

# desider

the magazine for defence equipment and support



**CDM looks back at his five years with DE&S**

**THE VALUE OF  
TAKING A HIGHER  
APPROACH TO ISR.**

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Sir Bernard Gray with the ATDU team at DSEI 2015 in front of AJAX vehicle

# desider

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### Editor:

Tim Foreman - 9352 30637 or 0117 9130637  
tim.foreman774@mod.uk

### Distribution Manager:

Dick Naughton - 9352 34342 or 0117 9134342  
DES HR-Corp-BusMgr1a@mod.uk

### Advertising:

Richard Stillman - Ten Alps Media, 1 New Oxford Street, High Holborn, London SC1A 1NU  
Tel: +44 (0)20 7657 1837  
Fax: +44 (0)20 7379 7155  
richard.stillman@tenalps.com

### Printing:



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# FOREWORD

by Sir Bernard Gray, Chief of Defence Materiel

**A**t the end of last month, the National Audit Office (NAO) published its latest Major Projects Report (MPR) – the annual independent examination of our biggest projects. The news was excellent.

In our second year of operating as a bespoke trading entity, we have continued to substantially reduce delays and cost overruns, compared to previous years.

It is the third consecutive year of improving performance, a truly impressive achievement when you consider the negative tone and findings of previous reports.

At the same time as this good news was coming out of the MPR the MOD also published its Equipment Plan (EP), which set out the department's spending plans over the next decade, including the intention to spend around £166 billion on new equipment.

This represents a huge investment in our Armed Forces. It also means that in DE&S we will be expected to deliver even more equipment and support for our customers, while continuing to deliver our current programmes on time and on budget.

Although the MPR shows we are clearly getting this right, we must keep our levels of performance at the highest level to ensure we achieve this standard year in year out.

As you will see in this edition of *Desider* the MPR was not the only source of good news last month.

Work started at the new £83 million Defence Fulfilment Centre in Donnington, the state of the art building that will store essential supplies and bring the military's logistics, commodities and support services up to the standard of industry best practice.

Construction of the final Royal Navy Offshore Patrol Vessel (OPV) also got underway in Glasgow with the first steel cut on HMS Trent representing solid progress on our shipbuilding programme.

All this good news leaves me feeling confident that when I depart from DE&S at the end of November I will leave it in a much stronger and healthier state than when I arrived 5 years ago.

I would like to share with you my reflections on my time at DE&S, which feature in a separate piece I have written in this issue. I believe that we are on our way to becoming a world-class procurement and support organisation, and although there is still a long way to go we have already made a huge amount of progress.

For this I thank all of those in DE&S, MOD and Industry who have put so much hard work into improving the way we deliver equipment and support to the Armed Forces, something all of you will hopefully agree is so important and rewarding.

## SENIOR LEADERS COMMENT

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## NEWS

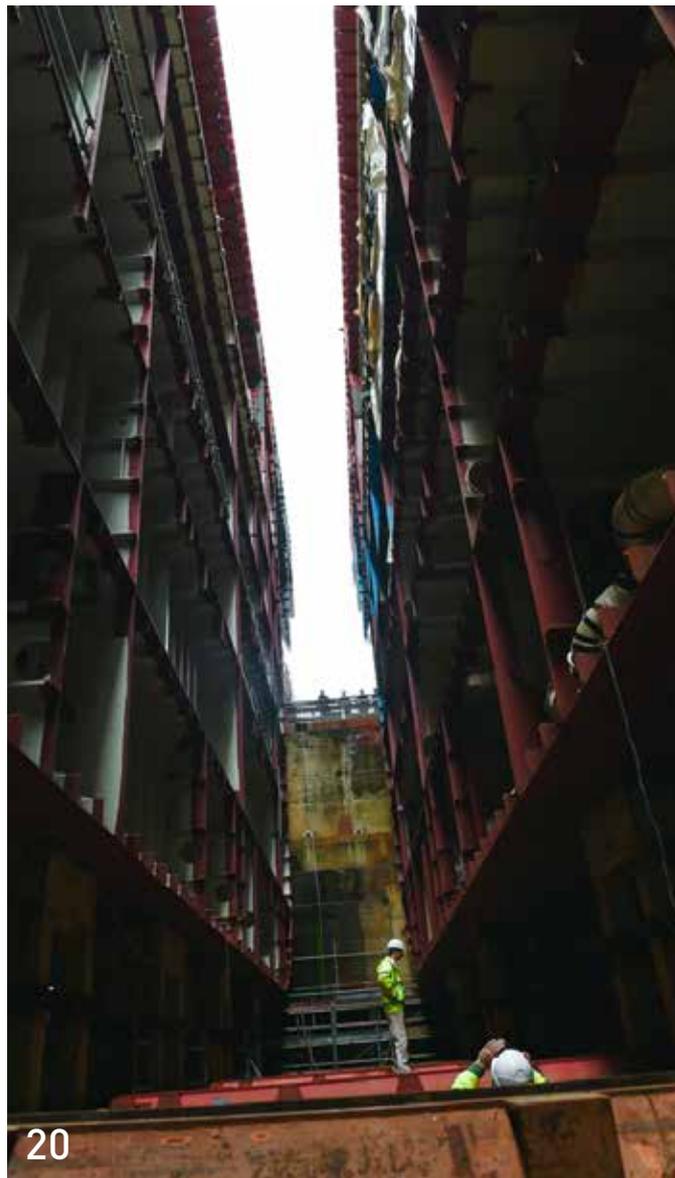
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NOVEMBER 2015

InsiderGuide

# Permanent Under Secretary updates DE&S staff on Strategic Defence and Security Review



Jon Thompson



We achieved a great outcome for Defence in the Chancellor's last budget, with an increase in the defence budget when other departments were asked to make up to 40% savings.

Jon Thompson



Permanent Under Secretary (PUS), Jon Thompson and Will Jessett, Director for Strategic Planning, updated DE&S staff on progress with this year's National Security Strategy (NSS) and Strategic Defence and Security Review (SDSR) at a Town Hall session.

In the Chancellor's Summer budget, the Government committed to spending 2% of GDP on Defence for the life of this Parliament which includes a real terms increase of 0.5% in spending on a year by year basis for the rest of this decade. PUS said "We achieved a great outcome for Defence in the Chancellor's last budget, with an increase in the defence budget when other departments were asked to make up to 40% savings. However, we still need to maximise financial efficiencies to enable us to reinvest in capability for our Armed Forces. We are a lot further ahead than where we were in 2010, but we need to be confident that we can deliver on the efficiencies we identify, and prioritise our reinvestment e.g. do we need more ISTAR for counter terrorism purposes?"

PUS also said "As Secretary of State has said previously, we live in a much darker world and the risks to National Security are higher now than ever before. We need to review these risks very carefully and develop a National Security Strategy that balances the capability requirements needed with our strategic responsibility and the budget we have available."

PUS went onto say "four

National Security Objectives have emerged from this year's SDSR work: protecting our people at home and overseas; shaping a stable world and reinforcing the rules-based international system; responding effectively to crises; and promoting national and international prosperity".

PUS then highlighted five of the key Defence themes that are being developed in the Review: working with our allies to further strengthen the international dimension of Defence policy and planning; taking a more innovative approach across Defence; continuing to pursue efficiency and better productivity throughout Defence, and to better articulate the contribution MOD and the Armed Forces make to national security and prosperity; and working to put the value and contribution of our people at the centre of a revitalised Defence management model.

"As we enter the final stages of the SDSR, it's essential that we get the right balance for where we are now, addressing the emerging risks and making decisions on what is needed longer-term"; he said"

Will Jessett encouraged the audience to read both the CDS speech at Chatham House on 15 September and the Defence Secretary's speech at RUSI on 22 September, which set out their views and vision for the review. Mr Jessett said that the Comprehensive Spending Review will be published and that he expected the NSS and SDSR White Papers to be published in close proximity to the CSR.

PUS concluded by thanking staff at the event on 28 September in DE&S for their work in support of the Armed Forces and encouraged them to share their views or suggestions to Will Jessett's team via the DSP-Group Mail inbox.



# HARNESSING OUR SKILLS FOR CUSTOMERS, DEVELOPING TALENT FOR THE FUTURE



# A step forward towards 21st century logistics



Above: Philip Dunne and Lt Gen Sir Chris Deverell at the site of the new Defence Fulfilment Centre

**W**ork on the new Defence Fulfilment Centre (DFC) next to MOD Donnington has started after Minister for Defence Procurement (MinDP) Philip Dunne took part in a ground breaking ceremony attended by Chief of Materiel (Land), Lieutenant General Sir Chris Deverell, and Director Logistics Delivery Roger West.

The Minister met with industry representatives before starting construction.

He said: "It's a really big day for the MOD here at Donnington. The building of the Defence Fulfilment Centre will help to deliver the best support to our Armed Forces while ensuring value for money for the UK taxpayer helping deliver financial

savings of around £500 million over the next 13 years".

"The next 12 months will see up to 3500 people working on the construction of the Defence Fulfilment Centre, but for the long term it will mean security for MOD Donnington as the centre of logistics for the Armed Forces for years to come."

Construction of the state of the art fulfilment centre is expected to be complete in around a year's time, and it will be operational in 18 months. Run by Team Leidos, it will deliver more efficient processes across the supply chain, as well as improved storage and distribution.

Chief of Materiel (Land) Lieutenant General Sir Chris Deverell said: "The start of construction on the Fulfilment Centre highlights how we are transforming the way we support the changing military requirements of our Armed Forces and improving levels of quality and service. This will bring MOD logistics into the 21st century, and it will play a crucial role in supporting the troops in the front line."

The 80,000 square metre building will store food, clothing, general and medical supplies.

## DEFENCE FULFILMENT CENTRE MOD DONNINGTON

The 80,000m<sup>2</sup> facility will play a vital role in supporting our Armed Forces.

The centre will store food, clothing, general and medical supplies.



The Government is investing £83M in the building programme.

Up to 3500 people will work on its construction.



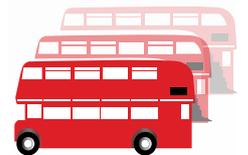
**349**  
Eurofighter Typhoon jet aircraft would fit on the floor space of FC1



**FC1** is the area of **8** football pitches



**446** Challenger tanks would fit on the floor space of FC2



**FC2** could hold **690** double decker buses

TO THE  
FALLEN



**TOGETHER**  
**WE REMEMBER.**

This Remembrance Day we honour the dedication of UK servicemen and women and their families. We remember all they have achieved and sacrificed. Together.



# Second year of success

Increased cost and performance stability for the second year running for DE&S is highlighted in a review by Government's spending watchdog.

For the second year running, the Government's spending watchdog – the National Audit Office (NAO) – has highlighted the increased performance and cost stability of major projects within DE&S.

This year's Major Projects Report issued by the NAO examined 13 of the largest defence projects within the demonstration and manufacture phase. The conclusions relating to cost, time and performance were arguably as positive as last year, maintaining the strongest position in recent years. The affordability of the 10-year Equipment Plan was particularly apparent, along with its ability to remain affordable for the rest of the parliament under current conditions.

Across the projects included in this year's report DE&S evidenced the best time performance since at least 2001, when excluding

the decision to accommodate the production of an additional reactor core for HMS Vanguard.

The report has been welcomed by Philip Dunne, Minister for Defence Procurement. "I welcome the NAO's recognition of our progress in improving defence procurement. Along with our commitment to increase the defence budget and to meet the NATO target of spending 2% of GDP on Defence, we are ensuring our armed forces have the equipment they need at the best value for the taxpayer.

"This is the third consecutive year of improving performance. The 2009 NAO report we inherited recorded £1.2 billion in year overspend and 93 months in-

year project overruns. By contrast, today's report for 2014/15 shows an in-year cost reduction of £247 million and underlying delivery 8 months over forecast - a remarkable turnaround by any standards.

"This latest Equipment Plan sets out our plan to spend £166bn on new kit and support for the Armed Forces over the next decade, including our new aircraft carriers and hunter killer submarines."

Sir Bernard Gray, Chief of Defence Materiel, congratulated DE&S staff on their contribution to the success of the report. "I am delighted that for the second year running the report is very positive and reflects the success we are achieving in improving our performance. It is clear that we continue to demonstrate an improvement in the management of our major projects, and this is down to the hard work and commitment of teams and individuals across DE&S."



**Key Facts:**

The 2014/15 major projects report features 13 demonstration and manufacture phase projects and 4 assessment phase projects.

Full list of demonstration and manufacture phase projects; A400M; Astute Boats 1-7; Core Production Capability; Complex Weapons; Voyager; Lightning II; Marshall; Military Afloat Reach and Sustainability; Queen Elizabeth Class Aircraft Carriers; Ajax (formally known as Scout SV); Type 26; Typhoon; and Warrior.



Full list of assessment phase projects; Apache attack helicopter capability sustainment programme; Crowsnest radar system for the Merlin helicopter; Morpheus tactical communications programme; and Successor platform and propulsion unit to maintain the Continuous At-sea Deterrent.

**COST:**

Overall forecasted cost reduction of **£247million**

**£89 million** Lightning II forecasted cost savings

12/17 projects (71%) displayed good practice for forecasting cost

**0.3% underspend**

against the original equipment budget in 2014-15. Better matching of expenditure to budget than previous years.

**5% underspend** against the final total programme of work for 2014-15, an improvement on last year.

**Time:**

Total time slippage, with one exception, was 8 months, best performance since 2001.

52/60 months total time slippage related to the production of an additional reactor core for HMS Vanguard (beyond project team control).

Service delivery of **Chinook MK6 7 months early**

**Performance:**

**99%** expected delivery of Key User Requirements of the approved projects within our review of major projects

**207/208** key performance measures across 12 projects expected to be achieved.



Above:  
Steel cutting for  
HMS Trent at BAE  
Systems, Govan

# Last Offshore Patrol Vessel work starts

**W**ork on the last Offshore Patrol Vessel (OPV) for the Royal Navy is underway after Philip Dunne, Minister of State for Defence Procurement (MinDP), visited BAES Govan for the first steel cut on HMS Trent.

MinDP pressed the start button on a computer-guided laser to cut the first piece of hull during a ceremony attended by DE&S Director Ships Support Neal Lawson and Senior Responsible Owner on the OPV Programme Chris Gardner.

Minister Philip Dunne said:

"These new ships will provide an important capability to the Royal Navy and our Armed Forces. They will perform vital tasks in defending the nation's interests around the world. This investment forms part of over £160 billion in our 10 year Equipment Plan which is funded out of the newly protected Defence budget.

"Manufacture of these ships sustains over 800 quality engineering jobs here in Scotland, ensuring that the shipyards on the Clyde continue to sit at the heart of a thriving naval shipbuilding capability."

The £348 million contract with BAES is maintaining essential

shipbuilding skills in the UK and will bridge the gap between the completion of the Queen Elizabeth Aircraft Carrier and the start of the Type 26 Global Combat Ships.

DE&S Director Ships Support Neal Lawson said:

"HMS Trent, along with HMS Forth and HMS Medway, will provide the Royal Navy with the flexibility to operate in a wide variety of roles in UK waters and overseas. More capable than the existing River class, they will have a flight deck to take the latest Merlin helicopters, fire fighting equipment, and increased storage capacity and accommodation.

"But the importance of this programme is not only that the OPVs will have the latest technology in new ships, but also that the build programme acts as a stepping stone to work on our future multi-mission warship, the Type 26 Global Combat Ship."

HMS Trent is the third and last OPV, and it is expected to join HMS Forth and HMS Medway in 2017 to take part in counter terrorism, combating piracy, halting smuggling and defending UK waters.

"These new ships will provide an important capability to the Royal Navy and our Armed Forces. They will perform vital tasks in defending the nation's interests around the world. This investment forms part of over £160 billion in our 10 year Equipment Plan which is funded out of the newly protected Defence budget."

Philip Dunne

A sunset scene with a grid overlay, birds, and wind turbines. The sky is a mix of orange and yellow, with a bright yellow streak in the upper left. A white grid is superimposed on the sky. Numerous birds are silhouetted against the sky, some flying in a pattern that suggests a net or a search. In the foreground, several wind turbines are silhouetted against the horizon.

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The logo for ThalesRaytheonSystems, featuring a stylized arc above the text. The arc is red on the left and blue on the right.

ThalesRaytheonSystems

# DE&S TRANSFORMATION

## Standing up the Functions

As DE&S Transformation moves into its implementation phase, more people across the organisation will be becoming aware of the changes that are underway. One of the most prominent changes is the introduction of the new balanced matrix structure. This new structure will see all DE&S staff aligned to one of 11 functions. A primary reason for creating these functions is to be able to provide specialist training and career development for our staff.

While our customers will not be directly impacted by these internal changes, we hope that they will result in a more flexible, well-supported workforce that will be able to meet the needs of our customers in a more timely and professional way.

Staff will be supported by dedicated function managers, whose

responsibilities will include defining and assuring good practice, function governance, performance and career management, and the deployment of staff to projects in order to meet DE&S and customer priorities. All staff will also have a delivery manager who will be responsible for quality, cost and delivery timescales.

Throughout September, staff completed a questionnaire to record their experience and qualifications within the different functions. They also stated their preferred 'professional home' and this will inform the functional alignment exercise taking place over the next quarter.

Various activities have taken place to raise awareness of the new functions, including market stall events at Abbey Wood and Yeovil. During these events, interim function

managers displayed information about the function responsibilities to help staff decide which function would best fit their career aspirations.

Staff had the opportunity to meet the interim function managers and raise any questions or concerns they had about transition to the balanced matrix.

The Chief of Defence Materiel, Bernard Gray, attended the first market stall event at Abbey Wood to lend his support to function managers within the balanced matrix model, one of the three fundamental transformation themes.

By the end of March 2016, all staff will be aligned to a function. There will then be a period of transition to our new ways of working.

### THE 11 FUNCTIONS:

BUSINESS PROCESS AND ASSURANCE

COMMERCIAL

CORPORATE SERVICES GROUP

ENGINEERING

FINANCE AND ACCOUNTING

HUMAN RESOURCES

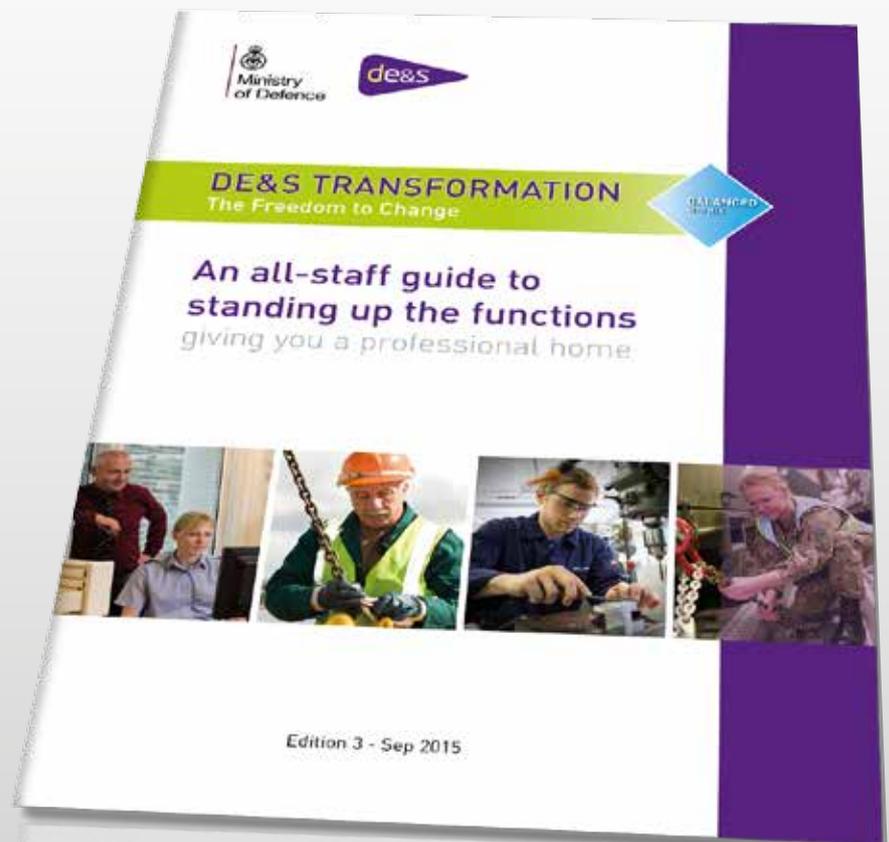
INTEGRATED LOGISTICS

INFORMATION MANAGEMENT AND IT

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PROJECT CONTROLS

PROJECT MANAGEMENT



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# Watchkeeper takes to the sky over Wales for first flight in UK civilian airspace



Above:  
Controlling  
Watchkeeper

**T**he first flight by an unmanned aircraft in civilian airspace has made UK aviation history after being facilitated by the DE&S Unmanned Air Systems (UAS) team.

A Watchkeeper unmanned aircraft was flown from West Wales Airport into controlled civilian airspace for an hour, where it was successfully managed by air traffic controllers in NATS in what is being hailed as a major milestone in the development of unmanned aircraft for civil and commercial use.

The flight should help develop

the operational and regulatory conditions to support unmanned aircraft potentially being used for a range of civilian and commercial purposes, search and rescue, critical infrastructure and border protection.

Watchkeeper, which is routinely flown in segregated airspace in Wales and from the MOD's Boscombe Down site in Wiltshire, is the only certified unmanned aircraft of its type able to undertake such a flight in UK controlled civilian airspace.

Ahead of the flight taking place on 30th September, the flight was practised in NATS simulators to ensure all eventualities were covered and approved. All operators were trained and a comprehensive risk assessment was undertaken and approved by the UK Civil Aviation Authority (CAA).

Air Commodore Pete Grinsted, Head of the Unmanned Air Systems Team at DE&S, said: "This is a landmark achievement for UK aviation history and the Watchkeeper

programme, and was only possible thanks to a collaborative approach involving Thales, CAA, NATS and the MOD.

"The successful flight is the result of months of systematic planning to ensure Watchkeeper was safely controlled by UK Air Traffic Control agencies at all times. This is also an exciting step on the path to safely integrating military and civilian unmanned air systems into civilian airspace over the coming years."

The flight forms part of Project CLAIRE, a collaboration between Thales, DE&S, MAA, CAA, NATS, and the Dutch National Aerospace Laboratory NLR to show how unmanned aircraft can be operated alongside manned aircraft in controlled airspace.

Watchkeeper, which was delivered into service to the Army and deployed to Afghanistan in 2014, has a wingspan of 10.5m and cruises at around 15,000ft. It has a range up to 150km from ground data links and an endurance of 16 hours.



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# Joint complex weapons agreement with France as UK and French relations deepen



Michael Fallon with Jean-Yves Le Drian

Sharing knowledge and information more deeply will help us develop better weapons more efficiently and keep both of our countries safe.

Michael Fallon

Defence Secretary Michael Fallon unveiled a new agreement with France that will help pave the way for the next generations of missiles.

Jean-Yves Le Drian, French Minister for Defence, was visiting London to reaffirm Anglo-French relations.

The agreement allows for the sharing of certain technologies to aid the development of future generations of missiles developed by missile contractor MBDA.

This includes the helicopter-launched anti-ship weapon, termed Sea Venom and other future national and joint programmes to meet British and French military requirements over the next decade and beyond.

This new Intergovernmental Agreement builds on increasing collaboration in this area since 2010. It will allow closer working and information sharing on MBDA's missile technologies while providing

the necessary legal assurance to both governments on issues such as the protection of national data and security of supply.

Defence Secretary Michael Fallon said:

"Our defence relationship with France continues to thrive. The joint development of next generation missiles is just the latest example of this.

"Sharing knowledge and information more deeply will help us develop better weapons more efficiently and keep both of our countries safe."

It follows work carried out by both countries with MBDA to create Centres of Excellence, consolidating their specialist design and engineering skills. Four of these centres are being established at first, for Weapon Controllers and Test Equipment in France, and for Datalinks and Actuators in the UK; another four, on complex warheads: guidance and navigation systems; algorithms; and software will follow.

Signed in 2010, the Lancaster House agreement was brought into existence to solidify the relationship between the two allies and provide greater defence cooperation.



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# Anchors away on HMS Queen Elizabeth as carrier tests iconic weights

**T**he mighty anchors on Britain's biggest warship have been tested for the first time.

Nearly as heavy as the jets which will operate from HMS Queen Elizabeth, the 13-tonne anchors were lowered on the carrier and into the huge basin in Rosyth where she is being completed.

The trial involving engineers from the Aircraft Carrier Alliance, who are building the 65,000-tonne leviathan, and the ship's seamanship specialists who'll be in charge of anchoring and mooring Queen Elizabeth, was the latest in a series of tests gradually preparing the future flagship for sea next year.

Engines have been fired up as have the generators, radars have been installed and flashed up, and soon the aircraft lifts – designed to take two F-35B Lightning II jets from the hangar to the flight deck – will be put through their paces.

For the seamanship team, however, observing the anchors at work was the highlight of Queen Elizabeth's trials so far.

To raise and lower the two anchors, the ship relies on even heavier cables of shackles – huge metal links.

The port cable is more than 1,300ft long – 400ft longer than the carrier herself – and weighs around 90 tonnes (more than six Merlin helicopters).

The starboard chain is slightly shorter and lighter (a mere 1,125 ft and 75 tonnes – or the weight of about five London buses).

"At 65,000 tonnes, everything about these ships is on a larger scale and the anchors are no different," explained Chief Petty Officer Jay Early, Queen Elizabeth's bosun, responsible for seamanship.

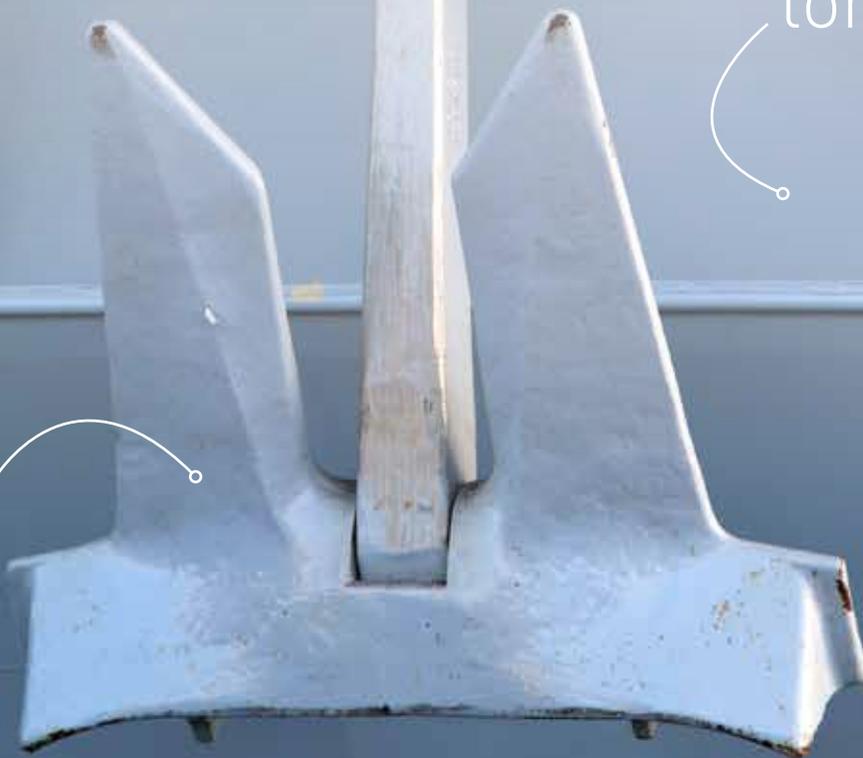
"Moving the anchor for the first time is a huge milestone in the programme and it was fantastic to watch it in motion as it was lowered into the water and back up again."

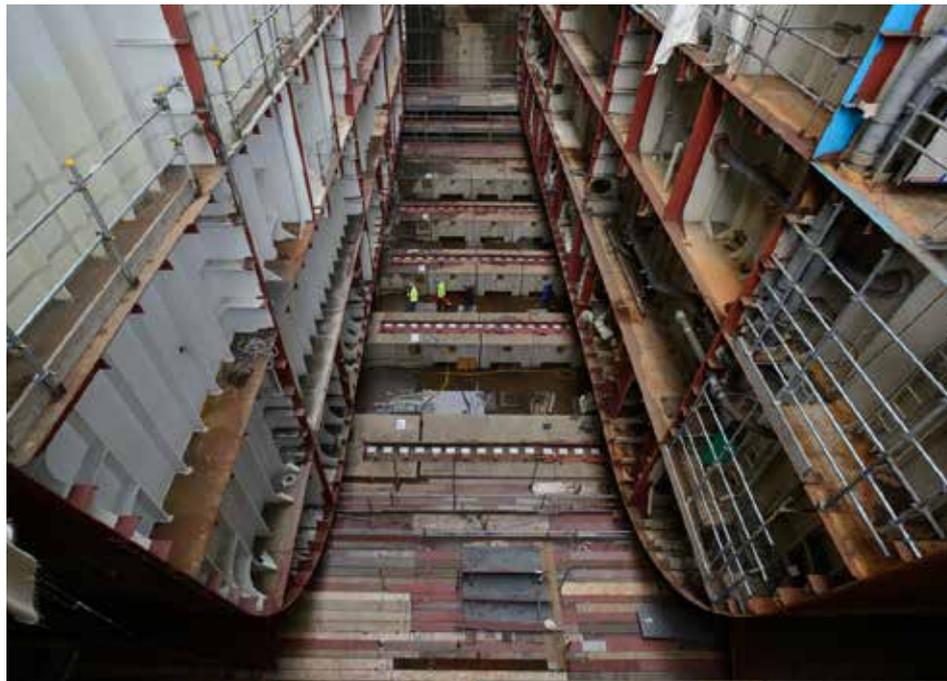
HMS QUEEN ELIZABETH WEIGHS IN AT

**65,000**  
tonnes

**13**  
tonne

TWO ADULT AFRICAN  
ELEPHANTS





Above & left:  
The two massive  
sections of HMS  
Prince of Wales  
are slowly moved  
together.

## 2nd Carrier coming together

### ARTISAN INSTALLED ON HMS QUEEN ELIZABETH

**T**he 3D medium range radar capable of cutting through interference equal to 10,000 mobile phone signals has been successfully installed on HMS Queen Elizabeth.

The Artisan radar can detect objects as small as a tennis ball travelling at three times the speed of sound, more than 25km away, offering unparalleled awareness and control of the skies around her. It can also monitor more than 800 objects simultaneously at ranges from 200-200,000 metres. As well as air traffic management, the cutting edge system will allow HMS Queen Elizabeth to deliver uncompromising air defence and anti ship operations in different locations and weather conditions all over the world.

**H**MS Prince of Wales, the second of the new Royal Navy aircraft carriers, has passed a significant milestone after more than 30,000 tonnes of the forward half of the ship was mechanically skidded back to the 11,200 tonne "superblock", LB04, which makes up the majority of the rear of the vessel.

The operation, which is a UK record in terms of weight of ship, was skidded on a specialised hydraulic skidding system in the Rosyth Facilities over three days. On Friday 9th October the forward section of the ship was skidded over 17m to within 35mm of the block, on Saturday the final vertical and horizontal alignment took place, and the blocks were moved into their final position on Sunday with a 3mm tolerance achieved.

DE&S Director of Ship Acquisition, Rear Admiral Henry Parker, said: "This is a significant step in the assembly of HMS Prince of Wales and is the culmination of a lot of hard work on the Clyde where LB04 was built and in Rosyth where the ship is being assembled. When the 30,000 tonne forward units were skidded with the 11,200 tonne block, it was the largest movement of its kind ever undertaken in the UK."

Defence Minister Philip Dunne, said:

"This is a great moment for the Royal Navy and for our Armed Forces, as our second aircraft carrier HMS Prince of Wales begins to take shape. This is one of the biggest engineering feats of the carrier programme to date, and the so-called 'skidding' of these giant sections is believed to be the largest ever such move in the UK."



Above:  
An artist's  
impression of  
RFA Tidespring

# First MARS Tanker is named in South Korea

**T**he first of four Military Afloat Reach and Sustainability (MARS) Tankers has been named at a ceremony attended by First Sea Lord, Admiral Sir George Zambellas and DE&S representatives at Daewoo Shipbuilding and Marine Engineering's (DSME) yard in South Korea.

RFA Tidespring was named by ship's sponsor Fleur, Lady Boyce, who marked the occasion, in keeping with Korean tradition, by cutting a rope to release a confetti ball. British Naval tradition wasn't forgotten and a ceremonial champagne bottle was also smashed.

Lady Boyce said "It is a great honour and privilege to become the sponsor of the RFA's latest ship, especially as Tidespring is the first of her Class. I already feel a real connection to the ship, as the previous Tidespring served as my husband's flagship for a time. Having been on board today and seen this magnificent new vessel at first hand, I very much look forward to extending my relationship with Tidespring and her crew."

On her arrival in the UK in 2016, Tidespring will undergo a customization package and complete Capability Trials at A&P Ltd in Falmouth before entering service in the final quarter of the year. This UK package of work allows for the installation of secure comms equipment and other sensitive aspects of the overall requirement that would have been difficult to achieve overseas, such as the military capability trials. The UK

work package will also help maintain key skills to undertake this type of work in the UK supply chain.

David Farmer, DE&S Head of Commercially Supported Shipping, said: "This is a great day for the MARS project and clear evidence of the power of the commercial approach taken by the team. The Naming Ceremony comes just 15 months after we cut steel and two of Tidespring's sister ships are also in build, with Tiderace, the second of class, already structurally complete in the build dock. All four ships in the Class will be in build by the end of the year."

The Tankers will maintain the Royal Navy's dedicated bulk fuel Replenishment At Sea capabilities, deploying worldwide support to individual warships and as an integrated element of Maritime Task Groups.

The ships will also provide a flexible capability to undertake a wide range of maritime operations, such as constabulary and humanitarian relief, and will provide support to NATO and coalition allies.





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# The UK's 21st century version of M.A.S.H



Above: Marshall Aerospace and Defence Group has provided a modular Role 3 hospital complete with all the departments expected of a conventional trauma hospital

**D**E&S has delivered a mobile Chemical Biological Radiological and Nuclear (CBRN) protected field hospital system as part of a £18M contract to enhance the operational medical capability of the Armed Forces.

The modular 'Role 3' hospital comes complete with all the departments expected of a

conventional trauma hospital including operating theatre, intensive care wards, advanced diagnostics together with recovery wards, pharmacy and laboratory facilities. The hospital also includes air filtration and protective layers to ensure that inside remains safe from any external CBRN hazard.

The hospital, which underwent

successful user trials with 33 Field Hospital in October, has a full environmental control system to maintain optimum temperature and humidity levels, offering a step change in the provision of a modern clinical infrastructure.

Ian Matthews, CBRN team leader, said: "The work of the team on this project was an outstanding demonstration of what can be achieved against challenging timescales when DE&S, Industry and the user community come together with a common purpose.

"This project has delivered critical military capability that will ensure that the medical community and patients can operate safely when they deploy on dangerous operations which could include a CBRN threat."

The contract covers the supply of the hospital, which was assembled in Cambridge, as well as comprehensive support package for four years.

The medical facility can be deployed to any forward operating area including conflict zones or in support of humanitarian operations.

The mobile hospital, supplied by Marshall Aerospace and Defence Group, is modular and scalable so that, if necessary, only specific sections can be erected depending on the specific requirements of its deployment. The modularity also enables the expansion of the facility or a change in configuration.



Left: The operating theatre of the Joint Forces/Army air conditioned hospital. During October it underwent user trials with 33 Field Hospital which also included their validation exercise. 33 Field Hospital is the first unit to exercise with the new facility.

T&E begins here



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# First of seven Merlin Mk3 delivered

The first of seven upgraded Merlin Mk3 helicopters has been delivered to Royal Navy Air Station Yeovilton as part of the £450M Merlin Life Sustainment Programme (MLSP).

The aircraft was delivered early, in-line with an accelerated programme, of which £330M is attributed to AgustaWestland as the prime contractor. They feature several changes for maritime operations including the addition of steel lashing points, a powered folding main rotor head, undercarriage modifications, a fast roping frame and additional communications equipment.

The seven Merlin Mk3 aircraft, being upgraded under the first phase of the programme, will provide an interim capability while the remainder of the fleet is converted. Under the MLSP, 25 Merlin Mk3/3a aircraft will be converted to Merlin Mk4/4a configuration as a replacement for the Sea King Mk4.

The seven aircraft conversion

programme at AgustaWestland's Yeovil facility is sustaining around 175 highly skilled jobs at the site and more than 500 jobs in the supply chain.

Air Vice-Marshal Julian Young, Director Helicopters at DE&S, said: "The Merlin Mk3 has already demonstrated its ability to operate in urban and harsh deployed environments, and the interim-standard of the Life Sustainment Programme sees fast-time conversion of the aircraft to operate in its new littoral manoeuvre role.

"I am delighted that we are now firmly in the delivery phase of this programme, and are supporting the Royal Navy and Royal Marines with upgraded, modern Commando Helicopter aircraft.

"The Merlin Life Sustainment Programme represents a magnificent team effort led by DE&S, involving multiple industry suppliers, and delivering on budget and at this point ahead of schedule. I look forward with confidence at the

whole programme delivering for the Commando Helicopter Force."

The 25 "Phase 2" aircraft, being delivered between 2017 and 2022, will be fully optimised for ship operations and include automatic main rotor blade folding and tail fold systems.

The aircraft will also be fitted with the same cockpit as the Royal Navy's Merlin Mk.2 aircraft, giving the Merlin fleet a common cockpit featuring five 10" x 8" integrated display units, two touch screen units for controlling the aircraft's systems and mission equipment, as well as two cursor control devices for the tactical displays.

Defence Minister Philip Dunne added: "These upgraded helicopters will improve the capabilities of the Merlins for their amphibious roles, including flying from our new aircraft carriers. This work on the fleet has sustained hundreds of jobs across British industry, including in the South West."

— “

"I am delighted that we are now firmly in the delivery phase of this programme, and are supporting the Royal Navy and Royal Marines with upgraded, modern Commando Helicopter aircraft."

Air Vice-Marshal Julian Young

” —





## Optima Group: providing a global perspective on Counter-IED strategy



As the nature of modern conflict transforms, so too does the range of threats faced by conflict affected states. The escalating use of improvised explosive devices, or IEDs, poses continually evolving dangers to lives and normality. Affecting mainly civilians, over 10,000 of these devices will be deployed annually by 2017.

Optima Group is the world leader in Counter-IED capability development. Our professionalism, methodology and experience have led to ongoing partnerships with the UK MoD and the UN. In May 2015 Optima Group was awarded the contract to supply in-country pre-deployment training for the UN peacekeeping troops bringing stability to Mali. Since then, over 1,000 pan-African military personnel have completed Optima Group's C-IED programmes.

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# Sir Bernard Gray

## A retrospective



**At the end of this month Sir Bernard Gray, Chief of Defence Materiel, will leave DE&S after five years leading the organisation. Before his departure he reflects on his time at DE&S including his major challenges and successes.**

I am extremely proud and honoured to have led DE&S for the past five years. During my time as Chief of Defence Materiel, I have had the pleasure of working with some of the most passionate, skilled and committed people anywhere. You have supported me in transforming the way we do things in DE&S and deliver capability and support for our Armed Forces customers. There have been many challenges, but this has been the most rewarding experience of my career to date.

Following my Review of Defence Acquisition in 2009, I was asked by Ministers to deliver the strategy to reform DE&S – the way we procure equipment and support, interact with our customers and get better value from our industry partners. In that Report, I was clear about where I thought the MOD and DE&S needed to

improve its approach to defence acquisition and support and the issues that had plagued defence procurement and delivery for many years.

As I look back at that report now, I am pleased that we have taken forward almost all of the recommendations. One of my key proposals was to give the organisation the freedom to transform, the status of DE&S needed to be considered. I faced some significant challenges when I sat down at my desk on day one, including improving an organisation that had a reputation for delivering projects late and over budget, a MOD culture of over ordering and under costing, a lack of strategic guidance on investment in our equipment programmes, and an environment where changing customer requirements were stretching our ability to deliver.

The work of the 2009 Review gave us a solid foundation to work from. In many ways the issues we faced had been encountered elsewhere. Any good leader needs good people to succeed, and so from the start I had to craft a leadership team that would help DE&S to shape the change that was needed.

Another key challenge was to bring industry and the supply chain along with us too. If DE&S was going to improve, our industry partners were central to that and I would need their support rather than resistance to change.

It was immediately apparent that we had a highly dedicated and knowledgeable workforce. However, the ability of our teams to deliver was hampered by our over complicated processes, poor management information and a lack of skilled and

Picture: Andrew Linnett 

specialist resources in areas where they were most needed.

To effect change of the magnitude required in DE&S, it was clear that we needed to bring in expert help to enable DE&S staff to continue to deliver the day job, while we transformed the organisation.

My 2009 Report contended that the most effective way to achieve the objective of creating a world class programme management organisation in DE&S was through a partnership with a private sector programme management organisation, of the type operating in civil engineering and other complex engineering fields. My view was, and it remains, that a partnership of public and private is needed to run DE&S. Something that brings together the skills and attributes of both groups to deliver for our Armed Forces.

I was well aware that the proposal to create a Go Co was a significant and controversial step, which required detailed exploration to assess whether this was a viable option for DE&S, and to ensure it did not cut across wider defence objectives. Indeed, I said as much in my original report.

We launched the DE&S Materiel Strategy in May 2011 which set out to identify the best future operating model for DE&S looking at three options, with the GOCO representing the biggest shift to the organisation in terms of change.

We explored the GoCo option through a competition which was later halted in December 2013 after only one bid was received. I appreciate that this was a difficult and uncertain time for DE&S staff and I again thank everyone who worked

so hard to prepare the strategy and bid. However, the work we did to undertake the GoCo completion was the catalyst for positive change and I am really proud that on 1st April 2014, we won freedoms unique in Government, to enable us to transform DE&S into an independent trading entity. This in itself was a major milestone and achievement, and laid the foundation which now enables us to transform DE&S into a best in class acquisition and support organisation.

Of the achievements we have delivered in the last five years, there are many of which I am proud.

Teams in DE&S have committed themselves to the challenge of improving the way we manage and deliver our projects and programmes. I was truly pleased to see this recognised in the steady improvement

continued on next page ↓

in the annual National Audit Office Major Projects Reports over the past 4 years. There used to be a time when DE&S was put under uncomfortable scrutiny for failing to deliver on its promises. The 2015 report recognised the marked improvement in the management of our major projects where we achieved our best performance to date on cost and time and the report commented on our continued and sustained improvement in meeting our commitments. It attracted almost no media interest. The fact that we are now undeniably good at our job is not news.

I was also pleased to have signed the first-ever Command Acquisition and Support Plans (CASPs) this year. The CASPs outline what the Front Line Commands will provide to defence and what support DE&S will supply to them to enable them to meet their requirements,

providing obligations for both sides. This is something that was previously lacking, and which I had highlighted in my 2009 review. The CASPs will ensure that DE&S works better and more transparently with its customers to meet their requirements, cost effectively and efficiently.

One of the main tasks I was set as Chief of Defence Materiel was to drive down cost overruns and delays and I am proud that on my watch DE&S' annual new equipment cost overrun has reduced.

I believe that DE&S is now much better placed to test and challenge industry to do better on the contracts we have with them. For years we were outplayed by our industry counterparts when it came to negotiation but we have made huge strides forward in this area. You only have to look at the Scout SV programme (now

called AJAX) to see how DE&S is awarding contracts that represent a great deal for DE&S, and in turn the Armed Forces and the taxpayer.

The huge renegotiation of the Aircraft Carrier Alliance was probably the watershed in this process. The project was drifting and costs were rising. It is a driven and a united team, focused on bringing the ships into service on time and cost.

Major programmes such as Voyager, Merlin Mk2 and Chinook Mk6 have reached their In Service Dates (ISD) on time and on budget, and in some cases well ahead of schedule. With contracts such as the Air Traffic Control Programme Marshall we are expected to save the taxpayer up to £1 billion over 22 years. The programme contract was placed more than a year



**Secretary of State for Defence, Michael Fallon, said:**

“Bernard has been hugely instrumental in helping the MOD to drive down costs, balance our budget and get the best value for money for the UK taxpayer when procuring and supporting equipment for our Armed Forces. He should be proud of his achievements, as we are, and I wish him well for the future.”

earlier than the expected date, proving that DE&S can move at pace, even on the largest programmes. All these examples point to the fact that DE&S has got better at what it does and I'm really pleased to have played a part in delivering such significant achievements.

As I enter my final month at DE&S I feel a great sense of pride in the progress that has been made.

The journey has not always been a smooth one and has involved a lot of hard work, shoe leather, debate and challenge. However, I can say with true pride that DE&S is now a stronger organisation.

A large part of this success is thanks to the support and hard work of DE&S staff at all levels of the organisation. From my colleagues on the Executive Board, to those working in project teams, to the apprentices who are just starting what I hope will be long and illustrious careers in Defence. I have always been impressed by the quality of the people I have worked with at DE&S and the passion they bring to their roles.

I also want to thank my colleagues in industry who have come along on this journey with us. The Defence industry is a huge employer in the UK, generating billions in exports and enhancing high tech skills vital to the success of our nation. The changes I have helped drive during my time at DE&S would only have been possible with the support of our industry partners and I am grateful for their hard work which I know benefits not only our Armed Forces, but also the UK economy.

As I leave and DE&S continues into the next phase of transformation, I know that DE&S staff will give the incoming CEO the same support they have so generously given me over the last five years. I am also reassured that the hard work now being delivered by our transformation partners and teams across the organisation, will go further to make DE&S a much better place to work and will transform the organisation into the professional, respected, world class procurement and support organisation we all know it can be. I look forward to seeing DE&S achieve that vision.



continued on next page ↓

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**Minister of State for Defence Procurement, Philip Dunne, said:**

“Bernard has been the critical influence in restoring order to Defence Procurement during his time as Chief of Defence Materiel. His insightful diagnosis of the problems published back in 2009 led to his appointment to deliver the transformational change over which he has presided at DE&S for the past five years.

He should be rightly proud of these significant achievements. I also acknowledge and am grateful for the legacy of huge improvements he leaves in the way in which DE&S operates.”



**Chair of Defence Equipment and Support, Paul Skinner, said:**

“Under Sir Bernard’s leadership DE&S has made substantial improvements to the way it does business. During his tenure DE&S has seen real advances in delivering the needs of the Armed Services and substantial progress on its journey to become a genuinely world class procurement organisation.

His contribution has been considerable; bringing his expertise, knowledge and experience to bear in driving value for the taxpayer and ensuring that our major projects are delivered on time and on budget. His work lays a strong foundation for the future of DE&S.”



**Lieutenant General Sir Chris Deverell, Chief of Materiel Land, said:**

“It has been a privilege to work with Sir Bernard during his time at DE&S. His tenure will be remembered as a key point in the history of DE&S as it marked a time when the organisation took significant steps to transform the way it operates for the better. Under his leadership we

have seen many successes and Sir Bernard leaves DE&S in a much better state than when he took over. He has overseen some huge programmes in the Land domain including the manufacturing contract for the Army’s next generation armoured fighting vehicle, Ajax, and the ground-breaking transformation of the MOD’s Logistics Commodities and Services.”



**Pete Worrall, Chief of Materiel Joint Enablers, said:**

“When Sir Bernard joined DE&S nearly five years ago he was charged with the significant challenge of bringing his “Gray Report” to life by transforming DE&S, building on our strengths and addressing our weaknesses. As shown by previous initiatives to transform Defence Acquisition, this is a challenge more easily said than done. I joined

Sir Bernard’s Executive Board in July 2011 as the Chief of Materiel for Joint Enablers, a new post Sir Bernard established in April 2011 as part of his early reorganisation of the senior structure. As the longest serving Executive Board Member below Sir Bernard, I have therefore seen first-hand the impressive way he has steered his course through some choppy waters. Those who have worked with him know that his style is one of “challenge” and this is based on the premise that only our best efforts are worthy of our Armed Forces. His challenge has been enlightening and invaluable to me when taking forward some really big decisions in my own area. I wish him all the best in whatever he decides to do next. I know he will make a huge success of it, whatever it is.”



# Recruiting, Transformation impact and guitars

Peter Ginnever is Deputy Head of HR Resourcing and leads the team responsible for external recruitment. After bringing this task in-house and reducing the cost from almost £5m to £1.8m, his team combats a very challenging marketplace with hard work, commitment and new ideas.

## **What does your team do?**

We deal with all the external recruitment into DE&S below the Senior Civil Service. It is a tough market at the moment: we have lots of vacancies and we're up against stiff competition.

It's a challenge, but we are trying new ways and ideas of getting more people through the door, such as new ways of dealing with candidates or using social media to bring us up to the same type of recruitment standards that industry uses.

## **How is Transformation going to impact recruitment?**

In the short term, there are a number of things we can change and improve about the way we deal with our candidates. In the long term, the shift to functional management will be very helpful with a clearer business requirement. The functional managers will have a much better understanding of the cross DE&S picture.

## **Are you optimistic about the future?**

Cautiously. It is an incredibly challenging marketplace out there and it is getting harder. What we are doing will improve things and as we move on towards matrix management and better deployment of staff into the priority areas, the demand will become more manageable. We will also be able to look at targeting the younger market more, where we are already very successful with our graduate and apprentice schemes.

## **A brief outline of your career.**

I've been in the MOD for 26 years and have been lucky to move around a lot. I started in London in an RAF manpower job, and then moved on to the Abbey Wood Development Team when it was just a field. I was seconded to the

Millennium Commission and also went to Cyprus for 4 years. I finally came back to Abbey Wood, first in the Collocation Team, where I planned and delivered a series of upgrades to the infrastructure, and eventually to HR.

## **How have things changed during your time at DE&S?**

I have been in DE&S for six years, but I previously spent three years in DE&S's predecessor, PE, where we did not have the logistics and support functions we have today, so that is a big change. What has not changed is the commitment of the staff to provide the best that they can for the Armed Forces. I really notice that in a change related job: people are keen to improve the service they deliver, because they take pride in what they do.

## **What are you most proud of since you joined DE&S?**

I'm most proud of the team I have now. To deliver the scale of recruitment

that they do, pushing 1,000 every year, under intense pressure and scrutiny whilst working within tight constraints and an even tighter market, is a great achievement.

I'm also very proud of delivering the Operations Centre, that was a complex piece of work to tight operational timescales and we delivered it on time.

## **What do you do to relax out of work?**

Music is my big thing, listening and playing. I could very easily spend a lot of money on guitars.

## **Something we don't know about you?**

I play in a band. We play in pubs, and at parties and weddings. Recently, we performed in front of 25,000 people. It was the Bath Half Marathon, with 12,500 runners who came past us twice, but that is a crowd of 25,000 in my book!



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THE SUNDAY TIMES

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# Abbey Wood Saddle Club

Firstly a big THANK YOU to all involved in setting up the Abbey Wood Saddle Club! We have had a fantastic first six months this summer and it is all down to the support we receive from members, their families and the lovely team at Desider for publishing our news, we are still in our infancy but have achieved the following;

- A fully functioning, competitive Team Quest Dressage Team coming 19th out of 50 teams in the South West!
- Members competing at affiliated National Dressage competitions both at para and able bodied
- Members riding at the Badminton young event horse competition

- Reservist Members attending the riding camp in Cyprus
- Runners up in the Inter Station League
- Polo taster day
- A stand at the recent health and wellbeing day.

Behind the scenes we have also created our own MOSS site and we have a page on DII intranet Social Page. Much work has gone on to look into ways of funding further team outings, competitions and do more activities for all those horsey people we know are out there in MOD Abbey Wood. We are always looking for new members and new ideas to keep the momentum going. Lessons for people new to riding or those

wanting to brush up on old skills will be set up shortly and we welcome both military and civilian who would like to come along to our meeting on **November the 12th in Larch 034** from 12:00-14:00 please email DESCSTAir-ABW-Saddle-Club-OIC@mod.uk for further details.



Above: Lara Mathias, Laura Brown and Vanessa Arruda on the saddle club stand at the recent wellbeing event

## Mr Roger West Director Logistics Delivery



Roger West has been confirmed in post as Director Logistics Delivery.

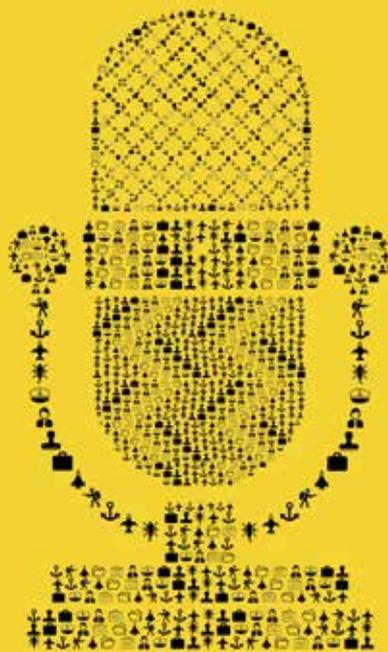
Roger initially joined DE&S as the Project Lead for Inventory Management Transition, in January of 2013, before assuming the Directorship of the new Inventory Management Operating Centre (IMOC) in December of the same year, and took the reigns of the LCS(T) programme which has now reached contract award. More recently Roger is the interim Director of Logistics Delivery responsible for the new Operating Centre which will bring together the key parts of the materiel supply chain with the objective of continuing to meet the needs of our Armed Forces whilst delivering it

more cost effectively.

He joined the organisation with a background in procurement and supply chain management gained in a wide range of public and private sector organisations. He has worked with IBM, ASDA, Coopers & Lybrand, Capgemini and DHL, most recently as procurement director for NHS Supply Chain where he led the establishment of a commercially focussed trading team supplying hospitals across England and held procurement responsibility for spend of £5 billion per annum.

Roger lives with his wife Rebecca and has 4 daughters. In his spare time he enjoys cycling, sailing and model engineering.

## WE'RE ALL EARS



## DE&S Employee Engagement Survey 2015

**D**E&S staff were invited to share their views of what it's like to work in DE&S by completing the annual employee engagement survey last month – thank you to everyone who took the time to complete it. The organisational

results and next steps will be shared with staff via an all staff e-mail from Pete Worrall, Chief of Materiel (Joint Enablers), Board Communications and Engagement Champion; individual team results will be provided by Team Leaders.

## British Pentathlon Success at Biathle World Championships

**D**E&S Combat Air (CA) United Kingdom Military Flying Training Systems (UKMFTS) Hawk Team Leader Capt Tom Manson (RN) was selected this year to represent Team GB at the Biathle World Championships in the hot Portuguese sun in July. Competing against many nations he came 4th overall and was the 2nd Brit in the "Masters" 40-50 age group.

Biathle is a continuous run-swim-run competition with the clock starting at the start of the first run and the clock being stopped at the end of the second run. This includes transition activity before entry and after exit from the water. Unlike triathlon it is more of a sprint consisting of 2 x 1,000 metre runs

& a 100m swim and can be staged adjacent any type of water (sea, fresh or swimming pool), making it a very accessible sport for all. Biathle forms a key part of the British Pentathlon suite of events that is run nationally across the UK from which competitors are selected for international events.

Although a regular swimmer this was Capt Tom's first experience of competing at any level with British Pentathlon, having been egged on by his two daughters aged 14 and 16 who also compete in the international circuit. He said "I had no idea what a tough and gruelling event Biathle is until this year, but achieving this result in such a competitive field was immensely satisfying."

## MOTTO

### the MOD Lottery August winners

#### £10,000:

Rodney Barrett (Lakenheath),

#### £5,000:

Nigel Brown (Andover).

#### £2,000:

Miss Wieczorek (London).

#### £500:

Alexandra MacLeod (Forthside),  
Valerie Newport (Blackwater).

#### £100:

Mr T Gowen (Hendon)  
Christopher Pearn (MDP Hereford)  
Elizabeth Raybould (Groton)  
Andrew Fox (Abbey Wood)  
Anthony Roche (Yeovil)  
Richard Clark (Manchester)  
Diane Winrow (Liverpool)  
Rachel Wilson (Germany)  
Lyndsay Hall (Portsmouth)  
Samantha Lyall (Upavon)  
Lynn Emery (Abbey Wood)  
Antony Coleman (Bicester)  
Helen Hutson (Blackpool)  
Cheryl Smyth (Chicksands)  
Jennifer Webb (Exeter)  
William McNab (Clyde)  
Simon Laight (Whitehall)  
James MacDonald (Abbey Wood)  
Ian Hills (London)  
Susan Freeman (Gibraltar)

## September winners

#### £10,000:

John Mauger (Wyton),

#### £5,000:

Michael Lowe (Whitehall).

#### £2,000:

Anthony Bartlett (Abbey Wood).

#### £500:

Theresa Hunt (Culdrose),  
Emma Reeve (Yeovilton).

#### £100:

Elizabeth Raybould (Groton)  
Robert Simpson (Warminster)  
Angela Wilson (Glasgow)  
Gary Jones (Feltham)  
Lee Dymond (Abbey Wood)  
Lindsey Chilcott (Wyton)  
Caroline Gleeson (Woolwich)  
Cheryl Smyth (Chicksands)  
Paul Scotting (Abbey Wood)  
Christopher Park (Corsham)  
David Lampen (Northwood)  
Andrew Farley (Wareham)  
Louise Green (Corsham)  
Alastair Goodson (Abbey Wood)  
Neil Tonge (Blandford)  
Donald Orr (Peterhead)  
Carl Stazicker (Manchester)  
Michael Allott (Waddington)  
Adrian Chesterton (Abbey Wood)  
David Adamson (Catterick)

# 60 SECOND SPOTLIGHT

**Name?**

Rachel Buckle

**Job?**

I am the secretariat and Communications lead within the collaborative Future Submarines Programme

**Your route in to DE&S?**

I came from working in the Research Acquisition Organisation in Shrivenham, where my role was placing contracts that explored future defence technology options

**Your claim to fame?**

I won a horse in a national competition and was featured in "Your Horse" magazine for a year as they followed my journey as a new owner

**Your advice to anyone?**

Work hard and follow your dreams - The only thing that stands between you and triumph is a little umph

**What do you do when you are away from work?**

I am the proud owner of Buzz – my 4 year old horse. We train and compete at national level in the sport of Eventing. This is my passion and also my second full time job!

**What are you most proud of?**

Qualifying for and competing at Badminton Horse Trials

**What irritates you the most?**

People not delivering on their promises

**Who would you invite to your dinner party?**

Zara Phillips, Peter Kay, Dynamo, Princess Diana, Gary Barlow

**Your secret?**

Before my days in the MOD I worked as a senior pastry chef at a Michelin star restaurant, working for a head chef with a similar volatile character to Gordon Ramsay!



Right: Rachel and Buzz

# The first ever Project Management apprentices arrive at DE&S

The Project Management Development Team (PMDT) has welcomed its first ever group of Project Management (PM) apprentices to join DE&S. Air Vice-Marshal Julian Young, PM Executive Sponsor and Director Helicopters, greeted the new workers, who joined as permanent employees at Band D level.

Initially expected to recruit six apprentices by September 2015, the PMDT exceeded this forecast and managed to bring in 12 new joiners.

Air Vice-Marshal Julian Young said: "I am delighted to

welcome our first-ever Project Management Apprentices into DE&S. Apprenticeships are a great career-developing opportunity, and these young men and women will be able to earn while they learn in one of the most challenging and exciting project environments in the UK, and can look forward to a satisfying career equipping our front-line forces. I wish them every success."

All 12 apprentices were recruited via the Civil Service Fast Track Apprenticeship Scheme (CSFTAS) and were subject to a rigorous

selection process, which saw in excess of 9,000 applicants compete for approximately 450 roles across the Civil Service.

The new joiners will complete a Level 4 Higher Apprenticeship in Business Administration, which consists of a National Vocational Qualification (NVQ) and Higher National Certificate (HNC) over a 2-year period.

To support them in their journey to becoming Project Managers in the future, their learning will be enhanced with training courses, master classes, on-the-job experience and networking. They will also become members of the Association of Project Management (APM).

Since their arrival at DE&S, the apprentices have completed various inductions and a 2-day Civil Service Corporate Induction event, held in London and attended by HMRC Chief Executive and Permanent Secretary Lin Homer, who delivered a keynote speech.

This event also provided a great networking opportunity, as apprentices from various Government departments who have taken on apprentices via the Fast Track Apprenticeship Scheme were present.



Above: Names of apprentices from front (left) to back: Lauren Dodden, Abigail Payne, Olivia Hearn, Gemma Bater, Charlotte Broderick, AVM Julian Young, Oliver Boyland, Hayley Ryan (PMDT), Cody Dyer, Andy Abbott (PMDT), James Carter, Harry Dennison, Jason Williams, Jennifer Cole, Kirsty Ridge (PMDT), Helen Jenkins (PMDT). Elizabeth Collins (not in photo)

## DE&S former apprentice Hayley Barnden wins regional final of National Apprenticeship Awards 2015

A former apprentice from Defence Equipment and Support has beaten competition from entrants across the region to win the South West final of the National Apprenticeship Awards 2015.

All the South West regional finalists attended an awards ceremony at Somerset County Cricket ground on October 13th, to celebrate all the finalists' achievements and announce the category winners.

Hayley Barnden, who completed her engineering apprenticeship in 2013 and now works within the Submarines Operating Centre, fought off stiff competition from other former apprentices in the region to be announced the regional winner of Apprenticeship Champion of the Year award. The Apprenticeship Champion of the Year category - sponsored by City and Guilds - is open to former

apprentices who have achieved excellence since the completion of their apprenticeship and go above and beyond to champion apprenticeships. Hayley will now go through national judging in the hope of becoming a national finalist.

The Awards, now in their twelfth year, are run by the National Apprenticeship Service and recognise excellence in two areas: businesses that grow their own talent with apprentices and apprentices who have made a significant contribution to their workplaces.

Sue Husband, Director of the National Apprenticeship Service, said: "Hayley Barnden has been recognised as winner in the Apprenticeship Champion of the Year category for the South West and I would like to congratulate her on her achievement. There has never been a



Above: Hayley during the prize giving ceremony.

better time to become an apprentice or employ one."

To find out more about the National Apprenticeship Awards, please visit <https://www.gov.uk/government/topical-events/national-apprenticeship-awards>



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# LEARNING AND DEVELOPMENT

## DE&S Fraud risk awareness briefing

**A**s an organisation that spends £15Bn of taxpayers' money each year, DE&S needs to and does take the risk of Fraud very seriously. That is why we recently established our own Fraud DE&S Board, which reports through the DE&S Audit Committee to the main DE&S Board.

Altogether over 300 staff attended Fraud risk awareness briefings held in the summer where the MOD Fraud Defence Team provided an update on progress being made in establishing a DE&S Fraud Risk Register. They held a number of workshops and interviews before the briefings with a range of OC representatives across Commercial, PPM, Finance and

Inventory functions who helped to inform the debate about the Fraud risks faced by DE&S. The Fraud DE&S Board will agree these risks and prioritise them to enable mitigation plans to be developed and if required implemented.

Fraud is a real issue:

- A PWC survey established that 44% of UK organisations have been victims of fraud, often committed by their own staff
- 22% have been affected by procurement fraud

The Fraud risk awareness briefings also included a section that focused on Whistleblowing with a key message that all staff have both a right and a duty to

report any concerns or suspicions they may have about behaviour that might be fraudulent. There is a MOD team that supports staff who have suspicions called the Fraud Incident and Irregularity Reporting Unit (FIIRU), tel: 0800 161 3665, and reports can be made anonymously.

All staff are encouraged to raise awareness of the FIIRU throughout the organisation. Fraud risk management must be an iterative cycle which is continually reviewed and developed to become embedded in DE&S as part of everyone's job. There is also a DE&S focal point in the Financial Accounting team to support staff and contact details are: Lizzie Harbige – DES Fin FA-FRET FG, tel: 030 679 30303

## DE&S apprentice designs Prize for Technical Innovation trophy

**R**osie Wheelhouse-Thomas, a mechanical engineering apprentice at DM Gosport, has successfully designed the trophy awarded with the DE&S Prize for Technical Innovation at Welbeck Defence Sixth Form College, part of the Defence Technical Undergraduate Scheme.

After Director Technical Air Cdre Michael Quigley and Apprentice Training Manager Kevin Haydock agreed on the design, Rosie managed a team of fellow apprentices to help her with the task.

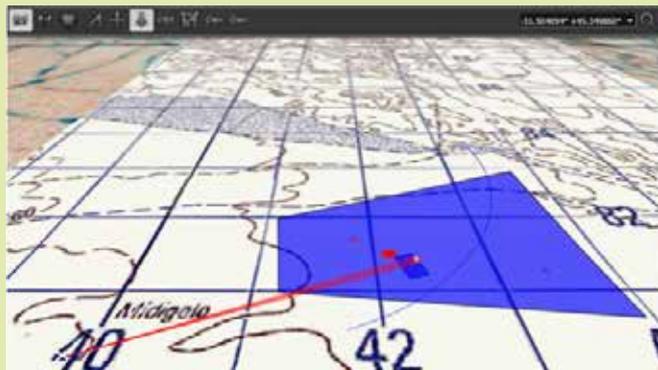
She said: "I am so pleased to have been able to take part in this task. It was the first time I was designated as the only project leader, and the process has been very rewarding. It has given me a lot of confidence and I have learnt new skills that will be useful in the future".

Rosie, who joined in August 2013 and will be moving shortly into the third phase of her apprenticeship, made the trophy using the design programme Solidworks. She then

produced it with a CNC milling machine. The stands for the cubes were moulded out by second phase apprentice Jack Newman before all components were put together. The trophy was awarded at Welbeck during the graduation ceremony.

Air Cdre Michael Quigley said: "We already have connections with Welbeck, and this prize is an opportunity to reinforce that link and raise the profile of DE&S as a potential place to work."

DM Gosport offers an Apprenticeship in Mechanical Engineering, a three-year scheme which takes on 6 apprentices every August and has in excess of 200 applicants every year. The apprenticeship was inspected by Ofsted in November 2012 and was awarded an overall grade of 'Outstanding' as well as 'Outstanding' in all four areas of the training provision.



## Big changes are coming to customs rules

The biggest change in Customs legislation for over 20 years is coming next May. For MOD it will impact the way we use Military End Use, which is changing radically. Currently circa 70 contractors use MOD's Military End Use on MOD's behalf, the changes in Customs duty legislation will mean that this will stop, and as a result contractors will have to use an alternative Customs procedure.

Customs duty is collected by government when goods are imported or exported from a country. In the UK Customs duty can be traced back to King Alfred the Great. Since we joined the EEC (as it then was) in 1973, all the UK's Customs legislation is embedded in European law. There was a major change in Customs law when the EEC became the European Union in the early 1990s and Europe became a Single Market. When that happened movement of goods inside Europe stopped attracting Customs duty.

A new Customs Act was passed by all the Member States in the European Parliament in 2013, but the new regulations which make the Act work will only come into force on 01 May 2016.

At the moment, the new regulations are still being discussed and agreed between the 28 countries but there are certain things we know already. The DES Tax Team is working with FMPA, Waterguard and Commercial Policy colleagues to draft new procedures and advice for all PTs who are involved with importing or exporting goods to or from the European Union. PTs should ask their Commercial contact whether Customs procedures are included in the project team's contracts; if they are, such clauses may need to be changed once the new rules are known.

The DE&S Tax Team will be communicating further information on the new Procedures as they become available and they may approach some project teams who could be significantly affected by the new regulations.

If you have any questions or would like to know more please contact the Tax Team, DE&S Fin FA-Tax (MULTIUSER).

## DE&S ISTAR CBRN Industry Day

The Chemical Biological Radiological Nuclear Delivery Team (CBRN DT) held an Industry day at the Cranfield Campus Shriveham within the Defence Capability Centre (DCC) building and Lefroy Lecture Theatre.

CBRN Industry Day 2015 was attended by over 180 attendees from all areas of Industry with interests within the CBRN environment ranging from Personal and Mass Decontamination to all forms of Detection. Attendees travelled from a wide range of locations including France, Sweden, Germany, Canada and USA giving the event global coverage.

The event started with all the attendees registering with the CBRN DT in the DCC which allowed them to view the equipment held within the building and meet and greet the other attendees over refreshments.

All attendees were then transferred to the Lefroy Lecture Theatre where they received presentations from the CBRN Team Leader Ian Mathews, Dr Chris Cooper (JFC Cap SP&CBRN) (CBRN Sponsor), Wg Cdr Seb Kendall on behalf of Air Cdre David Lee (Senior Responsible Owner) and Dr Mark Fulop (Defence Science testing Laboratory (DStL) Programme Manager CBR S&T Centre). The presentations had a collective aim to present new opportunities to existing and future suppliers of CBRN Capabilities and to provide and update from the CBRN Sponsor, Senior Responsible Owner and DStL.

On completion of the presentations attendees were invited to return the DCC for a working Lunch and the

ability to meet the Project Managers for all the Projects highlighted in the mornings presentations for a move in-depth discussion.

"It is essential that the British military stands ready to face anything that an uncertain world can deliver. This event is indicative of our continued resolve to be able to sustain operations in the most hazardous of environments, and of our intent to work closely with industry to develop the most capable and technically innovative means of doing so."

Air Cdre David Lee



**"The success of this event will put UK Defence in a position where we are able to deploy troops on combat operations without fear of the impact of CBRN attack."**

Mr Ian Mathews

The second aircraft carrier Prince of Wales is coming together apace

