

# desider

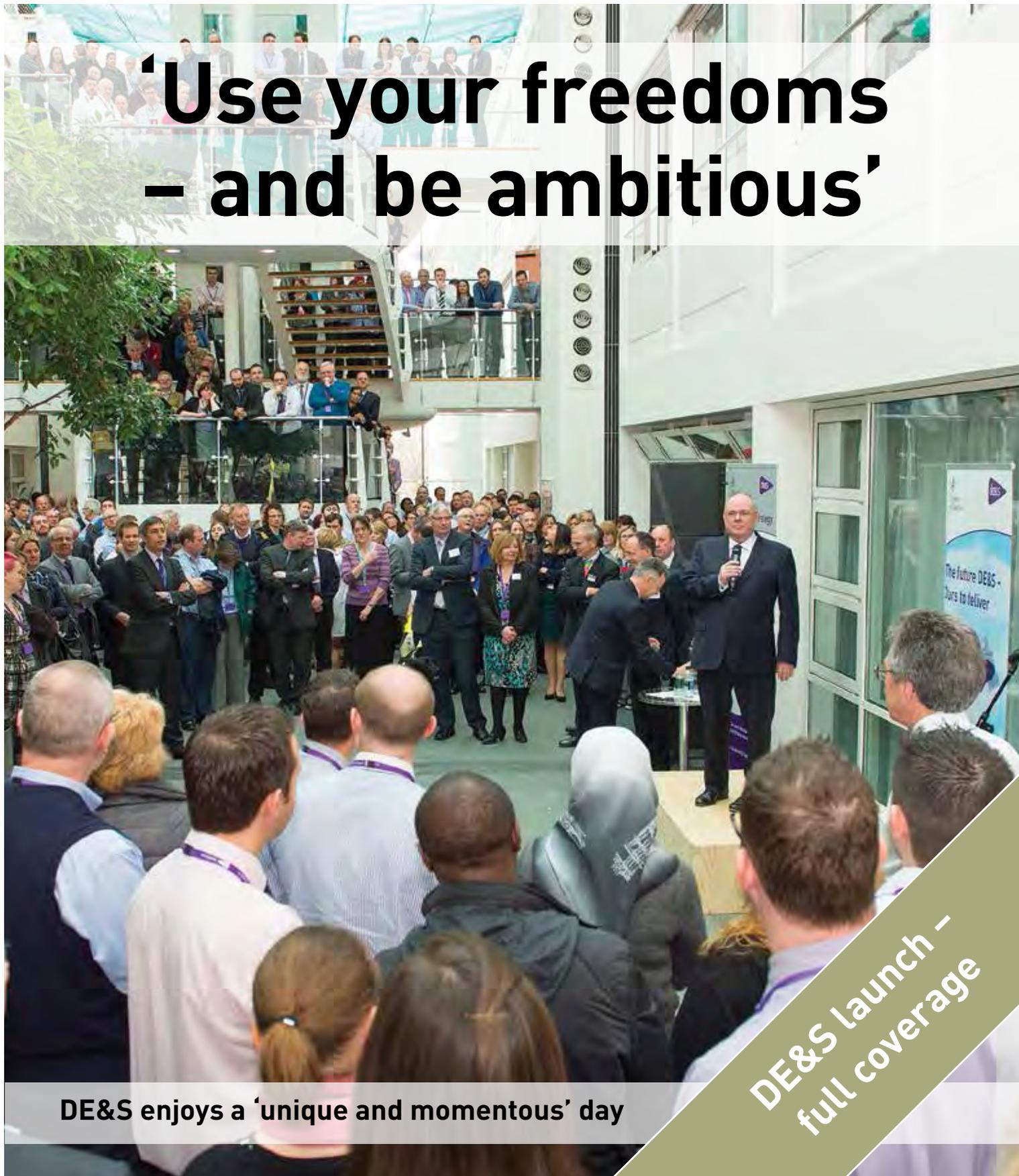
May 2014 Issue 72



Ministry  
of Defence

the magazine for defence equipment and support

## 'Use your freedoms - and be ambitious'



DE&S enjoys a 'unique and momentous' day

DE&S launch -  
full coverage



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DE&S photographers capture events as DE&S becomes an organisation at arm's length from the MOD



Picture: David Tucker

### cover image

Launch of the new DE&S was marked by presentations by Board members on 1st April, with large crowds gathering in all Abbey Wood neighbourhoods, along with DE&S sites elsewhere across the UK, to hear the launch briefs

MAY 2014

# desider

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❑ This edition of *desider* contains the annual directory of major MOD suppliers, supplemented this year by details of where the MOD spends its money. For additional copies, please contact the Abbey Wood *desider* office on ext 30537

# insiderguide

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A civilian who happily commits to 14-16 hour days to implement changes to military IT systems when they're in downtime. Because for obvious reasons, you can't work on them when they're in use.

Like many others, Paul is always ready to go back, again and again. Hardly the attitude of a cog in a machine.

It's the teamwork of people dedicated to a vital task. Maintaining systems that cannot be allowed to fail, despite the climate, the conditions, the intense situations.

If IT Support went down here, it would be all over the front page. This is the first time Paul has appeared in print. **Commitment passes unnoticed.**

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Make it matter.



# Bernard Gray

## Chief of Defence Materiel

**‘Our new status will help us improve the way we do our work and deliver the programme’**



I sensed a buzz of excitement in Abbey Wood when I visited all corners of the site to address staff on Launch Day last month; a similar address was repeated to all our staff working in principal DE&S sites at Yeovilton, Bicester, Donnington and Northolt. It was a day we had all been waiting for and those I spoke to felt it had lived up to our expectations.

The launch of DE&S as a bespoke trading entity was an unprecedented event in the UK Civil Service. When I spoke to many of you at the events run on Launch Day, I explained what this change meant and said it would bring fresh opportunities for us to realise our ambitions. We now have to seize these opportunities together.

I want all of us in DE&S to recognise that we have been trusted with freedoms that have been granted to no other part of the Civil Service. With this trust comes responsibility.

We remain part of the MOD, but will operate at arm's length from it. Our role has not and will not change. We are here to acquire and support defence equipment and services for our Armed Forces, so they are ready for operations now and in the future, and help manage the MOD's £164 billion ten-year equipment programme.

Our new status will in itself help us to improve the way we do our work and deliver the programme. But as part of these wider changes, it is very important that each of us

develops personal ambitions to do better still and to strive for excellence and success.

That is what I mean when I talk about realising our ambitions. The status of DE&S has in the past held back people's ambitions and their performance. Now that this change of status has been granted it is incumbent on all of us to find ways to develop our capability to deliver the programme better, ultimately to exceed our customers' expectations and to lead the world as the most respected military materiel organisation.

We have started on our journey towards the realisation of these ambitions, both for ourselves and for DE&S.

There will be announcements in the coming months of more progress and change, including our new governance arrangements, a new performance appraisal system and a review of pay and grading arrangements, so that we are better able to recruit and retain the people we need to make our business excel.

We will also bring in service providers who are expert in their fields to help us change, further improve and work more effectively.

Many of you will be reading this having returned, I hope refreshed, from a well-earned Easter break. I am sure we all recognise that ultimately, change must come from all of us. As I said during our Launch Day events, the future of DE&S really is ours to deliver.



CONTRACT NOTICES for the first of the Managed Service Providers who are being brought on board to help deliver transformation of DE&S have been issued by the Materiel Strategy team.

This is a key milestone in the reform of DE&S, which was launched on 1st April as a bespoke trading entity.

The MSPs will provide an important injection of private sector knowledge and expertise which will help DE&S on its journey towards becoming a world-class organisation.

This first work package focuses on the project delivery requirement and covers the totality of the products and services that DE&S delivers to MOD, be that procuring new military equipment, commodities and services, supporting in-service equipment through-life, or managing global logistic operations.

Due to the complex environment in which DE&S operates, the procurement is divided into four sections covering project delivery in each of the four DE&S domains: Land, Fleet, Air and Joint Enablers.

The competition rules allow a maximum of two of the four contracts to be won by any one company. Each contract has a duration of three and a half years, with the option of two one-year extensions. DE&S expects the contracts to be placed later this year.

In addition to issuing the contract notice for Work Package 1, the Materiel Strategy team has also issued Prior Information Notices regarding the MSPs



# Contract notices signpost DE&S' new direction

## Day One goes with a swing

DE&S HAS marked its first month as a new-style organisation, more independent from central Government, following Launch Day on 1st April.

Across DE&S senior leaders explained the thinking behind the new status of the organisation and how it is intended to improve the way UK Armed Forces are equipped and supported.

At Abbey Wood the site had been prepared for the 1st April events with flags and posters designed by DE&S Graphics, part of Corporate Communications, welcoming staff to the site.

Facilities management company Debut ensured PA systems were in place and tested while stands had to be made and moved into place.

Porters were out and about moving furniture and exhibits while cleaning staff kept areas clear for the briefings to staff.

Staff arriving on site were greeted by members of the DE&S Board and other senior leaders, handing out leaflets explaining details about the launch of the new organisation and the day's events.

An excellent and well-attended barbeque took place on site, while helicopter fly-pasts during lunchtime brought festivities to a close.

On sites around the country – including Northolt, Donnington, Bicester and Yeovilton – staff attended briefings on how the future will affect them.

1st April also saw some organisational changes to DE&S with a number of units transferring to other parts of the MOD.

The three naval bases at Devonport, Clyde and Portsmouth have moved from DE&S to Navy Command.

Information Systems and Services, based in Corsham, are now part of Joint Forces Command.

## Team announces key milestone in the reform of DE&S

for Work Package 2 (Finance, Management Information and IT) and Work Package 3 (Human Resources). Contract Notices for both packages are expected to be issued later this year.

The issue of the contract notice follows soft

market testing and several rounds of dialogue with industry.

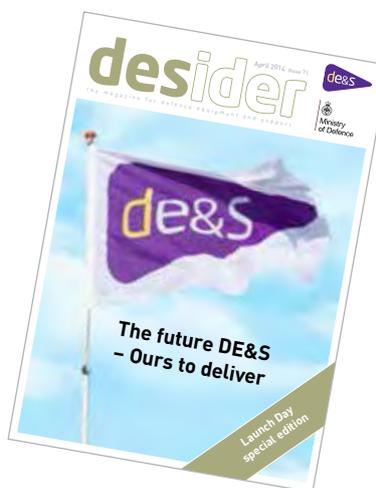
Key figures from industry will also have an opportunity to discuss plans for the future, including how they can contribute to the future DE&S operating model, through participation at an Industry Day at Abbey Wood on 16th June.

This work will complement the internal engagement forums and workshops, primarily taking place at 1-star and 2-star level, which continue to be arranged by the Materiel Strategy team.



Left: Bernard Gray, Chief of Defence Materiel, is pictured on the morning of Launch Day on 1st April, with a plaque marking the event at Abbey Wood

Right: how *desider* previewed the day



□ The Defence Reform Bill has now passed its third reading in the House of Lords. The next stage will be House of Commons consideration of Lords Amendments. Royal Assent to the Bill is anticipated before the end of the current Parliamentary session.

THE FIRST day of the new DE&S began with the unveiling of a plaque to mark the occasion.

Bernard Gray, Chief of Defence Materiel, was joined by members of the DE&S Board in the Central Facilities Building at Abbey Wood where the plaque has been installed to commemorate the 1st April relaunch of the organisation as a Bespoke Trading Entity, at arms length from central Government.

"Today is a very auspicious day in the history of DE&S," he said. "Over the next few months the challenge for us is to realise that we will now have the freedoms to go out and make the decisions we need to make."

Also present at the unveiling were invited guests from across the equipment domains who had been part of DE&S' recent successes.

"You have been invited along because you have made a distinguished contribution to where we are today" CDM told them.

"It has been a personal contribution to our success. And we are certainly very proud of you. We are looking forward to working with you to make this an even better organisation to work for."

## Abbey Wood plaque helps mark DE&S new dawn



## 'Unique and momentous opportunity for DE&S'

DE&S HAS been given a unique and momentous opportunity to decide how to manage its own business and make its own decisions – and it is up to everybody in the organisation to seize the moment and exploit the new freedoms.

Bernard Gray, Chief of Defence Materiel, made DE&S' new arms-length relationship with central Government his theme as he briefed around 2,000 civilian and military staff in a series of sessions in neighbourhoods throughout Abbey Wood on 1st April, the first day of the new bespoke trading entity.

"This is a very, very important day in the history of DE&S. This is a very proud day for us all, because today central Government has given us the power to manage our own business for the first time," he said.

"This is no small achievement and is a significant responsibility for us. No other part of the Civil Service has been given anything like this. I want us to use these freedoms and have ambitions.

"They have given us,

effectively, full management control of how we run the equipment programme. Fundamentally, we get to decide how we run our business."

CDM said DE&S needed to be able to organise its resources according to its needs. "We have been constrained for far too long by a set of rules which don't suit us. Our code should be designed by us, built by us and run by us.

"The progress we have made over the last few years in taming the equipment programme has given people the confidence that we can run this business if given the opportunity to do so. People recognise we don't have the tools we need which would enable us to do the job even better. Our objective is to build an organisation which will endure."

But he warned that DE&S must use the new freedoms and face up to the challenge of taking responsibility for decisions, rather than referring them, as in the past, to others.

He added that the organisation had sometimes been rightly criticised in the past for its performance. This

was changing. He said: "The criticism we get is increasingly unfair because we are increasingly performing. I want us to go into the outside world and be recognised for our excellence."

He said he wanted people outside the MOD to want to work in DE&S because the organisation achieved great things. "That's when you start to get a momentum going," he said. "We have endured decades of criticism for the equipment plan. We can now control that and create our own destiny.

"That's where I want us to be. I hope you all come on that journey with us, because it will be very exciting, interesting, rewarding and make DE&S a pleasurable place to work. That's what I want for DE&S; that's why I am here."

CDM concluded by saying: "Thank you all for your hard work and the dedication that you have shown in the last few years of austerity, restructuring and the VERS process – which has not been easy. I salute you all for what you have done. Be proud of what you do and where you work."



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# Match fitness is our first aim



Forward looking: Lt Gen Chris Deverell briefs neighbourhood four staff

A NEW relationship between DE&S and central Government does not change the fundamental objectives of the organisation, but marks a huge step forward in getting DE&S match fit.

Lieutenant General Chris Deverell, Chief of Materiel (Land), addressed hundreds of civilian and military neighbourhood four staff at Abbey Wood, following a welcome by Bernard Gray, Chief of Defence Materiel, to the new arms length body that DE&S has become.

And he was keen to stress that while more freedoms from control would benefit the organisation, staff should not lose sight of their main functions.

“There are things that have not changed,” he said. “Our unique and highly demanding role has not changed. Other military acquisition organisations are not like us. Some have bigger expenditure but they are not joint, they are single service. And there are some that are joint, but don’t handle through-life support. No-one does the portfolio we do. And you don’t see many commercial organisations like us either.”

Gen Deverell said that staff needed the tools to help optimise the organisation’s role.

It had been a remarkably quick achievement – not much more than three months – to move to the arms length body that DE&S will become.

“But this tells us that there’s firm agreement in Government that we do need the tools to optimise our task and for everyone to be able to fulfil their potential. That was behind the GoCo and it is behind the bespoke entity,” he said.

Gen Deverell said that in the Land environment staff had performed well. He was pleased with the way negotiations with industry had gone on the Scout Specialist Vehicle programme, and the future sale of the Defence Support Group.

## Land domain staff told of moves to take DE&S forward

The Sea Viper missile system was on contract while the Weapons operating centre was leading the way within DE&S on matrix management. Inventory management transformation was well underway and the asset management systems, JAMES and MJDI, had been delivered to the user in Afghanistan. The Logistic Commodities and Services Transformation change programme was one of the biggest of its kind in Government while great strides had been made in business management.

“We are delivering to our forecasts,” he said. “Things are going well and getting better. The general profile in the

domain and across DE&S is of sounder and sounder performance.”

And he promised that there were areas that staff would notice change. “DE&S will not become overnight the easiest place to work,” he said. “There are good things about the place but problems about desk allocation, car parking and IT support have not been solved. Those problems won’t be wiped out in a day.

“But the operating budget will be under our control which will give us tremendous freedom. Areas where life is less than perfect will be tackled and we will invest in the professional career development of our staff.

“There’s a lot of work to do to get us fully match-fit. We have turned a corner on our journey and it is a significant corner. It is in our hands now.”

Welcome to the new DE&S: Director Materiel Strategy Barry Burton, below left, and Director Human Resources David Ball hand out leaflets to staff as they enter the Central Facilities Building at Abbey Wood



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# An extraordinary challenge – and an extraordinary opportunity

**Staff can now realise ambitions, says DE&S' Chief of Materiel (Fleet)**



Vice Admiral Simon Lister at Abbey Wood

HUNDREDS OF civilian and military staff in Abbey Wood's neighbourhood three were urged to exploit the new freedoms the organisation had been granted, realise their ambitions, concentrate on delivery of the programme and push back at bureaucracy.

Chief of Materiel (Fleet) Vice Admiral Simon Lister told staff at a town hall event held after CDM had addressed staff: "We need to exploit the opportunities that CDM has spoken about, hold on to our

ambitions and strive for improvement.

"We have plenty of work to do in the maritime arena. Over 40 per cent of the budget set out in the Defence Equipment Plan – that's about £60 billion – will be under the control of you and the teams in which you work. That is an extraordinary challenge and an extraordinary opportunity."

The Royal Navy's existing fleet was composed of submarines and surface ships that were better in their field than

the best of other navies and this capability is set to improve further with new platforms. *Astute* class attack submarines have begun to enter service and *Queen Elizabeth* class aircraft carriers were taking shape in-build.

Admiral Lister said he had published a new manifesto for his domain, setting out his fresh priorities of building the team, controlling the programme and driving supplier performance.

He also said he wanted to hear from staff about bureaucracy that blocked their work and their ambition.

"There has been too much administration and too little delegation and it's my ambition, as far as proves necessary, to eradicate some of the administrative entanglements that prevent us from making improvements. Instead of checking and authorising work we should trust each other to do our jobs well," he said.

"I want us to move from being an administrative organisation to a delivery organisation. This means taking some risks, but we are up for delegating more and seeking approval less."

The Admiral said he wanted his teams to get a better measure of the equipment and support programmes, strike better balances between performance and risk and drive supplier performance.

He said he wanted less time spent on constructing perfect business cases that suppliers might fail to deliver on. Instead he wanted much better knowledge of the pressures suppliers faced – so DE&S could understand them better – and he wanted project contract management to have much improved width and depth.

• Admiral Lister also presented team awards for excellence in project delivery to members from the *Sandown* class diesel generator and the Teutates teams.

He said the programme of work on the *Sandown* class had progressed very well and he had been very pleased when he had inspected *HMS Bangor*.

The UK/French Teutates project was an extraordinary scientific achievement, with collaboration at the cutting edge of technology and physics.



Nailing colours to the mast: staff in neighbourhood three, left, gather to listen to opening day addresses

# When the need is there we deliver, Air domain staff are told

CIVILIAN AND military staff in Abbey Wood's neighbourhood one were urged to seize the moment by a DE&S Board member after the future shape of the organisation was outlined to them.

Following a plea from CDM to use the new freedoms DE&S has been granted by the Government, Chief of Materiel (Air), Air Marshal Simon Bollom, told hundreds of his staff at a town hall session: "We must use our skill and courage and now seize the moment".

He added: "This is a real opportunity for us and as opportunities are often fleeting we have to grasp this with both hands. We have been constrained in the past in areas such as process and training but those constraints are now freed.

"Changes will not happen overnight but we are heading in the right direction already. People in this building and in the whole of DE&S are core to making a difference."

While welcoming the future shape of DE&S Air Marshal Bollom acknowledged that the new opportunities would not mean people disregard current ways of working – but he urged people to challenge bureaucracy.

He said: "There are a number of areas where we get very process

## 'The stability we have on our programmes is down to you'

bound. However, people can now challenge things. Scrutiny is not just about what people do to us.

"There's a lot we can do internally to remove some of the shackles on us.

"Trust is key and we must learn how to delegate further and we need to learn to take a few risks

"I am up for that challenge of cutting bureaucracy so let's challenge things and see how we get on."

Air Marshal Bollom said that despite press criticism in the past over the performance of DE&S the organisation had made significant improvements in recent years.

He said: "When the need is there we deliver. We have made real progress on large acquisition programmes. We are stable on performance, and this has not been the case in previous years.

"The stability we have on our programmes is down to you, ladies and gentlemen."

"We have delivered new capability to the Armed Forces and we have done this with our arms tied behind our backs to some extent."

He added: "It is a privilege to lead the Air environment and I cherish these new opportunities."



Above: Air Marshal Simon Bollom, DE&S' Chief of Materiel (Air), is pictured at one of Abbey Wood's main entrances, welcoming staff with news of the organisation's relaunch

Below: events during the day included demonstrations of some of DE&S' successful projects. Air Marshal Bollom introduces CDM to staff alongside the Unmanned Air System Scan Eagle which has only recently deployed abroad



# We are being given the freedoms we need to make DE&S world class



Pete Worrall, Chief of Materiel (Joint Enablers) addresses neighbourhood two staff. Director General Resources Michael Bradley is to his right

CHIEF OF Materiel (Joint Enablers), Pete Worrall told hundreds of civilian and military staff in Abbey Wood's neighbourhood two, who had just listened to CDM's launch-day speech: "Finally we are being given the freedoms and flexibilities we need to make DE&S world class and a great place to work."

"Some of you may be thinking that you've seen lots of change – for example smart acquisition, DPA and DLO merger and PACE. You are probably thinking why this should be any different? Past reforms did help us to move forward but they

all had one missing link, the necessary freedoms and flexibilities.

"We now have these. Rome wasn't built in a day, however, and we now need to build on the superb work of you and your colleagues.

"The Board have also been listening and acting on your feedback. We have undertaken refurbishment work to the Abbey Wood site to improve our working environment; we have increased the number of disabled parking spaces and we will be lowering approval levels for travel.

"On parking, we have submitted a planning application to create an additional 350 parking spaces and additional options to improve parking are being considered. There is a lot to do and we can only achieve what we need to if we do it collectively; we all have a role to play."

Director General Resources Michael Bradley added: "It's worth reflecting that we've carried on doing our day job during some difficult times, including

reduced headcounts and constraints in the operating model, but we have continued to deliver.

"We have made some significant savings – for example we have already reduced inventory purchases by more than £1 billion in the last two years. The Ships operating centre and CAAS worked exceptionally hard to deliver a much better deal on carrier and shipbuilding. This reflects the skill, professionalism and dedication of staff within this organisation.

"As a Board we have also been frustrated by some of the constraints that we have all faced, many of which have prevented us giving you more help to do your jobs over the last few years.

"We are committed to ensuring that we provide you with better tools and resources in the next few years, so you can do an even better job in the future.

"We have made a number of excellent achievements over the last five years and I'm excited about what the future has to offer. Thank you for your time and all your efforts. You have done a sterling job under difficult circumstances and I look forward to working with you over the next couple of years."

A number of cakes were produced to celebrate the day and a barbecue held in the main piazza. Left: Pete Worrall cuts a DE&S cake



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## Launch – to the power of three

**Launch around the UK**



THREE SEPARATE sessions were needed to brief staff at British Forces Post Office at Northolt due to working patterns and shift changeovers.

Deputy Head, Colonel Stephen Heron, briefed mail operatives and supporting staff based at HQ BFPO (London) on the DE&S launch.

The three sessions made sure night and day shift personnel as well as those working in the headquarters were informed.

“This is a deliberate and thought-through change which will be delivered in the next 12 months and then bedded-in over the following two years – this is day one of the journey,” he said.

Adding context to the corporate material he said: “Staff at BFPO have nothing to fear. I say this because BFPO has already changed: streamlining itself and driving for efficiency”.

In his last week before detaching to Abbey Wood he also took the opportunity to thank staff for their hard work and continued support during his tenure as assistant head at BFPO.

Top: Col Stephen Heron delivers the news to the various shifts at British Forces Post Office headquarters in London



Above: Brig Steve Watkin presents the launch brief to staff at Bicester while, below, Logistic Services deputy head Steve Brannigan delivers the news at Donnington

## Logs staff hear in perfect time

LOGISTIC STAFF at Bicester heard details of the relaunch of DE&S in a briefing timed to coincide with announcements made at Abbey Wood.

Brigadier Steve Watkin, Head Logistic Services, presented the DE&S launch brief to more than 130 managers and staff from across the Bicester sites. Other Logistic Services sites across the UK were also briefed at the same time.

With thanks to the GM staff for their hard work re-arranging the Training and Development centre at D Site and turning it into the perfect venue, Brigadier Watkin told staff what changes the new DE&S will bring.

Marking the first day of the new DE&S bespoke trading entity, Brigadier Watkin explained how the new operating model recognises the particular requirements of DE&S.

It is something that Logistic Services staff know and understand very well looking after the vast range of complex and specialist materiel that DE&S manages.

The new status will bring with it freedoms to operate that acknowledge the unique nature of what DE&S does and the work that Logistic Services staff do, he told staff.

Following a video message from Bernard Gray, Chief of Defence Materiel, Brigadier Watkin said: “The Logistic Services team excels in what it does and, depending on the outcome of the LCS(T) competition, these new freedoms will be critical in allowing us to improve the organisation even further.”



# Apache joins DE&S in passing a milestone



THE BRITISH Army's Apache attack helicopters, operated by the Army Air Corps, have flown their 50,000th hour on operations in Afghanistan – a third of all UK Apache flying.

The milestone was marked when DE&S Director Helicopters Adrian Baguley cut a specially baked cake at AgustaWestland in Somerset.

The ceremony was part of Launch Day on 1st April where Mr Baguley was presenting the DE&S message to the Apache project team based on AgustaWestland's Yeovil site.

There was also a fly-past at Abbey Wood from an Apache to help mark Launch Day.

Apache helicopters have been conducting operations in Afghanistan since 2006, shortly after being introduced into service with the British Army.

Since then the aircraft have been constantly

deployed on Operation Herrick supporting ground forces, conducting reconnaissance missions and acting as armed escort to other helicopters.

The 50,000th hour was flown by Major Simon Wilsey, commander of 664 Squadron, Army Air Corps.

Major Wilsey said: "The operational tempo we have maintained over the last eight years has been challenging, but the resilience of our soldiers, and especially that of their families supporting them, is outstanding.

"I am proud and lucky to command such high calibre, professional soldiers and such an amazing capability as the Apache."



Right: Adrian Baguley, Director Helicopters presents the Launch Day message to DE&S Apache team staff

Above: Apache over Abbey Wood

## Team moves into overdrive to equip Reserve forces

AMONG MANY team displays on Launch Day, Lt Gen Chris Deverell, Chief of Materiel (Land) visited staff of the Dismounted Close Combat programme, pictured below, which has delivered £57 million of extra kit for Army Reserves in the last financial year.

The programme's staff – now part of

the recently renamed Soldier, Training and Special Programmes Group – worked alongside finance, commercial and industry colleagues to tight timescales to deliver the procurement, which was in addition to the core DCC programme of £170 million.

This was in response to the need for

Army Reserves to be fully integrated with the Regular Army in preparation for Force 2020. The equipment delivered by the team matches that of the Regulars and ranges from night vision systems to ancillaries for existing weapons.

Within the programme area of surveillance and target acquisition, 4,300 Head Mounted Night Vision Systems (HMNVS) were procured through the Foreign Military Sales process to a value of £13.8 million.

HMNVS is the main night vision system for dismounted troops and enables the user

to identify targets in very low light. The systems meet full US military specification.

Last September a contract was awarded for 16,295 quadrails and downrips for the SA80 rifle. The cost of this project was £5.8 million with full delivery achieved by the end of March.

Quadrails and downrips are one of a number of enhancements to the SA80 rifle to address integration issues. They enable the soldier to bring the weapon to bear when wearing combat body armour and provide a more stable firing platform while allowing extra systems to be fitted to the rifle.

Programme Head Brigadier James Daniel praised team members for the massive increase in procurement for dismounted troops.

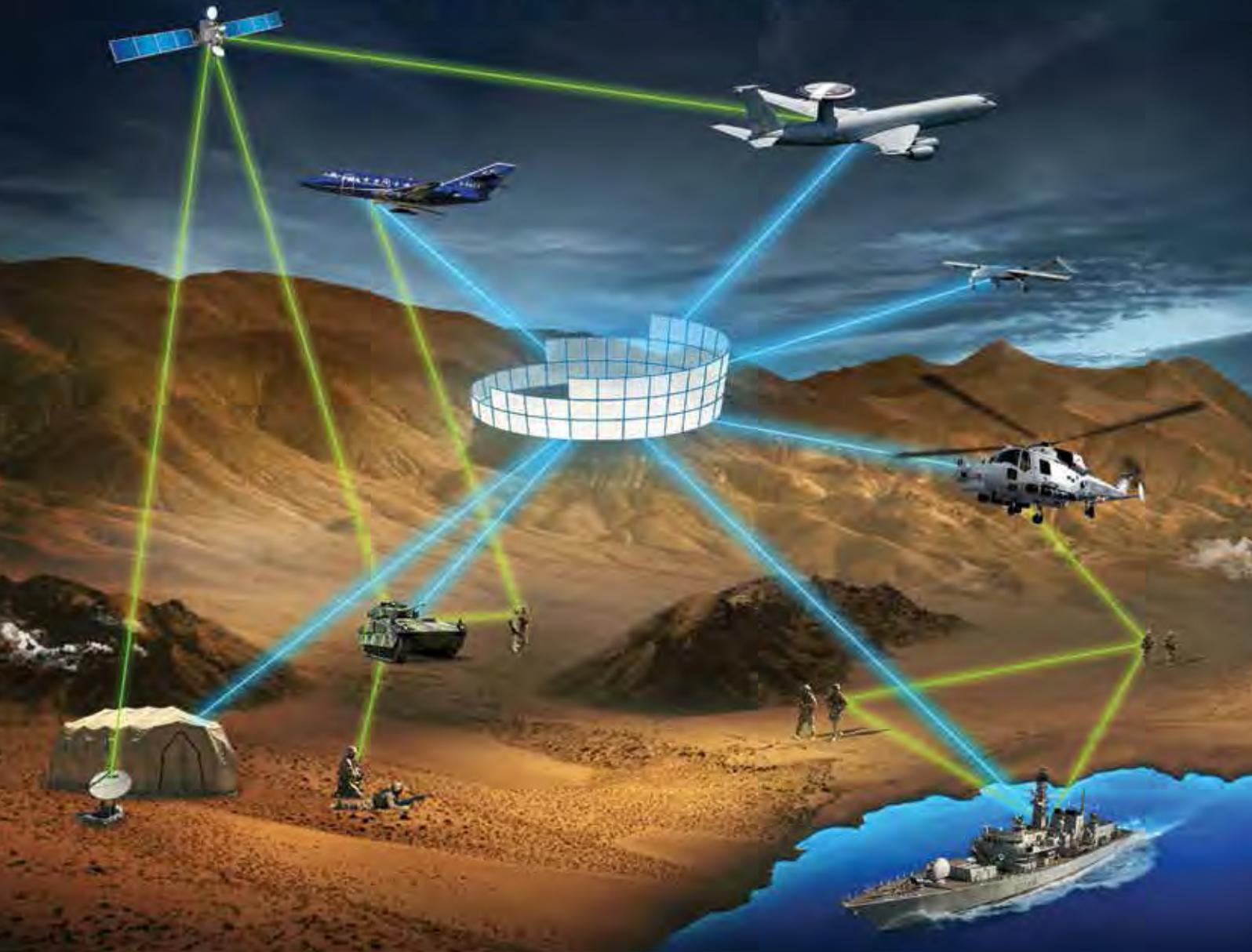
"They have played an integral part in ensuring that the Secretary of State's vision is achieved for the Reserves to be equipped in accordance with their Regular counterparts," he said.

"This will enable them to be fully integrated and conduct the range of tasks necessary for their role within Army 2020."



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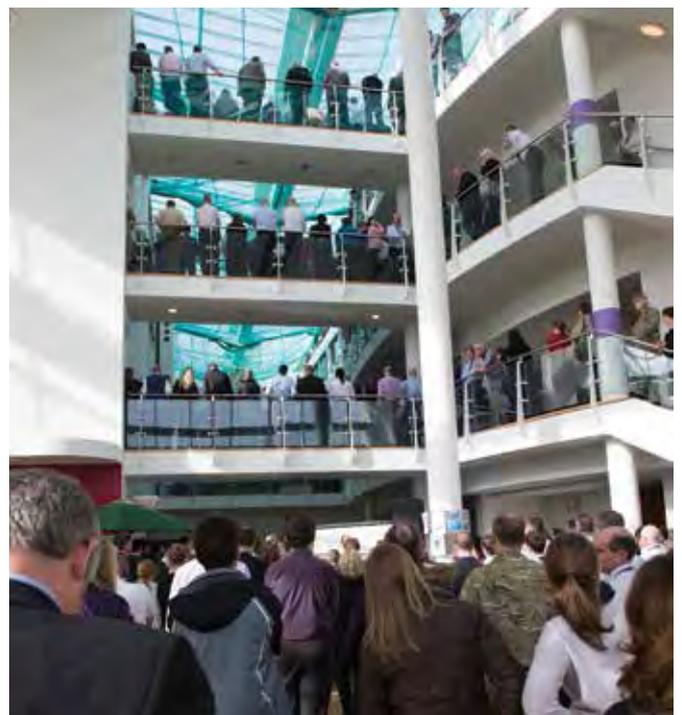
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# One amazing day

DE&S photographers capture a flavour of the organisation's launch event



All pictures by DE&S photographers Andrew Linnett and David Tucker



Meet and greet: the early morning of 1st April saw members of DE&S' Board out and about at all entrances to the Abbey Wood site, handing out leaflets containing details of the 'new' DE&S. From top left: Director Technical Air Vice-Marshal Julian Young, Director Ships Tony Graham, Chief of Materiel (Fleet) Vice Admiral Simon Lister and Chief of Materiel (Joint Enablers) Pete Worrall



Below: Neighbourhood two featured a suggestions board for staff to add their thoughts on the future direction of DE&S





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Head of the Civil Service visits Abbey Wood to hear plans for the future

Pictures:  
Andrew  
Linnett



## Sir Bob backs DE&S moves

□ Chief of Materiel (Joint Enablers) Pete Worrall accompanied Sir Bob throughout his visit. He said: "It is impressive how such

THE COUNTRY'S most senior civil servant has told DE&S staff that reform is about making the Civil Service smaller but stronger.

Sir Bob Kerslake, Head of the Civil Service, was addressing staff during a visit to Abbey Wood on 11th April during which he praised the work of DE&S and backed the move towards an organisation at arm's length from central Government.

"The world around us is changing and we need to change too," he said. "Change in the Civil Service is fundamentally about becoming smaller but stronger and I believe these things can go together.

"We have to focus on key priorities. One of those is how skilled we are. We must invest in our learning and development."

Sir Bob said that crucial areas where the best skills were needed included programme and project management, commercial capability, digital capability, and leading and managing change.

He also wanted the Civil Service

to harness technology better, for staff to be more open in the way they worked, with better collaboration across Government. "Better collaboration means we become a more unified Civil Service," he said.

"Yes, DE&S will have a more distinct identity but it is important it doesn't lead you to become more remote from the MOD and other parts of government. We work better if we collaborate."

Sir Bob said that the two reasons people often told him about why they worked in the Civil Service was that they were doing responsible work and making a difference.

"There's some fantastic work going on here and, in every sense, you make a huge difference to the effectiveness and security of our Forces and also of our country," he said.

"It is a powerful and important step you are taking. Over time it will have a big and positive impact."

Sir

Bob took questions about civil servants' terms and conditions, whether the Government owned, Contractor operated proposal was still on the agenda, information technology and staff returning to the organisation after early release.

At the start of his visit Sir Bob was met at Abbey Wood by Pete Worrall, Chief of Materiel (Joint Enablers) and Air Marshal Simon Bollom, Chief of Materiel (Air).

He was given an overview of DE&S and the Materiel Strategy by Director Materiel Strategy Barry Burton and Head Implementation and Support Partners Richard Smart before briefings on projects including the *Queen Elizabeth* carrier, Chinook helicopter, Lightning II fast jet, Force Protection and Foxhound.

He also met the Defence Support Chain Operations and Movements team.

Before departing he presented operational service medals to Lisa Gardner, Maddy Dawson and Paul Vaughan.

a busy man as Sir Bob makes time to visit civil servants around the country. Even then he can't see all he would like to.

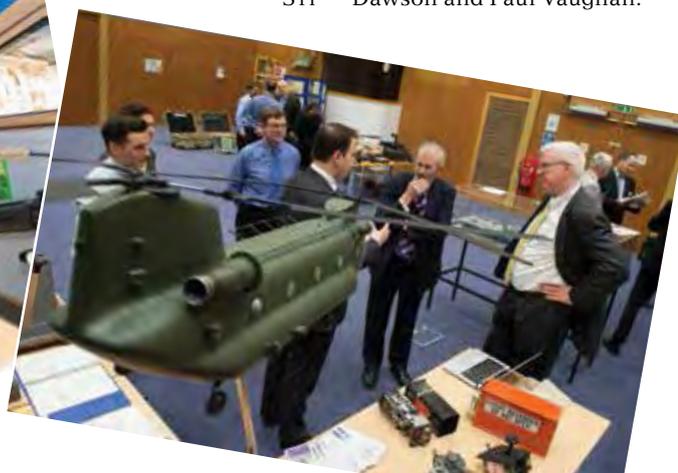
"It was therefore a real vote of confidence from the most senior civil servant in the UK that Sir Bob visited us at DE&S Abbey Wood only eleven days since the launch of our bespoke trading entity - BTE, or as someone during Sir Bob's address in the CFB said, Better Than Ever!

"Sir Bob was not only impressed but amazed at the range and scale of what we do and the sheer professionalism we exhibit in working with and supporting our Armed Forces; on everything from delivering life-saving equipment and support to our civilians deploying to Afghanistan.

"So Sir Bob's visit was vitally important in helping us make DE&S Better Than Ever through his first hand understanding of and personal support to what we all do.

"While the Future DE&S is ours to deliver, supporters outside DE&S like Sir Bob can only help us excel!"

Far left: Sir Bob in a Foxhound vehicle while, left, he chats to Chinook team members





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F-35 LIGHTNING II will fly in Britain for the first time this summer.

The aircraft will make its international debut in July at the Royal International Air Tattoo in Fairford and will also fly at the Farnborough International Air Show.

The decision to fly the combat aircraft outside the United States for the first time, following discussions between Philip Hammond and his US counterpart, Secretary of Defense Chuck Hagel, is a further demonstration of the progress with the Lightning II programme.

Selection of two UK airshows also demonstrates the significant role that Britain has in the programme. Approximately 15 per cent of every aircraft is built in the UK.

Defence Secretary Philip Hammond said: "The US and the UK have worked closely together on the F-35 project from the beginning.

"We are the only country that is a first tier partner in the project, which is sustaining tens of thousands of jobs in the UK.

"This fifth generation stealth combat aircraft will be a major boost to British combat air power and it is entirely fitting that the F-35's

UK-bound: a UK F-35B Lightning II pictured at Fort Worth, Texas. The aircraft was piloted by RAF Sqn Ldr Jim Schofield



## F-35 to make UK debut

UK-US co-operation sees airshows host aircraft for first flights outside the US

first stop outside the United States will be in the UK."

The UK has three aircraft which are all based in the US undertaking training with Royal Navy and Royal Air Force pilots. Orders for further aircraft will be placed over the next few years.

The UK's first operational Lightning II squadron, 617 Squadron, is scheduled to

move from the US to RAF Marham in 2018 ahead of flight trials of the *Queen Elizabeth* class aircraft carrier later that year.

The F-35 Lightning II will be capable of undertaking a wide range of operations from intelligence, surveillance and reconnaissance missions to high intensity combat, including air defence for

a Carrier Task Group and offensive support for ground forces.

The Royal International Air Tattoo is open to the public from 11-13 July.

Soon afterwards the Farnborough International Air Show takes place and is open to trade visitors from 14-18 July and open to the public 19-20 July.

## ... while more partnerships improve carrier landing



LANDING FIXED wing aircraft on aircraft carriers could be revolutionised thanks to a recent piloted flight simulation trial.

The trial saw UK and US partners on the F-35 programme use the F-35 simulation facility at Warton to test new concepts for landing.

BAE Systems has been involved in the design of the Shipborne Rolling Vertical Landing (SRVL) manoeuvre being developed for when the F-35B Lightning II Short Take-off and Vertical Landing (STOVL) aircraft and the new *Queen Elizabeth* aircraft carriers come into operational service.

The SRVL manoeuvre provides enhanced 'bring back' meaning the aircraft is capable of bringing back more payload – fuel for instance – owing to the wing lift created by forward airspeed at touchdown.

Joint research efforts on both sides of the Atlantic have developed enhanced aircraft flight controls and displays applicable to both the F-35C Carrier Variant arrested recovery and the F-35B STOVL variant SRVL recovery to the carrier, albeit separated by 70 knots approach airspeed.

The facility at Warton is supporting UK carrier integration and risk reduction studies, realistically simulating the landing and take-off characteristics of an F-35B STOVL variant to and from the *Queen Elizabeth* carriers. It allows engineers and pilots to help define and refine the design, layout and operations for both aircraft.

The work being undertaken in the simulator is generating large savings as refinements can be fed into the design phase of both programmes.

Closing in on the deck: BAE's simulator at Warton is trialling new concepts of landing which will help recovery of the UK's STOVL version of the F-35 to the *Queen Elizabeth* class carriers

## NEWSREEL

## Vector plays its part

VECTOR Aerospace UK has supported characterisation trials of the Radar Warning Receiver on the Puma Mk2 at its Fleetlands site in Gosport, Hampshire. Working alongside the MOD and Airbus Helicopters the company hosted two separate weeks of trials which constitute part of the new integrated defensive aids suite fitted as part of the life extension being carried out across the RAF Puma fleet.

☐ Puma Mk2 in the air: page 45

## Flood support

MILITARY help to those affected by the winter floods will continue through the standard joint regional liaison officer network. Defence's contribution peaked at 5,000 personnel in February and March providing everything from sandbagging to aerial reconnaissance. More than 200 personnel continued to inspect 150,000 flood defences across England. The task was completed last month.

## Port dredging

THE contract to dredge Portsmouth Harbour, when awarded, is expected to be worth £20 million to £40 million, Minister for Defence Equipment, Support and Technology Philip Dunne has announced. Work will be completed ahead of HMS Queen Elizabeth's arrival in late 2016. The bidders are Boskalis Westminster, Van Oord UK and Dredging International NV.

# Typhoon – ever greater capability



Typhoon on trial: with Paveway IV, main picture, and the laser designator pod, above

THE LATEST capability enhancement to Typhoon has gone into service.

Twelve of the RAF's multi-role aircraft have now been upgraded with the integration of the Paveway IV precision guided bomb and the Litening III Laser Designator Pod.

The upgrades are a continuing part of a long term contract – known as the Future Capability Programme – signed in March 2007 on behalf of the UK and the other Eurofighter partner nations, Germany, Italy and Spain.

It continues Typhoon's progress from its original air-to-air capability to a multi-role warfighter.

The latest enhancement will

be followed by further intense upgrade activity this summer.

"Ultimately these upgrades will be rolled out to all Tranche 2 and Tranche 3 aircraft," said Andy Morris, capability acquisition manager with DE&S' Fast Air Support Team.

"This enhancement will provide Typhoon pilots with ability to drop weapons precisely using laser and/or GPS guidance. This enhancement also forms the baseline for all future capability upgrades and increases its desirability for the export market. It will also

underpin the future achievement of declaring the Interim Force 15 milestone next year."

This programme will also ensure Typhoon is compliant with new civil airspace regulations and continues to be interoperable with UK allies.

Mr Morris added: "The achievement of this in-service date is an example of good teamwork to bring new upgrades into service with the RAF. This teamwork involved all Defence Lines of Development stakeholders. We have worked closely over the past two years to ensure each respective area was at an acceptable level of maturity to declare the ISD."

Another notable achievement was securing a Statement of Type Design for FCP1 from the Military Aviation Authority (MAA).

Mr Morris said: "This was the first time the MAA was required to certify a major Typhoon design change and, through intensive dialogue and brilliant mastery of the subject matter, the FAST team was able to secure it from the MAA the first time it was requested and on schedule."

Many groups have been involved in Future Capability success:

- ☐ Commercial support to each of eight contract amendments and change proposals
- ☐ Safety team (supported by QinetiQ) to achieve flight test clearances, certification of the final deliverables and the release-to-service
- ☐ Finance team to monitor and track forecasts
- ☐ Combined test team who co-ordinated additional test flight support out of BAE and provided vital links with the customer
- ☐ FAST Capability Acquisition team who co-ordinated the overall effort and led to Military Aviation Authority certification
- ☐ Logistic team who delivered an embodiment plan to ensure support readiness for entry into service
- ☐ Resident Project Officer team at BAE Systems, Warton
- ☐ Requirements managers who played a vital role with industry and the international community to guide development of the capability
- ☐ Entry into Service working group made up of representatives from all Defence Lines of Development

# A well-oiled machine

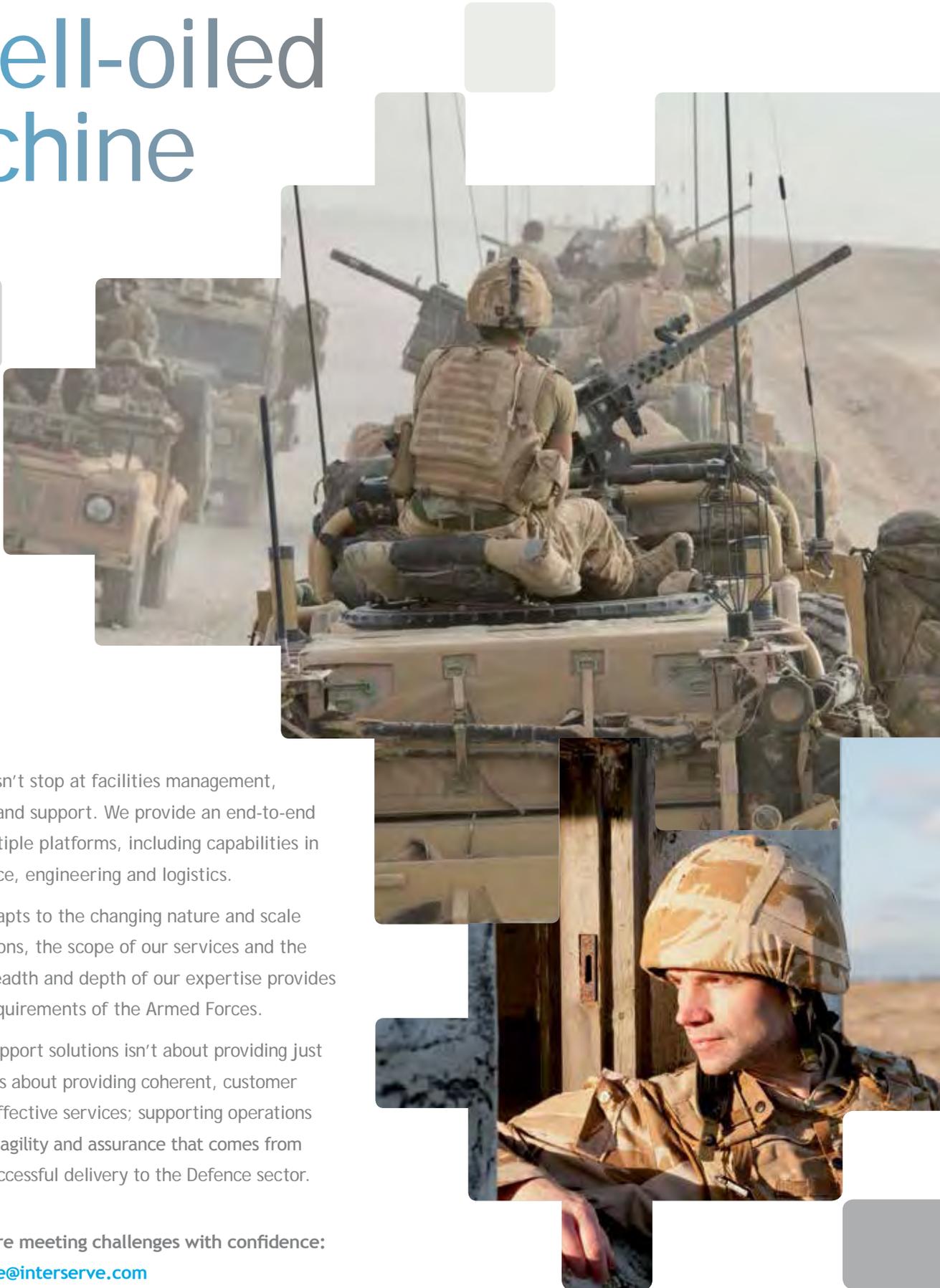
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## A wider window on Abbey Wood

THE SUN shone on Abbey Wood last month – particularly on 8th April when this shot of the site was taken by DE&S photographer David Tucker.

David, of DE&S Communications, flew over in a helicopter of Gloucestershire-based Heliflight UK to refresh photographic files of the site, its car parks and to reflect the rapid development of the north Bristol area.

"We were asked for aerial shots of the complete perimeter as it exists now for security purposes," said David. "Many of our pictures of the site and the surrounding area are old so, for now anyway, we are fully up to date."

David enjoyed 20 minutes over Abbey Wood on his hour-long flight taking around 350 shots from various angles at 1,000 feet.





# Get your tackles in early

Last month *desider* updated progress on management of the MOD's huge inventory of equipment. Michael Bradley, Director General Resources at DE&S, explains why the inventory is so large, and the robust approach to making reductions

**O**ur inventory covers everything from boots to spare engines for helicopters and fighter jets, medical supplies to radios, body armour to guided missiles, and everything in between - all the bits we need to keep aircraft in the sky, ships at sea and the troops on operations clothed, fed, watered and protected.

In other words this is stuff that really matters, stuff our Armed Forces rely on and stuff you really don't want to run out of when you are fighting a war on the other side of the globe.

As a consequence we have a lot of stuff! In November 2012, we held £39.4 billion pounds of materiel, roughly equivalent to the Gross Domestic Product of a middle ranking country and supposedly the cost of High Speed 2 Rail project. We have 65 times more inventory than Tesco.

So why have we accumulated so much stuff? We are not in the same business as Tesco, so perhaps understandably we do tend towards a risk averse culture on stock availability. If we don't have kit the Armed Forces need in the right place at the right time then the mission might be lost and our troops might die. That's all true, but it has led some parts of our organisation to use it as an excuse for poor stock management control.

Treasury rules don't help either as they allow people to put some inventory purchases on the shelves without any charge to the budgets - so the stock is free; the users only get charged when they consume something from the stores, not when it is bought from the supplier. Consequently, this is a poor regulator on raw material purchases.

Also, inventory skills are under-developed, data that underpins

management decisions is very poor and the financial systems have failed to provide the right levels of control with no budget to constrain purchasing.

Holding a large stockpile is one thing, but for it to have increased by more than a billion pounds a year when the size of the Armed Forces was shrinking was not something we could justify. Hence the radically different Inventory Management Transformation (IMT) that started in March 2012. The new approach has meant that DE&S has reduced inventory purchases by £1.05 billion in two years and seen the inventory stock level reduce by about £6 billion. We expect to reduce holdings by at least a further £3 billion in the next two years as we continue to dispose of surplus materiel.

How did we do this in such a relatively short period of time?

We are using external commercial



! experience along with consultancy from Ernst and Young. The team has adopted what the consultants call an “intervention based approach” or, a bit like Norman Hunter used to do for Leeds United back in the 70’s, (remember him?) he would get a few two-footed tackles early on in the game to make sure the opposition centre forward knew that he was around. In our case the organisation needed to change quickly. We brought in people who are usually sent in by the banks to rescue businesses that are on the verge of going into receivership and we introduced some rigid financial controls

Nothing too sophisticated, but we brought in budgets for inventory purchases and an authorisation process that required me to approve any purchase above £500,000. And, just like Norman Hunter, we targeted the main offenders and made sure that they knew that they would get a friendly kick if they stepped out of line. We also cancelled excess orders with suppliers and in some cases got them to buy back the excess stock.

Stakeholders were naturally concerned at the beginning – people told me the budgets were too small, the authorisation process was over the top and that the process would result in the organisation letting the Armed Forces down.

After a few months however the noise died down and the organisation started to get the message that management was

serious about the issue, and holdings and purchases started to reduce.

We learnt an awful lot from these intervention-led tactics, and as things improved, we felt confident enough to put more effort into developing structural changes and improve supply chain tools.

It is not to say that all parts of the business were broken. The experience clearly showed where good practice existed and we must roll this out consistently across the business. We must value and develop the Support and Inventory professional function that runs across DE&S.

The team deliberately set out to seize control in a fairly unsophisticated way, but the momentum we have achieved bought us the credibility and confidence to implement structural change. The



journey is well underway and we must expect to keep the momentum going until at least March 2016 in order to integrate this initiative into wider DE&S improvements.

Many transformation programmes I have experienced have run out of steam before they actually implement change. They spend too long studying the problem, mapping and re-engineering processes, creating PowerPoints rather than getting out on to the pitch and making a difference.

That’s the key message – get on the pitch early and start making a difference, get a few tackles in and build some momentum. Norman Hunter got it right.



# A400M



# – a growing buzz of activity

THE FIRST of the RAF's next generation airlifter – A400M Atlas – is only a few months away from delivery, to the delight of DE&S and the head of its air domain.

Air Marshal Simon Bollom has earmarked the Airbus Defence and Space-built aircraft as one of the jewels in an almost complete refresh of the RAF's fleet of air support aircraft taking place during his time as DE&S' Chief of Materiel (Air). And A400M will be the second new aircraft into service after the transport and air-to-air refueller Voyager which is already proving itself on the Afghanistan airbridge.

"I am delighted to report that the RAF's replacement for the C-130 fleet, the A400M Atlas, is on track to arrive this autumn," said the Air Marshal. "We have ordered 22 aircraft and the first five are now in the final stages of production at the assembly facility in Spain. Air and ground crews are already being trained on simulators in Spain, and there is a growing buzz of activity at RAF Brize Norton as the infrastructure and support services are being prepared for the new arrival.

"With five other European partners – Belgium, France, Germany, Spain and Turkey – taking delivery of the aircraft, and the aircraft's export potential (Malaysia has already ordered four), the prospects for A400M on the global stage are very promising."

A400M is capable of carrying 92 per cent of the UK's inventory of protected fighting vehicles. And with an impressive short take off and landing distance, low level and tactical aerial delivery capability, the aircraft is attracting significant interest.

"While the A400M's reputation will be earned once in service, it is already showing considerable potential. Parachute trials are underway in Turkey, aerial delivery trials have gone very well and France conducted its first operational deployment to Mali in late 2013," said Air Marshal Bollom.

"Our A400M project team is in the throes of finalising the support contract with Airbus Defence and Space who will support the aircraft, and preparing the evidence required for the aircraft's release to service.

"This is an exciting time for RAF Brize Norton, who have just paid their farewells to the Hercules C-130K, VC10 and TriStar fleets, as they gear up for this new aircraft.

"A400M will signal a new way of working and a step change in technology as it takes its place alongside Voyager and C-17 to provide the RAF with strategic and tactical transport capability eventually to replace the C-130 fleet."

Air Marshal Bollom is already planning for the arrival of the first UK aircraft, known by Airbus as MSN 015. "The aircraft's entry into service will mark a significant step forward in our strategic/tactical airlift capability, complementing the heavy lift provided by the C-17," he said. "Faster and with a longer range and significantly larger payload than the C-130K, the A400M has much in common with the Airbus A380, sharing similar materials, software technology and electronics. Still in development, the full military capability of A400M will be realised by 2017 when it reaches full operating clearance.

"Its inherent reliability, system

redundancy and industry-led support solution will take us into a new era of reliability and safety.

"A400M represents a shift in the way we buy aircraft, realising the established pedigree of Airbus as a manufacturer to provide an efficient, safe and effective modern military transport aircraft. These are exciting times."

Senior RAF personnel have already paid a behind-the-scenes visit to Seville. Tony Flynn, 45, ex-RAF pilot and experimental test pilot is busy putting the aircraft through its paces. He said: "For a pilot, A400M is fantastic to fly. You have the latest generation of fly by wire so it's easy to fly. It's supposed to be that way so pilots can focus on the mission. We've had lots of pilots from customer nations together with the test pilots flying the aeroplane and everybody is impressed by its handling qualities."

The project is an opportunity for the French air force and the RAF to work together for mutual benefit following the Defence and Security Co-operation Treaty.

Ahead of its arrival at RAF Brize Norton, planned later this year, RAF loadmasters and avionics technicians are also learning to operate the aircraft. Engineer Cpl Lloyd Hill is training to be an instructor. He said: "I saw A400M fly at the International Air Tattoo, really liked it and applied for the programme. There are a lot of modern systems on the aircraft and I'm excited to see it up close and see what it can do. The next phase of training will be on the final assembly line and training on handling the aircraft."



Below: MSN015, the first of the UK's aircraft, pictured in Seville recently





Above and below: DVD – a showcase of all that's best in land equipment

The end of combat operations in Afghanistan this year sees the British Army moving from delivering an enduring operation to being poised for contingent operations worldwide.

This change sees a return to training to deliver high readiness forces drawn from the Army 2020 structure.

Within Land Equipment in DE&S, this change is already being met head on while we continue to support operations in Afghanistan; DVD2014 is an ideal opportunity for the commands and ourselves to explain the direction we are taking.

The show will demonstrate how we will be adapting to the challenges of contingency, what it means for the Army and Joint Forces' equipment and the way that DE&S will operate as we move forward. It is about the future – out to the end of this decade and beyond.

DVD is a unique event. It brings together the users of equipment, those who make decisions on acquisition, and industry in a productive and focused environment that combines normal show stands with hands-on demonstration. Our goal is for industry to have the time to demonstrate their products to their key customers and for the event to facilitate an open and focused dialogue on current issues and future choices.

We are well on our way to reaching our target of 240 exhibitors including large companies and small and medium-sized enterprises alike. My hope is that

**'A successful DVD sees the user, DE&S and industry engaged in open dialogue on performance and plans and how we can work together to improve delivery to the front line'**

**– Maj Gen Paul Jaques**



# Getting the best for the 21st century soldier

**DVD2014 will be at Millbrook next month. DE&S' Director Land Equipment, Major General Paul Jaques, urges industry and the Forces in the land environment to use the event to understand and meet the challenges of the next decade**

these contractors get to engage with their senior customers and hands-on users while networking with one another. For my team, DVD allows us to compress several months of routine dialogue into a couple of days.

There is clear pressure on the public purse and we are striving to deliver value in all that we do, in new acquisition and support. This business has a value in my area of approximately £1.6 billion per annum. We need to spend this money wisely and deliver the best equipment and support we can to the user.

We are looking at plans for new acquisitions across the wheeled and protected mobility vehicle fleets, camp 'infrastructure' and for the soldier as a system.

We are driving hard to deliver efficiencies into the in-service support arena by looking at how we can best contract through the supply chain; the sale of the Defence Support Group is at the heart of this initiative.

A successful DVD for me is one that sees the user, DE&S and industry engaged in open dialogue on current

performance and plans and how we can work together to improve delivery to the front line.

My desired end state is that all parties depart the show with a shared awareness of what we need to do to deliver the objectives of Army 2020 and value for defence.



**For more information on DVD2014 go to [www.theevent.co.uk](http://www.theevent.co.uk)**



## DVD – a good cross-section of UK land equipment

DE&S LAND Equipment teams will be well represented when DVD kicks off its two-day show at Millbrook in Bedfordshire on 25th June.

Well to the fore will be Combat Mobility Programmes, made up of three individual programmes. The Counter-IED Programme Management Office works across defence and wider government, with industry, science and military allies to deliver a C-IED capability into the core equipment programme with additional plans for contingency.

Manoeuvre Support is responsible for through life acquisitions primarily for the Royal Engineers. Current projects and areas of work include Terrier, Talisman, counter-mobility capability, avoid-capability in relation to improvised explosive equipment, force protection, bridging and gap crossing.

The Protected Mobility Programme delivers and supports urgent operational requirements for protected patrol vehicles, tactical support vehicles and associated capability enhancements.

The programme is also responsible for the through-life support of more than 2,000 vehicles delivered through UOR programmes which have since been moved into the core equipment programme.

In-Service Platforms Programmes supports a range of armoured fighting vehicles including Challenger 2, Warrior, CVR(T), Viking, Panther, Titan and Trojan. The team will also major new acquisition projects including Challenger 2 Life Extension Programme and Warrior Capability Sustainment Programme to meet Future Force 2020 requirements.

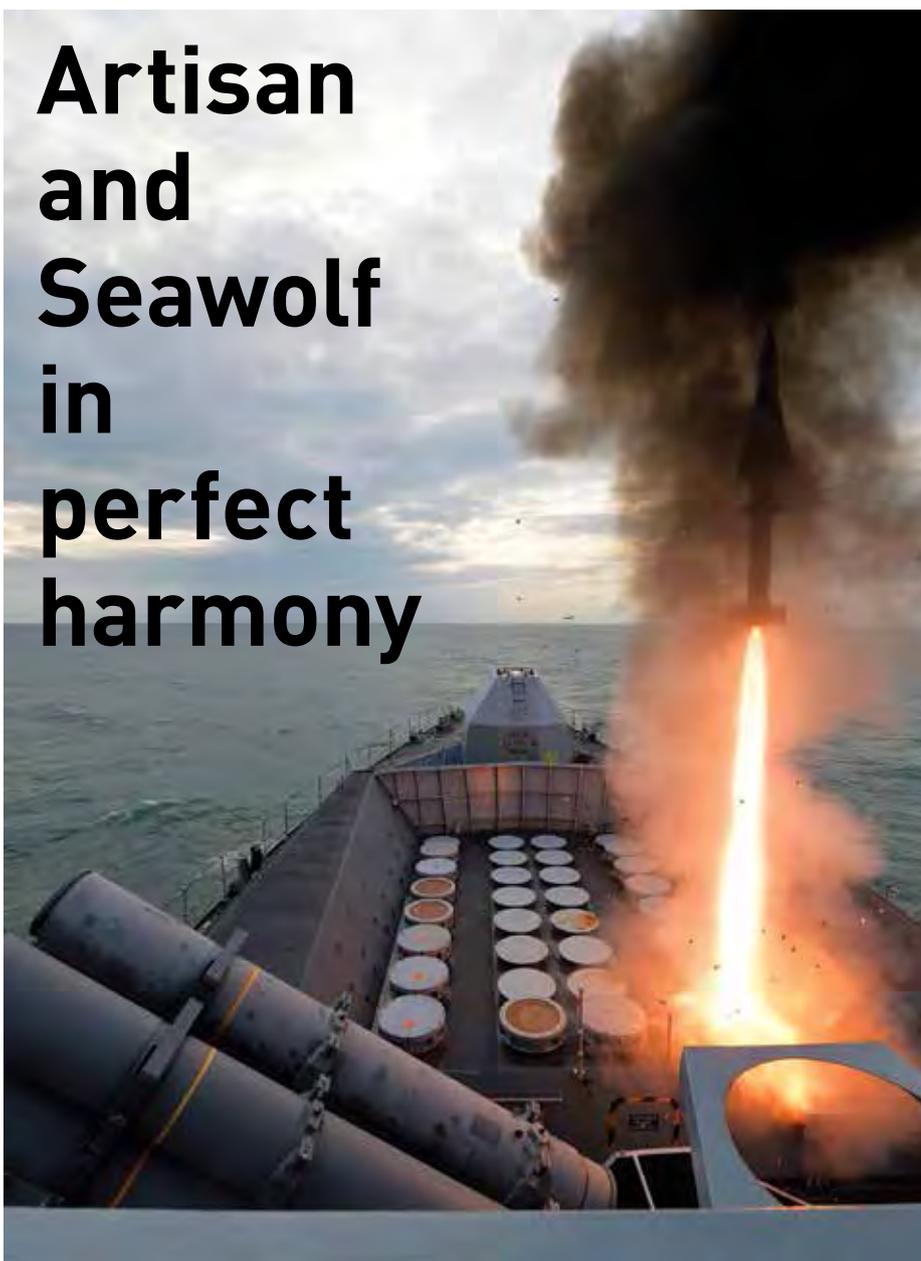
Scout Specialist Vehicle (Scout SV) is a critical component of Army 2020, providing the first truly digitised tracked armoured vehicle. Scout SV will provide a medium weight capability and is the Army's highest capability priority, replacing CVR(T) platforms, which suffer from capability and obsolescence issues having significantly exceeded their planned life.

Artillery Systems is responsible for managing artillery through life to develop, deliver and sustain the capability of the Land Fires Programme(s). This includes systems integration, rocket and gun systems, and target acquisition systems and of the complex software designed to interact across artillery.

Staff from Operational Support Programmes will also be at DVD. Its two elements are Operational Support Vehicles – procurement and in-service management of specialist and logistic vehicles – and the Operational Infrastructure Programme, developing and sustaining infrastructure, utilities and test equipment.



# Artisan and Seawolf in perfect harmony



Blast off: Seawolf makes a spectacular sight on firing from a Type 23 frigate

THE ARTISAN 3D radar system has proved effective in guiding a Seawolf missile to destroy a sea-skimming target.

*HMS Iron Duke* is the first Type 23 frigate to be fitted with the radar, which she has been testing around the UK since a complete refit last year.

The revamp also saw her receive the latest version of Seawolf.

After going through eight weeks of tough training in and around Plymouth, the frigate was on her way back to her home base of Portsmouth when the moment came to test the new Artisan – 997 in Navy language – and Seawolf for the first time.

The two systems worked in harmony as the radar tracked the target – trailed by an aircraft on a long tow wire off the Dorset coast – before passing data to the missile to achieve a direct hit.

Lt Cdr Chris L'Amie, one of *Iron Duke's* principal war officers, said: "To cap off the training with a live shoot was hugely satisfying. I'm pleased the team performed well and we achieved the firing quickly and efficiently. It really boosted confidence in the new radar ahead of *Iron Duke's* deployment."

Lt Cdr Jim Hyde of the Short Range Air Defence team was on board for the successful shoot.

"Following a challenging trials and development programme, today was significant as it was the first time we have conducted a live firing with 997," he said.

"It was rewarding to see both the new radar and the upgraded weapon system operate together perfectly, successfully demonstrating end-to-end combat system performance, and validating a lot of hard work done by agencies across MOD and in industry."

BAE Systems' Artisan is being fitted to the Type 23 frigates as well as the two new aircraft carriers and assault ships *Ocean* and *Albion*.

It can track hundreds of targets at short or long range and detect an object the size of a tennis ball travelling at speeds up to Mach 3.

## 'Porton Man' gets down to testing protective suits

AROUND £1.1 million is being invested in a new robotic mannequin that will test protective suits and equipment for the UK's Forces.

"Porton Man", pictured right, named after the Defence Science and Technology Laboratory (Dstl), based at Porton Down in Wiltshire, is able to walk, march, run, sit, kneel and can even lift its arms to sight a weapon like an infantry soldier.

More than 100 sensors all over the body record data during tests enabling scientists to carry out real-time analysis on equipment such as chemical and biological suits in a realistic but secure environment.

Dstl is the only laboratory in the world that can use chemical warfare agents to assess the effectiveness of complete clothing systems such as the chemical, biological and radiological suits used by UK Armed Forces.

Minister for Defence Equipment, Support

and Technology, Philip Dunne, said: "This technology designed by a British company is enabling the UK to lead the way in this important testing. Increased investment in science and technology is enabling battle-winning and life-saving equipment to be developed."

Jez Gibson-Harris of i-bodi Technology in Buckinghamshire who designed the mannequin said: "Our brief was to produce a lightweight robotic mannequin that had a wide range of movement and was easy to handle.

"Of course there were a number of challenges associated with this and one way we looked to tackle these challenges was through the use of Formula One technology. Using the same concepts as those used in racing cars, we were able to produce very light but highly durable carbon composite body parts for the mannequin."



Potent capability: Reaper is pictured at Kandahar earlier this year



## Carry on testing at West Wales

WEST WALES Airport, where Unmanned Air Systems are tested, will provide airfield services and facilities to the MOD for another two years.

The contract, worth £2.5 million, will continue test, evaluation and further refinement of UAS at the airport near Aberporth on the Welsh coast.

West Wales Airport has been consolidating a lead position in the UAS market since 2004 when it began developing its site.

It is currently the only airport in the world to be authorised by a civil aviation authority to enable UAS flights beyond visual line of sight.

The contract helps DE&S support the UK Government's aim of utilising small and medium-sized companies to deliver more of the country's defence procurement needs.

Geoff Price, Watchkeeper trials manager, said: "The UAS flight services and specialised operating facilities supplied by West Wales Airport during the past few years, has been a key factor in the successes that have been achieved.

"We are looking forward to maintaining the close working relationship with the airport in continued delivery of the Watchkeeper system to UK Forces."

West Wales Airport is partnered with Newquay, Cornwall Airport (formerly RAF St Mawgan) which has seen creation of the National Aeronautical Centre (NAC).

Launched in September 2013, the NAC can deliver large-scale specialised services in segregated airspace to the military and civilian sector.

Ray Mann, Managing Director of West Wales Airport and architect of the NAC, said: "The investment that has been made at West Wales Airport over the years is now beginning to pay dividends to the airport and its UAS customers but also to the local community.

"Creation of the NAC has ensured UAS operators can benefit from world-class facilities as they move to develop larger and even more capable unmanned systems in the future."

# UAS – vital for the future

AN INFLUENTIAL committee of MPs has said it recognises how vital remotely piloted aircraft will be to future military capability.

And they have praised those who operate such equipment, denying they are 'warrior geeks' as they are sometimes portrayed.

The rapid development of Unmanned Air Systems by UK Forces has contributed greatly to the effectiveness of operations in Iraq and Afghanistan, say the MPs of the House of Commons Defence Select Committee.

Enhanced intelligence, surveillance and reconnaissance that these systems provide to troops on the ground has saved lives and prevented casualties.

The report also sets out that the 'increasingly contentious

## MPs praise lifesaving role of remotely piloted aircraft

debate' in the UK surrounding such systems was mainly due to a misunderstanding about their use.

□ The MOD has no plans to create weapons that operate without human control, Minister for Defence Equipment, Support and Technology Philip Dunne confirmed to Parliament last month. Trained members of the Forces will always be involved in the command and control of unmanned air systems.

Armed Forces Minister Mark Francois welcomed the report. He said: "It is very welcome to see this independent committee recognise publicly their value and effectiveness, and that operations comply fully with international law.

"I am particularly pleased to note recognition of the highly-skilled personnel who operate this equipment, supporting and

protecting our ground troops, our allies and Afghan civilians daily.

"I hope this helps to dispel some of the frustrating myths often propagated, and reassure people that remotely piloted air systems bring life-saving benefit."

MPs visited 13 Squadron at RAF Waddington, responsible for operating the RAF's Reaper aircraft. They found that personnel were keen for the public to understand better what it is they do.

Committee chairman James Arbuthnot said: "UK aircrews are experienced professional personnel with a clear purpose and keen understanding of the rules of engagement which govern their operations.

"These are no video-gaming 'warrior geeks' as some would portray them. Despite being remote from the battlespace they exhibit a strong sense of connection to the life and death decisions they are sometimes required to take.

"We are satisfied a robust system is in place to review every time one of the UK's remotely piloted aircraft discharges its weapons. However, the report recognised the desire of some organisations and the public to see a further disclosure of information from the MOD."



Left: Armed Forces Minister Mark Francois sees Reaper pilots at work at RAF Waddington



## Staff glean insight into adding value in the air domain

Main picture: DE&S visitors explore capability stands

Left: Darun Ankihah provides a capability overview to Air Commodore Neville Parton

DE&S STAFF have been given a glimpse into a future where they can lever more benefits and cost savings in the air domain.

A capability demonstration day at Sealand in north Wales showed how the Electronic Components Business Unit – part of Defence Support Group – has enhanced value in DE&S air projects as well as saving more money with support to the land and fleet domains.

In the forthcoming sale of DSG, the Unit, which includes a range of mobile and deployed capabilities, will become a new standalone MOD trading fund, subject to ministerial approval.

Retention in the MOD is likely to create opportunities for DE&S to lever even more benefit from the unit, while helping it thrive

through increased workload.

During the demonstration day Peter Davidson of the Fast Air Support Team and Mark Manfredi of Air Commodities presented their experiences of working with the Unit on significant projects and gave examples of how its specialist staff are able to offer viable solutions to MOD.

Mr Manfredi outlined the spares-inclusive concept, combining a range of items and

services into an efficient and agile new support arrangement; Mr Davidson explained how the Unit had partnered with industry to save money on Tornado avionic support.

The host, Air Commodore Neville Parton, said: "The customer day provided a fantastic opportunity for DE&S personnel to gain a better understanding of the unique capabilities that the Unit has to offer, including representatives from a number of areas that had not worked with it before."

"I have been heartened by the level of interest generated through this and look forward to seeing new business opportunities develop as a result."

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Operational Infrastructure supports field hospitals – above: personnel practice skills on lifelike mock injuries as medics taking the 'last shift' at Camp Bastion in Afghanistan train at an Army Medical Services base near York last month

## Team supports Army's newest command

THE ARMY'S newest command, and the first major implementation of Army 2020, has brought together equipment and skills for operations at home and abroad.

From last month Force Troops Command provides combat, command and specialist support, and showed its capabilities during the six-day Exercise Griffin Herald exhibition at Upavon at the end of March.

DE&S' Operational Infrastructure Programme (OIP) supports the Command with equipment and materiel, some of which was demonstrated during the exercise.

As it does for operations and training, OIP provides equipment and materiel for

many of the force elements within the Command.

For Griffin Herald OIP provided key enablers for the field hospital including tents, ISO container-based MRI scanner, pharmacy, morgue, laundry, medical incinerator, showers and toilets, as well as catering facilities, power and water supply and waste disposal equipment, environmental control units and specialist medical flooring.

Elsewhere during the exercise OIP demonstrated an ISO container-based environmentally-controlled kennel unit to maintain essential Military Working Dogs in peak condition by providing respite from harsh operational and environmental conditions.



□ Michael Bradley, Director General (Resources), is pictured at the start of a familiarisation visit to Abbey Wood by Mary Hardy, a member of the Defence Audit Committee and Navy Board, on 15th April.

Mrs Hardy received briefings on financial control by Martin Crabtree, Head Financial Accounting; the Materiel Strategy by Paul Blakiston, Director Materiel Strategy Future Operating Model; the Cost Assurance and Analysis Service by Steve Smith, Deputy Head of CAAS; Defence Support Chain Operations and Movements by Colonel Justin Stanhope-White, Assistant Head (Plans) DSCOM; inventory by Roger West, Director Inventory Management Operating Centre; and management of the Joint Strike Fighter Programme by Andy Hewitt, Deputy Head of the Lightning team.

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## Incident reporting firms up across DE&S

DE&S' Incident Notification Cell has recorded a marked increase in reported incidents in 2013.

In 2012 the team recorded 2,355 incidents, while 2013 has seen almost double with 4,130 reported.

"But this isn't to say DE&S has become a more dangerous place to work," said Incident Manager Kevin Slade.

"Many operating centres introduced various schemes last year for reporting near misses, either formally or anonymously, which has led to an increase in reports of this type."

The number of 'near misses' recorded in 2012 was 940, while 2013 saw 2,731 reported and – when *desider* went to press – the 2014 figure was 714.

"This is not necessarily bad news," Mr Slade added. "If people are spotting, reporting and acting on those 'near misses', then the chances are they are preventing a full incident of some sort from occurring.

"So the message is, if you see something, please report it – you could very well be saving somebody from a major injury."

## Talisman heads to Army 2020

Talisman at work

Picture:  
Steve Dock,  
*Soldier*  
magazine



**Successful route  
clearance system  
is brought into core  
programme**

TALISMAN – THE UK's route proving and clearance capability which has reduced the threat of roadside bombs to UK Forces – is the latest urgent operational requirement to be brought into the core equipment programme.

Talisman's first increment entered service in Afghanistan in 2010, with further enhancements building it into a world-leading system.

The decision to bring the Talisman fleet into core represents a £19 million investment in sustaining, updating and supporting the fleet over the next three years.

The news was well received by the Manoeuvre Support Programme members at Abbey Wood, whose work has provided soldiers with a battle-proven system for moving safely in hazardous conditions.

Delivery of the various elements of Talisman won multiple awards within the MOD and from wider industry, including the Gold and the top Platinum Award at the Management Consultant

Awards 2012 for the innovative procurement approach.

"Talisman has required the sustained commitment of Manoeuvre Support staff over the last five years to devise, deliver, support and continue to enhance an outstanding capability," said programme manager Jon Howard.

"It has been an exciting, fast-paced programme exploiting a partnering approach with industry and necessitating close involvement with users.

"The focus throughout has been on capability delivery in support of Operation Herrick

and the decision to bring the capability into core underlines its relevance to the future of UK Armed Forces."

Gp Capt Paul Ridge, Manoeuvre Support Programme team leader, added: "Talisman has been a huge success in filling a critical capability gap. The incremental approach has seen the capability be continually improved to meet the changing threat and the fact that Talisman is being retained in theatre to the end and is being brought into core with also plans for a mid-life improvement is testament to its success."

□ Representing a combined investment of approximately £250 million, Talisman is a suite of platforms and equipment to detect and destroy explosive ordnance hazards from under armour.

□ The fleet comprises Mastiff patrol vehicles, Buffalo mine protected vehicles, high mobility engineer excavators, Panama unmanned ground vehicles, T-Hawk micro air vehicles and Talon remote control vehicles. This is supplemented by a small fleet of Abacot remote controlled mine clearance systems.

□ Companies supporting the fleet include Exponent Inc., Honeywell International, JCB Defence Sales, MineWolf Systems, MIRA, Thales UK, Morgan Advance Materials and QinetiQ.



## Staff take next step towards leadership in defence

ALMOST 200 Band B staff from across the MOD have attended the latest in a series of engagement events to develop the leaders of tomorrow.

Permanent Secretary Jon Thompson opened the 20th March event at the Defence Academy, Shrivenham by stressing the progress the MOD is making to evolve into a more modern, professional organisation.

"We are making huge strides as an organisation and outside defence there is massive interest in what we are doing," he said.

"Ministries of defence are not the easiest things to change,



Progress: Jon Thomson

but we are making progress. We have to be ambitious about what we can achieve."

He also explained how the Band B community is key to change. "It's incredibly important that as leaders we continue to push on and improve our organisation. My

role is to create an organisation that allows you to deliver," he said.

Jan Hills from consultancy Head, Heart and Brain then spoke about leadership from a psychological perspective. She explained how, through identifying 'threats and rewards', managers are able to adapt and control their style, tone and demeanour to deliver dramatically more effective organisational and individual change.

The afternoon session consisted of Senior Civil Service leadership events where delegates discussed topics including joint military and civilian leadership and use of effective language.

Kim Woodward, the SCS Sponsor for the event, said: "Feedback suggests that the day was highly successful. The events would not be possible without the willingness of individuals to run them. I am very grateful to the team behind this event for the time and effort put into organising it, particularly recognising the work pressures they are all under."

The team was Mike Charlton, Gerald Oates, Simon Pearson, James Hallett, Maureen Doherty, Elizabeth Wombwell and, Andy Markham, all from DE&S.

Anyone interested in attending or helping to arrange a future event, email DES-BandBConf@mod.uk

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## NEWSREEL

## Awards launched

ENTRIES for this year's Minister Defence Equipment Support and Technology Acquisition Awards should be made by Monday, 2nd June. The awards take into account successful delivery, difficulty of objectives, contribution to capability and value for money in acquisition. Nominations are invited from teams across the MOD including enabling functions like finance, commercial, human resources etc. Teams can be nominated by line management, their peers, other stakeholders or themselves. All must be endorsed at 2-star level or above. Applications should be made via DIN 2014DIN04-073. Presentations will be made in Main Building on 27th November.

## Support is renewed

BABCOCK has been awarded a four-year contract for in-service support for the submarine Communications Electronic Support Measures (CESM) system, Eddystone, operating on *Trafalgar* class submarines. This includes engineering support, integrated logistics support, obsolescence management, configuration management, helpdesk, stores management, and ensuring its fully functioning capability on the submarines. Babcock has now provided CESM support on surface ships and submarines for nearly 15 years. The company is also the system design authority for Eddystone.

# Trio takes on future vehicle support work

SUPPORT AND future development of vehicle fleets including Mastiff, Ridgback and Wolfhound will be carried out by a trio of UK-based defence companies.

The contract will cover more than 600 vehicles, many of which are returning from service in Afghanistan. It covers more than 20 variants of the original Cougar vehicle and includes safety optimisation, configuration management, legal compliance and vehicle standardisation.

The companies will have experts on hand around the clock to provide technical and project management to support the in-service Cougar family of vehicles.

The contract is initially for two years but could be extended to seven. Work will be led by Coventry-based Morgan Advanced Materials Composites and Defence Systems (formerly NP Aerospace), along with

Ricardo and Ultra Electronics.

Defence Minister Philip Dunne said: "As we bring our battle-winning vehicles back from Afghanistan our focus turns to how best we benefit from these life-saving assets in decades to come.

"Our Cougar, Mastiff, Ridgback and Wolfhound fleets, comprising of more than 600 vehicles, have proven themselves time and again on operations and will now support a more efficient Army. "This investment to be

worth up to £20 million over the first two years of the contract, will ensure our vehicles are adapted to their new roles and will sustain the livelihoods of highly-skilled employees at three British based defence companies."

Duncan

Eldridge of Morgan said: "This is a highly significant contract award for us and demonstrates the advantages of harnessing the unique capabilities of key partners to offer the MOD the best possible service in the key areas of armour protection, vehicle electronics and overall project co-ordination."

Morgan integrated specialised 'UK only' systems onto the vehicles and designed a number of complex upgrades during recent combat operations.

Ricardo was responsible for the initial design and development of the Foxhound fleet, manufacturing all 376 ordered so far. The company was also prime contractor on the Vixen and RWMIK+ upgrade programmes.

Ultra Electronics provides electronic systems for a number of vehicles programmes including the Warrior Capability Sustainment Programme, the Scout SV Programme and further support to Foxhound.

Ridgback undergoes testing before deployment to Afghanistan. Below left: Wolfhound and, right, Mastiff



## Examples of the variants under contract:

### Mastiff (1, 2 and 3)

- Troop Carrying Variant
- Battlefield Ambulance Variant
- Enhanced Communications Variant
- Electronic Counter Measure Variant
- Improvised Explosive Device Disposal Variant

### Wolfhound

- Troop Carrying Variant
- Military Working Dogs Variant
- Explosive Ordnance Disposal Variant

### Ridgback

- Troop Carrying Variant
- Battlefield Ambulance Variant
- Command Variant



# Wildcat missile contract gives Navy a new edge



A TWO-YEAR DE&S project has resulted in success with the signing of an anti-ship missile deal worth £280 million.

Known as the Future Anti-Surface Guided Weapon (Heavy) or FASGW(H), the missiles are designed to use sophisticated homing technology to attack small and medium sized targets and will be carried on the Royal Navy's Wildcat helicopters.

The deal with MBDA to procure the weapons has been conducted jointly with the French government and will sustain up to 400 jobs in this country and across the Channel.

It's the first collaborative project since the Anglo-French summit at Brize Norton in February and is worth £500 million in total.

Work will take place at MBDA's sites in Lostock near Manchester, Bristol and Stevenage as well as various sites in France.

Minister for Defence Equipment, Support and Technology Philip Dunne said: "This highly sophisticated complex weapon system will provide our new Royal

Navy Wildcat helicopters with unparalleled strike capabilities.

"The contract protects around 200 specialist engineering jobs in the UK, and is an important plank in building the strength of our relationship with France through joint procurement of common equipment, which will provide interoperability and other benefits of working in partnership."

Simon Andrews, leader of the Lightweight and Medium Attack Systems, said: "I'm absolutely delighted that we have achieved the award of this contract. Given the challenges the programme has faced in recent years, this represents a massive achievement and is the culmination of several years of incredibly hard work by staff from within the team, the Weapons Operating Centre and more widely.

"Of course now isn't the time to rest on our laurels; the target for the team has already been reset as we look now towards delivering this battle-winning capability for the Navy on or before our projected in-service date, within a very tight budget."

## Looking at quality in contracts

NEW POLICIES have been put in place for those endorsing the quality aspect of contracts for goods and services in the MOD.

The mandate for Licensed quality practitioners to endorse quality requirements in Requests for Contract Action in DE&S is widened to include all areas of the MOD.

And the requirement for only Licensed quality practitioners to endorse Requests is now widened to include Authorised quality assurance signatories.

Training is now available to complement the policy change.

Full details are contained in MOD Quality Assurance Authority Notice 03/14.

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## NEWSREEL

## Homecoming vehicles

THERE have been 875 vehicles returned from Afghanistan in 2013 and 2014 to date, according to the latest Parliamentary figures. 750 of these are at the Operation Herrick exchange points in Warminster and Lyneham, 50 have been reissued to Front Line Commands and 75 have been issued to contractors for recuperation. It is planned that 1,490 vehicles will be returned to the UK by the end of this year. There are a number of specific sites for vehicle storage. There is spare capacity of around 35 per cent across these sites.

## Team options

DE&S staff are part of a small team looking at future options for the facilities at Ashchurch in Gloucestershire. A team of 13 from DE&S, the Defence Infrastructure Organisation and Army Command are involved. Once the assessment study is under way there will be more than 20 staff, including more DIO staff, contractors and site-based personnel.

## Port use

THE MOD will still use Marchwood as a military port after the award of a lease to a commercial organisation, Minister for Defence Equipment, Support and Technology Philip Dunne has told Parliament. "The concession will be structured to ensure military outputs can still be met from Marchwood, while enabling greater economic and commercial benefit from the site," he said.

## Company to spruce up Navy fixtures and fittings

A PLYMOUTH-based company has been awarded a £5 million contract to overhaul the interiors of all the Royal Navy's ships and submarines.

The investment to refurbish chairs, mattress covers, bed linen and curtains across the fleet will secure more than 200 jobs at Lang & Potter.

New materials and colour schemes will be used to improve recreational and living areas for crews who can be at sea for up to 180 days at a time.

DE&S' Chief of Materiel (Fleet), Vice Admiral Simon Lister, said: "It's easy to underestimate the importance of the living conditions at sea. The quality of the ship's furnishings is important to keep crews safe and comfortable while deployed around the world. Supporting this British small business

will create more jobs, and keep morale high both in Plymouth and at sea."

Lang & Potter will provide new soft furnishings over the next four years. Managing Director David Potter said: "We are extremely pleased to have won this contract to deliver highly specialised textiles that meet the Royal Navy's stringent requirements while helping men and women at sea feel as much at home as possible.

"It's a challenge we are very much looking forward to, and we hope to bring some innovative ideas that provide both value for money and improved practicalities. Winning this contract will safeguard existing jobs at Lang and Potter and will enable us to recruit and train new staff."

## UK takes on a share of US satellite resources

ASTUTE CLASS submarines will be able to exchange more information and operate more securely and covertly, thanks to access to the latest US satellite communications.

Advanced Extremely High Frequency (AEHF) communications capability has been added to the Colerne satellite ground station in Wiltshire.

This provides the UK with a dedicated share of US satellite resources and access to benefits of the wider US system.

A dedicated antenna and separate build for the US-supplied terminal equipment was needed. Installation was carried out by Astrium and their sub-contractors, who already manage and operate the station as a partner with the MOD.

Installation at Colerne allow the UK to host AEHF services as part of the NEST capability - Naval EHF/SHF Satcom Terminal - directly from the UK, and as part of a wider managed service. The NEST capability can operate at either SHF over UK Skynet 5 satellites or at AEHF using the new US satellites.

NEST project sponsor, Cdr Chris Franks, said: "Following on the heels of the successful launch of the third AEHF satellite in the US last September, this is a key step forwards towards the delivery of this vitally important, game-changing communications capability for the submarine service."



Upgrade: co-operation using a number of UK-US agreements involving the US Department of Defense, and work at Colerne satellite ground station, will see the UK enjoy a share of US satellite resources with

NEST is managed by the Beyond Line Of Sight team in Networks at Corsham who have close relationships with UK industry partners, the US Department of Defense and the submarine teams in DE&S.

Head of Networks, Brigadier Mike Griffiths, added: "The programme has achieved a significant milestone with the completion of the Colerne antenna installation. This represents the culmination of a concerted effort from the NEST team, Astrium, Serco and the visiting US teams."

The NEST managed service capability is being integrated into Astrium's delivery of the

wider Skynet 5 private finance initiative exploiting existing infrastructure and gateways into the wider MOD network, cost and capability benefits.

Astrium maritime programme manager, Steve Jones, said: "Astrium prides itself on building solid relationships and teamwork, delivering high quality communications systems of which NEST is a prime example.

"Astrium is pleased to work with the MOD in contributing to the successful progress of NEST through these key milestones, and we look forward to continuing this success throughout 2014 and beyond."

# Puma Mk2 works up in biggest exercise



Puma Mk2 supports troops at Kinloss during Exercise Joint Warrior

THE PUMA HC Mk2 helicopter has been proving itself alongside Merlin, Chinook, Apache, Sea King and Lynx helicopters in Exercise Joint Warrior – the largest military exercise in Europe.

Around 13,000 military personnel from eight countries were involved in the exercise along with more than 30 warships and 25 different types of aircraft and helicopters.

Leading an aviation assault to capture the airfield at Kinloss Barracks, the helicopter forces brought troops from 16 Air Assault Brigades into the exercise.

Airfield capture is a key skill required for the Brigade's role as

the Air Assault Task Force, which is ready to deploy anywhere in the world at short notice to conduct the full range of military operations from non-combatant evacuation to war fighting.

The operation was planned and launched off the coast of Scotland, with the Puma HC Mk2, Merlin and Chinook Forces providing the essential troop movement capability required by an aviation assault.

Group Captain Owen Barnes, Puma 2 Gazelle leader said: "This exercise is an excellent opportunity for the Puma HC2, alongside the Chinook, Merlin, Apache, Sea King and Lynx Forces, to demonstrate the key

capabilities that it can bring to defence for contingency operations both now and in the future.'

Puma Mk2 is operated by 33 and 230 Squadrons, collectively known as the Puma Force, based at RAF Benson in Oxfordshire.

Puma Mk2 was released to service last August, bringing capability to training and other tasks. Its capability is being expanded over the coming months to its initial operating capability planned for next year.

Meanwhile the Puma 2 Gazelle team was tasked to bring forward clearance for Puma Mk2 to conduct underslung load operations to help the relief effort during the recent floods.

Clearance was achieved in rapid time, through efforts of the team, QinetiQ who conducted extra flight trials at short notice, the Joint Air Dispatch and Trials Evaluation Unit, and the Release to Service Authority.

Gp Capt Barnes said: "This was a tremendous effort by the Puma community along with our military and civilian partners and demonstrates our resolve to deliver Puma 2 capability to the user so that it can be deployed on operations as soon as possible."

## NEWSREEL

### Satellite research

CHEMRING Technology Solutions' Gioconda industry consortium has been awarded an extension to an existing contract to support the Defence Science and Technology Laboratory's (Dstl) nano-satellites research project. The work follows the consortium's initial contract, which delivered a major element of Dstl's CubeSat miniature satellite project.

### PIV completes

RAYTHEON UK has delivered the final Paveway IV precision guided weapon for DE&S marking the end of £100 million worth of replenishment contracts placed over the last 18 months. Raytheon is also providing in-service support for current and legacy UK Paveway weapon systems. Paveway IV has been part of the RAF's inventory since 2008.

### Astute award

NORTHROP Grumman has received a Customer Focus award from BAE Systems Maritime-Submarines for supplying the platform management system for the Astute nuclear-powered submarine programme.

### Power figure

IT is estimated that when connected to a shore power supply a *Queen Elizabeth* class carrier will continuously draw up to 8 Megawatts of electricity, Minister for Defence Equipment, Support and Technology has told Parliament.



Crewmen look out across the English countryside from a Puma Mk2 during flood relief work

## Escape training goes on the move

TRAINING IN embarking, disembarkation and escape drills on the Puma and Merlin helicopters is to be provided by two simulators in a £200,000 contract.

Lutra Associates, in partnership with Oxford Specialist Coachbuilders, will supply two units housed in modified ISO containers, designed to be easily moved to wherever training is needed.

This will save Joint Helicopter Command

and the RAF money by reallocating aircraft to more operational uses while providing improved skills for the troops being trained.

The contract has been placed by DE&S' Commercial team at Army HQ.

Tim Otter, Chief Executive of Lutra, said: "We look forward to demonstrating how effective the Lutra concept is at delivering effective, innovative, value for money solutions."

## NEWSREEL

## Vehicle capacity

THERE is spare capacity to store vehicles at the following dedicated vehicle storage sites: Ashchurch, Stafford, Ayrshire, Chivenor (Royal Marines) and Kinnegar, according to the latest figures in Parliament.

Ashchurch has 20 per cent available capacity and 4,140 vehicles on site; Stafford has 38 per cent available capacity and 495 vehicles on site; Ayrshire has 40 per cent available capacity and 2,186 vehicles on site; Chivenor has 41 per cent available capacity and 227 vehicles on site and Kinnegar has 29 per cent available capacity and 213 vehicles on site. Figures will fluctuate as the study into the optimum vehicle storage solution matures.

## Staff to be included

THE MOD expects all 1,973 permanent staff employed in the land-focused Defence Support Group business to be included within the scope of sale and transferred to the new owner under the Transfer of Undertakings (Protection of Employment) Regulations, Minister for Defence Equipment, Support and Technology Philip Dunne has told Parliament. An invitation to negotiate was issued on 28th March to bidders. Other than the proposed closure of Ashchurch it is not the MOD's intention to sell any of the sites used by the DSG or to close any, the Minister added.

# In praise of the TriStar



Pictures: Kevin Slade

## Thirty years' service ends with a North Sea sortie as RAF's air transport and refuelling backbone heads into retirement

MINISTERS HAVE joined RAF personnel in praise of the TriStar which finished service last month.

Two TriStars based at RAF Brize Norton flew an air-to-air refuelling mission over the North Sea to mark the final sortie.

The aircraft formed the backbone of long-range air transport and air-to-air refuelling, after the fleet of nine was acquired as a result of the Falklands conflict and the need to provide support to forces in the South Atlantic and to bolster the air-to-air refuelling fleet.

In more recent times TriStars have provided air-to-air refuelling for fast jet aircraft operating over Afghanistan and Libya, and provided a vital airbridge, transporting troops and cargo to Iraq and Afghanistan.

Over the last eight years, 216 Squadron has flown to Afghanistan 1,642 times, carrying 250,000 passengers each way in a total distance equivalent to flying around the world 640 times.

Philip Dunne, Minister for Defence Equipment, Support and Technology, said: "TriStar has served the RAF for 30 years in a long and distinguished career.

"Providing vital support, TriStar has carried troops as well as battle-winning supplies to our

personnel wherever they are in the world. It also carried out vital air-to-air refuelling of our front line combat aircraft at home and on deployed operations.

"Its replacement, Voyager, is testament to our commitment to provide transport and refuelling capability for our Forces. Capable of carrying more, for longer, it has already begun flights to Afghanistan and will also refuel our front line combat aircraft for decades to come."

Wg Cdr Peter Morgan, commander of 216 Squadron, added: "We've been very proud of the TriStar over the past 30 years. Pretty much everyone in the military has been in a TriStar; it has an impeccable safety record and is working to the very end of its career."

The final six airworthy aircraft have been sold to a US company, Jumbo Jet Air Leasing for around £800,000. It is understood they will continue flying on cargo transport and humanitarian relief flights.



Main picture: TriStar ZD951 is in fine fettle at Fairford last year while ZD952, without engines, is pictured looking less so at Kemble, above

## Four more sign up to the MOD's industry partnership

THE MOD will be able to access broader industrial expertise via the Niteworks MOD/industry partnership, with four new companies becoming associate members.

The companies are: Nova Systems; Electronic Warfare Solutions (EWS); System Design Evaluation (SDE); and Serco Consulting.

They provide a range of skills in aerospace engineering, electronic counter-measures, weapons safety management and independent consulting.

Samantha Page, Head of Commercial/ Partnering at Niteworks said: "Niteworks members

can engage in the partnership's activities through various mechanisms, from applying for specific roles on projects to participating in workshops and review panels.

This ensures our projects benefit from the best industry advice and, in turn, can provide an impartial, pan-industry view to the MOD."

Fifteen companies have signed up since the start of the new MOD contract for Niteworks in April 2013.

Over the past year more than 280 people from across Niteworks' members have worked on projects on behalf of the MOD.

## Families Days are back at Abbey Wood

ABBEY WOOD will again host Families Days on Friday 30th May, 25th July and 8th August.

Building on the success of last year, where visitor numbers were high, CDM and the Board have agreed to host three events to meet demand.

Staff are invited to bring their families on site to see an array of exhibitions and displays, showcasing the range of work undertaken by DE&S teams and the quality of equipment supplied to UK Armed Forces.

Last year, visitors enjoyed a host of exhibits including weapons displays, uniforms, a Javelin missile trainer, and Dragon Runner, the remote control vehicle used for bomb disposal, where visitors could test their manoeuvring skills.

Outside, visitors could view a Gazelle helicopter, Land Rover Defender, a Pinzgauer

gun towing vehicle, Foxhound and Husky and a minefield where visitors used metal detectors to track down hidden 'mines'.

A range of other teams provided further excellent demonstrations.

This year operating centres are expected to provide a field hospital and kitchen, ration pack displays, attack dog demonstrations, Army vehicles and two patrol boats

Refreshments will be available in Atrium cafés and Main Restaurant while Debut will be running a BBQ in the Piazza. Information and updates will be posted on the Intranet and Debut FM.

Director HR David Ball said: "Our aim is to create an enjoyable experience for staff and their families and to demonstrate to them how our organisation operates."

## Hazard can help scan the depths

A REMOTE-CONTROLLED launch that can search for, hunt and destroy mines is being tested by a specialist Royal Navy unit in Portsmouth.

The boat, called Hazard, can also act as the 'mother ship' to an assortment of hi-tech remote-controlled and robot submersibles.

Collectively, they can search for, hunt and finally destroy mines while keeping sailors who operate them out of harm's way.

Modified versions of the same systems are also being looked at to carry out surveys as part of the future mine-countermeasures and hydrographic capability programme.

The Maritime Autonomous System Trials Team (MASTT) is the small Portsmouth-based Royal Navy unit testing the new unmanned systems.

Lt Cdr Jack McWilliams, the officer in command, said: "This will be the seafaring equivalent of the unmanned aircraft which have revolutionised aerial warfare.

"It takes the sailor out of the minefield, but not out of the equation. You will still need individuals with specialist mine warfare and hydrographic skills but they will be much safer and effective.

"This technology is fantastic, and we are right at the forefront of it. It is the future."

The family of equipment MASTT is testing is headed by Hazard, a small, fast motor launch, capable of speeds up to 30 knots.

The boat carries either the bright yellow, torpedo-sized Remus 600 or the much smaller Remus 100, which are sent off to scan the seabed at depths of up to 600 or 100 metres respectively.

# Teamwork keeps Bastion hospital up and running

DYNAMIC WORK – from first alert to delivery in four days – by the Medical and General Supplies team has prevented a lifesaving capability being put at risk in the Camp Bastion Hospital.

The Clinical Chemistry Analyser, pictured right, is essential to providing medical staff with rapid diagnostic information. Used in pre-hospital care triage, it helps to determine the right kind of care for the patient, often when time is paramount.

There are only two analysers in Camp Bastion, one of which needed serious repair back in the UK. This would have left the hospital with the last analyser.

Shipment, identification, repair time and return was thought too risky and the team decided to procure a new analyser.

There wasn't one immediately available on the global market so the team worked with industry partner Ortho Clinical Diagnostics who rapidly refurbished an old unit.

From getting the first request from the hospital, sourcing a replacement, gaining approval and delivering it to theatre took just four days.

"Rapid reaction to unfolding events and successful resolution ensured that this essential medical capability was maintained," said Brigadier Andy Brown, Head of Logistic Commodities.



## 'A testament to the close working relationships throughout the medical supply chain' – Brigadier Andy Brown

"It is testament to the close working relationships that exist throughout the medical supply chain from industry to the front line and justifies the great appreciation from the medical team at HQ Joint Force Support.

"Everyone from the Medical

team, Logistic Services, Defence Support Chain Operations and Movements, and industry worked together to provide this solution at great pace. It just shows what can really be achieved late on a Friday afternoon!"

## Symposium underlines why safety is important to DE&S



Perspective: Air Marshal Simon Bollom

STAFF FROM across Air project teams visited Abbey Wood for the third DE&S Airworthiness Symposium on safety culture.

Air Marshal Simon Bollom opened the event and offered a personal perspective on safety culture and his expectations of how DE&S can help him meet his responsibilities as Chief of Materiel (Air).

He focused on five main threads:

- effective hazard analysis focussed on risk to life
- establishing a quality management system
- developing an effective safety culture
- risk-based task prioritisation
- people – recruitment and retention

This was followed by presentations from John Monks of British Airways, covering how BA develop and maintain an air safety culture; Mike Gadd from the Civil Aviation Authority outlined the civil regulators' perspective; and Capt Mark Deane and Gp Capt Andy Read discussed the Military Aviation Authority perspective and what certification means for safety and the MAA audit process.

Gp Capt Mark Gilligan, Chief Air Engineer 1 Group, offered a perspective on air safety culture from the Military Duty Holder perspective and George Baber provoked thought on factors that affect decision making with his presentation entitled, 'We Are Only Human'.

The symposium reinforced the importance of developing and maintaining an active safety culture and that this is a complex challenge requiring commitment from everyone in the organisation.

The next symposium is on 27th May.

# Contract guidance set to turn the spotlight on industry

THE MOD has published new policy and guidance on contract management.

The guidance – a Commercial Policy Statement called 'The Role of Commercial in Contract Management' – provides the MOD's commercial contract managers with a framework to develop a coherent set of contract management arrangements.

"The guidance illustrates the need to ensure that what is contracted for is obtained at the agreed price in the agreed timescales, and that appropriate action is taken if that does not happen," said Sean Kains of Defence Commercial Policy.

"We are keen to send a powerful, coherent and consistent message to industry that the MOD will be seeking appropriate compensation should contract terms not be fulfilled."

The statement focuses on three areas – performance and service delivery, relationships, and contract administration.

Managing contracts involves commercial, finance and technical business activity. The guidance recommends defining roles at the outset, so that boundaries of responsibility are understood. Teams will work together so all involved understand the impact of actions and decisions on the other functional areas.

"The guidance will help commercial contract managers

to ensure obligations, actions and deliverables in the contract are met, and that any decisions are made with full visibility of the impact on the contract terms and the MOD's rights," Mr Kains added.

As lessons from refocused contract management across DE&S emerge and good practice is captured, practical examples will be circulated. This will be complemented

by formal training. The new guidance supports reorganisation of DE&S commercial staff to reflect changes in emphasis between placement and management of contracts.

The pan-MOD policy statement supports the DE&S contract management initiative led by Director DE&S Commercial Operations, Steven Morgan.

## And the forms are getting simpler too

DOCUMENTS WHICH set out what companies interested in MOD contracts need to know have been made simpler to understand and use.

This will make tendering easier and quicker.

The eight documents – known as Deform 47 – set out the key requirements companies need to meet. The documents also outline the MOD's position in awarding a contract.

From this month the eight forms are reduced to two, one for competitive procurements and one for single source procurements.

There will be fewer supplementary forms to complete and the documents have been rewritten in plain English with a clearer structure.

The new forms, introduced after an MOD and industry review, will make the process cheaper.

"For some time now we have been talking

to industry and receiving their feedback about simplifying documents to make contracting easier," said Lucy Bailey of DE&S Commercial.

"While our commercial policy has not changed, our aim has been to streamline the processes to add speed to the procurement, make it easier for companies to do business with the MOD and encourage other companies who have skills, products and services which could be of interest to us to get involved.

"We have been up against a tight timeframe to get the forms onto the Commercial Toolkit for our May deadline but with hard work from everyone on our small team we have achieved it.

"The MOD has been anxious to cut red tape to make our business more streamlined. We think the new documents fit that bill exactly."

# Graduates enjoy their big day



Graduates line up for the camera at Abbey Wood with Director Commercial Les Mosco and Permanent Secretary Jon Thomson. From left: Joanna Butler, Ben Litster, Zoeie Bennett, Mr Mosco, Mr Thomson, Amy Ferriday, Kayleigh Cartwright, Ashley Allen, Steve Eustace and Tom Sherlaw

**Young talent urged to take on more skills to boost MOD's Commercial function**

MORE BRIGHT and talented future leaders were on show at Abbey Wood as graduates on the MOD's Commercial Graduate Scheme enjoyed an Alumni Day.

The graduates represented a cross-section of areas in DE&S, from Fast Air Support to Submarines, Flight Simulation to Air Support, Hercules and TriStar.

And, in front of a cast of leaders including Permanent Secretary Jon Thomson and Bernard Gray, Chief of Defence Materiel, they were given the best advice from those across the Commercial function as they embark on the next stage of their careers in the MOD.

Congratulating the graduates Mr Thomson listed a number of MOD achievements over the last two years and said that none of them had been possible without skilled input from those involved in Commercial.

He stressed to graduates the MOD needed to learn more about contract management, particularly in the light of recent failures involving industrial partners Serco and G4S.

And he spoke about the frustrations of bureaucracy and how the Red Tape Challenge he launched, aimed at streamlining many of the

MOD processes, was there to help the graduates do their jobs.

CDM emphasised the need for Commercial staff to learn new and innovative skills and, starting with small-scale contracts, it was important graduates develop their own style of negotiation. Contracts, he stressed, should always be a fair deal.

The MOD's Director Commercial, Les Mosco, said graduates had now developed their talents to be able to take on future challenges. And he pointed out the graduate scheme was MOD-wide so they should be thinking about jobs not just in the new bespoke trading entity that DE&S has become, but across the whole of the department.

Graduates also heard from Fiona Phillips, Head of Commercial with the Defence Infrastructure Organisation, who said the various job placements they had experienced had given them self confidence and helped them discover their personal qualities.

She also emphasised the importance of exploiting opportunities by seeking out a mentor for impartial advice. She offered herself up as one to help steer them in their future direction.

Other presentations and a number of market stalls and demonstrations completed a busy day for the graduates.

Below: Les Mosco and Jon Thomson enjoy a demonstration of technology, in this case a small remote camera which can beam back images

Below left: advice for graduates and others in Commercial from Fiona Phillips of the DIO, Les Mosco, Jon Thomson, Mike Greatwich and Jane Squire



# Pride in the job

Lisa's operational support earns her a Queen's award

SIX MONTHS of top quality policy advice to commanders on the front line has earned a DE&S assistant head an operational honour.

Lisa Gardner spent a second six-month tour in Afghanistan last year as the Policy Advisor to Commander Task Force Helmand. She was awarded the Queen's Commendation for Valuable Service, which recognises work supporting operations.

She appeared in the operational honours list last month alongside many servicemen and women who displayed valour in action.

"Having worked in the Brigade headquarters I know just how much hard work and effort the entire Task Force put in," said Lisa, who works in Material Strategy's external engagement team.

"It gives me a real sense of pride to even be associated with the people on that list. It was a genuine privilege to be working with such a high performing and committed team. I am absolutely delighted."

Lisa completed an Afghanistan tour on Operation Herrick 12 with 4



Mechanised Brigade in 2010. She was back at headquarters in Lashkar Gar and latterly in Camp Bastion in March last year with 1 Mechanized Brigade on Herrick 18.

"Both tours were challenging for different reasons. In 2010 it was a very kinetic battlespace where UK Forces were heavily involved in fighting. By 2013 the Afghan Security Forces were in the lead for providing security, and our primary role was to support their success.

"On my first tour there were many fatalities and I found that aspect especially challenging. Last year had a very different feel to the operation, the Afghans had really stepped up and our front line troops could

Above: Lisa gives out policy advice at the headquarters of 1 Mechanized Brigade in Afghanistan

see genuine progress out on the ground. It was good for me to go back and see what an incredible difference there was."

Lisa provided advice to commanders on what would and would not comply with UK policy. It was a seven-day-a-week job and had its dangers, including occasional rocket attacks.

"I spent some time in body armour under the desk, which isn't very pleasant in 40 degrees heat," she recalled. "But my military colleagues were always so calm and professional, and I drew on that, which allowed me to just get on with the job."



Above: Lisa receives her operational service medal from Sir Bob Kerlake, Head of the Home Civil Service, during his visit to Abbey Wood last month, along with Maddy Dawson and Paul Vaughan

## RAFA Band is back – by popular demand

A POPULAR band – led by its Abbey Wood-based founder and musical director – will again be headlining at this year's Festival of Remembrance.

Peter Skellon of Land Equipment formed the Band of the Royal Air Forces Association which enjoyed a high profile occasion at last year's festival in Bristol's Colston Hall.

Now band members will make a return to the venue, along with a number of other concerts this year.

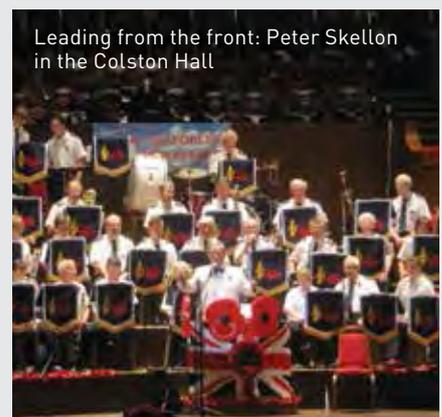
The band has already performed at venues for the Army, Royal Navy, RAF and civilian and service charity organisations around Wales and the south west.

Future engagements include

the National Memorial Arboretum in Staffordshire and a possible return to the International Military Tattoo in Birmingham. There may also be a concert with the newly-formed Bristol Military Wives, who performed recently at Abbey Wood.

The RAFA Band will perform at Abbey Wood later this year and at a number of formal dinners/guest nights held by Abbey Wood teams.

Vacancies for competent players exist on brass, woodwind and percussion. Rehearsals are Mondays 8pm to 9.30pm in the Blakehay Theatre, Weston-s-Mare. Contact: [peterskellon@btinternet.com](mailto:peterskellon@btinternet.com) or visit [www.rafaconcert.com](http://www.rafaconcert.com)



AS DE&S' Materiel Strategy began transformation of the organisation, so Director Ships decided on developing his operating centre, concentrating on the needs of the business and his people.

Tony Graham said: "We wanted to raise the effectiveness of DE&S Ships and generate interest in self-development across the whole operating centre so that our people lifted their aspirations"

"We also wanted to create a culture of taking personal responsibility for development of our staff at all levels. Investment in our people is a critical leadership role. The quality of our people is our future."

A partnership with the Defence Academy saw the programme address centre-wide development and employee engagement, focusing too on improving individual core skills.

The centre holds the experience, skills and knowledge – a rich resource – to make Ships a more effective organisation. The organisation



1st April saw staff ready for the sign up to mini master classes and learning more about core competency development

# 'Quality of our people is our future'

development (OD) programme has many parts including development of senior management; applied leadership through employee engagement; development programmes for all grades with participants taking ownership of their own development; and leadership challenges where small groups tackle real business issues making recommendations to the Board. Everyone has a Development Portfolio and access to a Skills Passport.

The programme develops a workforce empowered to improve itself and others. Since its introduction I have watched people grow in confidence and self-belief in developing their core skills. Ultimately the operating centre, and wider DE&S, has gained, making it stronger and more capable.

## **Ships Operating Centre is two years into a three-year organisational development programme. Beverley Wallace-Handford reports on progress**

More than 15 per cent of our workforce participate in or support it. Eighty per cent of development modules and learning sessions are delivered by members of the centre. Some who took part in the initial pilot now help deliver development activities. Andy Jenkins, who works in the Ships Programme Office safety and environmental team, said: "Last year the programme provided me with a fantastic opportunity to combine personal development with making real improvements to the way the centre manages its business. I am delighted to share my experiences and learning with this year's programmes,

while furthering my own personal development."

In parallel is work to address development of the centre. The Defence Academy conducted a comprehensive review, identifying solvable issues. Mark Watton, an organisational psychologist from the Academy, said: "Senior leadership across the operating centre have a real appetite for exploring, not only how the centre can improve, but also their role in that learning process. I applaud their understanding that the challenges of becoming a high performing team are fundamental realities for all organisations."

Two projects focussed on senior leadership teams to encourage improved ways of working. A third, Applied Leadership in Practice (AliP), sees Ships people, not external consultants, identify, research and address specific organisational challenges through employee engagement and positive conversations.

The AliP programme will become business as normal with pan-grade teams addressing organisational challenges as part of both people and organisational development. Future challenges are unknown but the team supporting the OD programme is confident in the internal expertise to overcome them.

■ More information on the Ships OD Programme can be obtained from Beverley Wallace-Handford on 030 679 33676; Beverley.Wallace-Handford394@mod.uk



Above left: Chief of Materiel (Fleet), Vice Admiral Simon Lister has his Skills Passport stamped by Ships' staff on 1st April, launch of the new DE&S  
Above right: Director Ships Tony Graham, fifth from left, at the launch of Ships' Career Portfolio and Skills Passport

## Pedal power beats a Lynx



PERSONNEL AT Yeovilton put foot to pedal to beat the distance one of their own Lynx helicopters can cover in four hours.

Twenty cyclists were waved off at RNAS Merryfield in heavy fog to raise cash for Sport Relief.

Although the Lynx Mk8, as a derivative of the official world record holder for the fastest helicopter, might be expected to win hands down, the cyclists grouped together in a show of sporting teamwork.

Depending on conditions, a Lynx Mk8 might cover up to 500 miles in a sustained four hours.

Pedal power from 815 Naval Air Squadron totalled 1,060 miles with more than £1,000 raised so far.

AN ADVANCED £23 million Recovery Centre for wounded, injured and sick serving military personnel, veterans and their families in the south west has been opened by the Duke of York.

The Naval Service Recovery Centre at Devonport is the first in the region and is funded by Help for Heroes and run jointly with the MOD.

The centre comprises two buildings – Parker VC and Endeavour. Parker VC is a specialist accommodation building and was completed last May, while Endeavour is a rehabilitation centre which was completed last December.

Bryn Parry, Chief Executive of Help for Heroes, said: “The Naval Service Recovery Centre will play a

## New recovery centre is set to help heroes

vital role in providing long-term support for serving and veteran members of the Armed Forces who have suffered life-changing injuries and illnesses.”

Parker VC contains 60 single cabins, six family cabins, social spaces, a large multi-functional space, conference facility and 24-hour reception support. Parker VC name was chosen in memory of a military man awarded the VC.

Endeavour consists of three buildings and includes a sprung-floor gymnasium, eight medical consultation rooms, a support hub for veterans, a multi-functional space containing Café Hero, a hydrotherapy area, changing rooms and a 25-metre, six-lane competition pool.



The Duke of York opens the recovery centre, cash for which has been raised by Help for Heroes

## Batman and Robin hang out in Abbey Wood!



THEY'VE A long way to go to be as famous as Batman and Robin – but two members of the finance community in Abbey Wood carried out their promise to don fancy dress as part of fundraising for Sport Relief.

The community's challenge was to raise £100 in small change, with Saeed Iqbal of DE&S Resources and Rick Brown of DE&S Finance promising to become Batman and Robin if the challenge was met. The floorplate bucket collection raised £175, and the duo duly carried out their promise.

## Scheme to help get personnel on the property ladder

A NEW housing scheme to help service personnel get on the property ladder has been launched.

The new Forces Help to Buy scheme, offering regular service personnel loans of up to 50 per cent of salary towards the purchase of a home, was launched last month.

Helping to overcome the disadvantages that service mobility brings is in line with the principles of the Armed Forces Covenant.

Chief of Defence Personnel, Lieutenant General Andrew Gregory, said: "Through our work on the

new employment model and the Covenant we are continually striving to make improvements to those aspects of life outside of service which we know can be adversely affected by life in service.

"In particular we are keen to address the demand for greater stability, including access to home ownership, and an improved ability to exercise choice in the way our people live their lives."

A separate scheme specifically for those leaving service as part of Tranche 4 redundancies was announced last January. This will launch next month.

# Warrior work earns high praise from industry

WORK BY DE&S staff on upgrade of the Warrior vehicle has helped win a Chairman's Gold award from partners BAE Systems.

The award is for an urgent operational requirement following an incident in Afghanistan two years ago when a patrolling Warrior was damaged by an improvised explosive device. The six-man crew was lost.

Paul Bailey, project manager at DE&S, said: "We worked closely with BAE systems at Telford and gathered all the information we had on the IED event and the resultant loss.

"We reviewed what happened, identified the potential causes of the loss and formulated a plan of action on how to mitigate the effects of an attack of this magnitude happening again."

Timescales were tight. The contract went live in October 2012 with kit deliveries to Afghanistan within six months. Among innovations were a fire suppression system sourced from the motor sport sector, and safer fuel tanks which use helicopter technology.

Tim Stacey, BAES' Warrior manager with the 50-strong team in Telford, said: "The event was earth shattering for the whole Warrior community.

"As it turned out, it was also the trigger for a



Head of Land Equipment Maj-Gen Paul Jaques, left, receives the award at Abbey Wood last month from BAES' David Bond, Managing Director Combat Vehicles (UK)

determined effort to take the high survivability of Warrior to another level to ensure an event such as that does not have the impact on the user community's confidence.

"Luckily, we have a close working relationship with DE&S' Armoured Vehicles Programmes Warrior team, including scientific advisors at the Defence Science and Technology Laboratory.

"User feedback and trials identified six areas for upgrade and we pulled a programme

together. Crucially, the different areas for upgrade didn't depend on each other. If one element was developed earlier than another, then it was applied."

In a first for land vehicles, support documentation for the new kits was issued in advance, which allowed teams in the field to be well prepared for their arrival.

Tim added: "When you get guys returning from the front line and saying: 'I wouldn't want to be in any other vehicle' that means it's job done."

## Diversity awards launched

NOMINATIONS FOR this year's Civil Service Diversity and Equality Awards are now open.

The awards focus on excellence in championing disability, service delivery, policy-making, understanding and engaging with communities, and inclusive employment.

Any civil servant or member of the Armed Forces can nominate themselves, their team or fellow colleagues in any of the following categories:

- champion of disability issues
- excellence in service or business delivery
- Employee Network
- inclusive employment
- leading, championing and role modelling
- understanding and engaging with communities

MOD Permanent Secretary Jon Thompson said: "Over the past 12 months defence has had some well publicised successes in the arena of equality and diversity.

"These awards provide the opportunity to highlight the efforts made by individuals and teams to ensure equality and diversity remains an integral part of how we deliver defence business.

"If you think you have a nomination but need clarification on, say, eligibility, please speak to Vivienne Connell-Hall (Pers Trg-Sec-Diversity Comms) in the Central Diversity and Inclusion team in Head Office. Let's get those nominations in."

Before submitting, each nomination must be approved by a senior civil servant. Nominations close on 23rd May.

### A tasty kick-off

WORKERS AT Clyde's Flag Officer Sea Training (North) organisation raised £200 from selling a wide selection of cakes, biscuits and baked goodies.

The money will be split between the KiltWalk charity and CRY - Cardiac Risk

in the Young. "We have a team of 12 doing the KiltWalk," explained Chief Petty Officer Stewart Fraser.

"We thought that holding a coffee morning would be a great way of kicking-off our charity efforts."



## Jim's work ethic earns him an award

JIM POPE has been rewarded for his work ethic while supporting operations.

The Warrant Officer provided communications and information systems support to the Counter Terrorism (Overseas) and Rest of the World operations teams in Permanent Joint Headquarters.

His role between July 2010 and August 2012 involved

a variety of deployments, particularly supporting Operations Monogram and Ellamy.

His PJHQ Commendation was presented, left, by Rear Admiral Steve Brunton, Deputy Director Ships at DE&S.

Jim joined the *Queen Elizabeth* class carrier client team at DE&S in September 2012.

# Posting a letter at ABW? Be part of social history!

## Post box now part of national database

WHAT'S THE most unusual request to come across your desk? DE&S was recently approached by the Letter Box Study Group, looking to visit the Royal Mail box in the Central Facilities Building at Abbey Wood.

The 600-strong group is a recognised authority on letter boxes and is building a catalogue of as many of the UK's 115,000 Royal Mail boxes as it can.

Letter boxes have been part of British towns and countryside since 1852 when novelist Anthony Trollope put one up while he was working for the Post Office in Jersey.

Thanks to group member Mike Hoo, Abbey Wood's box has now been added to the database.

"Although not particularly rare it is one of nearly 800 different types of British box," he said.

"Made of fibreglass, where most boxes are cast in iron, it is a good example of modern functional engineering. The same type of box can be found in large supermarkets and airports, designed to be used indoors.

"The group has discovered many historical boxes on MOD property, perhaps because they are protected from theft, vandalism or the ravages of modern development. Recent finds have included a pair of rare King Edward VII wall boxes in

the Tidworth area. There are only 30 of this type in the UK."

For those at Abbey Wood who hadn't realised there was a large red letter box in reception, you are not alone.

Mike said: "It is surprising how many people tune out their surroundings for such common objects. But once you start looking you may be surprised just how many letter boxes there are in your home area, and how diverse the designs are."

For more information on the group, visit [www.lbsg.org](http://www.lbsg.org)

## But it's not as impressive as these!



Bhurlpore Barracks at Tidworth boasts an Edward VII box, left, while a more modern example, in Larkhill right, sports the Olympic treatment after Captain Heather Stanning's 2012 gold medal, the first UK Olympic gold in women's rowing



Abbey Wood's post box - 'a good example of modern functional engineering' - in the Central Facilities Building has attracted the attention of a nationwide letter box study group



NEW LIVING accommodation for Royal Navy sailors in Portsmouth has passed an important milestone.

The highest point of the 270-bed Falkland Building at *HMS Nelson* has been reached and a traditional 'topping out' ceremony was held to mark the occasion.

Deputy Naval Base Commander Colonel Mike Tanner and Falklands veteran Gwyn Williams marked the milestone by laying the final block of concrete on the top floor.

Captain Iain Greenlees, who is helping oversee the project, said the event marked a pivotal milestone in creating a modern naval base ahead of the arrival of the new 65,000-tonne *Queen Elizabeth* aircraft carriers.

"Navy accommodation has come a long way during the 800 years of the naval base. It was only 100 years ago that sailors started living ashore rather than on board their ships. We are now at the cusp of another 'generation change' as we look forward to the carriers," he said.

"These are really exciting moments in the history of the base. This is the first marker of the new investment here and it will not be long before the first sailors walk through the doors of this new building."

Mr Williams, who served with the Royal Marines during the 1982 Falklands conflict and now works as quality manager for the project contractor Lend Lease, said: "I feel extremely proud to be involved in the ceremony because of the building's Falklands connections. It is a real honour.

"The standard of accommodation for the sailors will be superb – they will have individual rooms which include en suite bathrooms and built-in connections to satellite television."

The building is due to be completed by the end of October. It will be used by junior ratings and will eventually replace the ageing Britannia Block.

The project is being delivered by the Defence Infrastructure Organisation in partnership with Lend Lease.

## Work carries on to welcome carriers



Topping out ceremony of Falklands Building at *HMS Nelson*, from left, Gwyn Williams and Colonel Mike Tanner

## DINs - released this month

Defence Instructions and Notices (DINs) are defence-wide instructions, guidance and notices for military and civilian staff, containing up-to-the-minute information to help people carry out their duties. Some of the latest issued on Defence Equipment and Support are:

**2014DIN04-039:** To improve the way manual demands are processed by the airfield and support branches of the Air Commodities team, a strategy has been identified to provide a focal point for units to submit or progress queries of this nature in support of the equipment managed within airfield and support.

**2014DIN04-055:** From April 1st Soldier System Programmes has become Soldier, Training and Special Programmes. This formalises the amalgamation of three programmes, Soldier System Programmes; Special Projects, Search and Countermeasures delivery team; and Training and Simulation Systems Programme.

**2014DIN04-056:** The Sea King Mk3/3a, Mk4 and Mk5 will cease operational flying and be withdrawn from service by 31st March 2016. A limited number of Mk7s will continue operational flying until the third quarter of 2018. This DIN announces the Sea King project team's intentions regarding drawdown of the whole fleet and associated support, and the disposal of capital equipment.

Further information and more details on the latest DINs see:

<http://defenceintranet.diif.r.mil.uk/Reference/DINsJSPs/Pages/DINsindex2014.aspx>



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