

Bringing UOR-Procured Equipment Into Enduring Operations

Diagnostic Reporting for Through Life Management Planning on the JACKAL and MASTIFF projects



The UK MoD is committed to supporting the front line anywhere in the world and equipping the Armed Forces for future operations. The Urgent Operational Requirements (UORs) process is critical to responding rapidly to changing operational needs, ensuring that there are no gaps in terms of operational capability.

- In 2007/8 £5.7 billion worth of new equipment was delivered to the Armed Forces.
- £4.2 billion of UORs have been delivered to troops in Iraq and Afghanistan since operations began.

Problem

Although the UOR process has been very successful in the provisioning of new capability, it has raised questions about the role of the Through Life Support process in providing appropriate levels of support for 'enduring operations'. By their very nature the driving factor for UORs is speed of delivery. With rapid procurement taking place in support of current or imminent operations, the support package is often given a short-term view.

With increasingly long-fought campaigns, UOR procured assets are likely to be in service for long periods and therefore a more detailed, through life support package is required to ensure availability and reliability of the capability. UOR equipment is rarely supplied with a complete support package; aspects such as technical publications, repair loops, even spares re-supply often arrive later, if at all. This is resulting in the overall capability being increasingly compromised.

The Specialist and Utility Vehicles Integrated Project Team (SUV IPT) is responsible for the acquisition and in-service management of protected mobility vehicles in support of operations—most recently Iraq and Afghanistan.

Over recent years SUV IPT has undertaken a wide range of UOR programmes. With questions being increasingly raised of the long term sustainability and budgetary control of these UORs, the SUV IPT invited LSC Group to undertake a diagnostic report to understand the controls required to ensure effective UOR programme

The Challenge

To provide a long-term view of the package required to support the UOR-procured JACKAL and MASTIFF vehicles in a sustainable, efficient and cost-effective manner that achieves maximum operational capability.

Solution

A Diagnostic report that identified activities and controls needed to transition these UOR projects to enduring operations.

Customer Benefits

The Diagnostic met the needs of the Challenge, delivering a range of benefits, including:

- A structured approach for meeting the Defence Lines of Development Framework.
- Aligning support with Through Life Capability Management principles.
- Help in assessing through life costs and optimising commercial contracts.
- Identification of training requirements.

management.

Solution

For this diagnostic report LSC Group focused on two major UOR projects – MASTIFF and JACKAL. The report identified the controls that had to be delivered in terms of Through Life Management Planning, activities which needed to be undertaken and a plan of action for delivering the required level of assurance for transitioning both UOR platforms to enduring operations.

An optimised Through Life Support solution must remain coherent with the MoD long-term strategy and requires a careful balance of investment between long term value for money and sustainability, and near term delivery of operational capability. The report looked at aligning the support package required for both UOR platforms with the principles of Through Life Capability Management and Through Life Support.

LSC Group mapped out the stakeholder community, including both MoD and Industry, for both platforms. This captured all the key players involved in delivery, support and ongoing management of both vehicle platforms.

A gap analysis was conducted at three levels; Governance & Assurance, Logistics Support and Commercial Arrangements. A Defence Lines of Development (DLoD) framework was created as a basis for the analysis; the framework was designed to link project deliverables to the DLoDs.

Deliverables

The diagnostic report provided the SUV IPT with a unified and repeatable approach to understanding the issues involved in transitioning a UOR project into service. This has proved invaluable in terms of highlighting areas for improvement.

The diagnostic provided the IPT with a number of tools to aid a UOR Transition programme:

- Defence Lines of Development Framework – A structured approach for assessing the appropriate through life support requirements against prevailing Governance and Assurance templates. (Alignment of the Support Solution Envelope, DLoDs, and CADMID cycle into a 'DLoD Checklist')
- A mechanism for the alignment of current support arrangements to the principals of Through Life Capability Management
- Stakeholder mapping to ensure proper engagement of the IPT with the wider stakeholder community
- Rich Picture mapping of key end-to-end business processes within the context of the wider stakeholder community
- Enabled the Sponsor to establish robust requirements and performance indicators, to help assess through-life costs and optimise commercial contracts
- Identification of training requirements - enabling all stakeholders to identify the skills required for rapid acquisition

Follow-on Work

As a result of the initial Diagnostic LSC Group was asked to support the MoD in a workshop to review the results of the report and help to identify a way forward. A UOR Support Solutions Study Day was held to enable people from the wider MoD Through Life Support community to debate the issues raised during the report.

Further workshops have also been planned.

Customer Benefits

This diagnostic could be rolled out to benefit other IPTs as identified below:

- A structured approach for any IPT to assess the readiness of a project to 'go live' – whether it's within the Core Equipment Programme or a UOR.
- The Team Leader will have a structured and consistent approach for assessing every project, its status, and readiness for deployment to the end user.
- The Team Leader will have a structured environment to debate, compare, and contrast alternative contracting arrangements; Contracting for Capability (CFC), Contracting for Availability (CFA), and Contractor Logistic Support (CLS).
- Assessment of how well a CFC, CFA, CLS or other arrangement is working, and vital information on where the problems areas are.
- Corrective action can be taken earlier, saving money and increasing performance in the ability to deliver availability and capability in-theatre.
- De-risk contracting arrangements for both MoD and Industry.
- The visibility of cost information and the underlying technical assumptions will allow for more appropriate performance related contracts to be established with industry (including back-to-back agreements running from the prime throughout the supply chain).