

# DIALOGUE

The magazine of the Defence Infrastructure Organisation

Issue 2 October 2011



Defence  
Infrastructure  
Organisation



**A flying start**



**A crown affair**



**Woodland work**

Featured in this issue of

# DIALOGUE



# Welcome

## from Andrew Manley

It's been a busy few months for us in the Defence Infrastructure Organisation (DIO) and change is still the main theme dominating our work at the moment. With so much happening, our senior managers continue to meet on a regular basis to ensure that they are kept up-to-date with the programme, and can cascade the latest news to their teams.

As one of the first areas of the MOD to implement changes under the Defence Reform programme, we in DIO are at the vanguard of Departmental transformation – and are learning valuable lessons which we are sharing with our colleagues across the Department. Keeping everyone both inside and outside the organisation informed is challenging, but important, as a lot has changed in terms of DIO's ongoing development.

In a major step forward for our organisation, we have now appointed Major General Nick Ashmore as the Head of the Strategic Asset-management and Programme Team (SAPT), which is a key component of the new DIO. He and his team have the challenging task of capturing infrastructure requirements from across Defence, prioritising them, and then translating them into a strategic programme. On page six, he explains the long-term benefits the SAPT will bring.

As well as our internal transformation programme, the basing announcement that was made by the Secretary of State in July set out some key changes to where the Armed Forces will be located in the future. I have been made the Senior Responsible Owner for Basing and the DIO will play a very big role in making these changes happen. You can read more about this in the feature on page three.

I hope you enjoy reading this issue and would welcome any feedback you may have.

**Andrew**  
(Andrew Manley, CE DIO)



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## DIologue

DIologue is the online journal of the Defence Infrastructure Organisation (DIO). It is available on both the DIO intranet and to external readers on the DIO website.

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## GO AHEAD FOR NEW ROYAL MARINES' FACILITIES AT DEVONPORT



DIO has awarded a £25 million contract to build waterfront facilities at Devonport Naval Base providing vital support to Marines preparing to use amphibious landing craft. Lieutenant Colonel Paul Clark Royal Marines said: "Creating these new facilities will allow the Royal Marines to train and operate more efficiently in using land craft, cementing Devonport's position as a national centre of excellence in this area."

## WORK COMPLETED ON MODERNISED HOMES IN WILTSHIRE

DIO has delivered 220 upgraded homes for soldiers and their families at Bulford Camp, near Salisbury. The Bulford Core Works project started in March 2009 and provides a mix of refurbished two, three and four-bedroom homes. All of the properties have been transformed into modern, more energy-efficient houses for Service families. Colonel Paddy Tabor, Commander Tidworth, Netheravon and Bulford Garrison said: "The modernisation of houses in Bulford is of a tremendously high standard and brings formerly old and tired family accommodation right up to standard."



## WARCOP TRAINING AREA FEATURED ON BBC 'COUNTRYFILE'



Warcop Training Area has featured on the BBC's 'Countryfile' programme, after the production team visited the site to shoot a feature on DIO's partnership with the Woodland Trust. The partnership will see thousands of hectares of woodland planted and will in turn help British soldiers train more effectively.

## WORK STARTS ON AMMUNITION FACILITY IN PORTSMOUTH

Work has recently started on an £18 million jetty in Portsmouth Harbour where Royal Navy warships will load up with ammunition. Once complete, the facility will replace the existing jetty which was built in 1929 and is not large enough to accommodate the Navy's new Type 45 destroyers.

## ARCHAEOLOGY DIG HELPS REHABILITATE INJURED SOLDIERS

A unique project using archaeology to aid the rehabilitation of soldiers injured in Afghanistan has taken place on Salisbury Plain Training Area. The soldiers from 1 Rifles learnt a series of excavations, land survey, drawing and mapping techniques, and also enhanced their publication and presentation skills. Corporal Steven Winterton, 1 Rifles, said: "The project has been a great help in lifting the day-to-day burdens following my injury. It gives all of us participating the chance to acquire new skills to help develop our future careers." ■



Members of the British  
Armed Forces on parade in  
Osnabruck, Germany

# The road to re-basing

**Much discussion and debate has surrounded the reorganisation of the UK's Armed Forces to deliver the direction laid out in the Strategic Defence and Security Review (SDSR) and transform Defence to meet future challenges.**

**Tony Moran spoke to Andrew Manley, recently appointed Senior Responsible Officer for basing, to find out what role the Defence Infrastructure Organisation will play in delivering the Government's plan for future military basing.**

While the SDSR set out a path to a coherent and affordable Defence capability in 2020 and beyond, some of the key building blocks – such as the Army's return from Germany and a Royal Air Force (RAF) structured around fewer, more capable fast jets – have significant estate and basing implications.

The Government's recent review of future basing takes us further down this road, confirming the decision that returning the Army from Germany is the right thing for the Department. The basing announcement set out the strategy to achieve that objective, identifying a number of key deliverables, including how we will quarter

troops returning from Germany; where the RAF will be based; and how the MOD will re-invest funds from the sale of surplus assets.

By 2020, the Army's core fighting capability will consist of five multi-role brigades (MRB), each comprising some 6,000 people. These MRBs will need to be close to suitable training areas so troops can prepare for deployment.

There is already a concentration of the Army in south-west England, around Salisbury and Catterick. These areas will make up three MRBs.

Former RAF and existing Army bases in the East of England will accommodate a fourth MRB, whilst the fifth will centre around Edinburgh, as the military footprint in Scotland increases over the coming decade.

While providing a challenge for Estate planners, the above measures will reduce the MOD's costs considerably. The proposals will also enable personnel to be based close to a number of units, allowing them to change post without their family needing to move home.

Defence Infrastructure Organisation will play a key role in achieving these milestones and, in the process, make the most efficient use of the existing defence estate. Work is now beginning to plan what is needed at each individual site, to ensure the facilities are available to receive incoming units.

In support of the above outlined transformation programme, DIO Chief Executive Andrew Manley has been appointed as Senior Responsible Owner for Basing.

"DIO will have a major part to play in leading the delivery of the MOD's future basing plans," he explained. "We will be responsible for ensuring that fit-for-purpose infrastructure is in place to support both military operations and Service personnel and their families. ➤



“Changes outlined in the Government’s basing announcement are designed to ensure that the current Defence infrastructure is used in the most effective way possible, allowing sites the Department no longer requires to be released.

“However, that is all in the long-term and there is still a lot more detailed planning to be done around individual unit moves, deciding who goes where, when, and in what sequence.”

Mr Manley explained that DIO has established a Basing Optimisation Programme Board (BOPB) to enable the Army, RAF and Royal Navy to join forces and create a common purpose to take this work forward, working with representatives of DIO and other Top Level Budgets (TLBs) to identify and deliver affordable solutions that meet the needs of Defence long into the future.

“As we embark on this significant project that is so crucial to future military operations, initial work has begun to focus on the Army, marking the start of the planning work required,” he said. “I am confident that DIO can rise to the challenge that this major Defence initiative brings in fulfilling our top priority of supporting the Armed Forces and their families.”

He added that the BOPB’s next move involves looking at individual sites and working out how DIO can ensure that the facilities the Armed Forces need are in place when they need them. These facilities will include technical accommodation to support the Services’ operational role and domestic accommodation for military personnel and their families.

DIO will work closely with each of the Services to secure a good understanding of their requirements and provide what they need in the most cost-effective way. A more detailed plan for basing is likely to be ready early in the new year.

Engagement on emerging basing plans will also involve extensive consultation with local authorities, devolved administrations and local communities, including the statutory impact assessments that will have to be done.

“Our work will follow the strategic, long-term, direction needed to ensure that the UK’s Defence is fit to face the challenges of the future,” said Mr Manley. “DIO is committed to making the best use of Defence estate assets, whilst rationalising where they are not required for the benefit of the British taxpayer.” ■



*Military parade in Osnabruck*

# A flying start

**As Station Commander at RAF Shawbury, Group Captain 'Bunny' James has seen both good and bad examples of infrastructure delivery first-hand. He tells DIOLogue why the Defence Infrastructure Organisation's recent take-off could help to improve the lives of the airmen and women at the base.**

Group Captain James has no doubts about the importance of infrastructure to the Service community; in particular he mentions the impact of accommodation on Service families, who he describes as the "centre of gravity to the Service person's willingness to fight."

With this in mind, he is clear about what he would like to see from the new Defence Infrastructure Organisation (DIO) – "a slimmer organisation" which can "do business more quickly, efficiently and in a manner that is transparent."

To reach this ideal, he believes that the organisation needs to change perceptions – "and let us be frank, in some cases realities" – so that all users of the Defence estate can 'feel', as well as see, resources being used efficiently to maintain and develop the estate. He says:

"To me, this means reducing layers, empowering personnel at the right level, doing repairs right – quickly and to high quality – the first time and not paying over the odds for things we can buy on the high street, particularly in these financially constrained times.

"Moreover I would hope to see genuine spend-to-save investment in eco and energy friendly schemes; not only are these morally responsible, they are efficient and effective for the estate's future."



*Group Captain 'Bunny' James*



*A helicopter approaches the runway at RAF Shawbury in Shropshire, which is home to the Defence Helicopter Flying School*

However, Group Captain James also highlights potential concerns from the estate customer point of view. For him, these centre around the transformation to DIO creating a "very large and financially powerful organisation":

"My concerns revolve around the mass of existing contracts and how they will be absorbed – and what this will mean for service provision. If I use Shawbury as an example, a location where a large multi-activity contract

provides everything from instructors to cleaners and catering, when this works it is relatively simple, efficient and effective.

"Fracturing locations into differing contractors can, and I accept this is a bleaker view, provide a wedge where the contracts and their profit margins are scoring off each other and the customer sees no benefit."

The remedy for this, he believes is close collaboration between DIO and the local establishment:

"DIO needs to present a single and proactive face to the customer, single points of empowered, visible and embedded contact are essential at local level, to develop coherence and trust." ■



# A strategic solution

Bringing together the infrastructure requirements of all three Services is one ambitious task. Add to that the infrastructure requirements generated by the return of troops from Germany, the associated re-basing in the UK, plus achieving the demanding savings targets the Defence Infrastructure Organisation (DIO) has been set, and you are looking at an undertaking most would want to avoid.

But Major General Nick Ashmore has recently taken-up a new post in DIO to do exactly that – and much, much more.

Report by Rhian Williams

One of the key changes that the formation of DIO has brought is the establishment of a Strategic Asset-management Programme Team (SAPT). Once fully functioning, it will capture the entire Department's infrastructure requirements and translate them into a strategic programme. Here Major General Ashmore, the Director of the SAPT, explains what he and his new team are working towards.

## In simple terms, what has the SAPT been set up to deliver?

"If I had to sum it up in one line it would be to adopt a more holistic view of infrastructure provision than has been possible to date."

## What will the SAPT do on a day-to-day basis?

"The SAPT will co-ordinate, organise, prioritise and direct infrastructure provision and activities across the whole of Defence. It will try to better balance wider Defence needs with those of individual Defence Top Level Budgets (TLBs) and the vehicle for this will be a Defence Infrastructure Programme (DIP) – which the SAPT will develop and maintain."

## In your opinion, what are the benefits of this new approach?

"By viewing infrastructure across the whole of Defence and understanding better the linkages between infrastructure and the delivery of military capability, we should be able to make informed decisions on when and where to invest in the estate. This will allow us to get more effect from the limited funding we have."

"The SAPT will also be able to better represent infrastructure within the Centre of the Department, to ensure that infrastructure requirements within major change programmes elsewhere in the MOD are coherent with the estate as a whole, and also to ensure that the risks associated with infrastructure provision are more clearly communicated to the Centre as part of their decision-making process."

"The SAPT, through the DIP, will also be equipped to take a much longer-term view of infrastructure provision; this will extend our focus beyond the current Planning Round to the 25 to 30 year horizon, which is a much more sensible timeframe for making decisions on infrastructure." >

### **What is required to achieve this?**

“We will have to understand what the TLBs actually need from their infrastructure to support operational requirements and the wider needs of Defence, including how we optimise the utilisation of the estate and maximise value for money.”

“A critical aspect will be to ensure that the estate is run both efficiently and effectively. This is not straightforward and relies on the SAPT establishing and maintaining several critical interfaces with the User, DIO’s Operations area and other parts of the MOD. These interfaces will generate various tensions, and our ability to manage these tensions effectively and gain credibility will be one of the biggest challenges.”

### **What is Strategic Asset Management?**

“Fundamentally strategic asset management is about three things; ensuring that our rationalisation plans are coherent; optimising the way we all utilise the estate; and maximising commercial opportunities on the estate.”

### **What is currently the SAPT’s main priority?**

“One of the first things we need to do is establish how best to prioritise competing infrastructure needs across Defence in a way that takes

into account the priorities of both Defence and individual TLBs. You might think these are the same, but it is not necessarily always the case.”

### **How will you ensure that all TLBs are treated equally?**

“The SAPT is being created to ensure Defence makes better decisions on infrastructure as a whole. The issue is not so much about whether we treat each TLB equally, but more about how we best understand what the TLBs really need (in terms of infrastructure) to deliver their military outputs and how this is captured and programmed in a way that makes best sense across Defence.”

“We are working to establish a common prioritisation methodology which can be applied across all infrastructure requirements and is perceived as being fair, transparent, and sufficiently flexible to take into account individual TLB priorities and wider Defence objectives.”

### **What is the next big challenge for the SAPT?**

“The SAPT is likely to play only a limited role in Planning Round (PR) 12, but we need to be fully operational in time to inform PR 13. This will depend on the creation, early in the New Year, of an affordable DIP, and a clear understanding amongst a myriad of stakeholders of how this programme

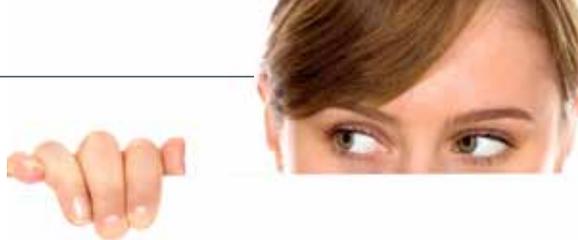
supports the department’s strategic objectives and meets TLB requirements.

“This work will include the very significant challenge of designing a plan that supports a number of key Defence objectives. We will have to address the requirements for bringing our troops back from Germany, the associated re-basing in the UK and achieving the demanding targets DIO has been set in terms of reducing running costs and estate rationalisation.” ■



# Ones to watch

Three things that DIologue readers may want to keep their eye on this quarter...



## 1 NEW APPROACH FROM THE DEFENCE BOARD

The Defence Board's meeting on 16 September marked the start of a new approach for the Board – which for the first time has ministerial membership – with a renewed strategic focus on driving and managing delivery of Defence's objectives.

The Defence Board will focus on the key issues of success on current operations, the Transformation of Defence, the effective management of performance and the competent management of our resources.

Staff across Defence can expect a much higher profile from Board Members as they increase their engagement with colleagues. As part of this the Board has launched a new 'Ask the Board' online question and answer forum. Ask the Board provides the opportunity for any member of Defence to submit a question via the intranet to the Board, at any time, on the top-level issues facing the department. The questions and answers will subsequently be published to the Ask the Board page for all to see. The forum can be accessed from the homepage of the Defence Intranet.

## 2 VACATION OF SITES IN BATH

The Minister for Defence Personnel, Welfare and Veterans, Andrew Robathan, has confirmed his earlier decision to move MOD staff from Bath to Abbey Wood, Bristol, by March 2013.

1,400 personnel currently based at three sites in Bath (Enleigh, Foxhill and Warminster Road) will relocate to modern and environmentally-sustainable offices at Bristol, saving around £39.5m over 15 years and contributing to the MOD's continued rationalisation of the Defence estate.

The Minister confirmed the decision he made in March following a period of formal consultation with the trade unions which was due to end in mid-May. During the consultation period he met with local MPs Don Foster and Jacob Rees-Mogg, leaders of Bath and North East Somerset Council and the trade unions to hear their concerns, and extended the consultation period to the end of June 2011 to fully consider all the points they raised.

## 3 PAUSE IN ACCOMMODATION UPGRADE PROGRAMMES

The MOD has announced that as part of the Department's work to reduce its funding gap, and to balance Defence priorities and the budget whilst protecting front line operations, from April 2013 there will be a pause in some programmes to upgrade living accommodation for Service personnel.

From April 2013 there will be a three-year pause in the programme to upgrade lower quality SFA homes and some Single Living Accommodation (SLA) upgrade programmes, such as Project SLAM, will be put on hold for three years from April 2013.

Other projects delivering SLA will not be affected. Project Allenby/Connaught – which has already delivered 7,200 bed spaces at garrisons across Salisbury Plain and Aldershot – will still deliver a further 3,279 bed spaces by 2014.

Up until April 2013, planned investment in accommodation will continue, including major upgrades and new build projects. The MOD will also continue to fund routine and response maintenance on accommodation, together with minor new works (including special needs adaptations, carpet replacement and improvements delivered through the Asset Replacement Programme) during the three-year upgrade pause.

The future requirement for Service accommodation that results from the Armed Forces returning from Germany, along with other re-basing plans, will not be affected by this. ■



# Wanted: New training partner

On a typical day across the Defence Training Estate, around 9,000 military personnel will be yomping on Dartmoor, driving armoured vehicles on Salisbury Plain, bombing on Donna Nook, tackling assault courses, firing SA80s on small arms ranges, or manoeuvring through the woodlands of Otterburn, among many other activities across 141 sites around the UK.

Report by Walter Scott

Meanwhile military and civilian staff, working in support of this, co-ordinate units' arrival and departure dates, ensure troops are well fed in clean and heated accommodation, and manage the countless health and safety issues that go with preparing troops for the frontline.

It amounts to a big deal in which, under the new National Training Estate Prime contract, businesses are now invited to express an interest. Developed by the Next Generation Estate Contracts (NGEC) team, the contract is expected to interest both traditional prime contractors and supply chain companies focused on hard facilities management, cleaning, catering, waste management, estate management, forestry, construction and other activities.

Running for a minimum of five years, with the option to extend it by a further

five, the national contract will draw sites maintained by Landmarc since 2003 together with those managed under smaller parallel contracts or in-house by the MOD, into a single arrangement. It is worth as much as £950m over the potential 10-year period.

In the weeks ahead the NGEC team will stage an industry day to brief interested businesses, and to facilitate networking between potential prime contractors and supply chain companies, to assist in the development of healthy supply chains. NGEC will then evaluate potential bidders to generate a shortlist of between three and five bidders.

Businesses with an interest in the contract will need to consider value for money and flexibility, among other key factors. The incoming contractor will take on responsibility for ensuring

*Military training at Sennybridge*

that training facilities are used as efficiently as possible, maximising use of spare capacity, and identifying scope to dispose of sites that are surplus to military requirements.

The successful bidder will also need to respond flexibly to evolving requirements under SDSR. For example the return of military units from Germany will see a shift in training demands from Germany to the UK, while the planned reduction in service manning levels could potentially impact on demand for training in some areas. Re-basing decisions may also influence the geographical distribution of Defence communities in the UK.

With the training estate continuing to play a key role for the Defence frontline, particularly in preparing troops to deploy on operations, a major focus for NGEC and DIO staff will be to ensure that the transition from the current arrangements to the future contract is as smooth and seamless as possible. ■





*Mustard disposal  
at Bowes Moore*

# A clean sweep

**Some people may find the phrase ‘chemical weapons’ unsettling, as it conjures for them chilling images from decades past. But the legacy of these armaments has been the subject of extensive work.**

Report by Tony Moran

Whether poisoned arrows shot by Stone Age hunters, burning balls of mustard used by fourth century Chinese warriors to smoke out besieging soldiers or turpentine-filled incendiary shells fired by 17th century armies, chemical weapons have been around for thousands of years.

The First World War saw both sides deploy some 50,000 tonnes of chemical weaponry, including chlorine, phosgene and mustard gas. During the Second World War, Germany manufactured large quantities of several agents, whilst Britain had its

own chemical weapons programme, but this type of warfare was not extensively used by either side.

Some four years ago, the MOD set up Project Cleansweep to confirm that there was no risk to people or the environment from the UK's historic programme for manufacturing, storing, handling or disposing of chemical warfare agents (CWAs).

The project started with a desk study of a large number of UK sites with documentary evidence of a connection to CWAs. This list was prioritised and reduced to 14 sites, now mainly in

private ownership, which merited investigation to quantify the risks and any necessary management measures required – see separate panel.

Following the completion of these targeted intrusive investigations, Defence Infrastructure Organisation (DIO) has concluded that these sites are generally suitable for their current use, provided any management systems, restrictions or procedures remain in place.

DIO's Cleansweep project manager Andrew Eadon-Jones said: "When we started this journey we didn't know what we would find. Investigations have largely targeted sulphur mustard, as this was manufactured and stored in the greatest quantities during the Second World War.

"Along the way, amongst other interesting CWA related artefacts, we found four jars of mustard agent and 45,000 rounds of live ammunition. We are now convinced there is no indication of significant risk to public health or environment associated with the past storage or disposal of chemical weapon agents in the UK."

He added that DIO had worked closely with organisations and individuals with an interest in specific site investigations, including the Environment Agency, Local Authorities, local communities and landowners. ➤



“I’ve been privileged to work with a great project team across DIO and our partners together with some interesting and accommodating stakeholders – all whom have had an equally important role in supporting this project in terms of professionalism and outcomes,” he said.

Most of the sites investigated under Cleansweep are known to have been used for storage or disposal of mustard gas in large quantities.

However, the MOD was careful when handing sites back to landowners, clearing them to the standards of the day and, where appropriate, placing restrictions on future use of the land to further protect human health. One reason for launching Project Cleansweep was to ensure that historic procedures for disposal of chemical weapons had been effective.

A comprehensive Project Completion report is due for publication this autumn, with both the Health Protection Agency and Environment Agency supportive of its findings. A copy will be placed in the Library of the House of Commons as well as being sent to MPs in whose constituencies these



Jar of mustard agent found at Little Heath



Mustard disposal at Bowes Moore

sites are located, local authorities and environment agencies.

“Cleansweep has been a resounding success, both technically and in terms of partnership working,” said DIO’s head of environmental liability management Mark Hill. “It provides a model for effective stakeholder involvement and represents a triumph of hard work and determination. The project also gives my team a sound foundation on which to take the work forward as very much ‘business as usual’.

“We firmly believe that the UK’s CWA legacy has been thoroughly investigated and the MOD provided with the assurance it requires. We’ve done this work voluntarily because we want to ensure that both human health and the environment remain adequately protected. It’s important for the MOD to ensure there are no long-term risks from CWA that we are unaware of.” ■

## Project Cleansweep sites at a glance

Aberfoyle, Stirlingshire	US Army chemical weapons store.
Bowes Moor, County Durham	MOD storage for mustard, phosgene and lewisite. Mustard disposal site.
Escrick, North Yorkshire	Filling and storage of mustard-filled munitions.
Harpur Hill, Derbyshire	Storage site for phosgene and mustard. Mustard disposal site.
Kilmarnock, East Ayrshire	Chemical agent bomb filling plant.
Little Heath, Suffolk	Filling depot. Decanting and burning of munitions.
Lords Bridge, Cambridgeshire	Filling depot.
Norton Disney, Lincolnshire	Filling depot.
Riseley, Bedfordshire	Filling depot.
Southburn, Yorkshire	Storage site and used for disposal of bombs.
Spalford Warren, Nottinghamshire	Storage of mustard and phosgene filled weapons. Mustard disposal site.
Valley, Flintshire	Large-scale chemical agent manufacturing, charging and storage.
West Cottingwith, North Yorkshire	Filling depot.
Worksop, Nottinghamshire	US Army storage depot holding mixed ammunition, including mustard and phosgene.



# A crown affair

**As part of its commitment to change the way that Government does business, Minister for the Cabinet Office Francis Maude outlined in April 2011 new plans to improve the way that Government deals with its largest suppliers.**

**Bill Yardley, DIO's Head of Projects, was one of the seven civil servants who was made a 'Crown Representative' and he now has responsibility for managing the Government's commercial relationship with engineering company Babcock.**

Report by Tony Moran

Crown Representatives have been introduced to ensure that Government receives the best value for money from the suppliers it contracts with by helping it act as a more unified customer. They will put an end to the days when departments were able to sign up – without any central control or co-ordination – to a series of different contracts with the same supplier.

Spanning a series of large contracts worth billions of pounds, each Crown Representative is responsible for a specific field of supply. Their role is not however to take responsibility for procurement from individual departments but is to work with them to provide greater coherence and consistency.

Francis Maude said: "Our priority is to make sure the taxpaying public gets the best possible deal – and one of the ways of doing this is to ensure we're

really using the scale of government to push down prices. That is why any dealings with our big suppliers have to be co-ordinated and our approach has to be strategic – the new Crown Representatives will make sure this happens."

Bill adds: "I have been working with a number of departments, all of whom were trying to generate efficiencies from their contracts but in different ways. By aligning these initiatives, I have already been able to bring greater consistency to the process."

The introduction of Crown Representatives followed the Cabinet Office's project last year to review Government contracts with major suppliers, which generated savings of £800 million. The renegotiations involved bringing together the disparate contracts held across all departments and this enabled

Government as a whole to secure better value from each supplier.

The Crown Representatives now meet each month to look at their suppliers'

strategic activities, discuss how to overcome barriers and analyse market trends. They also hold regular meetings with their nominated suppliers. ■

## Crowning glories

Crown Representative	Suppliers
David Smith, Commercial Director at the Department for Work and Pensions	CSC, HP, Atos Origin, Telereal Trillium, BT, Vodafone and Xerox.
Vincent Godfrey, Procurement Director at the Ministry of Justice (MoJ)	Serco, Carillion, MITIE, Interserve, GEO Group, Amey and Sodexo.
Martin Bellamy, Information and Communication Technology and Change Director at the MoJ's National Offender Management Service	Accenture, Steria and Cisco.
Bill Crothers, Commercial Director at the Home Office	IBM, Logica, Fujitsu, Capgemini and Airwave.
Ann Pedder, Commercial Director at the Foreign and Commonwealth Office	G4S, Balfour Beatty, Cable & Wireless, Global Crossing, Atkins and Detica.
David Thomas, Commercial Director at HM Revenue & Customs	Vertex, Capita and Royal Mail.
Bill Yardley, Head of Projects, DIO at the MOD	Babcock.
Stephen Kelly	Microsoft, Oracle and SAP.



# Woodland work

Putting the MOD at the forefront of woodland creation in the country whilst paving the way for the military training resources of tomorrow, is just one of the successes that Jon Watson, Senior Estate Surveyor, can be proud of. As a forester, he is responsible for the management of trees on the Defence estate. Jon explained to DIologue how his team is delivering a sustainable forestry programme in line with central government objectives.



Jon Watson

## Jon, can you tell us where you're based and what you do?

"I'm based at Westdown Camp on Salisbury Plain but have a national remit and travel to all parts of the MOD estate. Wherever there are trees I have been, or will be going to in the near future. I lead a small team of professional foresters whose job it is to ensure that all MOD woodlands and trees are managed to best industry practice and that all the associated benefits are maximised. Being the MOD Subject Matter Expert (SME) on forestry, I am also responsible for writing the policy that enables MOD industry partners to manage the woodland asset accordingly."

## What are the highlights of your job?

"Being able to champion the multiple benefits that forestry offers, from military objectives for training, right through to the role forestry has within the climate change debate. One of the most rewarding parts of my job is helping the military create new woodlands that will become the much needed training resource of the future."

## And what do you find particularly challenging?

"Trying to dispel the myth that felling trees is always a bad thing. If it's part of a sustainable forestry programme, then it's what provides us all with the many wood-related products we use on a daily basis."

## Finally, what has been your greatest moment at work?

"Leading on the Woodland Creation Project, which responds to central government calls for tree planting to help mitigate the effects of climate change. The MOD has, through innovative partnering with both charitable and commercial organisations, been able to deliver a programme of woodland creation that delivers military benefits at zero cost to Defence." ■



# Did you know...

...that some sites on the Defence estate will be used as venues for the London 2012 Olympic Games?

Work is already underway at the Royal Artillery Barracks (RAB) in Woolwich, which will become a temporary venue for the Shooting, Paralympic Shooting and Paralympic Archery competitions during the Games.

And the military connection doesn't end there; Horse Guards Parade, once the Headquarters of the British Army and also the setting for Britain's finest ceremonial spectacular, Trooping the Colour, will play host to the Beach Volleyball Competition.

Major Peter Underhill, Shooting Manager for the London 2012 Organising Committee (LOCOG) said: "The RAB has long been synonymous with shooting and ammunition development throughout British history. In pure sporting terms the venue lends itself ideally to the technical delivery of the shooting sport, flat terrain and green spaces which form a natural amphitheatre against which our athletes can perform to their potential.

"LOCOG is working very closely with the Ministry of Defence to ensure a spectacular and memorable Games next year."

Meanwhile, Defence Training Estate (DTE) involvement with sailing events in Weymouth has been ongoing since the start of the year, with DTE providing secure covered storage for the small flotilla of inflatable Olympic support boats. The Specialist Royal Engineer Bridging Camp at DTE Wyke Regis will

be used to support LOCOG teams during the Games.

Discussions are still ongoing and a lot of work remains to be done to finalise the contribution that Defence will make to the Olympic Games. But one thing we can be sure of is that MOD involvement will be key to delivering the biggest event of next year in true Olympic spirit. ■

*Beach volleyball at Horse Guards Parade*

