



Ministry  
of Defence



**AURORA**

ENGINEERING PARTNERSHIP

QinetiQ | AtkinsRéalis | BMT

# Engineering Delivery Partner

Strengthening our commitment to excellence

Annual Review: October 2022 to September 2023



# AURORA

ENGINEERING PARTNERSHIP

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## About the Engineering Delivering Partner (EDP)

The EDP programme is the established default route for contracted engineering services for Defence Equipment & Support (DE&S) and is available for use by the wider MOD community. It is a collaborative, progressive and agile programme that accesses the right skills, expertise and resources to ensure the UK's Armed Forces and Front Line commands receive the best equipment and support. The programme provides capacity and capability across all service areas and focuses on output-based and longer-term outcomes to maximise efficiencies, operational performance and innovation.

## About the Aurora Engineering Partnership:

EDP is a collaboration between the DE&S Engineering Function and the Aurora Engineering Partnership. QinetiQ, AtkinsRéalis and BMT joined forces to form the Aurora Engineering Partnership to support the DE&S change agenda and drive benefits through the delivery of engineering services. This Partnership brings together proven defence sector experience, and pulls on a broader technological, engineering and safety expertise. Together, these three long-term DE&S suppliers are harmonising ways of working to deliver the EDP requirement and have assembled a Provider Network of niche and specialist providers. The Partners, supported by this network, have the ability to help the MOD resolve the most challenging technical issues faced in developing and delivering world-leading defence capability.

## Our vision for EDP:

The vision for the Engineering Delivery Partner is to form a strong and professional engineering partnership with DE&S, enabling agile and efficient outcomes for front line equipment and support.

## Our mission for EDP:

The mission for the EDP is to provide leadership across the engineering enterprise in partnership, to drive increased performance and productivity across the full scope of engineering services by focusing on outcomes for those on the front line.

## About Futures Lab:

Futures Lab, powered by EDP, is a responsive service dedicated to exploiting the knowledge and experience of industry and academia to provide constructive challenge and impartial decision support to respond to the ever-changing, complex-threat defence environment. As part of Future Capability Group (FCG) within (DE&S), the Futures Lab Team contributes directly to the FCG Mission: "To improve the delivery of military capability through innovation, exploitation of technology and provision of impartial advice."

Futures Lab expertise services are available through the existing (EDP) framework which is DE&S' default route to market for contracting engineering services focused on delivering cutting edge military capabilities. Seeking to harness the benefits of cognitive diversity that power high performing teams, Futures Lab draws together a broad spectrum of knowledge and specialist expertise from industry and academia. These 'rainbow teams' assist the Front Line Commands (FLC) through provision of evidence-based decision support, tailored to their needs and aligned with the Futures Lab service categories.

Innovative by nature, the Futures Lab remit is to help clients accelerate advanced solutions to the front line. Now possessing a rich pipeline of opportunities, Futures Lab Command Leads are looking to work with interested parties as we build upon existing knowledge.

## Introduction

2023 marks the five-year anniversary of the EDP contract; a fantastic milestone not only to reflect back on past achievements but also an opportunity to look forward ahead as we plan for the future. Between DE&S and Aurora, there has always been an ambition to strive for excellence. This is why we included four strategic waypoints in the first four years of the contract, ensuring that we set and maintained strategic direction, as well as operational excellence. Whilst we're proud to successfully navigate all of these waypoints, the ever changing environment we operate in has meant that we cannot be complacent.

The global threat to peace both in Europe and beyond has increased demand on both our Armed Forces, and to DE&S. The desire for increased pace has challenged the Aurora Engineering Partnership to improve its responsiveness, and re-think the delivery of some of its critical outputs. In parallel, the Strategy and Operating Model Refresh in DE&S has afforded the opportunity to genuinely reflect on how our services are delivered and consumed.

This change has allowed us to look at creating efficiency on contract delivery, by reducing the volume of tasks and generating flexibility through an increased number of smaller contracts. In addition, by deploying Aurora resources to work with Delivery Teams (DTs) earlier in the lifecycle, we are able to better plan the deployment of Suitably Qualified and Experienced Person (SQEP) resources from within the Aurora Partnership and into the Provider Network (PN).

Within the PN, we have made great strides this year. Aurora has now established domain-based Communities of Interest (COI) to discuss in more detail the demand for engineering capability across the enterprise. These events also enable our Dragons Den sessions, where members of the PN can pitch their innovative ideas to DE&S leaders, showcasing their capabilities and bringing innovation to challenging problems.

On the subject of innovation, the Aurora Partners have been key to the development of DE&S' Digital Engineering approach. From the adoption of new and novel techniques in the delivery of EDP tasks, to the enablement of the Digital Engineering Centre, we are playing a crucial role in the modernisation of engineering delivery across defence.

The joint team between DE&S and Aurora can be rightly proud of its achievements over the last five years; the contracting of £1.5bn worth of orders, and delivery of 21,000 engineering outputs is a significant undertaking. This leaves us well placed to respond to the emerging challenges across defence, and to accelerate the deployment of critical engineering capability where it is needed most.



**Simon Galt**

Managing Director  
Aurora Engineering Partnership

# Delivering an extensive range of engineering services

In our drive to make life easier for EDP Customers and help them to better serve the front line, we have introduced a common taxonomy describing the key engineering service categories.



## Cyber & Security

Provision of security assurance coordination to the project to enable accreditation from DAIS by reviewing and updating the security document set.



## Performance Optimisation

Engineering support to the core Strategic Development Team (SDT) in Warship Support in order to ensure the full benefits of implementing the Common Support Model (CSM) can be realised across the Complex Warship Support Enterprise (CWSE).

Specifically: Supporting the Centre of Excellence (CoE) to improve the overall CSM model; Maturing the Supportability Engineering (SE) area; Improving the Design Management (DM) function; and, Maturing the Support-Information Knowledge.



## DLoD & Capability Support

Transformation of the existing Battle of Britain Memorial Flight (BBMF) Technical Information to a modern, electronic standard so that it can be readily accessed by users and easily amended and maintained to a known configuration.

This is essential to remain compliant with the Military Aviation Authority regulatory procedures that are fundamental for flight clearance.



## Safety & Environmental

Provision of Independent Safety Audit (ISA) services to the Lightning Delivery Team (LDT) in accordance with MAA regulation. The ISA provides assurance by gathering evidence, through audit of Safety Management Systems (SMS) and independent review of project documentation and analysis/assessments.



## Engineering Management & Approvals Support

The planning and management of a first of class flight trial for the Chinook aircraft on board the Tide Class tankers.



## Systems Engineering

Provide external specialist assistance to develop a robust Integrated Test, Evaluation and Acceptance (ITEA) plan and associated Validation & Verification Requirements Matrix (VVRM) in support of the Land Concept and Assessment (LCA) Team's Main Gate Business Case (MGBC) submission for Project MITER.



## Legislative & Regulatory Compliance

Provision of technical support to the Assets Subject to Special Controls (ASSC) Project Team to establish whether assets within the defence support chain are subject to any special controls.



## Technology Management

Provide advice for the Mobile Fires Platform (MFP) team for a new Self-Propelled Howitzer. The advice covers an assessment of the technical maturity of a number of Off-The-Shelf platforms that could provide candidate solutions, developing an integrated Test, Evaluation and Assessment plan and developing a Through-Life Management Plan (TLMP).

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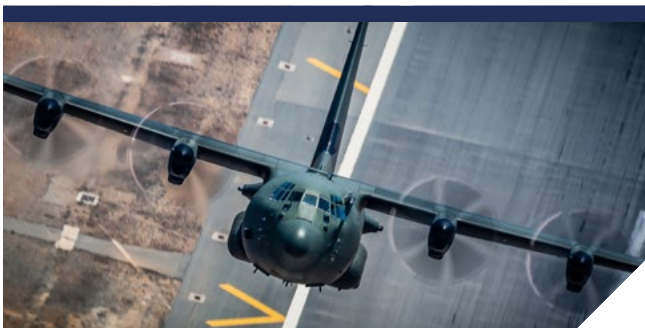
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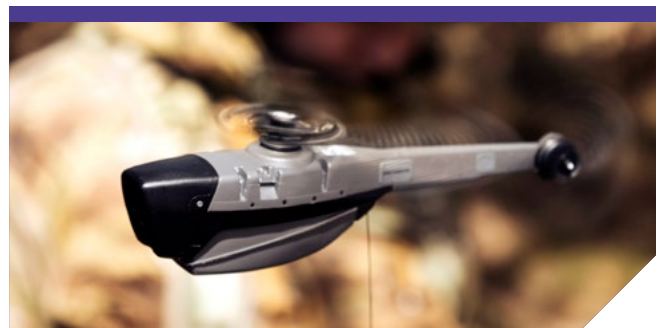
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# Leadership Overview



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# **Leadership Overview**

# A view from the executive

## Stephen Wilcock

*Engineering & Safety Director, DE&S*



EDP has proven both its effectiveness and necessity during a year of significant change, financial pressures and in response to an increasingly demanding security picture. Our partnership with Aurora has continued to grow, with a focus on optimising the effectiveness and timeliness of services provided through closer working and a shared intent to provide the very best support to our Armed Forces.



With a demanding operational environment asking DE&S and our industry partners to do more to support our Government and the UK's allies, at a faster pace, whilst also advancing our military capability, there are significant opportunities for the Aurora partnership to develop improved digital ways of delivering its services and outcomes.

As we change and modernise our approach to engineering, and move to a new Operating Model, the Aurora offering will also need to adapt to remain relevant to the way we operate, seizing the opportunities to enhance the delivery partner offering. In short, together, we must innovate the way we work to increase the speed of acquisition so that we can provide the military capability our Armed Forces need to ensure they retain their military advantage.

Timescales and processes for contract continue to reduce and, as an enterprise, we are working together to continue to innovate and to embrace digital ways of working in response to an increasingly constrained financial environment. I am delighted with Aurora's participation in the DE&S Strategy refresh and with the optimisation of our Operating Model, which will ensure that EDP is fully integrated into the way we will work in the future. Our collective influence through a joint approach has also clearly demonstrated the significant value of a 'One Team' approach to fuel the innovation required to accelerate acquisition, which I see as setting a new standard.

I very much value the positive level of both support and challenge from Aurora as our trusted strategic partner, and the immense value we draw on from the Provider Network, who are vital in providing the experience, innovation and capacity we depend on. I look forward to continuing to work with Aurora and the partner network to drive the innovation we need as an organisation, and to give our Armed Forces the military advantage they need.

## Will Blamey

*Interim CEO, UK Defence, QinetiQ,  
Senior Responsible Owner,  
Aurora Engineering Partnership*



The Aurora Partnership has now been successfully delivering EDP for over five years and I am immensely proud of the whole team's contribution in meeting the needs of our customers. Since 2018, we have seen how the partnership has developed, enabling innovation in the way we operate, expanding across new areas of the customer community and ultimately, becoming more efficient and effective in delivery to customer programmes.

As DE&S develops its operating model, we have been excited to be involved in piloting new ways to manage the engineering lifecycle by enabling the use of digital models and digital assurance. The Aurora Partnership and Partner Network have supported the exploration and demonstration of technologies in the DE&S Digital Control Centre and we look forward to supporting our customers' priorities in achieving a shift in programme delivery timescales and further efficiencies through application of these capabilities.

Looking forward to the next few years, we remain focused on bringing further innovation to our customer community and maintaining the momentum we have built working closely with customers to ensure we continue to achieve consistently high performance.





## Phil Metcalfe

*Aurora Engineering Partnership  
Senior Responsible Owner for BMT*



Having recently taken on responsibility within BMT for EDP, I've been struck by how open our joint customer is to change and also by the commitment of our people to deliver to the MOD's true needs as efficiently as possible. This feels like a good foundation from which to seek more value for our enterprise as we deploy limited SQEP to the challenges that we face. Across our whole economy and beyond, there is a growing shortage of SQEP technical people and we have no option but to support and develop people for the long term, increase diversity and find ways to deliver outcomes and business in a more collaborative and sustainable way. BMT is committed to a sustainable and values led future within Aurora, in support of EDP.



## Dave Clark

*Aurora Engineering Partnership  
Senior Responsible Owner for  
AtkinsRéalis*



Looking back over the last five years, I am proud of how far we have come and how we are continuing to adapt to the needs of defence. AtkinsRéalis has supported EDP by introducing innovations from other markets in which we operate. From the challenges of decarbonisation to driving pace into acquisition through digital technologies, and to novel approaches for transformation, we are continuing to respond to the needs of our customers. Flexibility and partnership, with an outcome focus, have been key to unlocking the benefits of EDP for the MOD. This was recognised recently with Association of Project Management (APM) and Management Consulting Association (MCA) awards for our work in Cyber Resilience.

As we look forward, we will continue to support DE&S' sustainability challenges and key programmes, driving transformation in the way engineering is delivered to enable end-to-end data management and to reduce the time-to-field critical capability.





# 5 Year Review

2018-2023

# 5 Year Review 2018-2023

## Typhoon

The Typhoon Delivery Team (DT) enjoys possibly the most comprehensive support framework provided by the Aurora EDP to any of the DE&S Delivery Teams. A 67-month programme of work was initially contracted in two phases; phase 1 in April 2020, with phase 2 following in November 2020. This in turn has provided a range of activities under both phases through until October 2025.

The Aurora EDP supports requirements derived from both the Typhoon programme and the Battle of Britain Memorial Flight, the twin remits of DE&S' Typhoon DT. This task draws on expertise from QinetiQ, AtkinsRéalis, Inzpire, and a range of Provider Network (PN) suppliers, with the PN providing the majority of support to the BBMF programme.

The Aurora EDP support to the Typhoon programme spans the Concept, Assessment, Demonstration, Manufacture, In-service, Disposal (CADMID) cycle for developing new platform capabilities. The programme has been instrumental, providing the derivation of requirements for platform enhancements and modifications, through to Test and Evaluation activities, certification and acceptance into service. In parallel, operational support to the platform Radar and Mission Systems, support to in-service occurrences, continued airworthiness advice and regulatory compliance assurance, ensures that Typhoon operators and duty holders maintain confidence in the safe and effective delivery of the Typhoon force wherever it is required.

The conflict in Ukraine has seen significant demands placed on the Typhoon force. The support provided by Aurora has expanded the envelope of Typhoon operations, including but not limited to, increasing flexibility of air to air refuelling capabilities, stores carriage configurations, and aircrew system enhancements, which ensures a more comfortable and ultimately safer cockpit environment.

The provision of support to Typhoon and BBMF within the same Task Order Form (TOF) offers the opportunity for greater efficiency. Within the realm of Safety and Environmental Compliance Outputs, where in agreement with the customer, Aurora has evolved its delivery to offer common and coherent deliverables, driving best practice and greater consistency in contrast to what might have been achieved through other more disparate programmes.

With 2 years' support of the Typhoon programme remaining, 854 Outputs have already been delivered across a range of output packages. The team continues to evolve its delivery to drive efficiencies and meet DE&S' needs. A good example of this is the recent agreement to remove Flight and Ground Trials Outputs from the programme of work, following work with Typhoon DT to ensure that these activities could be conducted without Aurora intervention.

**Point of Contact:** Steve Coles, Combat Air Portfolio Lead, UK Defence, QinetiQ (scoles@QinetiQ.com)



## DI (Defence Intelligence) Pillar – Non DE&S

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The Defence Intelligence (DI) Pillar established in 2021 was created as a truly collaborative approach to solving DI problems, capability challenges and requirements through the delivery of outputs and technical services. Central to the success of DI Pillar is the trust and one-team working between Aurora and our customers, including DI Capability Assessments, Mission Data for Information Advantage (MD4IA), Defence OSINT Centre, JHUB, DI Training Group, DI Ops and many others. The Pillar has placed over 80 contracts with the Provider Network, demonstrating our commitment and focusing on reaching out to provide customers with the best and most effective approach to meet their needs.

The Defence Intelligence Rapid Innovation Capability (DI-RIC) was created as part of this programme to offer rapid enhanced operational effectiveness, at pace, to customers within Defence Intelligence. This has offered access to pan-industry innovation through commissioned work that seeks to address specific operational problems and deliver operational advantage. Since its inception, the DI-RIC has gone from strength to strength, delivering over £20 million of work across 70 separate commissions, including support to multiple urgent capability requirements. Although initially intended as a capability for Defence Intelligence, the DI-RIC has established a broader customer base, from Strategic Command and other MOD departments, in order to address their operational challenges.

At the heart of DI-RIC delivery is a focus on collaboration to deliver enhanced operational effectiveness. From the outset of a commission, the DI-RIC engages with the end user community in order to understand, scope and bound their problem. Focussing on the issue without any presupposed solution ensures that the DI-RIC team understands the operational context of the problem, and can assist in selecting the best solutions to be delivered.

The collaborative approach continues through engagement with the Provider Network. Looking across industry to understand the most innovative and value-adding solutions is a key aspect of DI-RIC delivery, and the value offered. Each commission offers an industry event and an opportunity for Dragon's Den-style events to aid supplier selection. There is a focus on the creation of rainbow teams, supporting partnerships between suppliers to deliver a combined solution.

The default approach for delivery uses agile methodology, enabling the customer to direct the value that the provider adds throughout, with the opportunity to reprioritise as required. This approach provides the agility for customers to respond to the iterative value delivered by the commission.

The impacts of DI-RIC to date have been significant, largely because of the diverse nature of the work undertaken across defence. This has ranged from supporting organisational transformations, to exploiting cutting-edge technologies such as machine learning and emerging trends in artificial intelligence. The DI-RIC team has offered a new way of working to MOD; it delivers solutions to specific problems within months, without significant upfront investment and commitment, as would traditionally be required.

**Point of Contact:** Nicola Tierney, Programme Manager, UK Intelligence, QinetiQ (NJTIERNEY@qinetiq.com)



## Futures Lab: Alternative Navigation (Alt Nav)

### Customer Problem/Issue

In future conflicts, the UK's adversaries are very likely to attempt to disrupt or deny UK Armed Forces' access to Global Navigation Satellite Systems (GNSS).

In response to this threat, there is a requirement for defence to improve understanding around what Alternative Navigation (Alt Nav) technologies are being developed to derive accurate Position, Navigation and Timing (PNT) data which doesn't rely on GNSS. These Alt Nav technologies are critical in providing resilience to the successful delivery of military operations in the Land, Sea (surface and underwater), Air and Space domains. This 8-month task concluded in August 2023.

### Pan Industry approach

Pulling together a bespoke, collaborative team with diverse skill sets from across industry and academia, the 'rainbow team' for this task featured organisations including BMT, RethinkPNT, Mango Space Ltd, NLA International and Arke Ltd.

The team conducted an investigation into the nature of mature and emerging Alt Nav technologies being considered and developed by industry, academia and defence. This would ultimately help to determine their utility for in-service and future defence capabilities.

The task drew specialisms within the PNT technological field, which embraced a deep, pan-domain understanding of PNT from a 'systems of systems' approach. Possessing a strong systems understanding that has been applied successfully across a number of Alt Nav technologies, the rainbow team included a former lead of the UK Cross Government PNT activity and boasted extensive expertise in quantum technologies.

As a body of PNT experts, the team quickly and effectively devised a methodology to conduct a technology down-select, which informed the customer of the different Alt Nav technologies that offered the best exploitations against domain use cases. The Futures Lab Provider Network team and BMT Nav SQEP worked alongside the DE&S Alt Nav project team, ensuring that a collaborative technical consensus was achieved whilst thoroughly assessing the full range of opportunities.

Key benefits to the customer:

- Using an experienced pan-industry team, the customer was able to identify and assess the current maturity of Alt Nav technologies that could be applied to the defence environment.
- The customer now has a deeper understanding of the latest trends and development programmes for Alt Nav technologies, informed by experts.

### What did the customer say?

"The benefit to the Alt Nav project has been very high. Our project was built up as part of the PNT (Position, Navigation and Timing) programme to address the very real threat of GNSS denial to defence, and our part in that is to identify, assess and develop non GNSS/GPS technologies. Futures Lab was able to provide us with PNT SMEs (Subject Matter Experts) who completed a Horizon Scan & Market Survey to identify new and emergent technologies pan industry. This led to a new requirement of a Technology Assessment, which is vital to the next phase of the project. These work packages would have been impossible to complete internally and will now ensure that we have a robust competition for the multi-million £ Assessment Phase."

DE&S Space Delivery Team (DT)

**Point of Contact:** Beth Fitzpatrick, Futures Lab Service Delivery Lead (BFitzpatrick@QinetiQ.com)



## Ships Operating Centre Engineering

This contract (TOF00299) has allowed DE&S' Ships Delivery Teams to quickly and efficiently connect with Aurora to deliver Engineering Services and Outputs in support of platforms in service. As an Operating Centre (OC) wide solution, TOF00299 is based on driving a common solution/approach across the Ships OC with the associated benefits of alignment, coherence and efficiencies.

Customers have been able to focus on their key priorities by accessing Aurora Engineering Services. The new arrangements mean that peaks in demand and changes in priority can be quickly addressed, whilst new and existing suppliers from the Provider Network have been able to provide value for money, innovation and continuity when required.

QUORA is a component part of TOF00299, with a pool of dynamic Aurora Engineering SQEP able to deploy quickly across multiple Delivery Teams to deliver critical engineering outputs. This team (combined MOD and Aurora) was nominated by the Ships DFM for the Directors RENOWN Availability Award, and in the pilot year, excelled and won this award.

This contract has achieved Mode 3 KPI savings target of 20% against the Authority Should Cost Model. By moving in partnership with delivery teams to output-based solutions, Aurora has delivered over 350 high quality outputs to date, and saved almost four years of delay that would have been incurred through the traditional process of on boarding critical resources. We have responded to almost 80 changes to the contract in-flight, demonstrating the agility and responsiveness necessary to sustain the service. With an aspiration to move to an optimised domain-wide service, we aim to work more collaboratively and flexibly with the DE&S Ships Engineering HQ teams in the future.

**Point of Contact:** Lee Davenport, Head of EDP Delivery, BMT (Lee.Davenport@uk.bmt.org)

## Land Certification with Army HQ

Taking place between January and November 2023, the revised British Army Operating Model successfully transferred capability responsibility to the British Field Army. Due to the technical and complex nature of this change, a flexible resource support service contract was enabled, via the (EDP), to enable effective transfer.

The EDP team planned the processing, documentation, inputs and outputs required to deliver the activity, checking in routinely, both informally and formally for direction and guidance. The regular formal reporting ensured transparency, demonstrating the proportionate and appropriate allocation of resources.

Providing a concise communication plan which allowed all parties to monitor progress effectively, the team maintained a steady review and transfer process on a weekly basis. An impressive 97% of the capabilities were successfully moved to their new owners when the deadline was reached. This was a fantastic achievement, particularly considering the uncompromised quality of the transfer process.

The Aurora team are pleased to report that these capabilities are now in the hands of those best suited to manage them, equipped with a thorough understanding of their current state. In addition, the team developed a knowledge management system to facilitate ongoing administration.

The outcomes of the project were a credit to the outstanding professionalism, expertise, and organisation of the EDP team who delivered an exceptional and resounding success.

### What is capability transfer?

Capability transfer is a process which ensures all aspects within 'ownership' are correctly and appropriately managed and owned. Part of this transfer will feature items such as training, support, equipment supply and doctrine, which are all documented and accounted for as significant amounts of paperwork.

In this example, EDP supported Army HQ in organising, documenting and delivering paperwork for hundreds of items, ensuring they were fully catalogued and found in their respective correct places.

**Point of Contact:** Rich Canning, Delivery Lead, Aurora Engineering Partnership (RDCanning@qinetiq.com)





# Shaping our Digital Future



# Shaping our Digital Future

## Background

The future digital engineering landscape will continue to change, characterised by the growth of computational power, data rich environments, and the connectivity of cyber-physical systems. Defence Original Equipment Manufacturers (OEMs) are realising the benefits of digital technologies, and our MOD customers are committed to developing digital and data strategies and approaches.

Among the Aurora Partners and the Provider Network, Digital Engineering (DE) capabilities exist but need to be fully developed, configured and leveraged. This will enable the partnership to deliver faster, cheaper and improved engineering services to customers. Aurora understands the potential and is fully committed to ongoing development to enabling the delivery of engineering services in ways that will help DE&S and other defence stakeholders adapt to, and benefit from the rapidly-changing digital landscape.

Still in development, the starting point for the Aurora digital strategy was the realisation that a co-ordinated move was needed to effect a step change toward a digital engineering vision. The vision is geared towards a future for Aurora where our people and customers benefit fully from the strength of our digital engineering capability across the breadth of offerings, and are not encumbered by transactional processes, siloed data, a lack of standardisation across delivery teams, and the movement of document-based artefacts.

This emerging strategy demonstrates how Aurora is embracing (and will continue to embrace) the prevailing digital and technological trends. We need a strategy that outlines how Aurora will deliver beneficial DE capability to defence through the engineering partnership today, tomorrow and together.

## Scope

The scope of our Digital Engineering strategy is bounded by the scope of the work we deliver through EDP. We are currently developing a strategy that will define how we deliver future EDP outputs in a digitalised way across Aurora. This strategy will guide the development of an Aurora digital capability that will cover people, process, methods and tools.

## Purpose

The strategy we are developing seeks to underline the opportunity we have to:

- Gather pace, as a team, in using our best digital ways of demonstrating the value to MOD of our 'One Team' approach across the enterprise, including Aurora Partners and PN.
- Embrace the collaborative power of digital technology by having a connected DE environment that is part of the wider defence ecosystem, and through which we can inspire the DE&S enterprise to adopt new digital-first ways of working.
- Develop, deploy and exploit our collective DE capability in a coherent way that best helps defence deliver the step change it needs in delivery performance to give our warfighters a sustained battle-winning advantage.

The key beneficiary and customer focus from Aurora's DE strategy is DE&S. That said, the supportive-effect of its implementation will be felt among the wider defence enterprise.

## Vision & Mission

Our vision for DE is aligned with our vision for EDP:

"To lead by example by exploiting our digital engineering capability in the delivery of increasingly agile and efficient outcomes that enable the Authority (the Authority is DE&S and SDA, as EDP's main customers in the MOD) to give our front line a sustained competitive advantage"

## Our mission is:

"To support the Authority in making a step change towards fulfilling its digital aspirations and in realising the associated benefits of digital engineering to the front line".

### How will EDP help MOD achieve its digital aspirations?

We believe that by harnessing Aurora's DE Capability, DE&S can achieve improvements in the following areas:

#### • Decision Making

We will enhance our ability in a digital collaborative environment to capture and analyse updated requirements or system data, apply SQEP engineering judgement, and to provide informative, through-life, anytime, insights to Authority deciders. As well as supporting the earlier appreciation of capability risk, our DE Environment will help teams to identify opportunities to exceed delivery expectations.

#### • Engineering Efficiency

We will re-engineer and digitalise engineering process with the associated workflows using common authoritative digital engineering data. The resulting automation (and associated productivity) will mean fewer manual transactions and fewer human errors. By standardising the work, we will help characterise the 'norms' for the engineering resource effort required. Combining digital workflow management with relevant data flows will support the re-use of data.

#### • Addressing Complexity

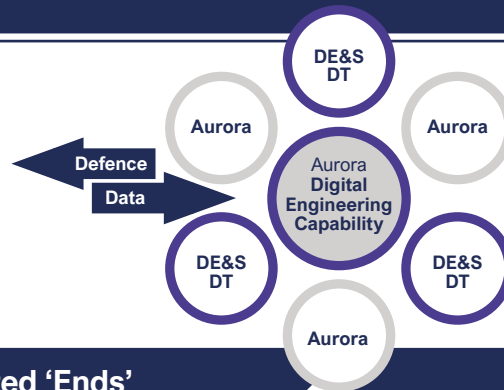
We will exploit our analytical tools (including the use of AI technology, where beneficial) to give better understanding of design issues. This is in addition to providing earlier and higher confidence in the effectiveness of integrated capabilities of separately-acquired systems, and a deeper understanding of cross-DLOD integration risks.

## Where do we want to be? Our 'Ends'

To achieve our vision and deliver the benefits, we have identified a number of vision and benefit related ends.

# What do we want to achieve?

A track record as a credible, DE-capable partner that is 'fit for the future'...



Vision-related 'Ends'		Benefit-related 'Ends'	
BY END OF FY25	BY END OF FY28	BY END OF FY25	BY END OF FY28
<p>Aurora will have developed and used an initial Aurora Digital Engineering capability that, from Authority feedback, will have been shown to have delivered better value to Defence through digitally-enabled aspects of EDP delivery.</p>	<p>Aurora will have further developed the Aurora Digital Engineering capability such that our service delivery approach will be 'digital by default'. This will be accessible to MOD through a collaborative DE environment that, from Authority feedback, is shown to be delivering improved value to a broader range of Authority programmes.</p>	<p>Aurora will have:</p> <ol style="list-style-type: none"> <li>1. Deployed its Initial DE Capability into EDP delivery across CADMID.</li> <li>2. Established a secure (at 'S'), DE Environment for DE Capability deployment and for MOD, OEM and Aurora stakeholder collaboration.</li> </ol> <p>As a result, Defence will be benefitting from the more-digital delivery of EDP engineering services which, in turn, will be enabling MOD to achieve its digital aspirations by effecting improvements in:</p> <ul style="list-style-type: none"> <li>• Decision Making;</li> <li>• Engineering Efficiency</li> <li>• Addressing Complexity</li> <li>• Responding to Change</li> <li>• Assurance of Capability</li> <li>• Collaboration</li> </ul>	<p>Aurora will be delivering digital advantage, scalable to the Defence need, across the range of EDP services. Aurora will have enabled MOD to realise through-life 'time, cost, quality' benefits in both its acquisition and its support activities.</p> <p>Aurora DE Capability will be deployed via the Aurora DE Environment for EDP delivery as a "Business as Usual" activity.</p>
<p>Aurora will have led by example by exploiting our digital engineering capability in the delivery of increasingly agile and efficient outcomes that enable the Authority to give our front line a sustained competitive advantage.</p>		<p>...MOD to realise through-life 'time, cost, quality' benefits from DE in its Acquisition and Support activities</p>	

### • Responding to Change

We will exploit our toolset to enable the Authority to rapidly assimilate the effect of system upgrades on system safety. The associated benefit to defence of our digital contribution will be the ability - in the face of a rapidly-changing threat - to field battle-winning upgrades, faster and at lower cost.

### • Capability Assurance

Where the commercial situation between parties permits, our assurance SQEP could have digital connectivity to system-level modelling and simulation assets, and/or access to the authoritative source of truth data. This will support earlier and more progressive assurance of capability and bring benefits to early understanding of any system safety issues, whilst potentially reducing the dependency on costly generation of safety evidence from physical test.





# Service Delivery



# EDP “One Hub” People Overview

The EDP Process is delivered by the Aurora and Authority teams, working closely together in collaboration as “One Hub”. Here’s part of the journey seen through the eyes of some of the team.

## Steve Jones

### What is your role within EDP?

As Aurora Service Manager, my role covers the initial engagement with potential end customers via the Single Front Door (SFD) and requires coherent engagement with the Authority representatives. The role identifies, facilitates and provides a clear demand into the Aurora EDP to enable partners to be allocated and ready for formal tasking and produce the required proposals. The SFD is a joint team which decides the optimum delivery route.



### Why it is important? What value does it create when you do it well?

Enabling potential customers to submit enquires allows the EDP Team to consider the most appropriate solution for the task, whether internally, within MOD or through EDP. This early visibility allows the partners to engage and shape/discuss the requirement, ensuring the right people are engaged from the outset.

My role also involved assisting the customer to produce all the documents required for a formal tasking request, including the statement of requirement.

Once a formal task request is received, we can move through the proposal phases smoothly and efficiently without having to go back to the customer for clarification on scope or budget. The lead partner has already decided on the approach and use of the Provider Network. Ultimately a good task moves through the whole process and the end customer is provided with solution in shortest time possible.

### What is the most enjoyable aspect of EDP?

Working in a collaborative multi-company partnership where we work together and the focus is on getting the job done.

I am part of a small delivery team that is very supportive and a very enjoyable environment to work in. I have a close and responsive working relationship with the Authority with daily telephone and e-mail conversations.

Change is a continuous part of my role, the work I do has evolved and expanded throughout my time in EDP and there is always something new to learn.

## Bill McTaggart

### What is your role within EDP?

Following the SFD Enquiry, if the decision is to use EDP, I then send the customer a ‘Tasking Pack’, which guides them on the information that is required to initiate an EDP Task.



An EDP task can only be accepted and progressed once a set of key ‘pre-requisites’ have been provided by the customer to me as part of the EDP Authority Hub. The EDP Tasking pack comprises of:

- Statement of Requirement (SOR)
- Tasking Form (TOF)
- Proof of Funding (BC, etc.)
- Should Cost Model
- Security Aspects Letter
- Cyber Risk Assessment
- Single Source Nomination Form (as required)
- QinetiQ Bid Cost Approval Form (As required)

### Why it is important? What value does it create when you do it well?

It is important that these are all completed correctly and that the tasking is clear, appropriate, funded and compliant with normal government operating policies. It is my job to check this before onward submission into the Aurora front door. In summary, the tasking pack describes the ask in a way that allows Aurora to provide a value-for-money costed proposal that meets the whole of the requirement.

### What is the most enjoyable aspect of EDP?

I enjoy the wide range of requests and queries that come into EDP; not just from DE&S, but also the wider MOD and then helping and supporting a diverse and varied customer base in getting the relevant, robust and focussed external support needed to deliver critical outputs.



## Responding to an Enquiry

A customer has initiated an Enquiry that requires Aurora support



## Proposal Delivery

A request has been received by Aurora and the Partner companies are developing a response



## Task Mobilisation

You are now on contract and working towards a start date. There are a number of activities to enable a successful start.

## Justin Wilkins

### What is your role within EDP?

As Ministry of Defence (MOD) EDP Commercial Lead, I lead the team that manages the contractual relationship with Aurora. This can pull me in a number of different directions, but ultimately the most important is to ensure that the MOD contractually commits to tasks under Part C of the tasking process. This requires me and my commercial team to work closely with our colleagues in Delivery Teams (DTs), other MOD functions and Aurora.

We ensure that tasking is legally clear, fair to both MOD and Aurora, aligns with the main EDP contract and that the correct MOD financial approvals are in place. Once we are assured of all that, me, or a member of my team, approve the task by signing Part C of the tasking form.

### Why it is important? What value does it create when you do it well?

My role is important because it ensures that everything is correct before the MOD proceed to contract, in particular that the MOD has the correct financial approvals in place and so can afford to pay for the task.

### What is the most enjoyable aspect of EDP?

I like working in my role for a few reasons. Firstly, I really enjoy being part of the 'EDP One Team' with fantastic colleagues both in the Civil Service and Aurora, as it always feels like we are working collaboratively towards a common goal.

I also feel pride knowing that the tasks we place make a really positive difference to the individual teams in the MOD, who need engineering support and to the members of the Armed Forces who ultimately benefit from our outputs.



## Ben McMurray

### What is your role within EDP?

As Deputy Commercial Manager within Aurora, I am primarily responsible for providing commercial advice, guidance and support to the commercial partnership. An integral part of this is supporting the Partnership in the generation of their Part B proposals and conducting a final review before they are submitted.

### Why it is important? What value does it create when you do it well?

This is important as it ensures that the proposals offer a delivery outcome that satisfies the end customers' requirements. By conducting a review, we can offer advice and tips on how to set out the proposal which should lead to them being accepted first time, which in turns means that the partnership can focus on the actual delivery.

### What is the most enjoyable aspect of working in EDP?

One of the things that I enjoy is the variety of challenges we face and how we work as a team to overcome these challenges. This ultimately improves the services we offer to the customer.



# Engineering Services that matter for DE&S and the UK's Armed Forces

Value of Transactions Contracted by EDP Year

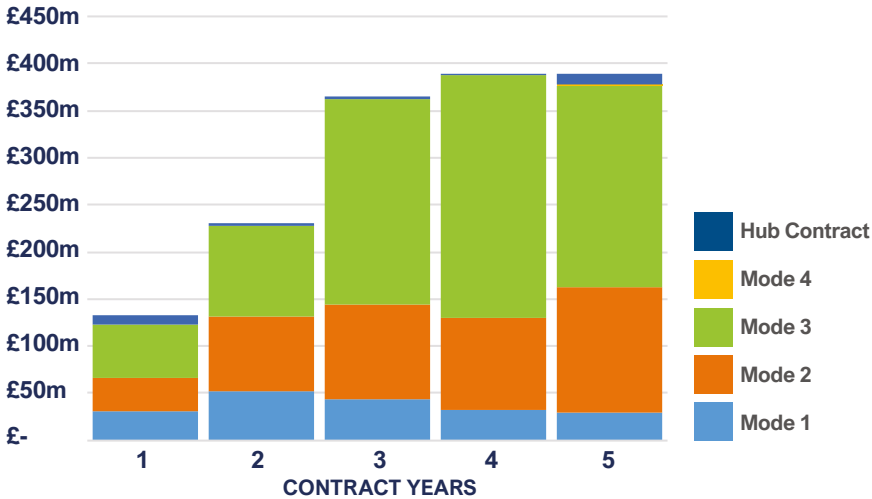


Figure 1 – The Value of contracts has grown and been maintained over the contract life to date

Proportional Value of Transaction contracted by EDP Year

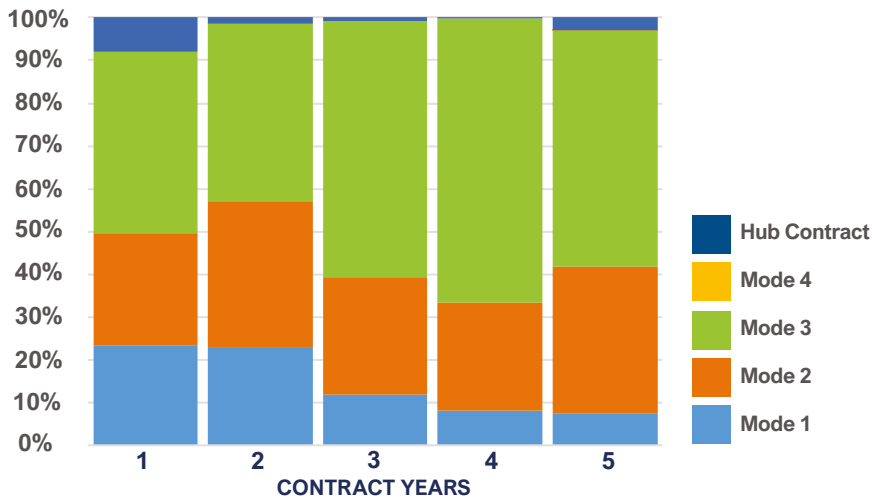


Figure 2 - There has been a shift to higher mode working

The Aurora Engineering Partnership welcomes the fact that the EDP contract is underpinned by a robust set of Key Performance Indicators (KPIs). This allows DE&S to hold Aurora to account for its performance and to drive the factors that really matter. We're delighted to say that we have surpassed the £1.5 billion mark for total contracted work since 2018.

There has been a significant investment in tools and systems that allow all parties to review and interrogate collective performance, and to drive improvement through action. This data shows:

- A continued demand for EDP support to all customers including DE&S Domains, SDA, other agencies and Front Line Commands with a proportional shift to non-DE&S organisations.
- An improved mix of modes, with a significant increase in higher modes of contract driving improved value for money.
- An increase in tasking relating to pre-concept/innovation activities. This has been greatly enhanced via Futures Lab activity.

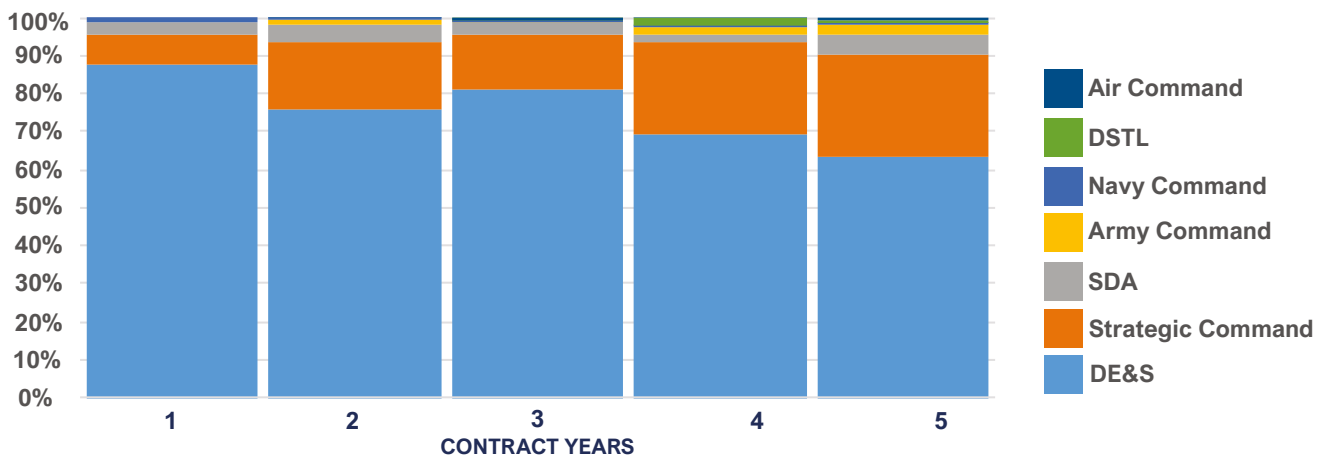


Figure 3 - The customer community has broadened



## Proposal delivery time

Year Five introduced a heightened focus on achieving improved end-to-end timing experienced by customers. This includes the time spent pre-tasking, producing proposals and getting proposals contracted. Against a benchmark of 76 working days - based on previous data for the tasks where time was not impacted by external factors - Aurora has achieved an average of 63 days for the last operational quarter.

This will continue to be the focus for Aurora and our customers, in order to ensure all the activities in the process are optimised.

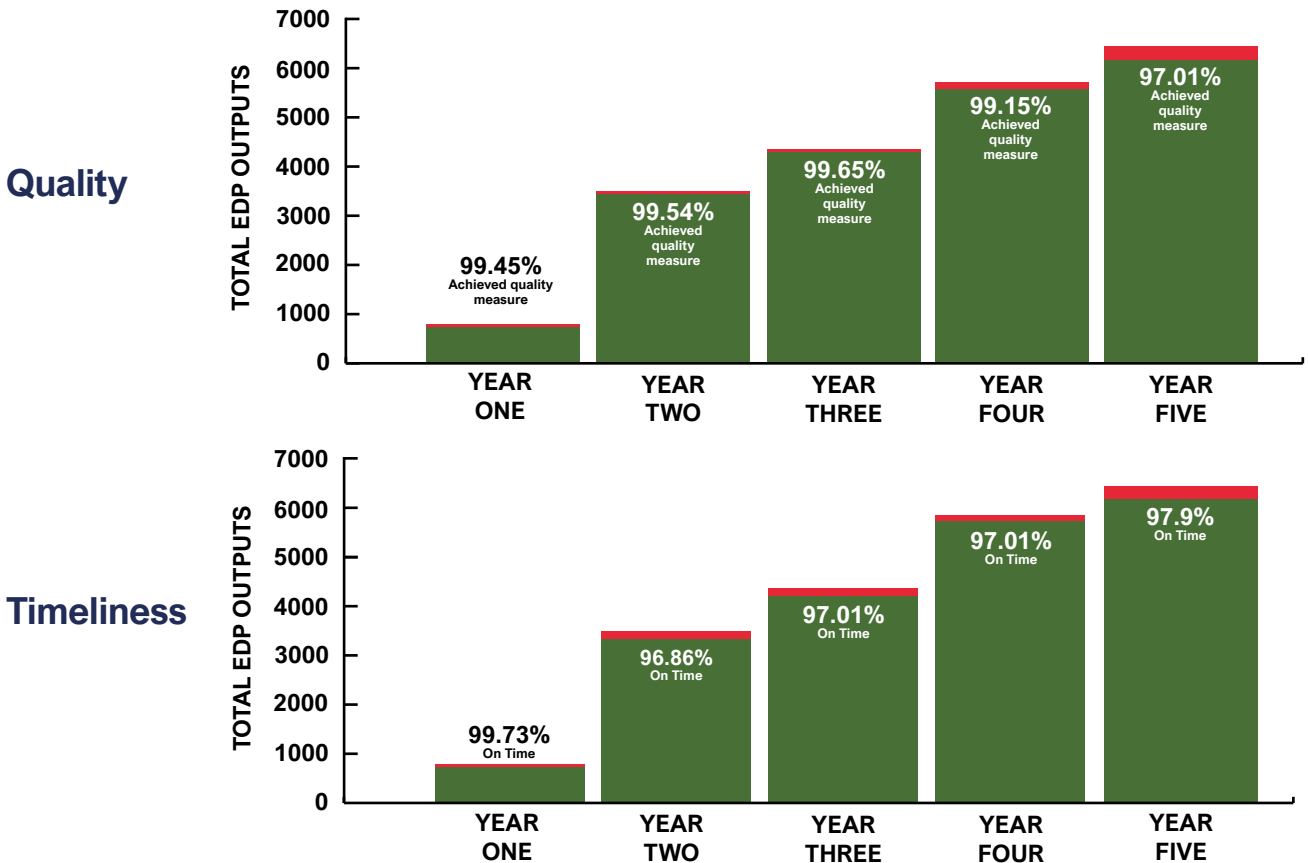
## Savings

We are delighted to report that **EDP** has delivered **£117m savings** across the five year period to 2018 to 2023. This figure represents circa. 7.8% of the total orders, **which now exceeds £1.5 billion.**

## Output delivery

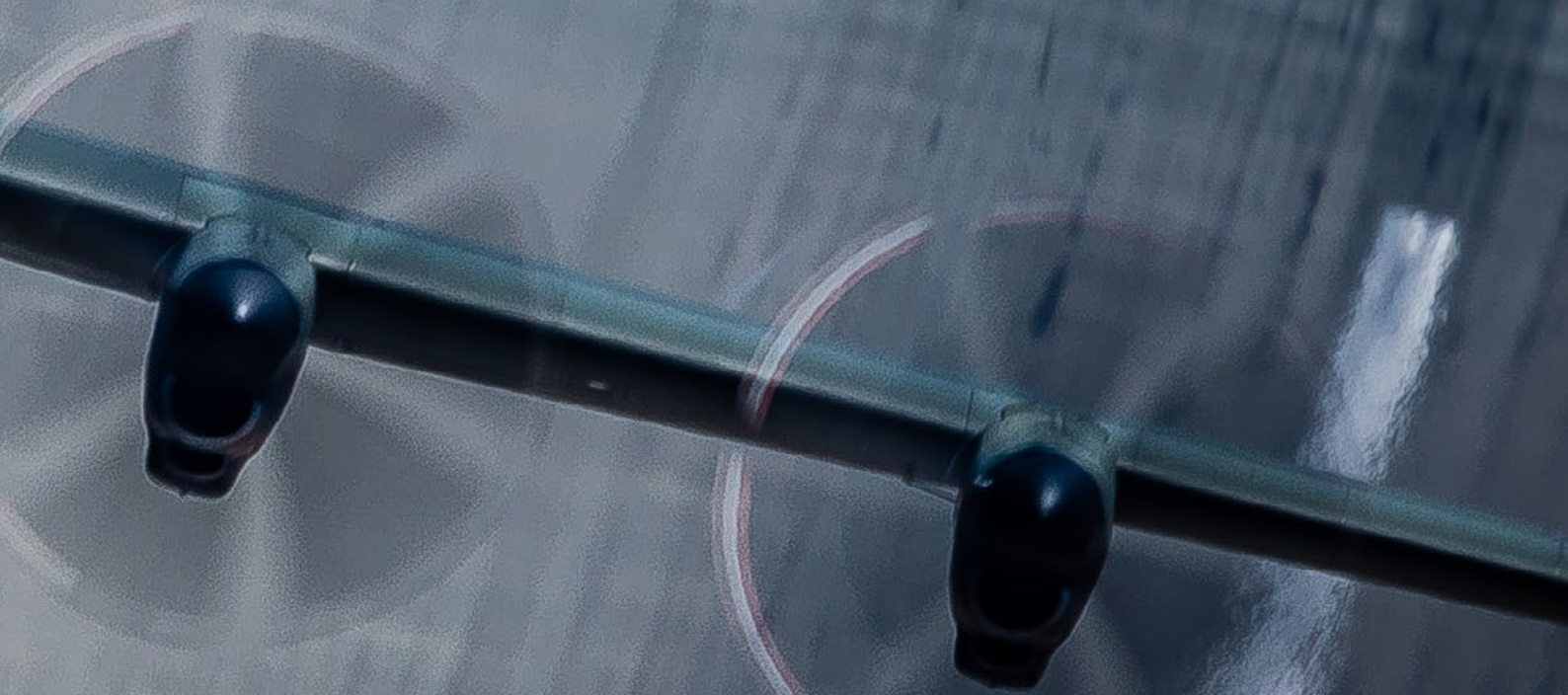
Maintained exceptional timeliness and high quality of EDP deliverables across ever-increasing output volumes.

The marginal decrease of quality score for 'right first time' reflects the increased volume of activity and consequently increased range of suppliers that naturally results in an increased quality challenge. The Aurora Partnership monitors and actively resolves any quality shortfalls to ensure the Output meets the requirements before invoicing.





# Provider Network

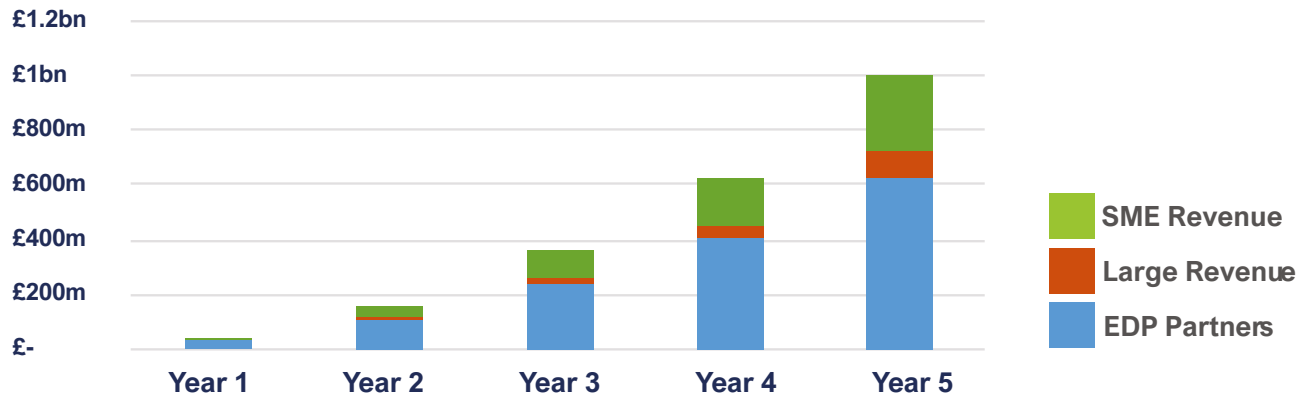


# Reflections

Looking back over the first five years of EDP, the Provider Network has been crucial in driving the successful delivery of engineering services for the Authority. Throughout this time, the Provider Network has delivered 38% of the value by revenue\*, with 28% delivered by SMEs.

I'm pleased to report that the contribution of the Provider Network towards engineering service delivery has increased from 35% in Year One to 41% in Year 5. This upward trajectory is expected to continue into the next few years.

## EDP Cumulative Supply Chain Usage by Invoiced Revenue

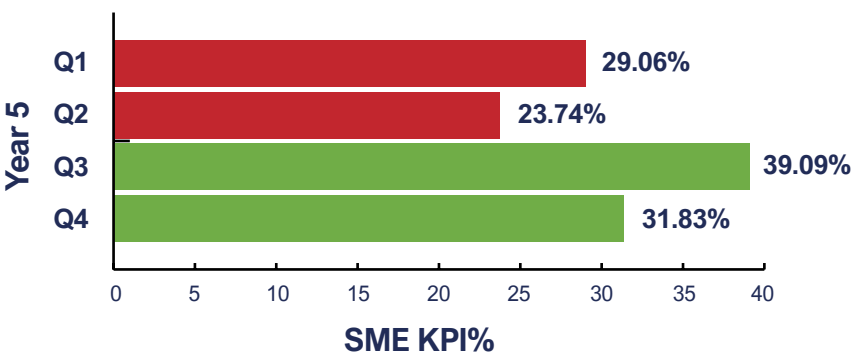


£1.5 bn work has been contracted. £1bn represents the work that has been invoiced.

## Distribution of revenue across the EDP Partner Network

\* this refers specifically to the invoicing value we have paid out to the Provider Network as a proportion of the value that MOD has paid Aurora.

In Year Five, a new Key Performance Indicator (KPI) was established within the EDP contract to encourage the use of SMEs. We are delighted to say that this challenging target was achieved in the last two quarters of the year (Year 5 Contract, 1 October 2022 to 30 September 2023). We will continue to use this SME KPI within our performance measures, as this will allow us to monitor the use of SME suppliers as part of our overall Provider Network revenue growth targets.



Proportion of new contracted work undertaken by SMEs since Oct' 2022 (Target 30%)

# Looking ahead

The next stage of the journey is going to focus on two key areas:

## 1. Continuous Operational Improvements

Pace is key in the defence environment and the Partnership is focused on reducing the time it takes to get tasks mobilised and experts deployed into customer teams. Working at an increased tempo is important but, every effort must be made to ensure the quality of what is done in the contracting lifecycle to deliver excellent outputs. Ultimately, this helps to reduce CQs and rework of bids.

## 2. Enhanced Collaboration

Aurora believes the most effective solutions which are delivered to the Authority are achieved through teams from across the defence enterprise working collaboratively together. Different organisations offer a multitude of skills and capabilities, which increases the breadth of optimum engineering solutions available to the Authority.

Mutual understanding is vital, and over the past year, Aurora has worked hard to increase the number of opportunities to collaborate. The team has implemented domain Community of Interest (COI) events, where the Provider Network and customers have come together to discuss potential creative engineering solutions for the future. Aurora has spent time on the road visiting, talking to and getting to know its key suppliers, and will continue to build these activities into 2024 and beyond. This will include identifying cutting-edge innovation from industry via pitches made directly to the DE&S delivery team leaders through our Dragons' Den events.

Using the FCG Futures Lab service, the team sources forward-looking solutions from pan-industry rainbow teams. It is only through close collaboration across the whole EDP Provider Network, which has enabled Aurora to meet the wide-ranging delivery requirements of our customer.

## Supplier showcase

### C3IA Solutions

An inaugural member of the EDP Provider Network, C3IA Solutions is an SME supplier which delivers NCSC-assured cyber security services and ICT engineering to the public and private sectors.

Working in partnership with QinetiQ, C3IA provides essential client-side design, ICT engineering and cyber security support to the New Style of Information Technology (Deployed) (NSoIT(D)) Programme.

NSoIT(D) is delivering a MOD-owned, highly secure, technologically advanced, and evolutionary communications and information services called OpNET. One of the first MOD-designed operational information capabilities, OpNET will replace thirteen legacy systems and connect war fighters across all services and operational domains, enabling information advantage and Multi Domain Integration (MDI).

C3IA's engineering expertise and technical knowledge has enabled the NSoIT(D) Programme to design and develop OpNET capability and transition it into service in both the Maritime and Land domains.

### Frazer-Nash

One of the Provider Network's "large" companies, Frazer-Nash supports the benefits of working in partnership with Aurora. Delivering in partnership between industry and MOD fosters a "One Team" ethos, allowing for the sharing of best practices, knowledge, and expertise across various Air platforms.

Frazer-Nash offers value to the end customer by working closely with Aurora to give the customer access to a wider pool of specialists, and to deliver cost efficiency.

### AACE (Aerospace & Airworthiness Consultancy)

Throughout the duration of one of their ongoing contracts, AACE has worked with AtkinsRéalis in the interpretation of end client requirements, production of several responses to requirements and been involved with many 'trade-offs' to enable VfM and to meet essential Authority timelines.







# Futures Lab

# Futures Lab

Powered by EDP

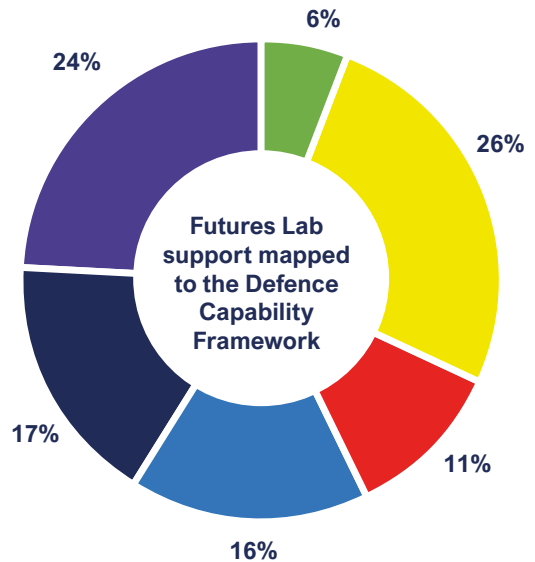
Futures Lab is a Future Capability Group (FCG) service that creates bespoke rainbow collaborative teams to de-risk future capability spend. Formed from across industry and academia and delivered through EDP, impartial insight is brought together in Futures Lab to enable the right decisions to be made, and to ensure that we are fully exploiting the widest range of innovation opportunities.

Futures Lab has continued to build effective ways of working across defence, in particular over the past 18 months. This includes effective alignment and collaborative working with Dstl, the Innovation Hubs, and DST Commissioners, in particular in the scoping phase when our Command Leads help to make sure the task has all the right background relevant knowledge. When work is complete, we have sought to capture knowledge and learnings in case studies, which are shared across research repositories, including internal MOD sharepoints to LinkedIn and unclassified blogs. We are piloting our MOD Pipeline drop-in, which is focused on bringing in relevant stakeholders into Futures Lab tasks that are being scoped and delivered.

To form rainbow delivery teams, the team utilises the Futures Lab Provider Network through a 'network of networks' approach, co-ordinated by one of the Aurora Engineering Partners (QinetiQ, AtkinsRéalis, BMT). This could include reaching out to Working Groups and Special Interest Groups, sharing within Industry Catapults, or accessing reach-back from the Futures Lab Provider Network supply chain. Whatever the forum, a bespoke team is built to provide impartial insight to manage the task at hand.

The tasks that have completed over the last financial year (FY2023) have supported a broad range of clients, including Front Line Commands, Dstl and DE&S. This includes delivering across the Defence Capability Framework capabilities, where our Future Capability Group (FCG) funded Command Leads help customers understand what they need to do to fully exploit innovation.

Looking ahead, Futures Lab is strengthening the mechanisms to work even more effectively across the innovation landscape, developing its repository of knowledge, expertise and resources to deliver high performing future rainbow teams.



- Cross Cutting
- Asymmetric and Hard Power
- Freedom of Access and Manoeuvre
- Intelligence, Surveillance and Reconnaissance (ISR)
- Multi-domain Command and Control, Communications and Computers (C4)<sup>®</sup>
- Secure and Sustain advantage in the sub-threshold<sup>®</sup>

**You may also be interested to learn...**

Rachel Crease, FCG Futures Lab Manager, featured in Defence Equipment & Support (DE&S) DESIDER August 2023 edition. Rachel provides insight into how the service guides defence acquisition. Learn more [here](#) (see pages 10-11).

Following the successful inaugural event in 2022, the team hosted the second edition of the Futures Lab Provider Network Engagement Event in November 2023. The event this year was split across two days so suppliers had every opportunity to attend and we were delighted to welcome Head of the Future Capability Group (FCG), James Gavin [once more](#).

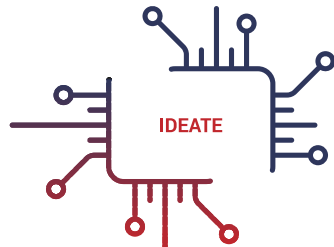
Find out more on Futures Lab, the Command Leads for their respective domains and case study write ups for completed tasks. Visit the [EDP website](#) (see under the Futures Lab tab).



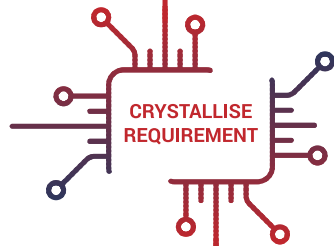
# Ideation to Exploitation

# Futures Lab: Services

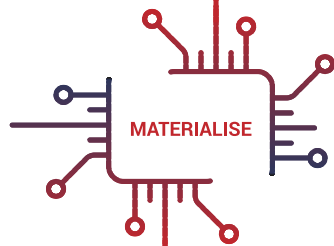
- Identify a problem that needs answering and engage Futures Lab



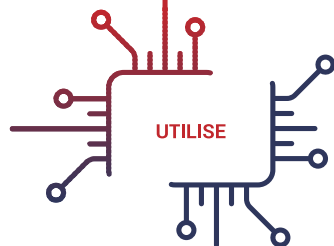
- Futures Lab works with the customer to elaborate the problem and develop the requirement scope



- Provider Network is engaged
- Task is delivered by pan-industry using EDP delivery mechanisms

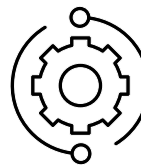


- Outputs are stored in the FCG knowledge base and become available for exploitation and learning in future tasks.



## Shaping and Informing Defence Thinking and Operating Models

Defence requires the ability to explore, understand and pull-through innovative ideas; including those originating in Industry.



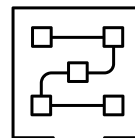
## Support pan-Defence Lines of Development (DLOD) capability decisions

Complex pan-DLOD decisions within Defence include those required around policy, operational outputs, acquisition programmes, business process, operational design or key enabling functions. These decisions require coherent and timely evidence from a range of perspectives. Futures Lab delivers a pan-industry view to provide unique value to Defence decision making.



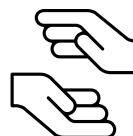
## Requirements De-Risking

Futures Lab will work with staff across the FLCs' acquisition organisations and wider Defence to understand the 'art of the possible' so de-risked, challenging, affordable and achievable requirements can be generated and set cross the entire Defence enterprise.



## Strategic Insights

Futures Lab offers a mechanism through which high-level strategic trends can be identified, issues explored and recommendations for change can be communicated. This helps to avoid Defence duplicating activity and the risk of failing to understand systemic issues at multiple levels.



## Reachback

Enables Defence and its stakeholders to 'Reach Back' to a knowledge base or expertise to receive relevant insight, analysis or support.



# Partner Focus & Looking Ahead



## Partner Focus

### QINETIQ

#### Q What does QinetiQ bring to the EDP partnership?

QinetiQ acts as the lead Partner within Aurora, bringing multi-domain experience and expertise to the collaboration. QinetiQ's proud history and close relationship with the UK MOD over many decades enables us to support UK defence customers across the whole of the CADMID cycle. In addition to engineering delivery from within the company, QinetiQ also helps to foster a thriving Provider Network community, aiming to provide the best of class suppliers under EDP, from small to large enterprises. QinetiQ's focus is on delivering valued, cost effective engineering support to the UK MOD, which is able to adapt to the changing demands within defence, ultimately supporting the front line forces deliver capability in a safe and dynamic environment.

#### Q What different capabilities does QinetiQ provide?

QinetiQ delivers capability across all domains, including air, land, maritime, space, and cyber. Our teams manage, deploy, and deliver engineering outputs to multiple UK MOD customers, including DE&S, SDA, DSTL, Defence Intelligence, Defence Digital and the Front Line Commands. QinetiQ also delivers functionally into organisations such as DE&S, helping to shape strategy, support and develop process and transform the engineering environment for our customers so that they can achieve their end objectives. QinetiQ's Digital Engineering capability enhances the way engineering is undertaken in support of the UK MOD, helping to capture requirements, assess evidence and test results, and inform decision making. Our investments into a digital delivery of engineering output is enabling efficiencies and creating the foundation from which to deliver next generation capability.

#### Q What are the key achievements in the 5-year EDP journey?

Becoming closer and more aligned to our customer has been a key priority for the Aurora partners, and throughout the course of the first five years of the EDP contract, we have been able to demonstrate the value we bring when we collaborate, listen and respond to customer demands.

The delivery of engineering support under EDP has evolved over the past five years and includes a range of delivery modes and models which support a diverse customer base. Our engineering outputs can sometimes differ greatly between customers, domains and projects, and it is a diverse and deep skillset from both QinetiQ and the partners which maintains high performance delivery to our customers. Over the past five years, we have moved customers to higher mode contracting using fewer EDP tasks over longer durations to enable less transactional volume in the partnership.

QinetiQ has been at the heart of UK MOD standardisation and transformation over the past 12 months, helping to support initiatives and deliver innovative solutions for our DE&S customer. We have focused on providing the UK MOD with support, advice and solutions as a trusted and experienced partner to jointly and collaboratively solve complex problems. QinetiQ has also been at the centre of commercial initiatives aimed at maximising value for money for our customers. We have introduced mechanisms to work closely with our customers, focusing on realising benefits, whilst lowering the cost to defence.

#### Q How is the collaboration going?

At the core of the Aurora partnership are three companies with aligned cultures and values. This provides a strong foundation for working together; learning from experiences and growing as a team. Our collaboration continues to develop in multi-faceted ways, from digital delivery to group workshops. The ability to work with like-minded and highly skilled people across our teams provides a genuine strength and depth to our outputs and experience. Increased collaboration around delivery and planning also ensures that we support each other with critical outputs and resources to deliver excellence for our customers.

#### Q What is collaboration doing to ensure evolving engineering requirements are met?

Through our partnering and collaborative approach, and by working closely with our customers means that we can listen, understand and then attack complex problems collectively. To ensure that we are the forefront of engineering capability for the UK MOD the partners continue to:

- Invest in new tools and process such as digital applications to lower cost and connect the digital thread into engineering services.
- Locate ourselves with our customers where it is most efficient to do so- driving a one team culture and embedding innovation into our practices.
- Look to contract work at the highest possible level, aiming to have domain level contracts that are very flexible reducing the transactional activities associated with tasking.
- Support planning and strategy with our customers to ensure that we set out with clear and defined objectives.
- Adapt our approaches and deliverables to the dynamic defence landscape, reflecting changes to regulation, the introduction of new systems and platforms, and approaches to risk.
- Commit ourselves to excellence in delivery, proving value for our customer through our unique value propositions, delivered through EDP as partners, with partners.



**Q What does AtkinsRéalis bring to the EDP partnership?**

In addition to its proud history of supporting the defence sector, AtkinsRéalis has extensive experience across multiple complex and safety critical industries, enabling us to bring best practice and innovation from a broad range of sectors to provide fresh perspectives and novel solutions to complex challenges. Alongside our extensive engineering, technology and consultancy expertise, we bring a real commitment to delivering the solutions that DE&S needs - collaborating to ensure it has the best people and the best answers to achieve its goals.

**Q What different capabilities does AtkinsRéalis provide?**

AtkinsRéalis brings a range of unique skills and insights to EDP from our experience and expertise in other sectors. As a globally integrated company that continues to respond to the needs of our customers, we are at the forefront of some of the world's toughest challenges and innovations, such as the complexities of de-carbonisation, making acquisition more efficient through digitisation, and business transformation.

**Q What are the key achievements in the 5-year journey?**

Flexibility and partnership, with an outcome focus, have been key to unlocking the benefits of EDP for the MOD. Working together, AtkinsRéalis' expert teams are helping MOD to improve processes and to save money and time, benefitting all our armed forces. For example, the organisation has helped set up the Land Certification and Assurance Team that will improve Land equipment procurement, helping reduce preventable harm to all stakeholders.

**Q How is the collaboration going?**

Just as the organisation recognises that diversity of thought helps make a difference to society, the diverse skills and approaches that are offered through the Aurora Partnership collaboration allows AtkinsRéalis to make a real difference to MOD's programmes. Working together, AtkinsRéalis are able to bring the expertise of all the partners to address and resolve some of defence's most challenging problems.

**Q What is the collaboration doing to ensure evolving engineering requirements are met?**

As AtkinsRéalis looks forward, it will continue to support DE&S's sustainability challenges and key programmes, driving transformation in the way engineering is delivered to enable end-to-end data management and to reduce the time to field critical capability.



**Q What does BMT bring to the EDP partnership?**

BMT's maritime heritage, pan engineering capabilities, across all stages of the CADMID cycle, means that it can provide, lead or co-ordinate work to meet all the demands from the Ships and Submarine Delivery Agency (SDA) delivery teams.

**Q What different capabilities does BMT provide?**

BMT provides maritime-focused capabilities across all sections and categories within the Engineering Outputs Directory, utilising organic, multi-disciplinary teams, or working with trusted partners.

**Q What are the key achievements in the 5-year journey?**

Over the 5-year journey, becoming a trusted partner to the senior leadership team in both the Ships Domain and the SDA has been a key achievement. BMT also relishes working openly and collaboratively with our Aurora Partners, as well as being at the forefront of innovation driven from Aurora. It is also rewarding to see benefits derived from improving the relationship with the Provider Network.

**Q How is the collaboration going and what is being done to ensure evolving engineering requirements are met?**

Collaboration is, of course, crucial to the success of the Aurora Partnership, and we have seen this grow stronger each quarter with regular, open and honest interactions. The benefits of working in alliance with partners – through joint face-to-face workshops as well as the generation of domain-wide strategies with our customer and a collaborative view of future work planning - means minimal misalignment of approaches, strategies and wasted effort.



## Our Service

Having conducted a LEAN review of our service, we can now see there are a number of opportunities to remove unnecessary steps and bureaucracy from our end-to-end process. These opportunities are in everything we do to get on contract; from pre enquiry activity, to speeding up the bidding process from the Aurora Partners, to simplifying the way we get on contract.

We are pleased that considering our processes in a new way has offered the opportunity to improve, but through collaboration with the DE&S Hub, this can be done across the entirety of the end-to-end process.

- In the early stages of the process, the Aurora team can now support the completion of the pre-tasking activity, meaning there is more support available to DE&S customers navigating the process.
- The Aurora proposal template has been significantly simplified, reducing the volume of information customers need to review, allowing them to focus on key information and thus shortening the review process.
- Through working with the Chief Operating Officers and Financial Controllers in each domain, we can now understand what causes delay in the acceptance of EDP tasks, and consequently, remove the blockers.

Our collective efficiency is impacted by the volume of activity we undertake. By moving up the Modes, we can enter into longer term, better value, and crucially more flexible contracting arrangements. We can show - through the areas which have more Mode three contracts - that we are able to be more responsive to emerging customer demands, without the need for new tasks being raised.

Now more than ever, DE&S needs to release capacity in its workforce, allowing them to focus on value-adding activity instead of transactional activities and administration. For this reason, we are re-doubling our efforts in reducing the number of EDP tasks that need to be created, and instead designing a smaller number of bigger tasks, that run across multiple years. This 'Task Laydown Optimisation' has been done in collaboration with the domains, and is already yielding benefits. We have seen the creation and award of 'bundled Mode 1' tasks, and Flexible Resource Services, which reduce Mode 1 transactions. In addition, we expect to see larger, more flexible Mode 3 contracts being awarded in contract year six, with the air domain leading the way.

## Our Engineering Delivery

We are proud to be supporting DE&S in its long term engineering transformation. This demonstrates our ability to not only deliver effective engineering outputs through EDP but that we can also extend our offering to shaping future strategies. As DE&S moves towards a task based approach to planning its programmes, Aurora has a significant amount to offer, given our experience in this space. As this happens, we can also take the opportunity to standardise a common approach to engineering tasks, reflecting this in a HEAR tool that is tailored to the individual need.

The DE&S Operating Model Refresh will inevitably lead to changes in how EDP services are consumed within DE&S. Currently, what this will look like is unclear, so the Aurora Partners are leaning into the refresh activity to share our experiences of delivering engineering services across a range of operating models, allowing DE&S to learn from our experience.

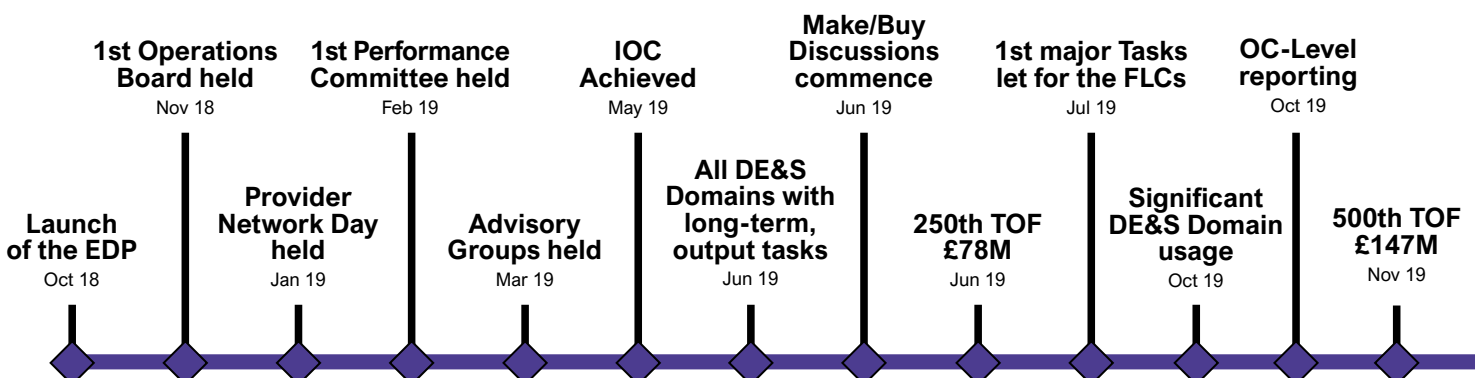
These changes will allow us to also explore the implementation of more innovative engineering approaches. The creation of a digital thread allows for transparency of workflow and creates the opportunity for progressive assurance will be key to unlocking efficiency. The Aurora Partners are invested in developing a toolset, and an approach to implementations, that will add significant value in the future. As we have seen on the NMH programme, the creation of a single blended team, with an innovative mind set, unlocks the potential for the adoptions of new tools and ways of working.

That said, we cannot allow the Operating Model refresh to distract us from the opportunity to modernise our engineering delivery with the adoption of the of up to date, processes, methods and tools.

The opportunity to drive digital engineering change across both the Defence and Industry procurement ecosystem is potentially vast. Delivering Front Line Capability at the pace, quality and cost expected is well within the bounds of DE&S both now and in the future.

There are pockets of success that demonstrate collective ability and desire to move forward:

- Establishment of the DEIT / DECC is centralising activity.
- Small areas are seizing the challenge of adopting new methods.
- Enterprise level evidence of investment in infrastructure and toolsets.



# Our Contribution to the Ecosystem

As the engineering environment changes around us, Aurora can support the MOD in rising to the challenges. Taking Secure by Design as an example, the MOD will need to establish an effective response to this, ensuring the continued cyber security of its equipment. Aurora has helped design an effective and coherent response, and will work with its stakeholders to establish an effective service both providing policy level advice, combined with effective solutions for programmes.



We firmly believe that the solution to achieving society's net zero ambitions is in effective engineering solutions. There is no doubt that the ambitious goals that we have set ourselves in respect of carbon reduction will be a challenge, but the answer to these can be found in effective collaboration. We will be bringing together the very best SQEP from inside and outside the defence industry to explore and exploit the most effective solution. We will be focussed on delivering real change to the DE&S estate, working practices and behaviours. To do this, we will operate as a 'change team' with agility, engage widely, seeking out quick wins and long term solutions.

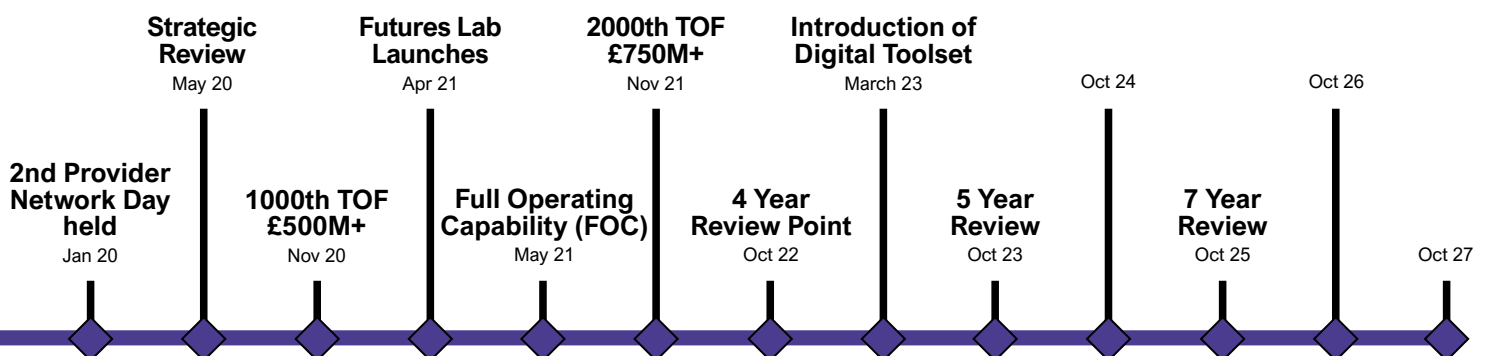
We have now been operating Dragons Den events for 18 months, giving the opportunity to Small & Medium Sized Enterprises to present their innovative ideas to key DE&S decision makers.

## Provider Network

We recognise the responsibility we have to the wider engineering supply chain and will redouble our efforts to ensure that we are an exemplar for effective supply chain management. This means creating more Communities of Interest events to bring solutions to customers, deploying effective sourcing tools and processes, and ensuring that our payment practices are best in class.

## Futures Lab

Futures Lab is establishing its position within the innovation landscape of defence, working alongside communities such as the innovation hubs, Dstl and the Defence BattleLab. This is maximising coherence and reducing duplication of work, ensuring value for money for defence. We also strive to enable wide exploitation of all work that is completed and ongoing, not only by Futures Lab, but by the wider defence innovation ecosystem.





Ministry  
of Defence



# AURORA

ENGINEERING PARTNERSHIP

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## Learn more and get in touch

### EDP

#### Existing customers and partners

For existing customers and partners, visit our [EDP extranet](#) page. This site provides a one-stop shop where our partners and customers can access all the information they need to help them understand the purpose of EDP, the scopes of service and to support individuals in navigating the EDP process.

For external organisations and customers who want to learn more about EDP, you can find out more here. If you have any enquiries, please get in contact via [AuroraProviderNetwork@QinetiQ.com](mailto:AuroraProviderNetwork@QinetiQ.com).

### Futures Lab

Demand to join the Futures Lab Provider Network remains high. If you're interested in learning more about what Futures Lab is and how it supports Defence, please register your interest in one of our monthly [New Joiners Briefings](#).

For any other enquiries, please get in touch via [FslabProcurement@qinetiq.com](mailto:FslabProcurement@qinetiq.com).

Follow [Futures Lab on LinkedIn](#) to stay informed with the latest news and updates.