Test Policy & Organisation:
A UK Perspective

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• Evolving Landscape

• Strategic level Policy and Implications for T&E

• UK Approach to T&E

• The Need for Change & Conditions for Success

• The Role of Modelling and Simulation - Some Thoughts
UK MOD Structure (Defence Operating Model)
UK Approach to T&E

- **Demand Signal**
  - Responsibility rests with Front Line Commands to articulate their T&E requirements.

- **Supply Signal**
  - Responsibilities for undertaking T&E activities and responding to the results are spread widely.
  - The current delegated ‘laissez faire’ management approach has driven complexity.
  - The MOD has also combined a number of key T&E capabilities

“We must never send our soldiers, sailors and airmen into battle without the right equipment, the right training or the right support.” SDSR.10
Comparison UK-US

- Tracking & systems
- Sonobuoy testing
- Evaluation of torpedoes & sonar
- Maritime signature measurement
- Electronic warfare calibration

- Missile & air flight weapon testing
- Deployable air trial instrumentation services
- Aerial & surface targetry
- Manned and heavy store parachute drops
- RPV flights & store drop testing
- Navigation/GPS testing

US
Major Range and Test Facility Base (MRTFB): The “Critical Core”

23 Sites: Army-8; Navy-6; Air Force-7; Defense Agency-2

- Army – 5.5M acres Land
- Navy – 1M acres Land, 165K sq mi Sea, 103K sq mi Air
- Air Force – Western Ranges ALONE 5M acres Land

- Munitions, propellant & weapon systems
- Dynamic & static warheads
- Proof of munitions & armour
- Safety testing of hazardous stores
- Ordnance disposal
- Environmental testing of explosives and munitions

- Flight Test
- Aircraft Maintenance
- Modification and Installation
- Airworthiness Assurance
- Air fleet Facilities
- Ground Based Test Facilities
- ETPS
T&E Change Programme

• Previous 8 studies failed to deliver! why?

• Senior Level Study (2015): Recognised the requirement to:
  • Enhance MoD’s governance and oversight of T&E
  • Re-invigorate our relationship with Strategic Suppliers of T&E
  • Better understand the cost of pan-Defence T&E
  • Establish our current and future T&E requirements
  • take efficiency savings from the current T&E enterprise by tackling issues which have mostly been exposed before, but not properly acted upon.
T&E Change Programme

- 8 Core Building Blocks

![Diagram showing the structure of the T&E Change Programme]

1. Change Team
2. Senior Level Governance
3. Scrutiny and Assurance
4. Policy and Strategy
   - International Strategy
   - Risk
   - Benefits
5. Key Enablers
6. Processes
7. Cost Mechanisms
T&E Conditions for Success

- Senior Level sponsorship that mandated ‘good T&E’ practices
- Endorsed Policy and Strategy that sets the vision and direction for T&E
- Shift to strategic T&E approach
- Understand both the Supply and Demand signals
- Better understanding of the regulatory, safety, contract acceptance obligations to inform choices, risks and trade space
- Adopting a more risk based approach that delivers military effectiveness and value for money for defence
- Cultural shift to adopting an integrated approach for T&E to deliver military effectiveness that is delivered quickly and is value for money

Challenge will be to make the change stick!
Modelling and Simulation

- UK approach to M&S is bespoke, reliant on stand-alone solutions with limited application and interoperability.

- M&S should be conducted as early as practicable during requirement setting.
Questions?