework. Such is the significance of this for Defence Support, there will be a one star level organisation in my new Joint Support directorate that will take this forward.

The Performance Excellence Assurance and Compliance Business Unit will be expanded in alignment with further DSOM work and the objectives will be to exploit all source information to both manage performance and drive continuous improvement across that Defence Support enterprise. This includes the delivery of analytic tools and capabilities for decision support performance and forecasting, as well as resource planning. On this theme of continuous improvement, the one star business unit will also be responsible for compliance across the breadth of Defence Support, in line with the support solutions envelope and the policies therein, not only as part of the approvals process en route to the IAC, but as part of a through-life assurance body.

So the second of those business units, the chief information operations officer will develop and deliver Defence Support business technology, owning this business architecture, the master data management for all support data and leading cyber issues across support. It has already been mentioned today that we lacked an information strategy for how defence manages the support capability. This business unit will forge a comprehensive approach to how we collate and use the data, then design and authorise a support-wide information systems strategy, and policy for cyber data storage, delivering protection and exploitation to help reduce the data vulnerabilities that currently exist across Defence Support.

The head of Capability Support. Now, you heard me state, and many here know, the notable absence from the support enterprise for too long has been the lack of a dedicated Support Capability Branch and a head to champion the support effects. This has been addressed, and the

Head of Support will act as the lead for Joint Support Capability Management on behalf of CDLS, conducting coherent through-life capability planning, responsible for developing a cost-informed pan DLOD capability integration and investment plan. The [HOC? 00:13:25] will be central to the develop function, thereby providing a Defence-wide support capability view, aligning support internally within UK StratCom and externally across the frontline commands. HOC support will build a picture of capability gaps set to joint user requirements and build business cases for those priority capabilities in order to secure the funding inside the annual budgeting cycle. HOC support will become the conscience and champion for those oft neglected capabilities that genuinely provide the full spectrum competitive advantage that we aspire to maintain. Key tools to doing this will be the creation of a Support Enable Capability Planning Group and a Support Enable Capability Management Plan. Here I turn to Martin and apologise, mate, if I've stolen too many of your sandwiches, because, Martin, I know, has been working on this, over the last couple of months.

So, the strat-base C-2 Commander Control Headquarters. This will plan and execute the deployment, the sustainment, the recovery of force elements for programmed and contingent activity. They will cohere the single service support activities, drawing upon joint enablers and the strategic-base capabilities to ensure a comprehensive approach to a strat-base out load. The strat-base C-2 headquarters, as you've heard, will be based, most appropriately, on DSCOM - the Defence Support Chain Operations and Movements business unit - as it is currently sitting inside L-dock but moving to UK StratCom on the 1st of April. To ensure that it can carry out its current role and prior to determining the degree to which it could or should command and direct activities to achieve a strat-base out load, DSCOM will receive an uplift of 49 personnel over the next 12 months, who will arrive during the remainder of the transition to Target State 3.

Now, again, Andy alluded to some of this, but as the diagram seeks to illustrate, we have relatively recent experience of deploying a force at scale, many here may have even been part of it in the 1990 and '91 period, where we took over five months to deploy a force of circa 45,000 for Operation Granby. Intellic, Intellic 1, in 2003, it was completed in a slightly shorter timeframe, the force elements weren't quite as big, but the way that we were able to foreshorten the deployment was through the foresight and the planning that went into anticipating what that demand was and setting the commercial frameworks to achieve the levels of lift that were going to be needed.

Now, looking forward, we must be able to deploy a contingent force of circa 50,000 in a much shorter timeframe if we're to meet the ambitions set out in the defence plan, and whilst concurrently maintaining capability as I mentioned previously, to support our NATO allies. Now, this significant challenge is being assessed and determined as part of a tabletop exercise during agile launch and

then stress-tested during the live-ex phase which is scheduled for November '20. I'll come back to that in a moment and just do the close battle in respect to Agile Launch.

This slide represents, the transformation that is going on now inside DSCOM and has been since spring 2019, with a consultancy team in support of Brigadier Nige, alongside an organic transformation programme [inaudible 00:17:23]. It was, of course, the natural entity to build the new strat-base C-2 headquarters and therefore the target operating model has been now realigned to one that will meet the strat-base out load C-2 headquarters intent, accelerating its organisational redesign to be able to meet the expectations of Agile Launch and beyond.

Transformation is seeking to improve the quality and the speed of decision-making through the exploitation, again, of technology that exploits the data into actionable information. We've a clear aspiration to work more closely across the industry military interface, integrating our strat-base delivery partners into our decision-making and creating and sharing a recognised logistics picture. DSCOM's transformation has already delivered significant changes that are now in use, improving the efficiency and the effectiveness of support to deploying, sustaining and recovering force elements and ensuring the force and ensuring a forcing function as it looks up and into Defence to be the conscience to make cost-aware and operationally efficient decisions and that very much has been central to the DSCOM mantra.

Just different degrees of emphasis now as it pertains to what we are doing as a result of the Agile Stance Campaign Plan. As Andy explained, it's a five-year plan, and it's being well-resourced and supported from joint warfare. We're in the launch phase, which is the crawl aspect, but the aim of the exercising that is underway now is to develop and practice that strat-base C-2 headquarters, immobilising and deploying assigned joint forces at directed readiness in order to enable UK Defence and partners to deliver that NRI expectation. It is the primary training audience, but there are other stakeholders across defence and, as I said, joint warfare is facilitating through a series of three one-week tabletop exercises that are spread between last week and in the run up to November.

Now, the aim of the tabletops is to provide the evidence to underpin the resource requirement to properly enable the strat-base C-2 headquarters to develop and rehearse the command and control systems and processes of governance, and to provide the sort of insights that are going to be necessary to set the demand signal to allow me to go back into the support frameworks and re-set, possibly through formal change requests, the degree to which they're able to support the effect at the point that it's needed. That final slide, again, one you've seen but with different degrees of emphasis. We're managing transition now through and beyond the 1st of April and into 2021,

where I will seek to try and champion the quick wins, low-risk options that'll be coming out of that DSOM option 3 work, where we can demonstrate to Defence that we're making progress.

I see my challenge as to be to align with the Defence Functional Strategy as it matures and that list of putative Defence Support Strategic Outcomes that General Richard will be talking to this afternoon; and they are: an effective and resilient Defence Support enterprise, effective decision-making, reducing the demand cost footprint and environmental impact of Defence Support, and supporting concepts experimentation and capability development. So, my intent, ladies and gentlemen, was to provide an overview of the new Defence directorate of Joint Support, its structures, the developing strategy for managing Support as a capability. The nettle has well and truly been grasped and I will be driving and striving to achieve the levels of coherence and integration that we can look back and reflect that we have achieved the outcome which is to turn support into a capability. So, I will pause there, and will hold those questions, if I may, until, after the next speaker. [Applause]

[Recording ends]