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DEFENCE & SECURITY
— SOLUTIONS —

Universal Defence and Security Solutions



A global provider of defence and national security advice and solutions

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Universal Defence and Security Solutions Ltd (UDSS) is a global defence and national security specialist based in London, **providing highly experienced advice, assistance, education, training and skill to governments, armed forces, and business.**

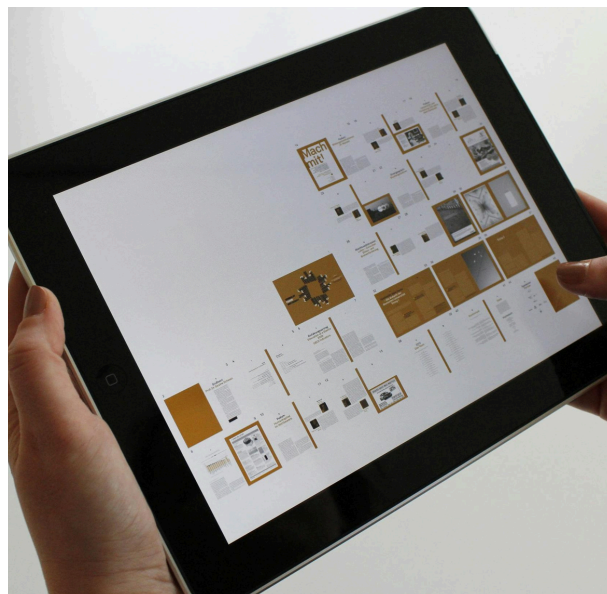
UDSS is unique in the world, with **over 600 specialists** in the largest team of former UK (and other) military **from 4* to Warrant Officers drawn from across all 5 domains of Sea, Land, Air, Cyber and Space.** The wider **UDSS** network reaches across **UK government, armed forces, industry and veterans,** into **NATO** and to many other countries around the world in **Asia, Africa and the Middle East.** The senior team, all highly experienced 3-4* officers, have **decades of experience in leading defence at national and international (including NATO)** level, commanding complex, large-scale and enduring operations and **carrying personal responsibility for multiple billion-pound decisions.** **UDSS** now also offers **over 6 years of commercial operations working with governments** and all sizes and types of defence commercial enterprise.



UDSS supports the formulation and execution of **defence policy, strategy, planning, programming and budgeting at national, MoD and Armed Forces level.** This includes advising on **research and development, balance of investment decisions, acquisition, logistics, infrastructure and programme management.** We provide advice on the decisions to take and how to enact them. **UDSS** also provides **education and training in the leadership, management and skill needed to perform to the highest standards** at all levels. This is led by the former **Directors of the UK Royal College of Defence Studies and the Defence Academy.**

UDSS has **no external investors** nor any ties to major manufacturers or consultancies. We are **rigorously independent**, committed to offering our clients **the very best defence and national security insight and advice** on their specific organisation, equipment, training, procurement, and support requirements. This can be in support of governments and armed forces making their most significant acquisition decisions or it can be in support of industry looking to enhance and deliver their offer.

UDSS includes **senior individuals (1* to 4*)** who have **held the highest responsibility for acquisition choices and programme delivery**, from major platforms to leading digital modernisation across all domains. We work with **government clients** to ensure they **define** clearly what they want to industry, **contract** intelligently and robustly, and then **support** the monitoring of **delivery** to ensure it meets the requirement for **equipment, support, services and training to time, cost and performance**.



UDSS is acknowledged as a **global thought leader** in how combinations of **Digital Age technologies (data in the cloud, AI/LLM, synthetic environments, networks, precision, robotics, autonomy, space-based capability etc)** are **transforming global defence and security** in ways that establish new levels of performance at more **sustainable, efficient cost**. This enables our clients to consider how their armed forces may evolve to remain **effective in the 21st Century**, and to exploit opportunities to create new high-quality employment and **export-led growth**.

UDSS has **specialist partners** that broaden the range and quality of support available to clients. This includes former senior **UK National Crime Agency** leaders that have international experience in **policing, corruption, drug interdiction and border security**. We also have partners who provide **security, training and medical support in complex and austere environments** to **government and industry visits and operations**.

UDSS will support the most senior political, military, official, financial and industrial leaders at national level to:

- ✓ **Understand the rapidly changing and more challenging strategic context** of the 21st Century in which the state must survive and prosper.
- ✓ **Decide on their defence and national security policy objectives** and the strategy, **plans and programmes** needed to achieve them.
- ✓ **Decide on the balance of investment needed in research, development, organisation, equipment, support and training** to achieve the most effective capability mix. As all states have organisations, plans, investment decisions and equipment in place, this is about **supporting progressive development** over time.
- ✓ **Secure the most effective commercial arrangements** with industry for **equipment acquisition and support**, including the best ways of **securing rapidly changing digital technology** over time.
- ✓ **Monitor delivery according to contract**, so that what is ordered is what is provided.
- ✓ **Develop people with the right skills to lead and manage complex defence programmes and operations.**



HOW THIS IS DONE

UDSS prefers to establish discrete, long-term personal relationships with the most senior national leaders based on trust and commitment. This enables UDSS to understand clearly what the client's objectives are and the existing arrangements to deliver them. **This is the essential precursor to UDSS providing the best advice on how to proceed and supporting delivery over time.** This is led personally by UDSS Board members, supplemented if necessary with an additional 3-4* officer brought in for specific major projects. The UDSS Board leads the combined work of in-place, UK-based and wider reach-back staff.

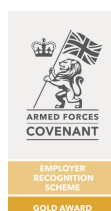
UDSS will provide a **bespoke permanent in-place team of experts** to work alongside the client. This is staffed and sized to fit the client's needs as they evolve and is typically led by a former 2*-3* officer with **the right experience.**

UDSS will provide a **permanent team in the UK to support the work of the in-place team** at lower cost. The UK-based team also field requirements for additional military, official and industrial skills and expertise as they arise, sourcing this as necessary in UK or further afield.

The wider UDSS membership and its network across government, the armed forces and industry is drawn on to meet new requirements, temporary to enduring, as they arise.

The whole effort is **integrated through an agreed schedule of governance meetings** with the client leadership, supported by formal written reports signed off at UDSS Board level. This **ensures close, taut mutual understanding and commitment** that the client's objectives are being met over time.

UDSS is contracted on the basis of fees paid for the standing and additional services provided and incentivised by bonus targets for meeting and exceeding specified outcomes.



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POLICY, STRATEGY AND OPERATIONAL SOLUTIONS FOR GOVERNMENT AND ORGANISATIONS

CASE STUDIES

- UDSS privately supports individuals in the UK armed forces most senior leadership to think about their **future requirements**, major programme decisions and new technology, especially the application of **AI**.
- UDSS privately supports the **education of senior UK political figures in contemporary defence and national security challenges and solutions**, including options for major change.
- UDSS staff have supported **UK Cabinet Office** to review some major programmes.
- UDSS has provided **specialist SME advice** to almost all the major UK consultancy houses on their work in UK and abroad.
- UDSS has retained **relationships with leading edge digital start-ups**, establishing how new technology and method can be applied to defence and national security with **transformative effect**.
- UDSS contributes to the work of **major UK-based think tanks** such as **RUSI** and **IISS**.
- UDSS supports some **major UK defence suppliers** to understand what **UK defence** and **NATO** is looking for and how to meet that requirement, including **bid support for multi-£bn programmes**.
- UDSS is engaged in **helping suppliers grow into rapidly expanding markets** such as **ammunition** and **complex weapon production**.
- UDSS has run **top-level cross-Govt courses in leadership and strategy** in several Commonwealth countries, as well as **courses in leadership at Commanding Officer and Warrant Officer level**.
- UDSS senior staff **lecture** at the **Royal College of Defence Studies** and the **Defence Academy**.
- UDSS supports a very wide range of **UK and international media (TV, online, print and audio)** to understand contemporary defence and national security issues and events.

MEET THE UDSS TEAM

- **General Sir Richard Barrons KCB CBE (Co-Chairman)** served as the UK military operations lead and then Commander Joint Forces Command and a UK Armed Forces Chief of Staff, where he was responsible for 23,000 people, a £4.3bn budget and key Armed Forces Joint functions. He served deployed on operations in Croatia, Bosnia, Kosovo, Northern Ireland, Iraq and Afghanistan. He is a Distinguished Fellow at RUSI,
- **Peter L R Hewitt JP, FCSI, FRSA (Co-Chairman)** has Chaired and Directed 13 Public Companies and served six years as an Alderman in London. Peter is currently Chairman of Scampton Holdings Ltd and a non-executive Director of Terra Mater Renewables Investments AB.
- **Air Marshal (Ret'd) Phil Osborn CBE, FRAeS (Air, Space, ISR and Cyber)** has extensive experience in command, defensive intelligence and cyber. As Chief of Defence Intelligence, he provided intelligence to Defence and Government, ISR co-ordination and counter-intelligence, and Defence leadership of offensive and defensive cyber.
- **Lieutenant General (Ret'd) Sir Mark Poffley KCB OBE (Director) Land, Defence Programming and Force Design** has extensive field logistics experience. As Deputy Chief of Defence Staff he led the MoD's Balance of Investment and force design teams, overseeing a £38bn budget and coordinating the UK's defence portfolio. Mark was Deputy to the Head of the British Army and led the Royal Logistic Corps.
- **Vice Admiral (Ret'd) Duncan L Potts CB (Director) Maritime, Joint, Service Training and Education** was Director General Joint Force Development until 2018. Alongside providing contemporary individual through-career education and collective training, he led capability development for the Royal Navy and has commanded at 1 & 2* level for NATO, EU and US led coalition operations.
- **Major General (Ret'd) David Shouesmith BEd, MBA, FCILT (Director)** served for 28 years, highly experienced in operational military logistics and support acquisition in the MoD and business. Pivotal to key Defence transformation initiatives, he is a prolific commercial advisor, was founding Chairman of the Royal Logistic Corps Foundation and currently Chairs the Soldiers of Oxfordshire Museum Trust.
- **Rear Admiral (Ret'd) John Kingwell CBE** led the 2011 Libya maritime strike Task Group. Serving four times in the MoD, John was Naval Head of Finance and Military Capability, maritime advisor to the MoD finance director and first senior advisor to the head of the Iraqi Navy. He was Director of Development before becoming Deputy Commandant of the Royal College of Defence Studies.

Contact

To discuss our services please get in touch via:

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