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*the magazine for
defence equipment
and support*

F-35 on first overseas exercise



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Leonardo have developed and supported Defence's high-technology capabilities for over 100 years, through collaborative teaming and close cooperation with the Military User, Industry Partners and other leading experts.

We have delivered significant cost savings while achieving ever-greater availability, through a mix of design reliability, inventory optimisation and tracking responsiveness. Leonardo have set the benchmark for through-lifecycle support to current equipment, while evolving a pathway towards significant future enhancements.

Foreword

Firstly, I must take this opportunity to again congratulate all of you

"I am incredibly proud to lead this organisation and it is an absolute pleasure to be in a position where I can celebrate the achievements of our DE&S people and teams"



By Sir Simon Bollom, CEO

who attended my first CEO Commendation awards last month.

I am incredibly proud to lead this organisation and it is an absolute pleasure to be in a position where I can celebrate the achievements of our DE&S people and teams.

There were some inspirational stories of where people had gone over and above what could normally be expected of them to ensure that our armed forces receive the very best equipment and support possible.

Much of the success enjoyed happened because of hard work and dedication, but, importantly, thinking differently about how to do things – innovating – played a huge part in solving problems, expediting process, saving money and delivering results.

Our drive for championing innovation continued with Inspiring Innovation. This two-day event at our Abbey Wood headquarters explored how Defence can harness innovation and what changes we need to make to enable new ideas to be pulled through.

I was heartened to see that we had record numbers attending both the workshops and a range of fantastic guest speakers.

I hope all of you who attended felt inspired and took back to your teams the ways in which fresh thinking could help you better deliver for the armed forces.

For those of you not based at our headquarters, the Technology Office team will be visiting various DE&S satellite sites to undertake workshops and show footage of the keynote speakers.

And now to our recent programme successes. In Ships, the DE&S Common Support Model team have achieved full operating capability on their radical change programme supporting the Royal Navy's fleet of complex warships for decades to come.

It will support everything from major refits to routine maintenance on all existing warships, including the Queen Elizabeth-class aircraft carriers and future warships, delivering more than £150 million of savings – double what was expected.

This programme, which has brought together separate support contracts under one efficient model, will ensure vessels receive better support, faster and at less cost.

In the Air domain, the Flight Simulator and Synthetic Training Portfolio team have signed a contract that will allow UK and US pilots to train simultaneously for the front line using state-of-the-art simulation technology known as 'Gladiator'.

This £36 million contract will not only give the RAF unprecedented training flexibility, but will sustain up to 40 highly skilled UK jobs.

There has been progress too with the cutting-edge missile decoy known as BriteCloud, with the RAF commencing trials with Typhoon. This UK designed and manufactured miniature decoy protects combat jets from the latest radar-guided missiles by using powerful radar emissions to disrupt the targeting systems.

Finally, I must say a few words about Chief Engineer Holli Kimble, who travelled to Mozambique to help support locals affected by Tropical Cyclone Idai hitting the region.

Holli's efforts ensured that thousands of isolated communities received the aid they needed to survive the natural disaster. Holli, you are an inspiration – well done.

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Mike Greatwich, Director Commercial Capability, talks to Desider about his role, building DE&S' commercial capabilities and celebrating successes



I have a lifelong commitment to defence, having joined on 29 September 1985 as a trainee naval constructor. Now, 34 years later, and after working as a Project Manager in Finance and in Commercial, I'm the Director Commercial Capability.

In a nutshell, I look at improving the overall performance of DE&S' Commercial Function and everything that goes with that. As well as the usual capability, capacity, process, procedure and functional assurance issues, I work with Central MOD and the Cabinet Office to shape commercial initiatives and policy.

Transformation gave the function an opportunity to improve planning and delivery, to provide professional resource as required by projects and programmes but also how we might best organise ourselves and our work. With that in mind, I conducted a review of the DE&S Commercial Function last year, identifying ways we could improve to become more efficient and effective, including the kinds of Centres of Expertise

that we need. That review is now helping us drive the performance of the function, with some of the changes it recommended already implemented and others in progress.

I want to be in a place where we deliver with confidence to our customers because we know how well we are doing and always strive to be better. It's essential that we measure our functional performance and prove and improve the value of the outcomes we're achieving for those who rely on us. That's why we are establishing metrics to assess and drive professionalism, efficiency and effectiveness.

My function's staff are my priority. I want to help them understand the opportunities they have in DE&S, together with the support they will get, their career pathways and how to navigate them. I'm putting a continued emphasis on professionalism and our functional skillsets and competencies – I want to help and support all my staff qualify to the professional standard we set and get to that standard in a reasonably paced way.

I want to be in a place where we deliver with confidence to our customers because we know how well we are doing and always strive to be better

A recent highlight for me in DE&S was the huge response our people gave to the appeal for volunteers to help with the Government's Brexit planning. We received the best part of 1,000 volunteers, which was amazing and something we should all be proud of.

To me, that's just one of our successes and we should celebrate them more. We do great things in DE&S every single day, our complex projects are more complex than anything other departments do, but we tend to take this for granted. I'd love us to be positive about our performance and proud of our successes.

Outside of the function, I'm DE&S' disability champion. I want to make the accommodation and consideration of disability just part of our normal thinking and who we are as DE&S. Last month I took part in the MoonWalk in London to raise money for breast cancer. This was my fifth time, dressing up in a novelty bra and walking 28 miles through the night. The event raised over £3m. Next year my ambition is for a DE&S team!



Proud to support

We are proud to work side by side with the men and women who keep us safe. In collaboration with our partners, we are designing new ways to support the Royal Navy in the important work they do. Increasing productivity, reducing costs and improving quality and safety. It's a critical part of how we give our customers more of what they need.

Commitment where it counts.

RAF Typhoon jets trial miniature missile decoy device

Pictured: CGI of a Typhoon aircraft discharging BriteCloud (Picture courtesy of Leonardo)



The RAF has commenced trials of a new cutting-edge missile decoy device, procured by DE&S, on its Typhoon fighter jets.

Speaking at the Typhoon Ministerial Meeting in Germany, Defence Minister Stuart Andrew announced the beginning of a series of capability tests of BriteCloud, a drinks-can sized missile decoy to protect combat jets from the latest radar-guided missiles.

BriteCloud uses powerful radar emissions to disrupt the targeting system within radar-guided air-to-air and surface-to-air missiles, drawing them away to a safe distance. The device can be fired from an aircraft flare dispenser without the need for modification to the aircraft.

Designed and manufactured in Luton by Leonardo, the miniature decoy has been tested and released for the first time aboard the RAF's fleet of Typhoon aircraft.

DE&S has been working with Leonardo on the development of BriteCloud since 2012 and the MOD has so far invested £27 million in the system, with the project sustaining 50 jobs in Luton.

Sir Simon Bollom, DE&S CEO, said: "Our ongoing partnership

The trials of BriteCloud on Typhoon demonstrate how we are constantly striving to find a technological edge and protect our service personnel

Sir Simon Bollom, DE&S
CEO

with Leonardo continues to drive vital research and development that leads to the kind of innovation demanded by our RAF today.

"The trials of BriteCloud on Typhoon demonstrate how we are constantly striving to find a technological edge and protect our service personnel."

The first BriteCloud trial with Typhoon aircraft took place in the UK in April. In total 33 BriteCloud rounds were dispensed from aircraft flown by the RAF's 41 Test and Evaluation Squadron against a range of threats designed to mirror those faced on the battlefield.

Further trials are planned to ensure the decoy launches safely from the aircraft and to develop a range of operational uses for the technology on the battlefield, including adding the devices to military helicopters and C-130 Hercules aircraft. The Typhoon trials will also inform how such decoys could be used on the RAF's Lightning stealth jets.

Announcing the trials, Defence Minister Stuart Andrew said: "BriteCloud offers the RAF a powerful and cost-effective way to keep our pilots safer than ever on the frontline.

"These trials show UK industry is once again at the heart of

defence innovation, providing our armed forces with state-of-the-art capabilities and creating high-tech jobs across the country."

Should the trials be successful, the devices will be available for frontline Typhoon aircrews by the end of 2019.

Wing Commander Pete Ward, SO1 Typhoon, said: "The initial flight-trial of BriteCloud from RAF Typhoon aircraft was a key milestone in moving closer towards a viable and extremely valuable capability for the warfighter; trials will now move to operational testing and validation before the initial operating capability is declared, planned at this time for later in 2019."

DE&S sign contract allowing British and American pilots to train on state-of-the-art simulators

Pictured: Defence Minister Stuart Andrew announced the Gladiator capability during a visit to RAF Waddington (Picture Crown Copyright)



British pilots will be able to undertake simultaneous virtual exercises with US counterparts based across the Atlantic using new cutting-edge simulation technology under a contract secured by DE&S.

The capability, known as Gladiator, can replicate up to three real-life scenarios simultaneously and independently of each other, allowing US and UK aircrew to experience the same battle environment and threats.

It will give the RAF unprecedented training flexibility, enabling pilots to exercise capabilities, tactics and procedures that would be impossible in the live environment due to airspace, aircraft availability or security constraints.

The contract, signed with Boeing Defence UK, includes the design and manufacture of the simulation systems and software, and the first five years of support, sustaining up to 40 highly skilled UK jobs. The design and manufacture of the software will take place in Fleet in Hampshire and Bristol, and the equipment will be installed at RAF Waddington.

DE&S Flight Simulator and Synthetic Training Portfolio team leader, Russ Cole, said: “The award of this contract heralds a

The award of this contract heralds a 21st century capability that will transform the ability of the RAF to undertake collective operations, tactics and procedures training in the synthetic environment

Russ Cole, DE&S Flight Simulator and Synthetic Training Portfolio team leader

21st century capability that will transform the ability of the RAF to undertake collective operations, tactics and procedures training in the synthetic environment that cannot be performed in the live environment.

“We are looking forward to working with Boeing over the next few years to design, build, deliver and operate a state-of-the-art training hub at the centre of a collective training web capability.”

Defence Minister Stuart Andrew announced the £36 million contract for the technology during a visit to RAF Waddington last month.

He said: “This synthetic training technology offers the RAF a cost-effective, powerful and safe way to prepare our aircrew for the complex threats they will face on the battlefield.

“The UK-US defence partnership is already the deepest and most advanced of any two countries and now our pilots will be able to train for the frontline more closely than ever.”

The manufacture and design of the capability is expected to be completed within two years, with aircrew to start training on the equipment by March 2021.

Initially, Typhoon pilots will be able to fly virtual missions

alongside their counterpart aircrews in America and interact with UK and US Joint Terminal Attack Controllers who direct combat aircraft from an advanced ground-based position. F-35 Lightning jets are expected to be added to the package by September 2021.

The RAF will also look to include Wedgetail early warning radar aircraft in the future, as well as upgrading the capability to enable the Royal Navy and the Army to undertake collective training exercises.

Air Commodore David Bradshaw, Senior Responsible Owner for the programme, said: “This new capability, known as Gladiator, will provide a step-change in the ability of our front-line forces to train together in operationally realistic situations to meet an ever-increasing adversary threat.

“Combined with other programmes that are delivering new aircraft simulators to front-line Squadrons, Gladiator will allow aircrew to hone their skills, training with colleagues and allies. Our crews will be better prepared for a range of current and potential scenarios they may face.”

Network visit

Members of the Defence Disability Network (DDN) visited MOD Abbey Wood for the first time.

Hosted by Chris Orman (co-Vice Chair of the Defence Hearing Disability Network) they received presentations on the future HR system, attendance management and the reasonable adjustment services team. They also addressed how to celebrate the International Day of People with Disabilities in December.

David Loftus, DDN Chairman, said: "The DDN makes every effort to hold meetings on different sites across the Defence estate and were pleased to visit MOD Abbey Wood for the first time."

Darren Brice-Taylor and Tracy Gaffney, Co-Chairs of the DE&S Disability Network (DE&S DN), added: "We were delighted to welcome the DDN to MOD Abbey Wood for its inaugural visit, and hope it helps ensure the networks work together to share best practice and learning from experience where possible. The DE&S DN will continue to maintain an awareness of diversity and inclusivity in the wider defence space and hope the DDN visits MOD Abbey Wood again."

The DDN thanks Katy Guest (Vice Chair, DE&S DN) for enabling access for DDN Members and Justin Philips (CIO Technical Delivery) for his assistance on the day.



QEC sets sail from Rosyth

Aircraft carrier HMS Queen Elizabeth has sailed from Rosyth to Portsmouth having passed her rigorous dry dock inspection with flying colours.

During her time out of the water, 284 hull valves were changed, both rudder blades were removed and cleaned, her sea inlet pipes were inspected, all sacrificial anodes were replaced

and a renewed coat of anti-foul paint was applied to the bottom of the ship.

The huge port and starboard anchors and cables were also laid out along the length of dock to allow them to be inspected.

The docking period was a mandatory requirement and its successful completion means HMS Queen Elizabeth should

not need to dock down again for another six years.

The ship will now conduct a period of sea trials and training in preparation for her deployment to the east coast of the USA later this year as part of Westlant 19, which includes operational testing with UK F-35B Lightning II fighter jets.

DE&S joins exciting initiative

DE&S has joined other organisations across the West of England to become a Cornerstone Employer.

An initiative aimed at inspiring future generations into the world of work, DE&S is volunteering time and resource to support local schools and colleges in the West of England with their career education, to help them gain vital workplace experiences and aid them into making informed choices about their futures.

Danny Griffiths, Director HR at DE&S, said: "We are thrilled to be working collaboratively with other organisations to help inspire young people across the West of England. We here at DE&S hope to offer a range of experiences in all of our career areas and create opportunities for pupils to improve their skills and future employability."

DE&S is partnering with West of England Combined Authority, Local Enterprise Partnership and the Careers & Enterprise Company. Other Cornerstone Employers include Babcock, The Cabinet Office and Hargreaves Lansdown.

Sea Viper trials a success

A world-beating weapon system procured and supported by DE&S for the Royal Navy has undergone successful trials off the coast of Scotland on board HMS Defender.

Blasting from the Type 45 destroyer's silo, the missile flew four times the speed of sound from the vessel's Sea Viper system before obliterating an incoming drone target designed to simulate a projectile attack on the ship.

Sea Viper is the combination of the Sampson radar system – the distinctive spinning spiked ball on top of a Type 45 destroyer's main mast – the command and control system in the heart of the ship and the Aster missile system, which sits in a silo on the ship's forecastle.

It marks the first time HMS Defender has taken on this particular type of target – one that is significantly more challenging as it flies faster and lower than others before it.

The missile firing took place as part of NATO Exercise Formidable Shield, itself part of an integrated NATO missile defence development plan to counter the increasing and proliferating threats.

Captain Phil Game, Maritime Anti-air Weapons Systems Team Leader at DE&S, said: "These successful trials are tribute to the teams at DE&S who work tirelessly alongside industry and our customer to ensure the Royal Navy has a cutting-edge missile system."





Two new Tide-class tankers sail together for the first time

Two of the Royal Fleet Auxiliary's new Tide-class tankers have sailed closely alongside each other for the first time, as seen in these stunning images captured by a passing Merlin Mk2 helicopter.

RFA Tideforce and RFA Tidesurge were joined in Replenishment at Sea (RAS) trials by RFA Fort Victoria – a total of 110,000 tonnes of crucial support which DE&S is delivering for the

UK's armed forces, together in one photo.

The Tide-class is being delivered into service, and all three ships are being supported through-life by the DE&S Commercially Supported Shipping (CSS) team.

Head of CSS David Farmer said: "The hard work of a small, dedicated team from CSS, Navy Command Headquarters and

industry partners has brought the Tide-class into service and to see RFA Tideforce and RFA Tidesurge on such dramatic manoeuvres, alongside RFA Fort Victoria, which we are also supporting, is particularly fulfilling.

"This is a powerful illustration of the world-beating capability we are delivering for our armed forces."

Holli lands prestigious fellowship

DE&S employee Holli Kimble has been awarded a prestigious Churchill Fellowship, allowing her to travel the world and research new ideas to inspire UK schoolchildren to study STEM (Science, Technology, Engineering and Maths) subjects and pursue them as a career.

Holli, a chief engineer at MOD Abbey Wood, intends to do this by shining a spotlight on some awesome science and engineering that underpins humanitarian projects in Africa.

One of the projects she will visit is in Tanzania, where APOPO (a registered Belgian non-governmental organisation) train Southern African pouched rats to detect land-mines.

"I will be engaging with the projects from a humanitarian perspective but will also examine where there could be defence applications", Holli said.

Through the Churchill Fellowship, Holli has funding for around six weeks in Africa and expects to visit projects in Tanzania, Malawi, Angola and Rwanda, beginning her travels in June.

On her return, Holli will launch a website and resources for schools to allow schoolchildren and parents to engage with the project.

Churchill Fellowships were set up on the death of Sir Winston Churchill in 1965. Holli was one of 150 awarded a Fellowship from around 1,800 applications to the Winston Churchill Memorial Trust.

Read about her amazing experiences in Desider later this year.

See pages 20 and 21 to read about Holli's trip to help survivors of Cyclone Idai in Mozambique.



DE&S staff celebrated at CEO Commendations

DE&S employees and teams have been recognised for their outstanding achievements during the CEO Commendations ceremony at MOD Main Building in London.

The annual awards celebrate DE&S' truly remarkable workforce, specifically those who have performed beyond expectations and deserve senior management recognition.

Hosted by DE&S CEO Sir Simon Bollom, three individuals and 17 teams received commendations during the ceremony for their exceptional efforts.

Sir Simon said: "I am incredibly proud of the DE&S workforce and I was delighted to be able to celebrate with some of the amazing teams and individuals who do such outstanding work.

"All of you are a credit to the organisation and through your hard work and dedication you not only deliver and support the armed forces to the best of your ability but also enhance the reputation of DE&S as a dynamic and interesting place to work."

Warrant Officer Class 2, Becky McClean – British Forces Post Office – for exceptional drive to design and implement the new, highly complex, multi-million-pound British Forces Post Office Air Mail Conveyancing Contracts, which underpin Defence's worldwide postal operations.

Warrant Officer Class 1, Tracey Walker – Commissioning and Managing Organisation – for sustained and selfless efforts in ensuring the effective and efficient support from the Logistic Commodities and Services Transformation Programme to military operations and training worldwide.

Ian Lang – Support Chain Information Services Team – for delivering an operationally and financially critical reset of the Logistics Information Services (LIS) capability ensuring pan-Defence support and supply activity were safeguarded through professional hard work, dedication and teamwork across Defence. His efforts resulted in LIS being more resilient, more efficient and ready for future digital transformation.



Westley project team



C-130J Freedom of Manoeuvre Sustainment team



Warrant Officer Class 1 Tracey Walker

Warrant Officer Class 2, Becky McClean

Teams recognised:

Ajax Recast Negotiation team – for delivering a deal ensuring the Army's need to maintain the programme within approvals and delivering the Initial Operating Capability on track.

Westley project team – for rapid delivery of a new vehicle fleet that will close a longstanding strategic capability gap. The exemplary team have consistently addressed complex challenges to deliver a step change in capability alongside the realisation of considerable financial savings, surpassing all expectations.

C-130J Freedom of Manoeuvre Sustainment team – for the team's role in the maintenance of United Kingdom, Australian and Danish C-130J ability to operate without limitation in worldwide airspace through the rapid introduction of the Freedom of Manoeuvre Sustainability modification.

Chemical, Biological, Radiological and Nuclear team, Op Morlop team – for responding to the Nerve Agent attack in Salisbury and Amesbury. The team demonstrated the utmost professionalism, working with partners across Government to make the environment safe and return it to normal use.

Joint Electronic Surveillance Shaman team – for delivering the Shaman Electronic Warfare project into the Type 45 destroyer. This was the culmination of more than six years of excellent teamwork with the United States Department of Defence, Industry, Royal Navy and Joint Forces Command.

Policy Secretariat – for delivering consistently excellent performance and high standards in all aspects of Policy Secretariat business, enabling Ministers and senior officials to effectively discharge their Department of State responsibilities for DE&S.

Indirect Costs Pricing team – for designing and implementing a new operating model for the way that the MOD agrees indirect costs totalling £1.5 billion per annum with our single source suppliers. The team have developed a process that will continue to deliver significant benefit.

Apache Integrated Operational Support Pricing Period 3 – for delivering to the 10% stretch target for contract award, whilst achieving a saving of circa £155 million. This incredible achievement was delivered through a very strong team ethic and a close working relationship with the customer.

Merlin Life Sustainment team – for delivering over and above outputs. This resulted in 3 Merlin Mk4 embarking on HMS Queen Elizabeth in August 2018, with Search and Rescue capability, alleviating pressure on the Merlin Mk2 Force, and enabling them to be deployed for hurricane relief operations.

Special Projects Multi Air Platforms – for delivery of the Future Brunei Helicopter project ahead of schedule and significantly under budget, providing significant savings. The team demonstrated strong leadership, tenacity, robust project management and hard negotiation, saving Front Line Commands £5.1 million.

Salus team – for delivering the highly regarded Salus safety assurance project for the Ships Operating Centres. The team's prodigious planning, innovative thinking and pragmatism ensured the timely and successful completion of the project that provides robust evidence that platforms are 'safe to operate.'

Future In-Service Support team – for securing the next 10 years of in-service support for the 13 ships of the Royal Fleet Auxiliary and four Royal Navy Hydrographic and Patrol platforms. The team used innovative tender evaluation techniques and fully embraced DE&S' new ways of working.

DES Ships, Warship Support, Type 45 Napier team – for achieving contract placement of the Type 45 Power Improvement Project on time and saving £69 million through innovative technical and commercial approaches. Their efforts will deliver greater platform availability.

Short Range Air Defence Sea Ceptor team – for the rapid development and integration of the new world class Sea Ceptor Weapon System onto Type 23 Frigates for the Royal Navy through enterprise-wide collaborative working, dedication, commitment and agility.

Defence Munitions ISO 9001 Certification team – for meeting the transition from ISO 9001:2008 to ISO 9001:2015 certification ahead of the October 2018 transition milestone, an achievement that further demonstrates Defence Munitions commitment in quality and customer satisfaction.

Reinvigorated Long Term Partnering Agreement Delivery team – for driving improved operational outputs of the Long Term Partnering Agreement and significantly improving capability resilience whilst simultaneously delivering significant efficiencies to Defence.

Carrier Strike team – for the introduction of HMS Queen Elizabeth into service and successful achievement of the first of Class Flying Trials (Fixed Wing): one of the most productive and dynamic maritime aviation test phases in history.



Merlin Life Sustainment team



Future In-Service Support team



Reinvigorated Long Term Partnering Agreement Delivery team



DES Ships Warship Support Type 45 Napier team

Desider meets the new Chief of Materiel (Ships) Vice Admiral Chris Gardner

Pictured: Vice Admiral Chris Gardner joined DE&S as Chief of Materiel (Ships) at the beginning of April (Picture by Andrew Linnett)



You studied Law at university but after graduating joined the Royal Navy as a logistics officer – was that always the plan?

Yes, the Royal Navy sponsored me at University and the RN Legal Branch is part of the Logistics Branch. However, the submarine service beckoned and the rest, as they say, is history.

Your first stint at sea was with HMS Tireless – how did you find life on board a submarine?

Brilliant, in some ways it is still the best three years of my Service life. It allowed me to really appreciate the operational requirements of the business – I kept watch in all Control Room positions and by the end was qualified to keep watches as the Officer of the Watch both surface and dived. Equally, it allowed me to hone my skills as a logistician, as you had to deal with every aspect from HR to catering. In summary, it was and remains an excellent grounding for any Logistics Officer.

How did your career then progress (before you took a procurement role)?

I was lucky enough to do a stream of seagoing appointments. This was followed by some staff appointments before my final

I have had the pleasure to work with DE&S staff in a number of guises, but what has always impressed me is their desire to do the right thing and go the extra mile

return to sea as Commander Logistics in HMS Ark Royal. It was when I got back from Telic 1 (Iraq) that the opportunity for something different came up as the Military Afloat Reach and Sustainability (MARS) Requirements Manager, in the then Defence Procurement Agency (DPA), which started my journey into capability management and acquisition.

What roles have you previously held in defence procurement?

I have been Military Assistant to Director General Fleet Support (Operations and Plans) – within the Defence Logistics Organisation, MARS Requirements Manager at the DPA (as mentioned above), Deputy Head of Capability for Expeditionary Logistics and Support (MOD), Head of Capability Improvement (MOD) and in Navy Command, Assistant Chief of Staff (Ships) and Assistant Chief of the Naval Staff (Ships) as well as Senior Responsible Owner for T26 and T31e.

What attracted you to the Chief of Materiel (Ships) role at DE&S?

I am passionate about getting the Navy the capability and support it needs and having been the customer for the last five years,

moving into the delivery agent seemed a great opportunity to both work with great people, equally committed to delivering for the Royal Navy, as well as bringing my experience and skills to bear on assisting in taking DE&S forward. It is a steep learning curve, but I am relishing every minute.

Can you describe your leadership style?

Open, collegiate, transparent and honest. I have learnt the best way to get results is to empower people. Alongside that I am focused on delivery and agreeing action rather than process – although I am keen on driving consistency and best practice into what we do.

What has most impressed you about DE&S staff?

I have had the pleasure to work with DE&S staff in a number of guises, but what has always impressed me is their desire to do the right thing and go the extra mile as well as their sense of vocation. If we can properly empower our staff then we can do great things.

What might surprise people about you?

I use a stand-up desk at work – oh and I am not an engineer!

Common Support Model reaches full operating capability

Pictured: HMS Queen Elizabeth arriving in Gibraltar (Picture by PO PHOT Dave Jenkins)



A DE&S team has delivered a transformational change programme to support the Royal Navy's fleet of complex warships for decades to come with over £150 million of savings – double what was expected from the innovative model.

The Common Support Model (CSM) – which has reached full operating capability – covers everything from major ship refits through to minor routine maintenance and from propulsion systems through to aircraft landing aids, with a huge range of combat and platform systems in between.

It maintains the likes of both brand new Queen Elizabeth aircraft carriers, as well as all existing complex warships, and will incorporate future ships such as the Type 26 and Type 31e.

Worth over £1 billion for the British defence industry, the CSM programme brings together separate support agreements for individual ship types under a single, more efficient and more manageable model.

The initiative was launched to improve the delivery of ship support activities by having everyone adopt a common approach across all classes of

Achievement of full operating capability is remarkable in many ways but key was the way so many people across this enterprise pulled together

Jennifer Back, CSM team leader

complex warships, documented in clear processes accessed centrally through an online portal in a one-stop-shop approach.

The overall aim was to optimise the performance and speed of all support, no matter what ship, as well as making savings in equipment costs with the model aligning contracts and optimising outputs.

The DE&S CSM team worked tirelessly with their alliance partners to deliver the new support model which supplies Royal Navy Engineering Technicians with the services and tools they need to keep the entire surface fleet effective at home and in challenging environments abroad.

Jennifer Back, CSM team leader at DE&S, said: "Achievement of full operating capability is remarkable in many ways, but key was the way so many people across this enterprise pulled together. The CSM team, desk officers across the Ships Domain, various trades and professions in our Surface Ship Support Alliance partners and SMEs within our supply chain all had a clear determination to make this a hugely positive change programme."

Commodore Martyn Williams,

DE&S Head of Warship Support, added: "It is important to stand back and realise what we have delivered over many years of intense change activity. We have fundamentally recovered from the confusing, inefficient and, in some cases, ineffective spectrum of support models across warships and have codified best practice and Royal Navy experience into a model that is delivering improved support today."

As well as delivering significant savings, the team's efforts have also ensured more than 1,000 jobs in the UK are supported – including BAE Systems and Babcock in Portsmouth, Bristol, Devonport and on the Clyde, as well as Thales in Crawley and AGI Ltd in Poole.

Matt Harrison, Director Naval Support Navy Command Headquarters, said: "Declaration of full operating capability is a hugely important milestone. As a former Programme Director for CSM, and now in my capacity as sponsor, I am delighted to see that we have remained honest with and focused on our intent 'to do support better' and I am confident that the improvements that we have seen in supporting complex warships will continue."



On constructive feedback and empowering staff

Philip Thangalathil is a project manager for the Defence Fuels Acquisition Programme, responsible for ensuring MOD operations and exercises keep on the move

What does your role involve?

I work for the Defence Fuels Acquisition Programme (DFAP) within the Logistics Delivery Operating Centre (LDOC), with a group of project managers tasked with ensuring the MOD operations and exercises are sufficiently supplied with fuel, including routine deliveries to units as business as usual, in the UK and worldwide. I am accountable for the Global Bulk Fuels Service Project, to set up a framework agreement for the procurement of bulk fuels (marine, aviation and ground). I am currently engaged with bulk fuel suppliers to gain maximum interest in the framework, as evidence strongly suggests more suppliers lead to better competition within the framework.

What about your role is exciting, rewarding or interesting?

The pride in being part of DE&S, serving those who serve us, and the huge opportunities that are available to DE&S staff, is something I find truly rewarding. I joined DE&S in 2014 as part of a team who successfully delivered a high-profile IT project and now, after five years, working on my own high-value project. This was an exciting learning curve and truly rewarding. The LDOC DFAP team, from management to peers, is an immense pleasure to work with. In DFAP, everyone's ideas are listened to, and there is a continuous feeling of us being 'one' team that believes in the projects we deliver.

How important to you is teamwork?

Teamwork is crucial in any organisation and leaders should

understand and accept that behind every successful manager is a team which believes in their departmental goals and ensures success of the wider organisational objectives. Managers should assess their teams' capabilities and empower them. Meetings in DFAP are open discussions where differing perspectives are encouraged and considered valuable, which helps build teams' confidence. In DFAP, the immense support from peers and managers alike makes us productive and efficient. We work together as a team and share experiences from different roles in DE&S or external. This provides a great platform for others to learn from. In addition, our team socials uplift morale and improve collaboration across functions.

How are you helping embed change in your area?

We are constantly advised to look at things differently, question the norm and not to reinvent the wheel unnecessarily. This approach proved successful when the projects' proposal for a revised approvals process was accepted, helping the Authority realise £2.5 million or more of savings. Recently, at the Global Fuels Industry Day, we changed the traditional approach of engaging with suppliers, resulting in a higher attendance. As 'one' team we constantly share information and assess past projects to understand how we can secure better value for money by changing our approach.

Why did you choose to pursue a career in DE&S?

As a teenager who loved strategy games, I wanted to join the services. However, life took

a completely different turn. I pursued an engineering degree in Information Technology and then an MBA in Strategic Management. When the right opportunity presented itself to serve as a project manager at DE&S, I decided to pursue it.

What do you most enjoy about your job?

I joined DFAP in September 2018. We are given a great degree of control and freedom on how we like to achieve our deliverables. We are trusted to produce high quality results, which keeps us engaged and excited. It is great to be valued in a team that supports each other and provides constructive feedback in the process. I like how an idea for change grows into a discussion, then into a business case – it's a constant adventure. My delivery manager believes in me and motivates me to perform to the best of my ability. At the same time, I love that my job enables me to balance my work and family life.

What do you enjoy doing in your spare time?

I come from Kerala, in India, (nicknamed 'God's Own Country') and it will come as no surprise that I love cooking and enjoy different cuisines. I also love reading James Patterson, Michael Crichton and Tom Clancy novels.

What might surprise people about you?

I tend to critically mark my own home work, as I believe in the quality of the outcome and because I am risk-averse!

F-35 deployment to RAF Akrotiri in Cyprus hails dawn of a new era for UK defence

Pictured: An F-35B Lightning aircraft arrives at RAF Akrotiri (Picture by SAC Megan Woodhouse RAF)



The UK's F-35B Lightning aircraft have begun their first overseas exercise, which has been made possible by DE&S teams at Abbey Wood and RAF Marham working in close harmony with the Lightning Force Headquarters, industry and 617 Squadron.

Several jets have been deployed to RAF Akrotiri in Cyprus for Exercise Lightning Dawn, which will allow personnel from the RAF and Royal Navy to gain vital experience in maintaining and flying the aircraft in an unfamiliar environment. The deployment will also train and test all aspects of moving F-35s and their people to a new location, including the logistics, maintenance and sustainment of all the equipment that comes with the stealth jet.

DE&S was involved in many months of planning for Lightning Dawn. The Lightning Delivery Team (LDT) delivered engineering clearances to allow the aircraft to operate in the deployed location. Packs of aircraft spare parts were assembled so the aircraft can be serviced on deployment. The LDT also worked with the F-35 programme to ensure its global support solution is fully capable

The Lightning Delivery Team both at Abbey Wood and Marham has expended significant effort supporting Lightning Dawn

Peter Davidson, Operations Manager for DE&S at RAF Marham

of supporting the aircraft with any required repairs and maintenance when deployed.

Jim Evans, LDT Fleet Support Lead, DE&S, said: "We procured a range of support equipment and assisted 617 Squadron in deploying it to Cyprus by sea and air. This included a wide range of aircraft ground and support equipment, including power carts and specialist aircraft tooling needed to operate the F-35, along with spares to maintain, service and, if necessary, repair the aircraft whilst deployed. A key piece of equipment is the Deployable Ops Facility, which is now being used in theatre for the first time. This is a large, secure unit that houses servers and other systems and equipment needed to support UK F-35 operations, and was flown to RAF Akrotiri by four C-17s."

Before the deployment, the LDT and industry teams supported 617 Squadron to prepare and upgrade the aircraft, readying them for the journey south and also to ensure they are able to operate efficiently and effectively once deployed.

Peter Davidson, Operations Manager for DE&S at RAF Marham, added: "The LDT both at Abbey Wood and Marham

has expended significant effort supporting Lightning Dawn.

"We've drawn upon experience of past deployments with Typhoon and Tornado, but also developed new processes and procedures to support the way Lightning operates. This is a new aircraft for the UK, so there have been a few things we've had to learn and develop along the way. Now the aircraft are deployed, we are monitoring their performance and receiving regular updates from 617 Squadron so that we in DE&S, along with the rest of the UK Lightning enterprise, can continue this learning."

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DE&S and JFC CAP

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The Special Projects Programme Delivery Group is responsible for the procurement and in-service support of a range of equipment capabilities used primarily by specialist users. Agile approaches to procurement are vital in this area – so if you have the innovation and flexibility required, this could be your chance to join the MOD supply chain.

The programme for the day will include presentations from each of the teams' specialist portfolios and allow the opportunity for smaller sessions to facilitate more detailed discussions with members of the Special Projects Programme Delivery Team. It also offers the opportunity to network with a mix of likeminded MOD and industry stakeholders.

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Pictured clockwise from top left: World Food Programme MI-8 helicopter arrives in Munamicua Village with Team Rubicon Volunteers and much-needed supplies, Holli lands safely back in Beira after spending ten days establishing a Forward Logistics Base, Holli, AJ and the rest of Strike Team Charlie walk through Buzi to collect supplies, Holli coordinates an Aid Distribution Centre in Munamicua with local volunteers Joaquin, Fernando and Arron (left to right), clearing ruined school furniture to allow a classroom in Munamicua Primary School to be used as an Aid Distribution Centre for shelter, food and cooking supplies (Pictures by Josh Archer)

“I had such a diverse team with a huge range of skillsets but we all had one thing in common – wanting to make a difference”

Holli Kimble travelled to Mozambique to help survivors of Cyclone Idai which devastated areas of the country. She told Desider editor Tom Morris about her incredible journey

“The villagers had lost almost everything and were in desperate need but wanted to offer us what little food they had – their warmth and generosity were overwhelming”, Holli said.

As a seasoned traveller, Holli had experienced poverty before, but the devastation of property and loss of life in Mozambique was beyond a scale she would have imagined.

Tropical Cyclone Idai hit the region on March 14 with winds of 170-190 km/h. It brought torrential rains and winds, exacerbating existing flooding following heavy rain.

One of the worst tropical cyclones on record to hit Africa, it is estimated that, in Mozambique alone, 1.8 million people were affected, with a death toll of 602 and an estimated £595 million in damage.

Holli flew, via Johannesburg, to the city of Beira in Mozambique as a Strike Team leader for Team Rubicon, a UK-based Disaster Response charity that provides help to those who have survived disaster – an organisation she learned of while travelling in Nepal.

“From the air you could really see the scale of the devastation”, Holli, a Chief Engineer at DE&S, said.

For the first few days her six-strong team, which alongside Holli consisted of a former soldier, teacher, Detective Constable, NHS director and Openreach employee, based themselves at a beach club, sharing a large hall with other aid workers gathering information and planning the best way forward.

Holli said: “I had such a diverse team with a huge range of skillsets but we all had one thing in common – wanting to make a difference – and that made us work very well together.”

Recognising that while there was a sound knowledge of the needs of communities north of the Buzi River, the team focused on locating the villages and town on the south side – eventually determining that around 67,000 inhabitants had been affected.

With knowledge of the scale of the problem Holli negotiated with local chiefs and they agreed that her team could, with the help of locals, clear out a warehouse by a river that was full of mud, set up a forward logistics base, and clear the old landing strip to allow aid to be delivered and stored.

“In a situation like this information is key – we needed to get population figures and assess things like food, water, damage and sanitation, especially as the risk of cholera is so high”, Holli said.

“We spent 10 days south of the river, where we located, by helicopter and road, 48 villages and three small towns and were able to report their needs direct to the UN Disaster Assessment and Coordination team and give aid agencies daily updates.”

With communications systems down, the team needed to lug satellite communications equipment everywhere, tough work in a country where temperatures exceeded 30°C.

“The whole experience was so incredible”, Holli said.

“It was a 12-minute walk to the nearest well from where we were staying. You’d get there and there would be a big queue and the locals would try and make you go first but I wasn’t having that.

“It was my first experience of water poverty. It really brought home to me how people were having to do this every day just to survive. It was a powerful part of the experience.

“Even now, being back home turning on the tap and being able to get fresh water seems like a big deal.”

While Holli is keen to play it down, I feel duty bound to point out some of the dangers they faced as part of this adventure – namely snakes, crocodiles, scorpions and venomous spiders – especially given the team’s accommodation was at the top of an abandoned house with a flooded basement.

Holli said: “Mozambique has some of the most deadly snakes in the world and when it’s wet they go to dry ground, which is where all the people go. We are talking black mambas, puff adders and spitting cobras.

“All of them presented a significant risk, but anti-venoms had to be refrigerated so we couldn’t carry them with us. But while I needed my team to be aware of the risks, it was important that it didn’t detract from their focus and meant they could not operate.”

But with all home safe and sound, Holli has enjoyed reflecting on the mission.

“Team Rubicon is just a fantastic organisation and receive no government funding so they rely on the support of volunteers and donors”, Holli said.

“I am genuinely stunned by the difference it can make with so few people on the ground. Please do look into supporting them.”



Pictured: Innovation was on display all around MOD Abbey Wood. Pictured bottom centre is Director Engineering and Safety Tim Rowtree and far left middle Kriss Akabusi, one of a series of excellent keynote speakers (Pictures by Jack Eckersley and Beth Squire)

Inspiring Innovation event hits new heights

"We all have the opportunity to bring step change capability into the hands of the brave men and women that defend us on a day to day basis" Tim Rowntree, Director Engineering and Safety

A record number of DE&S staff enjoyed MOD Abbey Wood's annual Inspiring Innovation days as the organisation continues to empower staff to find better ways of working and deliver cutting edge technology to our customers.

With innovation firmly at the forefront of DE&S' agenda, the two-day event, on May 15 and 16, saw 1,186 seats booked for keynote speakers, with an additional 100 taking advantage of Skype facility offered, and a further 124 staff went to interactive workshops aimed at creating an ethos for innovative thinking – figures way exceeding the two previous events.

Organised by the DE&S Tech Office, the third annual event aimed to explore how DE&S can deliver at pace to maintain battle-winning edge and promote the need for Defence to increase its appetite for risk to deliver true innovation to the front line.

The first day saw all four neighbourhoods at MOD Abbey Wood host a highest-ever 77 exhibitors, comprised of DE&S project teams, defence primes and outside industry, allowing them to come together and celebrate, share and discuss innovation in projects, products and thinking.

The final day had a full agenda of fascinating keynote speakers.

Among many, audiences heard from Chief Scientific Advisor Simon Cholerton about the key role DE&S plays in the Defence innovation agenda and from Director Defence Innovation Clare Cameron about the way that we should think, operate and bring in new technology.

They were wowed by D-Day veteran Alan McQuillan's incredible memory of events, inspired by entrepreneurs Josh Valman and Lucy Gower, who explained how to unlock your creativity and innovate, and enlightened by innovation strategy advisor Professor David Gann CBE.

Olympic athlete Kriss Akabusi's high-octane and thought-provoking presentation brought many laughs and was a perfect way to bring the curtain down on the record-breaking event.

Tim Rowntree, Director Engineering and Safety at DE&S, opened the second day of proceedings saying: "Innovation has never been more important than it is now.

"It's an exciting time to be in DE&S and in the MOD because we are now, as an organisation, facing up to the reality that technology is moving incredibly fast and we need to get with it.

"That is exciting because we all have the opportunity to bring step change capability into the hands of the brave men and women that defend us on a day to day basis.

"Innovation will happen when everybody in this organisation, the wider MOD and industry all come to work thinking 'how can I make this better? What is the solution to this?' and show that, as an organisation, we are ready to take on a higher risk appetite.

"We have a key role to play at DE&S. We are perfectly situated between the front-line commands, the science and technology community and the military customer to collate the activity and be a centre of thinking and coordination."

The days followed hot on the heels of March's special Innovation edition of Desider, a further statement of the organisation's desire to play a pivotal role in the modernisation of Defence and the Defence Innovation initiative.

Kris Davies, a member of the Tech Office team that organised the event, said: "Putting on these days is a lot of hard work but incredibly rewarding. The stalls on day one were very well attended and there was a real buzz following both the guest speakers and workshops, further proving our belief that innovation is an essential part of our DNA."

The Tech Office team will be visiting DE&S satellite sites to further spread the word on innovation, undertake workshops and show footage of the keynote speakers.



60 second spotlight

"I was invited onto Channel 4's Big Breakfast where I went through drive throughs on a bicycle, horse, push along scooter etc to see if I could get served"

Miguel Cassey

Job:

DE&S Ships Husbandry Specialist

Your route into DE&S?

I enjoyed a successful role for 10 years at VT Group/BAE Systems Ship build Portsmouth. In that time I achieved a modern apprenticeship in structural engineering in the marine industry and was promoted to project controls in outfit, mechanical, hot work and structural principles. I worked on 13 complex projects including patrol vessels, high-tech corvettes, Type 45 destroyers and both aircraft carriers. The yard closure gave me an excellent opportunity to broaden my horizons. I found an opportunity to work in DE&S carrying out a role in ships husbandry. For the last five years this role has given me the opportunity to support the Royal Navy abroad.

Your claim to fame?

When I was 15-years-old I appeared on national television. I had cycled through a McDonald's drive through for a McFlurry but was refused because my bike was not motorised. Unfortunately, there was nowhere to safely lock up my bike so I went without. My mother told the local newspaper and I was subsequently invited onto Channel 4's Big Breakfast where I went through drive throughs on a bicycle, horse, push along scooter etc to see if I could get served. Off the back of the story, McDonald's and the city council installed bike racks at the store and other areas in Portsmouth.

Your advice to anyone?

Anyone can be susceptible to

depression and not realise it. Cycling and exercise will help to keep the depression in check, however this will not fix it, only you can. If you feel depressed, do not suffer in silence, seek help immediately before it gets worse.

What do you do when you're away from work?

I'm a family man. I love to keep my children entertained while trying to fit in training for a Lands' End to John O'Groats bike ride (see final question). I try to ride over 100 miles a week and I also build and maintain bikes.

What are you most proud of?

My children, I have two beautiful girls and they are my world.

If you were sent to a desert island, what three things would you take with you?

A satellite phone to keep in touch, my bike, and a turbo trainer so I can actually use it!

What irritates you the most?

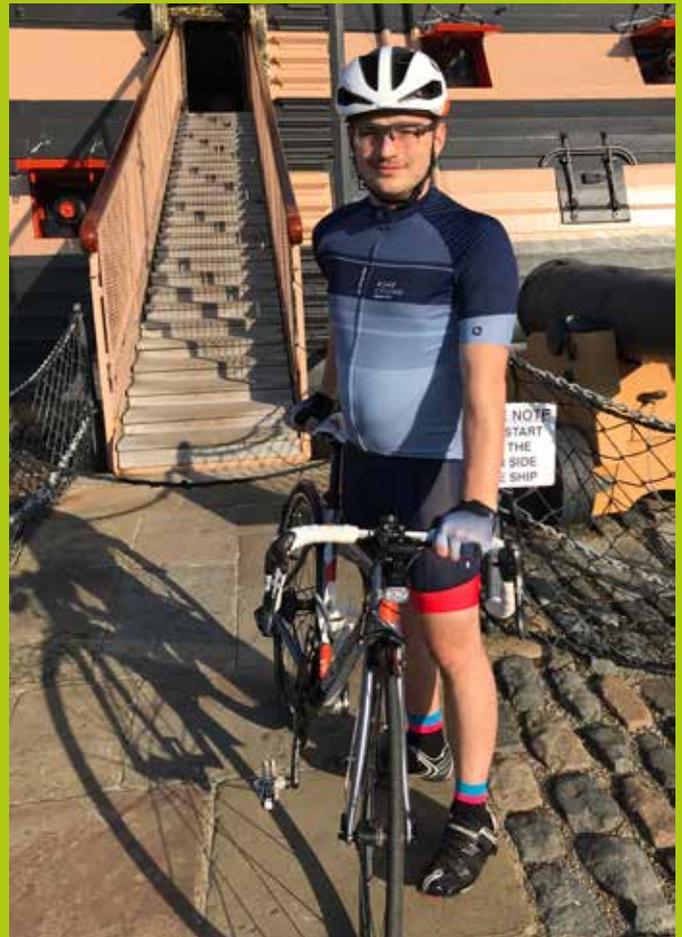
Overcooked Brussels sprouts, head-wind and inconsiderate drivers.

What is your favourite place in the world?

Being at home with my family, but also Stelvio Pass (a mountain pass in northern Italy). This is a climb many cyclists dream about and it didn't disappoint. With roughly 1,800 metres of climb (6,000 feet), it is a true giant. But it's the unbelievable surroundings and the never-ending hairpins that make this climb so memorable and literally took my breath away.

What would surprise people about you?

I was a happy-go-lucky person but after the birth of our second beautiful daughter I suffered with severe depression. This escalated and developed into



Obsessive Compulsive Disorder. With the support and help of family, friends, colleagues, DE&S and the NHS, I have been battling the depression and have been winning my life back. I was set some targets by the NHS. One of these was to ride 1,000 miles from Lands' End to John O'Groats which I will start on July 20 to raise money for the Mind charity. If you'd like to support me, please see hyperlink for more details on the ride with the just giving page: <https://www.justgiving.com/fundraising/lejog2019>

Do you or someone you know deserve their 60 seconds in the spotlight?

Email
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Innovation, **United States Air Force**



Wing Commander Keith Dear, SO1
Lessons, **Joint Forces Command**



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General Manager NATO Airborne
Ground Surveillance Management
Agency, **NATO**



Colonel Kristof Conrath,
Commander 51 Tactical Air Wing,
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Commander, Royal Netherlands Army



Major General Norbert Huber, Director
Armament and Procurement, Austrian MoD



Rear Admiral Will Warrender, Flag Officer Sea
Training, Royal Navy



Rear Admiral Mark Leavitt, Commander, Naval
Safety Center, US Navy



Commodore Stuart Henderson, Navy Safety
Centre Director, Royal Navy



Colonel William C. Culver-Vice Commander,
Air Force Safety Center, US Air Force



Colonel Anders Persson, Commander Air Staff,
Swedish Air Force



Captain Tony Rayner, Director Maritime
Safety Bureau, Royal Australian Navy



Colonel Byron Sullivan, Director of Safety
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Lieutenant Colonel Jörgen Forsberg, Ground
Safety Inspector, Swedish Armed Forces



Wim Bargerbos, Inspector General,
Defence Safety Inspectorate, Ministry of Defence,
The Netherlands



Ministerialrat ass. iur. Mr. Michael E. Brand,
Directorate-General for Infrastructure,
Environmental, Protection and Services,
German Federal Ministry of Defence



Jason Park, Director, General Safety (D Safe G),
Department of National Defence,
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Laura Macaluso, Director, Personnel Readiness
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Tim Rowntree, Engineering and Safety Director,
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Inspiring minds, a noble cause and a successful conference



A conference with inspiring speakers has been held for DE&S graduates, apprentices and interns on the organisation's Project Professional talent schemes.

Around 150 attended the Project Professional Conference 2019 which took place at BAWA in Bristol, featuring a variety of guest speakers who gave thought-provoking speeches.

DE&S Leadership and Talent lead Sharon Ford demonstrated how to unlock your potential, whilst Mark Bunyan and Dave Horn (Project Controls and Project Management Corporate Function Managers for Land) discussed the value of diverse experience across their functions.

Nick Taylor (1* for Soldier, Training and Special Programmes) spoke on the perks of being a generalist, Sophie Wilkins (Acting Head of Finance for Air Platform Systems) proved with the right work ethic you can progress quickly within DE&S and Katie Sloggett, Head of Talent Management, demonstrated that there is no one way to define success.

Finally, Tom Walker, an RAF Wing Commander, left attendees with some inspiring words about the impact DE&S' outputs have on the front line.

Project Professional intern Sam Jozwin said: "I left with the confidence to progress within DE&S."

DM Kineton hosted the DE&S Infrastructure team's third Heads of Establishment (HoE) Conference.

The biannual conference offers an opportunity for HoEs to be updated on policy and programme delivery by DE&S Infrastructure, as well as hearing from a diverse range of speakers across the infra Defence Lines of Development – this includes the Defence Infrastructure Organisation (DIO) and Defence Fire and Rescue.

The conference aim is to support HoEs, enabling them to network, share best practice and articulate the challenges

they face at site level. It also offers the opportunity to gauge how successfully DE&S is dealing with the reorganisation of defence infrastructure, including funding delegation and a changed DIO.

Amongst a packed programme delegates particularly appreciated the time given by senior figures within DIO, with all parties keen to build on the positive work over the last six months.

The DE&S Infrastructure team would like to pass on their thanks to colleagues at DM Kineton for supporting them and for hosting the conference.



Peter Wheddon battled crippling back pain and exhaustion to complete the London marathon and raise money for Prostate Cancer UK.

Peter, a member of DE&S' Cancer Network, was diagnosed with prostate cancer in 2015 and has received great support from the charity since the return of cancer was confirmed in February.

Having remarkably completed the marathon despite a lack of training due to his ill health, Peter is currently undergoing seven weeks of radiotherapy and many months of hormone therapy.

"After what I have been through in the last couple of months I cannot believe that I actually made it to the start line", Peter said.

"I had no expectation of finishing but felt I owed it to all the people who have supported me in my fundraising efforts to get as far as I could. I crossed the finish line in 3hrs 45mins 43secs with a sense of relief and astonishment."

Peter, who hopes to compete again in 2020, added: "My message to all women who read this is to nag your partner/brother/father/uncle etc to have a prostate-specific antigen (PSA) blood test. And to all men of a 'certain age' to demand a test from your GP."

<https://www.justgiving.com/fundraising/peter-wheddon1>



DE&S footballers narrowly miss out

The footballers of Abbey Wood missed the opportunity to retain the national Civil Service championships, with a 3-1 defeat at the home of League One club Fleetwood Town.

The Defence Sports and Recreation Association (DSRA) team, the bulk of which work for DE&S, lost to the Health and Social Security Recreational Association (HASSRA) North East, the association supporting the Departments of Health and Work and Pensions in the final of the Lewis Cup.

After going a goal down early, DSRA

hit back after 15 minutes to level the scores. In an end-to-end affair both teams had good chances to win the game but, with 87 minutes on the clock, their opponents struck before adding a third on the break as DSRA pushed for an equaliser.

The MOD's players earned their place at Fleetwood after two days of qualifying rounds at Warwick University against other Civil Service departments, topping their group with wins over Welsh Government and HASSRA North West before beating Merseyside in the semi-final.



MOTTO

the MOD Lottery February winners

- £10,000** Kirk Guest, Sutton Coldfield
- £2,500** James Taylor, DSTL
- £1,000** Margaret Wright, Ballachulish
- £500** Caleb Smith, Thetford
- £250** Stephen Kelly, Portsmouth
- £100** Scott Adams, Glen Douglas
- Hazel Perry, High Wyton
- Roderick Jones, London
- Alexander Gardner, Beverly
- Kevin Gallagher, Preston
- Adam Parker, Aylesbury
- Joyce Stretton, Tidworth
- Gillian Pickering, York
- Donna Sharpe, ABW
- Romaine Trigg, ABW
- Deborah Hands, Taunton
- Stephen Young, Essex
- Andrew Morris, ABW
- Paul Morgan, Portsmouth
- John Hilton, Bicester
- John Lawther, Palace Barracks
- Thomas Allen, ABW
- Jay Myers, High Wycombe
- Christopher Crook, Plymouth
- Elaine Cook, Exeter

Last month's missing word was:

Diversity

Word Search

- | | | |
|-------------|--------------|-------------|
| Acquisition | Innovation | Mozambique |
| BriteCloud | Italy | Opportunity |
| Ceremony | Kineton | Portishead |
| Deployment | Lightning | Simulator |
| Football | Logistics | Support |
| Frontline | Marathon | Technical |
| Gladiator | Modification | Typhoon |

Find which word or name is missing from this wordsearch.

Note – they may appear vertically, horizontally, diagonally, forward or backward.

A U R O N K Y O N B D M V Y Y E D P
 E W Q O A C S T H O O P L W E F U O
 L L A B T O O F I D T A V H R T O R
 C N X T S A R S I N T E R O N W L T
 M O O M M I L F Q I U L N E Y G C I
 N O I T I S I U Q C A T M I Z E E S
 Y H Z Q U C F Z M C L Y R Q K U T H
 I P R A A N M T I I O B R O M O I E
 L Y I T M G E N N L S C B E P E R A
 W T I Q Z B H E P H D G F R A P B D
 V O D K V C I E I N N O V A T I O N
 N S S F E U D Q L I G H T N I N G O
 N O H T A R A M U R O T A I D A L G
 S C I T S I G O L E C E R E M O N Y

Case Study

Jaspreet Deol, Commercial Officer with BFPO, gives her insight into some of the benefits of working for the organisation

Name:

Jaspreet Deol

Job title:

Commercial Officer with the British Forces Post Office (BFPO)

How long have you worked for DE&S?

15 months

Why did you choose to pursue a career in DE&S?

I wanted to be part of a prestigious organisation that has a meaningful purpose and use my industry experience to add value to the organisation, rather than increasing shareholders profits.

What does your role entail?

I manage all BFPO's technical support contracts (underpinning our entire operation), ensuring they continually provide value for money and work at an optimum for us. Primarily, this requires me to scrutinise all established contracts and provide commercial guidance from the outset to ensure we are following the public procurement guidelines. This ensures BFPO is fair and transparent in its dealings. I also lead the contract tendering process from introduction or renegotiation to selecting the best supplier and final award of contract thereafter, ensuring suppliers are delivering on their promises to BFPO, who in turn deliver on its own obligations. We are the conduit between BFPO and supplier and must work in partnership. It's important we manage this relationship correctly because, if suppliers fail, ultimately so do we.

What are the opportunities to develop and progress within your function?

I have an excellent mentor coaching me who is always

on hand to provide advice and guidance to deal with the myriad of public sector commercial processes.

What do you most enjoy about your job?

Its primarily the people. There is a keenness to work together as one team which comes naturally here.

What's your ambition?

To broaden my commercial knowledge in different sectors thus broadening my horizons and employability.

What's your greatest achievement to date?

I have contributed to a change in commercial perception, transforming it from a transactional department where stakeholders have only come to us to tick a box (which has been traditionally the case) to one that truly adds value. For example, I have leveraged a contract re-let to achieve significant cost savings despite this being a single source contract (where we are unable to seek alternative quotes), which is also an achievement as BFPO are a niche small customer with limited bargaining power.

Why would you recommend DE&S to others as a great place to work?

DE&S give you the tools to be able to smart work, so you can work anywhere with flexibility.

What are the social benefits of working for DE&S?

For me it has been the BFPO management, who have supported my need for flexible working so I am able to work around my childcare responsibilities.



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www.des.mod.uk



Civil Service

Here are six great reasons to work for DE&S



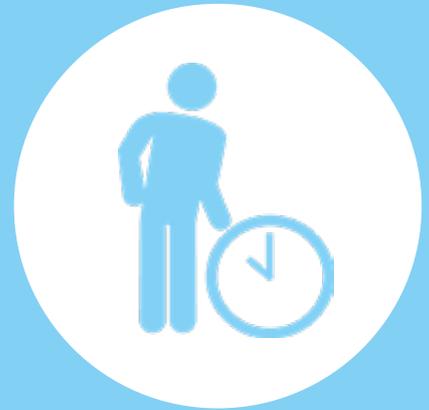
Bonuses & Recognition

Annual bonus and one-off payments based on performance for going above and beyond



Pension

Our Alpha pension is conservatively valued at 21% of your salary. Most private companies only offer 6-12%



Flexible Working

Balancing work and life, various working patterns



Professional Development

Choose a career path that's right for you



Holiday

25 days rising to 30 days after 5 years



Facilities

We provide a modern, safe and convenient work environment

For even more reasons see our 'Little Book of Big Benefits' at

www.des.mod.uk

Future Vacancies

Equipment Support Design and Change Agents DE&S

Bristol | £30,000 - £41,000pa | Professional II

Estimated timeline: beginning of June

Post type **Permanent**

Job Description: You will act as an internal consultant to analyse the support requirements for certain equipment, understand the necessary performance, design the optimal support system and act as a change agent with the existing team to allow their adoption of your conclusions.

Director of Programmes DE&S

Bristol | TBC | SLG

Estimated timeline: closing date 16/06/19

Post type **Permanent**

Job Description: The Director of Programmes is a direct report of the DE&S Deputy Chief Executive and a member of the Senior Leadership Group who leads the delivery of a professional organisation-wide programme management and project controls capability.

WORK FOR DE&S

"There is a keenness to work together as one team which comes naturally here"

Jaspreet Deol, Commercial Officer with BFPO

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