

desider

the magazine for defence equipment and support



New CEO Tony Douglas



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Tony Douglas speaking in NH3 as part of his road show at Abbey Wood

desider

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FOREWORD

By Paul Skinner, Chairman

This month it gives me great pleasure to introduce Tony Douglas, the new Chief Executive Officer (CEO) of DE&S. Tony brings extensive project management experience in delivering major projects, such as Heathrow's Terminal 5 and, most recently, new airport and port developments in Abu Dhabi to his new role, as well as an open and positive approach that has impressed me since we first met.

Over the last three months, Tony has developed a real understanding of DE&S by meeting our people and visiting many different locations as part of an extensive introductory programme.

This introduction has provided Tony with an excellent foundation on which to base the role of CEO. This would not have been possible without a major contribution from the current Chief of Defence Materiel, Sir Bernard Gray who has ensured Tony's familiarity with the organisation and our current issues.

A change in leadership always brings a degree of uncertainty, but I am confident that Tony will deliver a successful next phase for DE&S, bringing energy, new ideas and constructive challenge, from which we will all benefit. In particular, Tony is well briefed and fully equipped to take the organisational transformation of DE&S forward.

As Chairman, together with my Defence Board colleagues, I will support Tony in delivering the vision for DE&S. The commitment of our people in DE&S to our core purpose of delivering equipment and support for our Armed Forces customer continues to impress me. As CEO, Tony will ensure that we do not lose sight of our delivery imperatives, as we move through the transformation of DE&S and evolve our approach to developing and supporting our people.

I have every confidence that Tony is the right choice to help DE&S progress further towards achieving our goal of becoming a world-class defence procurement and support organisation.

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DECEMBER 2015

Inside this month

PAUL SKINNER, DE&S Chairman, talks about his time in post, the journey of DE&S to become world-class and the arrival of Tony Douglas.

Picture: Andrew Linnett 

It has been a relatively short time since I joined DE&S as Chairman in June 2014, but I have continually been impressed by the organisation on many levels, particularly by our people.

During my career, I have led major global corporations in the basic resources industries such as Shell and Rio Tinto. These organisations are more than 100-years-old and very well established when compared to the eight-year life of DE&S, since 2007, when the DPA and DLO merged.

For a young organisation, I sometimes think DE&S does not give itself sufficient recognition for its many achievements. I think the development of DE&S, together with our culture and values, has been impressive, especially against the background of major changes in the global economy, and in defence, over the last few years.

DE&S has, and continues to build, an impressive track record of delivering and progressing key programmes such as: the Chinook Mk6 and Merlin Mk2 helicopters, Voyager tanker aircraft, AJAX Armoured

Fighting Vehicle, and the new Offshore Patrol Vessels. Certainly, we have not always delivered to the standard to which we aspire but, in our short history, we have many successes to celebrate.

However I believe we can still learn a lot from other well-established professional organisations, and through our transformation, we are already on track to operate within a balanced matrix by April 2017. This will take us to another level of performance and give us the organisational agility we need to deliver the best for our Armed Forces customers. The rapid progress of DE&S and the drive to become 'best in class' for defence procurement and support, makes DE&S an exciting and energising place to be and I am personally privileged to be a part of it.

Our future is exciting and I look forward, with great anticipation, to the arrival of Tony Douglas as our new CEO this month. During his extensive introductory programme over the last three months, I have been in regular touch with Tony to offer early advice, compare our views of defence, and shape the agenda that my Board colleagues and

I will support him in delivering. Our role is to provide support, challenge, and our collective comparative experience.

The opportunity for such an extensive introduction to understand a complex organisation and its challenges is not usual, and I offer my thanks to Sir Bernard Gray for putting such a major personal effort into this. His high-tempo finish to his leadership tenure has seen him fully committed right up until the last minute. The extended opportunity to meet our people and visit many of our locations has put Tony in a strong position from which to lead in the early months. He also starts with a strong organisational foundation laid by Sir Bernard, with the transformation process now established with strong momentum.

We are in the fortunate position of having one exceptional leader taking over from another, and I am delighted to welcome Tony on-board. I look forward to supporting him in his vision, to build on our strong initial foundation, which will make DE&S a world-class defence procurement and support organisation. I hope you will all give him your support.

HARNESSING OUR SKILLS FOR CUSTOMERS, DEVELOPING TALENT FOR THE FUTURE





Above: A line of Warrior vehicles wait for a call to action on Salisbury Plain

Making tracks

The DE&S Armoured Vehicle Programmes team has placed a new contract worth around £70 million to secure the supply of track for the Army's heavy, medium and light armoured vehicles.

Cook Defence Systems Ltd in Stanhope, County Durham, will supply the track - the metal band around the wheels which readies armoured vehicles for different terrains - and its associated components to the Army over the next four years.

Defence Secretary Michael Fallon announced the deal during a visit to the North East earlier this month.

He was joined on a tour of Cook Defence Systems by DE&S Director of Land Equipment, Major General Paul Jaques during which they witnessed the molten steel being poured into the track moulds and being set and then welded together.

Cook Defence Systems, part of the William Cook Group, will design and build the track systems for the British Army's 62-tonne Challenger 2 main battle tank, the Warrior infantry fighting vehicle and the Scimitar reconnaissance vehicle.

The contract will help sustain the jobs of 110 people while ensuring the UK has a critical battle winning system for its Armed Forces.

Following the visit Defence Secretary Michael Fallon said he was struck by the quality control in the factory and the care and attention paid to the crafting of the tracks.

"This contract is good news. It continues a long and proud tradition

— “ —
This four year arrangement with Cook Defence will enable the re-provision of track and associated spares without which our armoured fighting vehicles could not operate

Major General Jaques

— ” —

by the William Cook Group, which has been providing track and armour for British tanks since the Second World War," he said.

"It is part of our £166 billion plan to ensure our armed forces have the equipment they need. It will sustain jobs here in the North East and hundreds more within the wider UK supply chain."

Major General Jaques added: "William Cook factories have manufactured track for armoured vehicles for many years, providing track solutions with proven performance in the toughest

environments.

"This four year arrangement with Cook Defence will enable the re-provision of track and associated spares without which our armoured fighting vehicles could not operate."

Northern Powerhouse Minister James Wharton said the deal showed that the north continue to compete successfully for business.

"Helping the north reach its potential for local people living and working here is exactly why we are committed to creating a Northern Powerhouse," he said.

"Part of this is about northern companies competing to win business and investment, both from within the UK and overseas.

"Therefore I am delighted that this contract, which will help provide jobs whilst supporting our armed forces, has been secured. Northern cities and towns have a long history in supplying our armed forces with the specialist equipment they need to keep our country safe, and it is encouraging to see this continue today."

Following his time at Cook Defence Systems, Mr Fallon travelled to Pearson Engineering Ltd at the historic Armstrong Works, where the refurbishment of the UK's Challenger 2 tanks is being undertaken. He concluded his visit by meeting new Army recruits at Catterick Garrison in North Yorkshire. The school also leads in the development of mental resilience training and psychological skills in order to maximise training effectiveness.



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New DE&S Chief Executive Officer Tony Douglas

What are your first impressions of DE&S?

As some of you will be aware I have spent the last three months getting to know Defence, meeting my new colleagues and visiting our sites across the UK.

I can tell you it has been the most incredible time for me.

It's a truly fascinating environment and it has been a real privilege to be able to use this time before taking up my new role to get out and about to see the range of very important projects we are all involved in delivering.

The people I have met have been nothing short of amazing. Their commitment and energy is of the highest order and I am delighted to have the opportunity to be part of this team.

It was a gift to be given time to listen

carefully to the views of our own people, our customers and our suppliers, to understand their perspectives and identify the areas of opportunity, as well as where we are already doing outstandingly well.

One of the main themes I have picked up is that everybody acknowledges that we are on a journey and that there is a long road ahead. Everyone therefore appreciates that we have to 'get better at being better'.

I have to pay huge tribute to those who have helped me undertake this introduction, in particular Sir Bernard Gray, who took the time to handover the reins in such a way as to accelerate my learning. Similarly, Philip Dunne, Minister for Defence Procurement, our Chairman, Paul Skinner and Permanent Secretary, Jon Thompson have also

provided valuable insight into DE&S.

Why did you decide to take the role of DE&S Chief Executive Officer?

I have had a rich and rewarding career in the private sector but the reason for being attracted to this role is really very simple.

It is the sense of serving the nation. Her Majesty's Armed Forces hold a special place in my heart and from what I have witnessed already, in the hearts of everybody within DE&S.

When you are given the opportunity to do something like this, it's a case of asking 'when can I start?'

It is a genuine and sincere privilege to join the DE&S team and to have the opportunity to play my part, I have been very lucky indeed.

What are you most proud of in your career to date?

I have been in a Chief Executive position for quite a long time and the common denominator, whatever the business, is people. They are the most important asset and resource.

One of my proudest achievements in my career has been the development of internal capability and talent. This involves building succession in an organisation to make you one day replaceable, leaving a talented team in place. I have enjoyed a sense of personal satisfaction from seeing capable people reach their full potential and knowing I played a part in developing both them and the business.

In football parlance, it is the equivalent of developing talent through the youth team rather than buying a star player from another team.

While it might sometimes be the right answer to get the cheque book out and scour the external market, it isn't sustainable in the long run. Far better to use a mix of internal talent supplemented where necessary.

Can you describe your leadership style?

As a leader I like to listen. I get out and about and listen to as many different opinions as possible. As I have got older I have realised that the answers are

usually out there.

And I do believe in the importance of team – with a capital T. If you are responsible for a lot of people you should spend time with a lot of people. In the same way if you are responsible for customers you spend a lot of time with customers.

This is why I believe in the mantra 'love your customers, but love your own people more.'

One of my chief dislikes is negative energy. I don't want to be around it as I want to make sure I only have positive energy. Life is too short to be consumed by naysayers or people whose glass is always half empty.

The journey we are all on with DE&S is about transforming our performance, delivering more for less. That is about positive energy. Yes, there are problems but there are solutions to all of them.

Consequently I don't see challenges and issues, I only see opportunities.

I want the people I work with to be the same. I cannot have my hand on everything so I need to be assured that the right people are there to take responsibility.

Clarity is therefore very important and to me is an essential resource to any organisation. By this I mean clarity of what is expected of each of us. If an organisation is ambiguous in its aims and goals then problems will lurk behind every corner.

How are you going to improve the way DE&S operates?

I don't see major problems with the way DE&S is working; I see a need to fine tune. This means identifying where we might wish to put slightly more focus on something and looking at how we can get even better - for example I want to make sure that we continue putting the 'S' back into DE&S. We can get better at being better when it comes to our service to the front line by continuing to improve our existing methodology, systems and processes.

This is a journey. As one philosopher said 'a journey of a thousand miles begins with a single step'. It's a truism and it starts with an acknowledgement that we cannot stay the way we are or go back to old ways.

I want DE&S to build capability and deliver more, even when we are bound by constraints. That's where we should look to innovate.

The risks and threats are unlikely to dilute in the coming decade and the need for technology and information is unlikely to go backwards, so the responsibility on us is going to be greater than before.

These are very exciting times not only for me but for the whole of DE&S. I look forward to working with you all and building on the great success and foundations of Transformation that have already been achieved.

**What makes you laugh?**

I can't go to sleep after watching or listening to anything serious. To great disappointment in my household the television always has Dave or Gold on with a serving of classic predictable British comedy.

The people you would love to have to a dinner party?

I would have loved to have met a 30-year-old Muhammad Ali. It was a time when he was still at the height of his powers but had been through some difficult times as well. He is on my list, as well as many others, as one of the world's greatest sporting heroes.

I also once had breakfast with Buzz Aldrin and would love to have him round for dinner as I enjoyed it so much. Buzz was the second man on the moon and the man who got the lunar module off the moon. Having a one to one breakfast with him was fascinating and an absolute pleasure.

Desert Island book?

One of the best books I have ever read is Endurance: Shackleton's Incredible Voyage. He showed real leadership and no pain in a hostile environment. Truly remarkable.

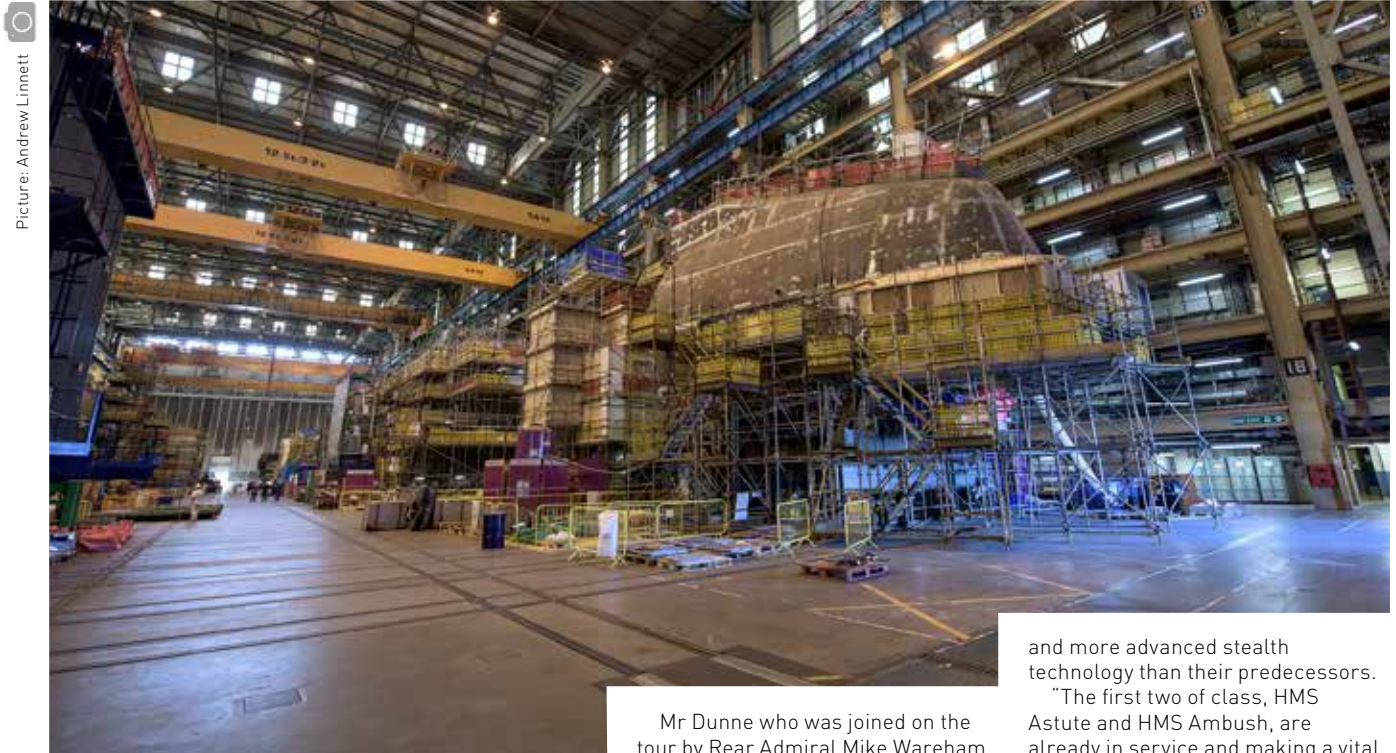
Hobbies?

I am a big DIY fan. I like anything where I can use my hands and brain. I'll have a crack at just about anything. I like fixing and making things.

Favourite places?

I have been lucky to travel a lot. The more you travel the more you realise the UK is the most incredible place of the planet – a magical place. The British countryside is stunning and an absolute delight. The world is a big place and I would encourage people to travel as much as they can.

Anson secured with £50 million worth of saving



Picture: Andrew Linnett

Above: Anson boat 5 of the Astute Class in build in the Devonshire Dock Hall at BAES Barrow in Furness.

Tribute has been paid to DE&S staff after the build contract for the Royal Navy's fifth Astute Class attack submarine was secured with £50 million worth of savings to the taxpayer.

The submarine, named Anson, will be built by BAE Systems as part of a contract worth £1.3 billion. The agreed build time is to date the shortest ever for the Astute Class, with a current schedule some nine months ahead of that for Boat 3 (Artful).

Featuring the latest nuclear-powered technology, the Astute class can circumnavigate the world submerged, manufacturing the crew's oxygen from seawater as they go. They also have the ability to operate covertly and remain undetected in almost all circumstances despite being 50 per cent bigger than the Royal Navy's current Trafalgar Class submarines.

Defence Minister Philip Dunne made the announcement regarding the contract as he visited the home of the UK's submarine manufacturing industry based in Barrow-in-Furness, Cumbria and viewed progress already made on the new submarine.

Mr Dunne who was joined on the tour by Rear Admiral Mike Wareham, Director Submarines at DE&S, paid tribute to the team's efforts on securing the contract.

"I am pleased to say that thanks to the good efforts of DE&S Boat 5 will come in over a considerably shorter period than the previous Astute Boats which will keep it on schedule, will meet the requirement of the Royal Navy, and is also some £50 million cheaper for the taxpayer than we were expecting which is good news all round," he said.

"All of these contracts are very complicated. It requires a lot of effort from a lot of people and it's a tribute to everybody involved in the submarine enterprise at DE&S that we have managed to get Boat 5 done."

During a short tour of the Devonshire Dock Hall the Minister and RAdm Wareham were shown the build progress on boat 4, Audacious, boat 5, Anson, and the early stages of boat 6, Agamemnon, before meeting with a number of BAE Systems apprentices.

RAdm Wareham said: "The Astute Class provides the Royal Navy with the most technologically advanced submarines, offering much greater firepower, better communications,

and more advanced stealth technology than their predecessors.

"The first two of class, HMS Astute and HMS Ambush, are already in service and making a vital contribution to the defence of the UK's interests, both at home and overseas. Third of class Artful is undergoing sea trials and is due to be handed over to the Royal Navy by the end of 2015."

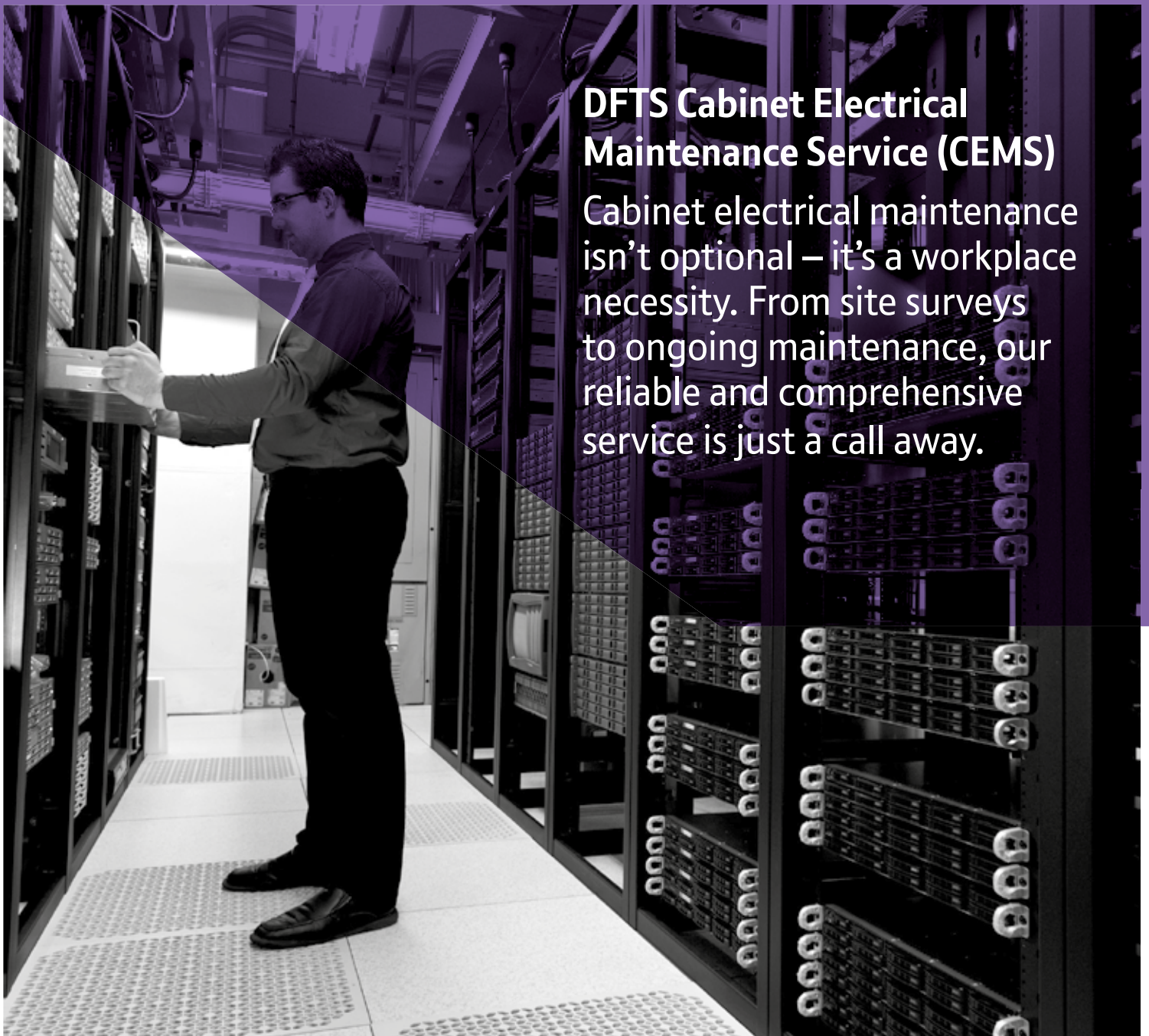
BAE Systems employs more than 7,600 people in its Submarines business, which includes those that work on the Astute programme, with thousands more working in the 400 suppliers across the UK submarine supply chain.

Defence Minister Philip Dunne added: "This £1.3 billion contract marks an important step in the progress of the Astute programme. This is a key part of our £166 billion plan to ensure that our armed forces have the equipment they need to defend the UK's interests across the seas, in the skies and on land, both at home and abroad."

"This new contract for Anson not only provides significant financial savings of £50 million to the taxpayer but also secures thousands of jobs in Barrow and across the UK supply chain, demonstrating the Government's commitment to increase defence spending each year for the rest of the decade."



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£153 million QinetiQ deal to transform the provision of technical services



A five year £153 million deal will transform the way technical services are provided for fast jets and the A400M heavy-lift aircraft, Air Marshal Simon Bollom, Chief of Materiel (Air) at DE&S, said.

QinetiQ has been awarded the work which sees the introduction of a framework – called the Strategic Enterprise – for how the two organisations will work together.

The Strategic Enterprise, developed jointly by QinetiQ and DE&S, is a formal agreement that enables multiple projects to be managed under a single, standardised delivery approach.

This provides better value for money to the MOD by driving down management costs, optimising the use of resources, streamlining administrative processes, and enabling longer-term planning.

One of the working practices adopted as part of the Strategic Enterprise will see a central management office established which will comprise employees from QinetiQ and DE&S.

It is hoped this will improve communication and help project teams become more effective in defining requirements, planning and prioritising work, and tracking performance.

Air Marshal Bollom said: "This new approach transforms the provision of QinetiQ provided technical services for our aircraft.

"The Strategic Enterprise will deliver considerable savings and improve long-term planning through further improving our joint working. It will also support the retention of the UK skills base that will be required to deliver future programmes."

Philip Dunne, the Minister of State for Defence Procurement, added: "These contracts are important to maintain quality of service for the RAF's key platforms and reflect a new partnership and way of working between the MOD and QinetiQ to sustain both capability and jobs."

Under the Strategic Enterprise, the MOD has awarded QinetiQ a £120m contract to provide technical advisory services to fighter jet programmes such as Typhoon and Tornado, and a £33m contract to support the UK's contribution to A400M ATLAS, including the certification of aircraft into service, introducing new capability and safety evaluation.

Steve Wadey, QinetiQ CEO, said: "We are excited to deliver these contracts under this new approach, which will further our ability to provide consistent, high quality and timely technical services to MOD.

"We have worked hand-in-hand with the MOD to develop this new way of working, moving to output-based contracting that supports the customer over several years; at the heart of which is our ability to innovate to deliver more for less."



The Strategic Enterprise will deliver considerable savings and improve long-term planning through further improving our joint working. It will also support the retention of the UK skills base that will be required to deliver future programmes

Air Marshal Simon Bollom





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LEADING THE FUTURE

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Minister highlights vital work of small and medium businesses



DE&S have delivered 7,500 stretchers weighing just 1.5kgs which will help front line troops remove casualties at greater speed and reduce rescuers' exposure to danger.

Defence Minister Philip Dunne said that £1.4 million has been invested this year in the Xtract[®]2 stretchers from Yorkshire based TSG associates.

Mr Dunne revealed the news when speaking at the Northern Defence Industries (NDI) annual conference where he highlighted the invaluable and innovative work being carried out by Small and Medium-sized Enterprises (SME's) across the UK's Defence industry.

Designed by Gulf-war veteran Colin Smart and his company, the stretchers weigh just 1.5kg, compared to the weight of a standard stretcher of around 10kgs, and are

capable of carrying three times the weight of an average soldier.

Following his speech to the NDI, Mr Dunne paid a visit to Merseyside-based ship engine specialist James Troop & Co to review progress of a £2 million deal to replace the generator sets on seven Royal Navy Mine Hunters.

With the generators now in place on all seven ships James Troop will focus on training naval personnel on engine maintenance as well as providing on-going technical and spare parts support.

Defence Minister Mr Dunne said: "We recognise that the UK's defence contractors, whatever their size, are a vital source of innovation in our supply chain, and in the last year, the MOD has done business with over 5,400 Small and Medium Enterprises, worth over £800 million.

"By harnessing this expertise,

whether from a veteran with front line experience or from one of the UK shipping industry's oldest companies, we are securing highly skilled UK jobs and ensuring our Armed Forces have the very best possible equipment available."

The MOD and the Government have recently reiterated their commitment to SMEs. They launched the Defence Growth Partnership (DGP) Innovation Challenge in March this year, while also setting up Supply Chain Champions, giving companies an easier "in" to the defence industry.

They have also appointed an SME champion to be a voice for innovative SMEs across the country and are encouraging Prime contractors to open up their supply chains, to help bring innovative design and technology into the defence sector.

£1.4 million has been invested this year in the Xtract[®]2 stretchers from Yorkshire based TSG associates.



Above: James Troop & Co have a £2 million contract to replace the generator sets on seven Royal Navy Mine Hunters.

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MOD Christmas workers

While the majority of MOD staff are tucking into their Christmas lunch, spare a thought for those who spend the festive period at work.

Rightly, those who should be first and foremost in our minds, are the men and women of the Armed Forces who often spend Christmas thousands of miles away from their home and family, and sometimes in great danger.

Sparing a thought for them and their families on Christmas Day is no doubt a naturally entrenched process for anyone working at the MOD.

But Desider has also taken a glance at some of the priceless assistance available through the festive period to the Armed Forces. These teams provide vital services that bring a smile to the faces of troops all over the world – when they really need it.

The British Forces Post Office (BFPO) provides a worldwide mail service to the Armed Forces, delivering to personnel on operations.

Friends and family can send letters and small parcels to their loved ones through the Christmas Free Mail Service. They even deal with letters to Father Christmas, a scheme aimed to Forces children, ensuring a reply by Christmas Day.

A group of 95 staff at RAF Northolt is responsible for the Christmas deliveries, ensuring the families know the deadlines to guarantee that their parcels arrive on time to remote locations.

Lt Col Brett Duxbury, Staff Officer 1 Operations, said: "This is exceptionally important for the morale component among the troops. Receiving a parcel from home or a letter from a friend improves their morale throughout the year, and even more so in Christmas."

Another crucial team is the Joint Casualty and Compassionate Centre



(JCCC), available 24/7 every day of the year.

They facilitate the immediate return of service personnel in case of a family emergency or in the event of accident, injury or, sadly, death while on deployment. The JCCC is continually manned and always on call to support members of the Armed Forces.

Steve Brown, member of the JCCC team, said: "It is fair to say that all of us would wish to be at home with

our loved ones for Christmas, but operational requirements dictate that certain elements of our Armed Forces will be separated from their nearest and dearest over the festive season. It is over this special period when the real personal cost of serving on an overseas deployment can affect the morale of both Service Personnel and their families.

"As part of the Military Covenant all within the organisation take great pride in providing continuous, immediate assistance to the Armed Forces Community, and fully appreciates the additional, sensitive challenges that come to light over Christmas."

At Abbey Wood, the MOD Guard Service (MGS) and the MOD Police also work on Christmas Day.

The MGS operates over the closed periods, and the tasks are adapted to the empty buildings to reflect business outputs.

Si Ruddick, Operational Support Manager, said: "We are present on site to maintain deterrence and crime prevention levels, as well as for health and safety purposes. We also ensure business continuity, as some members of staff also need to work during the Christmas holidays."

For the MOD Police, the work and patrols remain exactly the same as in a weekend, except there are less people on the streets and there is nobody in the buildings.

Senior Police Officer Sgt Carl Jenkins said: "There are still the same security issues. We are here to avoid incidents and to ensure protection standards are maintained at all times, including Christmas."





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Above: Commodore Andy Lison, Ian Craddock, and Air Commodore Simon Moss celebrate winning the Programme of the Year Award

Helicopters Operating Centre

DE&S Helicopters Operating Centre Team are celebrating after winning the 2015 Programme of the Year Award at a prestigious ceremony.

Each year the Association of Project Management (APM) holds a series of annual awards to promote the profession and their organisation.

The Programme of the Year Award celebrates the work undertaken over the past six years in delivering against the '2009 Rotary Wing Strategy', and in particular the delivery of five new helicopter upgrades in the last financial year.

In the last 12 months the Hells OC have delivered some of the most technologically advanced and well supported helicopter fleets in the world.

The Puma Mk2, Merlin Mk2, Chinook Mk6 and both the Royal Navy and British Army Wildcats have all been declared ready for operational use.

As a result, UK forces now have new military capabilities that can be deployed around the world with, for example, the Merlin Mk2 delivering vital support in Sierra Leone to tackle the spread of Ebola and the Puma Mk2 contributing to NATO's training and assistance mission in

Afghanistan.

The Hells OC submitted their formal bid in September, amidst the highest number of entries reported for many years, and were one of four finalists alongside Airspace Capacity Management Programme (National Air Traffic Service), Renewable Energy Investment Programme (National Trust), and Strategic Mobile Field Technology (Sky).

Director Helicopters, AVM Julian Young, said: "On the back of the Hells OC winning a CDM Commendation for the delivery of new marks of helicopters, winning the APM's 'Programme of the Year' award is a terrific testament to the high



win prestigious award

quality of project and programme management undertaken within DE&S. I am hugely proud of the Teams' accomplishments and in demonstrating that we have some of best project management talent in the country."

AVM Young is also the DE&S Executive Sponsor of the Project Management Function and was awarded the prestigious Honorary Fellowships at the APM 2015 Awards.

It was a successful night for the MOD, as Sandra Eaton – currently undertaking a PhD at Cranfield University – won the Academic Geoffrey Trimble Award.

Winning the APM's 'Programme of the Year' award is a terrific testament to the high quality of project and programme management undertaken within DE&S. I am hugely proud of the Teams' accomplishments and in demonstrating that we have some of best project management talent in the country.

AVM Julian Young



Picture: Andrew Linnett



Final MK6 Chinook ready for delivery

Below: Air Vice-Marshal Julian Young with Steve Parker – Boeing Vice president, Cargo Helicopters and Boeing H-47 Chinook program manager



The RAF's 14th and final Chinook MK6 helicopter has rolled off the production line and will soon be delivered to the UK.

The completion of the order fittingly fell on the 35th anniversary of Chinook operations in the UK – the first 30 MK 1's entering service at the end of 1980.

The Chinook Mark 6 helicopters were first ordered in 2011 by DE&S as

part of a £850 million programme.

Air Vice-Marshal Julian Young, Director of Helicopters at DE&S said: "Since they were introduced into service in 1980, our Chinook fleet has played an integral supporting role for British forces, and have been deployed on an almost continuous basis since.

"These new Mark 6 helicopters will significantly enhance our existing heavy-lift helicopter and Special Forces capability. Our overall fleet of 60 Chinooks will support our frontline troops in current and future operations for decades to come."

The RAF and DE&S have worked closely with Boeing to implement performance-based logistics initiatives to increase the readiness of the UK's Chinook fleet.

David Pitchforth, managing director, Boeing Defence UK (BDUK), said: "The Chinook Mk6 programme has demonstrated what can be achieved through true partnering.

"The whole Boeing team, reaching across the company from the US to the UK, has worked seamlessly with MOD to deliver this programme to everyone's satisfaction."

BDUK manages the RAF's entire fleet of Chinook helicopters via the Through Life Customer Support

contract that supports nearly 1,000 jobs in the UK.

In 2013 Boeing celebrated 75 years of partnership with the United Kingdom, the Armed Forces, British manufacturing and the air transport industry.

— “ —

“These new Mark 6 helicopters will significantly enhance our existing heavy-lift helicopter and Special Forces capability. Our overall fleet of 60 Chinooks will support our frontline troops in current and future operations for decades to come.”

Air Vice-Marshal Julian Young,

— ” —



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Strategic Weapons Targeting Systems - a new era

The recent delivery of the latest targeting software from DE&S has gained recognition as Strategic Weapons Targeting Systems enters a new era.

The UK's independent nuclear deterrent safeguards our national security. The military capability that underwrites it, notably Trident as operated by the Royal Navy, is possibly the greatest symbol of the unique relationship between Britain and the US.

However, the UK's deterrent policy demands operational independence, which means there are areas where we have to go it alone.

An obvious example is the nuclear payload in the warheads built at AWE. Another is the nuclear firing chain that would relay the Prime Minister's launch instructions to a submarine on deterrent patrol. A third sovereign component is the Targeting Systems that makes it possible for deterrent policy to be translated into military effect.

When it comes to critical MOD processes where there would be zero tolerance of failure, this is one of them.

The nuclear targeting community recently came together to recognise a

transition to the new Strategic Weapon Targeting System known as 'SWTS' and in particular a key version of the Common Planning System known as 'CPS'.

This represents the culmination of eight-years of design, development, production and test effort that comprises over 3.5 million lines of software code and in excess of 300,000 man-hours.

The project has been a team effort between the MOD delivery component in the Strategic Weapons Project Team (SWPT), MOD's contractor for this project (MASS), and CBRN Pol as well as other key users in the nuclear targeting community; the former two components are based at SWPT's UK Software Facility (UKSF). They have all contributed to the success of the system.

The team has faced some considerable challenges during the system's development.

The critical nature of the product, the many stakeholders and physical locations, combined with the scale of the software and programme constraints has made this a very demanding programme. The way the team has overcome the issues has cemented the importance of delivery and emphasized programmatic control.

There has been an incremental delivery of functionality to the user and in September CPS became the operational targeting system.

To mark this significant achievement, both Vice Chief of Defence Staff Air Chief Marshal Sir Stuart Peach and ACDS (Nuc CB) Rear Admiral Mark Beverstock thanked the key players from SWPT, MASS and the Nuclear community at an event in MOD Main Building on 21 September.

Rear Admiral Beverstock said that, "SWTS and CPS has delivered improved connectivity to stakeholder locations and substantial improvements, it really is an exceptional system."

"SWTS is a key system, which must support the highest levels of fidelity, security and assurance and SWPT were asked to build it so that it would meet the challenges now and those for the next generation of deterrent targeting support.

"The investment has delivered a modern targeting system the MOD can take forward in support of the Government's requirement for Continuous At Sea Deterrence."

LTPA

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DE&S remembers with the last Dambuster

Abbey Wood hosted Bristol Poppy Day and joined other MOD locations in commemorating Remembrance Day.

Under the theme of 75th anniversary of the Battle of Britain, the atrium in Neighbourhood 2 displayed a centre piece of model Hornby spitfires and Hurricanes and art work from local schools to celebrate Bristol Poppy Day.

Dambuster George 'Johnny' Johnson, Burma Star veteran Frederick Thorne and Councillor Clare Champion-Smith, Lord Mayor of Bristol, visited Abbey Wood and enjoyed the entertainment provided by "Goodnight Sweetheart".

In a solemn ceremony, Mr Johnson released red, blue and white balloons representing the Battle of Britain, as well as a pink one in memory of Olive Cooke, a poppy collector for over 70 years. They were tied together with a

tag emblazoned with the words "To the few". A sizable crowd gathered in the Plaza to witness the moment and to pay their respects while the Last Post was played.

Air Marshal Simon Bollom, Chief



of Materiel (Air), said: "It is a great privilege and a great honour to host Bristol Poppy Day and to gather to pay tribute to those that sadly lost their lives in previous great conflicts. It is absolutely vital to remember.

"It is easy to take the freedoms that we have in this great nation for granted, and easy to forget that those freedoms have been granted to us through the bravery of those who have given their lives for them."

The Royal British Legion exceeded their £50,000 target and raised £60,200. Abbey Wood contributed £7,000 to the final total, exceeding last year's contribution.

Chris Della-Porta, Abbey Wood co-ordinator for Bristol Poppy Day, said: "The event was a great success due to the diversity of those involved and showed what can be achieved when everyone is able to work together in a cohesive, motivated and supportive way."

For the Remembrance Day ceremony, Minister for Defence Procurement Philip Dunne joined Sir Bernard Gray, Chief of Defence Materiel and other senior DE&S representatives to lay wreaths and hold two minutes silence. The Act of Remembrance was led by the Padre, who conducted a reading followed by the bugler playing "Last post and Reveille".

RAF Henlow, MOD Corsham, Yeovil, Warminster and other MOD locations also joined in the Remembrance Day commemorations.

Top left: George 'Johnny' Johnson

Below: Release of balloons in memory of 'The Few' and Olive Cooke





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The Strategic Defence and Security Review

The Strategic Defence and Security Review (SDSR) is extremely good news for DE&S but also provides a huge challenge, Minister of State for Defence Procurement Philip Dunne, said.

It was revealed last month an additional £12 billion will be spent on bolstering defence over the next decade as the UK looks to protect itself and its allies against an ever increasing threat.

The increased defence budget – now £178 billion – was arrived at after the review analysed the full range of threats and examined the capabilities needed to counter them.

SDSR has pledged nine new maritime patrol aircraft for surveillance, two new Army strike brigades, treble the number of F-35s by 2023 and the service of Typhoon jets extended by 10 years through to 2040.

It also outlined investment in the RAF, Navy and Army to deter threats to improve the ability of the Armed Forces to respond to crises.

The combat power of the RAF will be expanded with two additional Typhoon squadrons and 24 F-35 jets rather than eight previously planned.

There will be a new fleet of Protector intelligence surveillance and reconnaissance armed remotely piloted aircraft and a fleet of P-8 Maritime Patrol Aircraft, with an overland surveillance capability.

The first of the Royal Navy's new aircraft carriers, the HMS Queen Elizabeth, will enable initial aircraft carrier strike operating capability in 2020.

The River Class Offshore Patrol vessels fleet will be replaced with a modern and more capable variant. The Navy will operate 19 destroyers and frigates, new Type 26 Global Combat Ships will enter service from the mid-2020s while maritime helicopters will continue to be upgraded.

One of the key outcomes of the report will be the new Joint Force 2025 which will offer the ability to handle all manner of operations, including those which require major combat.

After the SDSR was announced Philip

Dunne visited Abbey Wood to give his views and answer questions on the review.

He said: "The announcement of an additional £12 billion into the equipment plan is the headline. It is extremely good news for defence and extremely good news for DE&S.

"But I realise it puts you under a considerable additional burden to be responsible for delivering that.

"Luckily you have a refreshed and re-invigorated new team coming into office to help you deliver that ambition."

Tony Douglas, the new DE&S Chief Executive Officer, also praised the clarity of the review which he said would allow teams to push on to achieve their goals.

Mr Douglas said: "We have an incredible opportunity to get a better return from the same input.

"If we can get better at getting better, which all organisations in competition have to do, we can channel our energy

new budget of

£178 billion

2020



The first of the Royal Navy's new aircraft carriers, the HMS Queen Elizabeth, will enable initial aircraft carrier strike operating capability in 2020.

into delivering more equipment, and more importantly, better support to our customers.”

And his positivity about the review was echoed by DE&S Chairman Paul Skinner.

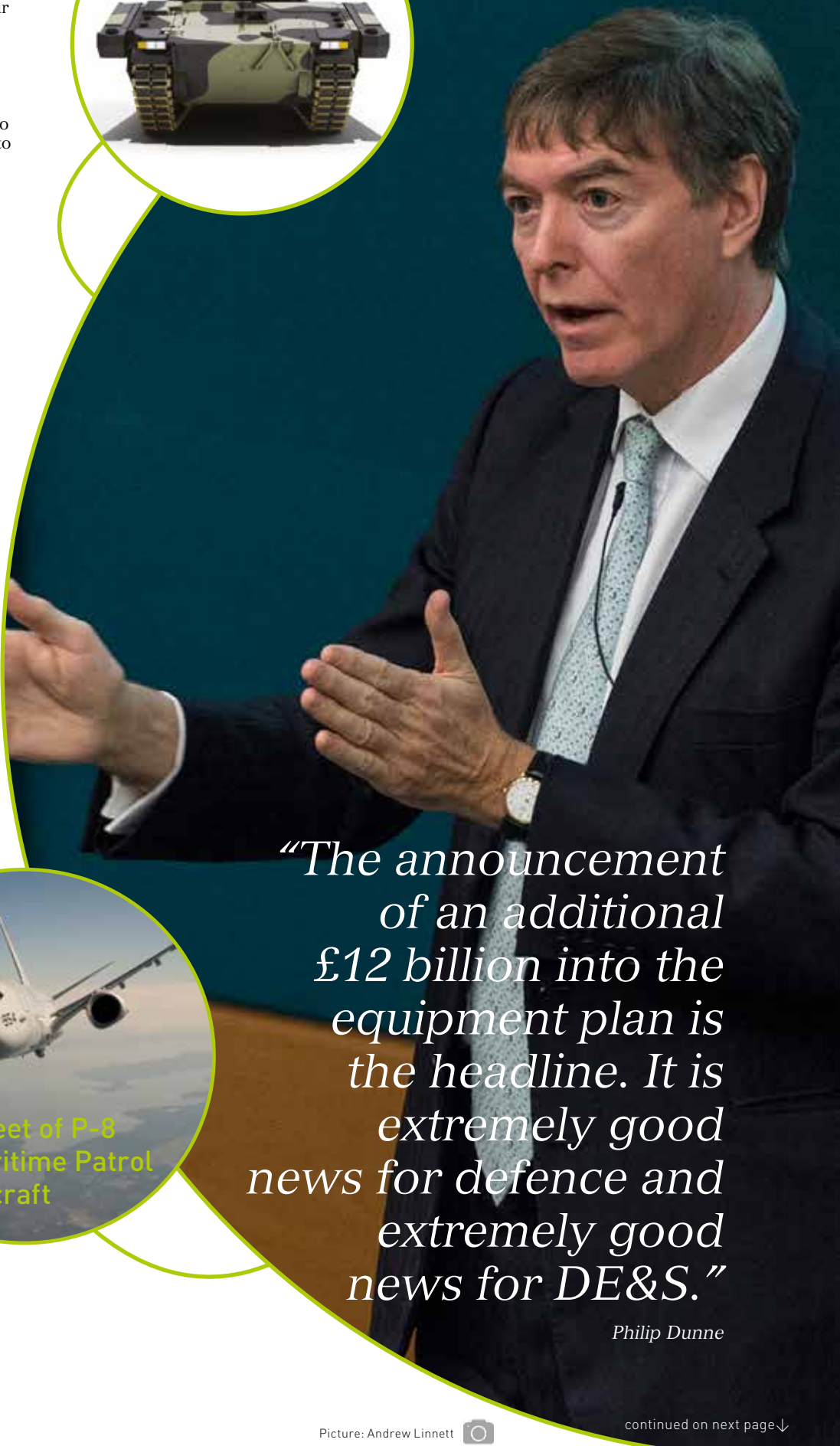
He said: “The clarity that has come from the SDSR is a huge opportunity to drive forward the DE&S contribution to the wider defence effort.

“Based on where we are now I am actually rather confident we can get to working smarter in a number of important ways and can deliver on those efficiencies.

“For the time being as long as we don’t take our eye off the ball and we keep up the momentum in the programme we will get there.”

As a result of the SDSR there will also be greater investment in defence intelligence, cyber capabilities, Special Forces equipment, and communication with allies to support better and faster decision-making.

The 0.5% above inflation increase for the rest of this Parliament also allows Defence to continually adapt to meet increasing threats.



“The announcement of an additional £12 billion into the equipment plan is the headline. It is extremely good news for defence and extremely good news for DE&S.”

Philip Dunne



a fleet of P-8
Maritime Patrol
Aircraft





“We have an incredible opportunity to get a better return from the same input.”

Tony Douglas

The Army size will be retained and reconfigured to have two armoured infantry brigades and two new rapid-reaction strike brigades. A number of infantry battalions will also provide specialist training and assistance to allies, including for counter-terrorism.

The Royal Navy and Royal Air Force, are increased by 400 and 300 respectively. In addition plans to increase Reserves to 35,000 will remain in place.

As a result the MOD will be able to deploy a potent, expeditionary force of around 50,000, based on a land division, maritime task group and expeditionary air group.

Defence Secretary Michael Fallon said: “On equipment, we’re spending some £12 billion more than we originally planned. We’re spending £178 billion - that means more ships, more planes, more equipment for the Special Forces.

“The defence budget as a whole, for the first time in some years, is going to start increasing from April and every year of this Parliament. We’ll be spending more money on keeping our country safe.”

The report also concluded that the amount of civilians employed by the Ministry of Defence (MOD) would be reduced by around 30 per cent – to 41,000. New DE&S Chief Executive Officer Tony Douglas told his staff he was not “worried” about the announcement, adding that as far as he was concerned it was “business as usual for us as a team.”



24 F-35 jets by 2023 rather than eight previously planned

“On equipment, we’re spending some £12 billion more than we originally planned. We’re spending £178 billion - that means more ships, more planes, more equipment for the Special Forces.”

Defence Secretary Michael Fallon



DE&S @ *Warminster*

Desider visited the JAMES team at Warminster, where a group of 34 DE&S staff and 18 contractors look after a growing online asset management and engineering solutions application.



Debbie Chapman



Samantha Reid-Mackness

Joint Asset Management and Engineering Solutions (JAMES) is a web based application that works in real time and delivers a range of tools to assist with equipment support and maintenance to defence users.

Debbie Chapman, Test and Development Manager, said: "JAMES, in a nutshell, is an online fleet management and engineering service. It comprises all the Land environment vehicles, weapons and personnel, which can be moved from pillar to post and be tracked online while the maintenance is planned and recorded."

JAMES looks after a wide variety of kit, from armoured vehicles to weapons, while all the remaining defence equipment is progressively being migrated into it. The next step is to incorporate air and maritime equipment, notably rotary and fixed wing, which is nearing completion.

The application is hosted on DII (Defence Information Infrastructure), which is controlled by Information Systems & Services (ISS). Delivery partner Lockheed Martin is responsible for providing the JAMES service, which ISS then distributes throughout the MOD, around the world and on operations.

A set of reinforced laptops, the JAMES

Unplugged Devices (JUDs), is available for use in barracks, on exercise or deployed on operations on a standalone mode, wherever DII is not accessible. Samantha Reid-Mackness, JUD Manager, said: "There is a deployed aspect of the application, which we use as a mobile form so that users away from DII can utilise the JAMES functionality and then synchronise once DII is available".

The Business Resolver Group (BRG), has up to 9 agents working in shifts and assisting users with queries and problems on the phone and by email. The BRG Manager Debbie Green said: "We can have around 5,000 users on the JAMES system every day. We help them use the processes, which can be anything from personnel transfer to maintaining equipment. We take between 150 and 250 calls a day."

The JAMES team works alongside one of its prime users, 1 Yorks, an Armoured Infantry unit, in the Warminster Garrison, the home for Infantry training. The JAMES Business Manager Maj Duncan Shaw acts as military liaison with Army Headquarters, Warminster Garrison and 1 Yorks. He said: "Abbey Wood is a fantastic site for understanding how to procure equipment, but to deliver a service to users there needs to be an interface with

them on a day to day basis, providing support and in service management as it is being used. By being here, we provide that intimate service to users training, on operations and recovering from deployment, never forgetting who we work for."

As for internal communications from Abbey Wood, the team agrees that it has improved during the last few years. Samantha Reid-Mackness said: "There is more face to face engagement, as well as a simplification of the methods in which they communicate. This makes everything more relevant to the post you're in and how things impact you, rather than just creating an overarching umbrella of information where you have to sit back and figure out where you fit in."

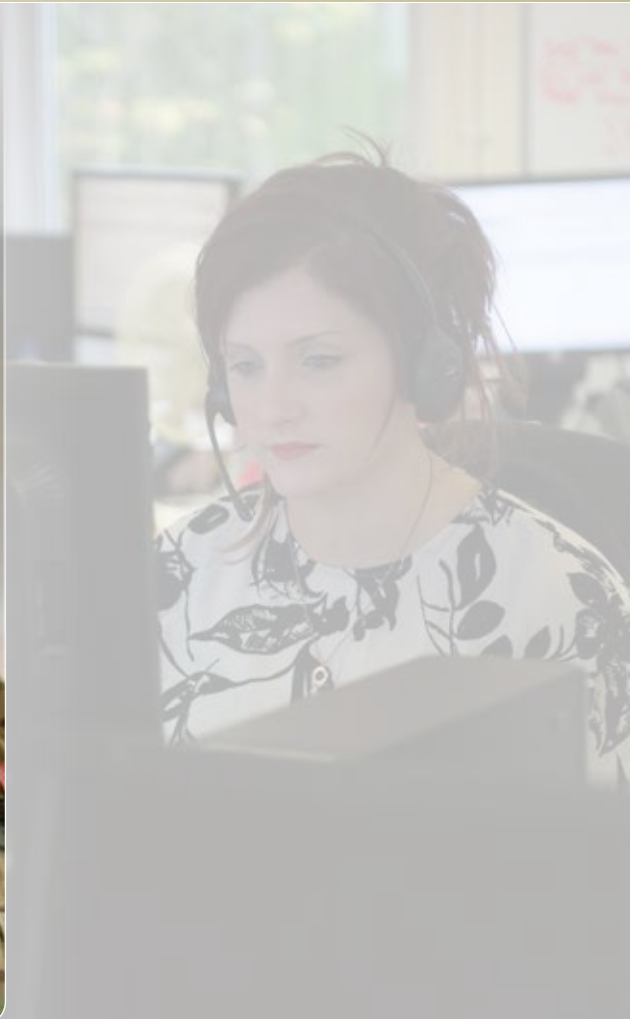
There is, inevitably, room for improvement. Maj Duncan Shaw said: "I feel we can do more. At the moment, the face-to-face briefs can be quite lengthy because of the amount of information being put across in a short period of time. Two to three hours travel to Abbey Wood is also a disruption when you are trying to do your job, so more conference calls, Live Meetings and Video Tele Conferencing would be a step forward."



Debbie Green



Maj Duncan Shaw





Commercial rightness, golf and the positive vibe of Transformation

Alan Peter is Director DE&S Commercial Operations, runs a team of over 900 people who bring coherence to the commercial work of DE&S, something he knows very well after having worked in it for almost four decades.

Please can you give us a brief outline of your career?

I have been employed by DE&S and its predecessor organisations for 4 decades. I joined as a clerical assistant (E2) and I have worked in the commercial function for most of my career. I have undertaken a couple of secondments abroad. This experience helped me to develop my ability to work with other nations that included reaching agreements in areas where I did not have accountability or responsibility but commercial rightness of the outcome was key.

What does your role as commercial director involve?

My job is to ensure and assure the commercial rightness in any contracts or arrangements with industry. I don't get involved in direct negotiation unless it is a really thorny issue. We allow each of the business areas to run the way they need to. Each Operating Centre is different, and so are their challenges, but what I try to bring is a sense of coherence to the overall approach, as well as overseeing that the correct processes are being applied appropriately.

What does Transformation mean for our suppliers in industry and how are we keeping them informed about it?

The aim of Transformation is to make DE&S even more professional as an organisation. My expectation is for people in Commercial to look at the whole of the business and of the industry they deal with, not just at the contract or the small business unit of a larger enterprise they are interacting with.

Good communication is a key element in any transformation programme and DE&S has held two industry days, where we have taken the top-tier and mid-tier industrial players through what Transformation means for the MOD and for them. That led to some discussion

about confidentiality, but we have reassured them that the non-disclosure agreements in place with MSPs safeguard sensitive information.

What changes are being made regarding Commercial Transformation?

Frankly, not too many, because Commercial's ways of fulfilling requirements are quite good. Obviously, they can always be improved and we are constantly learning lessons. Historically, things have been getting better, with the dialogue between us and the customer continuing to improve. All in all, Transformation has a positive vibe for us in Commercial.

What benefits will Transformation bring to the commercial function and the wider organisation?

Commercial has for many years operated as a function and over recent times we have been examining how to make it better, recognising that some momentum on professional development may have been lost. To address this the new role of Director Commercial Function has been created and taken up by Mike Greatwich, who is looking at how we take the commercial professionalism programme forward. Transformation will give us better skills, and we will be able to better manage our staff. For the wider organisation, it will mean that my people will become more confident and competent about what can and cannot be achieved. We can't just be compliance agents.

How does Commercial feel that they will be getting value for our customers and the taxpayer?

One of the things that will change is that we will be moving away from wrapping individual requirements up into a single consolidated requirement, thus shutting down potential future competition. Going forward we will be

using a more disaggregated approach where appropriate. This will allow us to look at what the right packages of work are, how to keep industry involved and perhaps think even more of what we can do for small and medium sized enterprises. That is how you constantly strive to drive value for money. In terms of taxpayer efficiency, I think we are doing really well already, and Transformation will only make it better, because we will have an even more standardised approach to the way we do business.

What are you most proud of during your time at DE&S?

I am most proud of being in this office, having joined as a clerical assistant. It is an immense achievement and testament to the commercial function and the way it has always networked and allowed our people, at whatever level, to intermingle and learn from each other. I have been very fortunate to have benefited from senior people taking time to talk to me as a person through my career, not as an asset, which helped me achieve what I wanted and allowed me to be confident and apply for this position. This does not mean I am going to sit on my laurels. It means I understand everything we have been through as an organisation and want to keep the whole business moving forward.

What do you do to relax out of work?

I play golf very badly. I have some friends in the business who are also into golf, and I find it extremely cathartic because you can have a conversation about stuff that is not about work with work colleagues. Inevitably, you will get into work-related discussions, but ultimately it gives me the ability to reinforce for me who I am and relax.

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RAF Henlow charity champions

A DE&S team led by Sgt Richard Phillipson has demonstrated its commitment to several charities throughout the whole of 2015.

Installation Flight, who work in the Air Defence Electronic Warfare System (ADEWS) team based at RAF Henlow, have been heavily involved in raising money and awareness for the Royal British Legion, Help for Heroes and the Royal Air Force Association (RAFA).

Having supported Stevenage Lister Hospital for the past 30 years, in particular the Children's Ward, the group undertook several activities to raise money towards the children's recreation areas, to ensure there are plenty of toys and equipment

available so kids of all ages enjoy their stay.

Sgt Richard Phillipson, a member of the ADEWS Installation Flight and charity work organiser, said: "I have been doing charity work for years. You obviously need to fit it around your job, but I have always had a lot of support from the top and the team leader. It is incredibly rewarding, and especially with the Children's Ward, it is worth it just to see the smile on their faces".

They volunteered their own time during the summer to paint and refurbish the wards themselves, and were also responsible for putting up the Christmas decorations.

Other main events have included

the team holding a RAFA Wings appeal and participating in the annual Poppy Appeal collection, standing in full No 1 uniform throughout Underground Stations within central London. They also organised activities for RAF Henlow's Families Day, where members of the section were pulled around whilst sitting in a bath full of cold baked beans. The money raised was split between three different charities.

Finally, the entire team took part in a 12 hour Swimathon for the Children's Ward, swimming a total 2,084 lengths, which equated to crossing the English Channel nearly twice.



RAFA Concert band award from Palace



Peter Skellon

The RAFA Concert Band have been awarded a certificate from Buckingham Palace after helping launch a five year project called Music of the Great War.

The project uses music of the period to educate and encourage

schools, colleges, town bands, and the wider public across the UK and the world to learn in a positive way about the events and the experiences of the troops involved from all sides and how music played its part.

Each year a short medley of music and songs from WW1 will be created and made available to bands to learn and then perform on Armistice Day.

The RAFA Concert Band, conducted by DE&S employee Peter Skellon BEM, played a specially arranged Medley called Songs of the Great War at a Concert in the Blakehay Theatre Weston-Super-Mare on November 11.

In addition Peter read out extracts of four letters sent by troops home to their wives, and Rudyard Kipling's famous poem 'Tommy'.

Peter, who co-founded the concert

band in 1998, said: "RAFA was very honoured to be part of the event which was very poignant and very moving.

"We got a standing ovation and it was a very special day for all of us."

In October the band wowed weary travellers when they played at Bristol Airport. The band was asked by the Royal British Legion to perform at the airport as part of this year's Poppy Appeal Launch.

Recently they once again played at this year's International Military Tattoo at the Barclay Card Arena in Birmingham.

And later this month, Sunday, December 13, they are playing a Christmas Concert – again at Blakehay Theatre, Weston-Super-Mare.



2015 Season Ends Well For DE&S Rally Driver

If you work in risk assessment then jumping behind the wheel of a rally car and negotiating hairpin corners at breakneck speeds may not seem an obvious hobby.

But in fact, Dr Ian Barnes, a DE&S Fellow in Ordnance Risk Assessment, happens to be rather good at it.

The explosives expert and national expert in safety and risk assessment, has always had a passion for cars and motor racing and as a boy dreamt of being able to race through the forests made famous by the old RAC rally.

To achieve his dream Ian spent five years and £50,000 painstakingly preparing his 1973 Mk1 Escort RS2000 rally car for racing. Now it boasts a 216bhp 2 litre racing engine and with the car weighing only 980kg it is very fast.

And now he has secured 7th place in the final results of the 2015 Welsh Historic Rally Championship following the Cambrian Rally in North Wales.

"I grew up in Sheffield and used to go to watch the RAC rally every year at Chatsworth House back in the days when the rally ran through those grand estates," Ian said.

"I told my parents that one day I would do that. It took me until my 40s to achieve my dream but I have now driven at least some of the greatest rally stages in the Country.

"I have now been racing it for the last four years. I compete in top national rallies and being so close to Wales I have mainly concentrated on the Welsh Historic Rally Championship."

Ian, whose co-driver is co-driver, Rob Gilham, competed well this

year and hopes in 2016, when he expects to compete in the same championship, and hopes his impressive performances will attract more sponsors allowing him to take part on more races.

"It is a very expensive sport and my 2015 budget funded racing in only half of the championship rounds available so I underscored against what should be possible," he said.

Recently Ian took his rally car to a classic car show with other drivers from the Major Motorsport rally team where members of the public were able to experience a mini rally ride in return for a donation to charity. The team raised more than £700.



Stage rallying is a mix of navigation, planning and driving talent where teams drive a route on public roads to a specific time schedule before arriving at forests where they then race at high speed over a demanding course. Each rally stage can be between two and 13 miles up to a total of around 45 miles per day. The overall road route can be up to 200 miles.

MOTTO

the MOD Lottery October winners

£10,000:

David Spicer (Abbey Wood),

£5,000:

Garry Wright-Rivers (Lyneham).

£2,000:

Ishbel McInnes (Bicester).

£500:

Tracey Powell (Honington),

Zoe Pudlo (Abbey Wood).

£100:

Sara Coombes (DSTL)

Stephen Dugan (Gosport)

Thomas Simes (Abbey Wood)

Nigel Vautier (London)

Roy Coleman (Middle Wallop)

Christopher Leverton (Menwith Hill)

Stephen Moore (Marchwood)

Gillian Naylor (Whittington)

Royston Vickery (Whittington)

Thomas McComasky (Gutersloh)

Diana Hollywood (Edgbaston)

Rachel Tregenna (Fareham)

Sarah Woodward (Whitehall)

Andrew Corcoran (Andover)

Shree Gurung (Hook)

Robert Rogers (Scampton)

Sally Elkin (Abbey Wood)

Philip Oliver (Whitehall)

Lisa Young (Episkopi)

Georgia McCarthy (Abbey Wood)

60 SECOND SPOTLIGHT

Picture: Andrew Linnett

Name?

Helga Kitney

Job?

Currently Programme Management Office Group Leader, Commercially Supported Shipping team. This includes Change Control, Performance Reporting, Risk & Schedule Management, Approvals and Assurance, implementation of the Ships OC Project Controls Framework and preparation for DE&S Transformation Spiral 2/3.

Your route in to DE&S?

A loooong time ago! I originally joined the MOD in 1991 as an Admin Assistant in a Territorial Army centre. I spent a number of years in Personnel during which time the team was transferred to DPA at Abbey Wood.

I completed a very busy term in the then-Chief of Defence Procurement's outer office, made a foray into IT, spent some time in Merlin IPT, central DPA/DE&S and then joined MARS IPT. Since then the team structure, size and responsibilities have grown significantly and the current Commercially Supported Shipping Team are responsible for the acquisition and in service support of the Royal Fleet Auxiliary ships, Hydrographic & Patrol Ships, thousands of boats and the Salvage & marine Operations team – this makes for a very interesting and varied working day!

Your claim to fame?

I was once in the background laughing and shouting on Noel's House Party; my friend was set up for on live TV in his living room and was then "gunged" in the street outside! Also, this year I was lucky enough to win 2nd prize on the MOD Lottery and my name was printed in Desider!

Your advice to anyone?

Try to remember your motivation even when you feel like your chips are down! Supporting our Forces is the best motivation; from my perspective this is mostly an indirect link – but as they say in one major supermarket – every little helps!



What do you do when you are away from work?

Sing in a choir, party, support Nottingham Forest, talk (a lot some might say!)

What are you most proud of?

Two mentions in Desider obviously! Seriously, my family.

What irritates you the most?

My family (!) and not winning the National Lottery jackpot (I hope that my 2nd prize win on the

MOD Lottery doesn't restrict my chances!)

Who would you invite to your dinner party?

Stuart Pearce, Tom Hardy and Gordon Ramsay although I suppose this could become a bit of a swear-fest!

Your secret?

Sssssh! Can't tell you, it's a secret



Amy Lyons proudly collects her prize

Amy was presented with a HMS Queen Elizabeth Ship's crest and cap tally.

Amy told RAdm Parker that she was looking forward to showing her school friends her award in assembly and was going out for a special tea with her mum and dad on the way home to celebrate.

RAdm Parker said "I was delighted

to meet Amy, her design for HMS Rainbow was my favourite because it was so colourful. Amy is a real character, maybe she'll be working aboard HMS Queen Elizabeth one day!"

Three runners-up, all aged five and under, received a HMS Queen Elizabeth cap tally.

Picture: Andrew Linnett



Above: Amy receives her HMS Queen Elizabeth Ship's Crest prize from Rear Admiral Henry Parker

Four year old Amy Lyons has been presented with the HMS Queen Elizabeth Ship's Crest for her winning creativity.

The DE&S Ship Acquisition team launched a competition on their Families Day stall asking children to design their own ship's crest.

Rear Admiral Henry Parker, Director of Ship Acquisition judged the entries and Amy's design for HMS Rainbow was the winning entry.

Amy came into Abbey Wood with her parents last month to meet RAdm Parker and receive her prize. Her father, Sean, works in Land Equipment.

Man vs Horse

Nigel Andrews of the DE&S Commercially Supported Shipping team turned in an impressive performance at one of the UK's more quirky races.

The Man Vs Horse Marathon is a 22 mile course at Llanwrtyd Wells – the smallest town in Britain – and has been staged since 1980.

Over the years it has only been won a couple of times by a two-legged competitor – most notably Huw Lobb from London, who became the first ever human winner in 2004, where he finished with a two-minute lead.

Rumour has it that while the horse easily outstrips his human counterparts on the flat sections of the Welsh course it struggles up and down the hills with its footing.

Nigel, a member of the ABW Saddle Club, took part earlier this year which saw a record entry of 600 runners and 50 horses taking place.

He said: "Riding in company, at speed with runners on the same narrow course is a unique experience and completing the course without injury to the horse, riders and runners is paramount.

"In places the riding is not for the feint hearted. Concentration to maintain a fast overall pace is the key to success. Completing the course against the clock with a personal goal is the ultimate challenge."

Despite losing time when his horse lost a horse shoe in deep mud with some five miles to go Nigel finished as 5th horse (and 13th overall) only minutes behind two relay teams of Royal Marines.



The ABW Saddle Club are hoping the ABW Running Club will compete against them next year.

LEARNING AND DEVELOPMENT

Enterprise Challenge 2015

The DE&S Technology Office has participated in this year's Enterprise Challenge, an annual intelligence event that brings together the 5-Eyes community, comprised of the United States, United Kingdom, Canada, Australia and New Zealand.

Enterprise Challenge, focused on Command, Control, Communications and Computers, Intelligence, Surveillance and Reconnaissance (C4ISR), is sponsored by the US Under-Secretary of Defence (Intelligence) and executed by the National Geospatial-Intelligence Agency (NGA).

Dave Maule, EC Project Manager, said: "Enterprise Challenge offers an invaluable opportunity to explore methods of improved sharing of intelligence information and ways of working between coalition partners. It provides one of the most comprehensive representations of operational C4ISR capabilities used in support of interoperability experimentation and the development of better Tactics, Techniques and Procedures (TTPs)."

The event enables the identification of issues within the UK's wider C4ISR environment and presents a unique opportunity for DE&S delivery teams and industry to de-risk their systems' integration with other UK C4ISR capabilities.

The UK participated in the event from RAF Wyton through a distributed network. Warfighters from all three services were brought in and trained on the applications before being asked to role play through test threads from the Tactical to the Strategic level and across multiple command organisations.

This was an opportunity for the troops to gain an in-depth understanding of the applications they will use on operations and to test them to their fullest capability. The Technology Office, along with Niteworks contractors, successfully completed the high priority objectives required by Joint Forces Command.

Heather Goldstraw, DTech Technology Office Head, said: "Enterprise Challenge is a prime example of what the Technology Office has to offer, delivering cross-cutting experimentation involving multiple stakeholders across UK Defence to show what is possible using the latest tools and techniques in a very challenging environment, and thus informing both customer and supplier decision making on where to invest for the future".

Some of the early outcomes from the event included a UK Joint Common Operational Picture (COP) demonstration and fuller understanding of the 'NATO first' policy.

A final report with recommendations will follow for Joint Forces Command and single services to exploit the achievements of the event.

A celebration of our future engineers

CDM attended his last Apprentice Awards Ceremony in his five years in post and congratulated the winners on their remarkable skills, key for defence's prospects.

Chief of Defence Materiel (CDM) Sir Bernard Gray handed out the prizes in a ceremony presented by Director Technical Air Cdre Mike Quigley in the Defence Academy in Shrivenham.

CDM thanked the apprentices for their hard work and highlighted that they are vital to the whole organisation. He said: "I would like to congratulate the winners for the exceptional skills and effort they have shown. Attending this ceremony is one of the highpoints of my year, so it is with significant nostalgia and sadness that I leave a group of people with such enthusiasm and spirit."

Among the guests were Lady Kathryn Gray, Director General Joint Force Development and Defence Academy Vice Admiral Duncan Potts and representatives from competition sponsors, as well as friends and family. They enjoyed a display in the Defence Capability Centre and had the opportunity to admire and interact with the apprentice's creations: a remote-control hovercraft, an air mortar powered by a bicycle pump and an elastic band gun.

Air Cdre Mike Quigley said: "Defence relies heavily on high technology equipment that is maintained by very skilled engineers. It is therefore imperative that we maintain our technological edge. The MOD trains more apprentices than any other organisation, and it is with considerable pride that I am here today to congratulate these young men and women".

The awards included the Tom Nevard Memorial Competition, the National Apprentice Awards, the Tom Clarke Award for Outstanding Academic Achievement and the MOD Apprentice of the Year Award.

Andrew Willoughby, from DM Gosport, was awarded the MOD Apprentice of the Year gold medal. He said: "I am ecstatic and grateful to everyone who helped me get this award. I have always been a team player, because I know this helps accomplish much more than working on your own. This is going to open up avenues in DE&S and in my future career."

Emily Townsend and Sam Kantor, both from DE&S Abbey Wood, received the silver and the bronze medals.



Above: Sir Bernard Gray congratulates the winner of the Apprentice of the year, Andrew Willoughby.

Picture: Andrew Linnett

LEARNING AND DEVELOPMENT

DE&S Safety Day

DE&S Chair Paul Skinner

DE&S Chair Paul Skinner opened the inaugural DE&S Safety Day on 28 October and welcomed influential guest speakers, Sir Charles Haddon-Cave, Air Marshal Dick Garwood and Judith Hackett saying: "All of us, at every level in the organisation, are key stakeholders in this vital topic. Clearly safety is vitally important across Defence and as non-executive members of Defence boards we are able to bring and deploy relevant comparative experience from our own fields of expertise, hopefully to the benefit of Defence."

Paul emphasised the need for increased vigilance in safety management and behaviour from all DE&S staff during this period of transformation advising that organisations in change or



transition are at the highest risk in safety terms. "DE&S itself has entered such a period and we should constantly remind ourselves of that. The same is true of the wider Defence organisation," he said.

Paul went on to highlight the critical skills shortages and an erosion of our experience base as another high priority for DE&S and talked about a number of high-profile tragic accidents and events which have reset approaches to safety management and key threshold standards in different sectors for example, Piper Alpha and the Nimrod crash in Kandahar in 2006. "All these events have reshaped the safety thinking framework and pose the question "How to avoid the creeping shift in risk balance before disaster hits?" This underlines the importance of an open safety culture which puts a premium on learning and understanding risk exposure," said Paul.

Paul shared one concept that he had always found helpful in safety management that being the drive for 'continuous improvement' adding, "It does not relieve the requirement for meeting critical absolute threshold standards but it points to a pathway for organisations to keep safety as a prominent feature in their leadership agendas in ways that can be motivating. In the major companies I have led our practice was to regularly benchmark safety performance against leading competitors / comparators."

Paul concluded his presentation by saying "At the end of the day, and at some risk of misinterpretation here, safety is good business. By that I mean that, apart from the safeguarding of individuals and dependent families, the very real costs of business discontinuity, replacement costs, and reputational damage are minimised by good practice. It is no coincidence that good safety performance typically correlates strongly with good leadership and performance."

Judith Hackett


Judith Hackett, Chair of the Health and Safety Executive, spoke about health and safety leadership and culture. Of DE&S she said: "you are undertaking a culture change and are very much in the public eye and under particular scrutiny to get it right. Cultural change takes time and if you are going to do it properly, it can't be rushed. You do many things well which is testament to your perseverance and systems of training."

Judith shared that in developing effective safety cultures it's important for organisations to firstly identify what they are trying to achieve. Good safety leadership is where everyone understands their role and everyone wants to get health and safety right, and from that starting point everything else will flow. It's also important that risks relevant to the organisation are identified and managed appropriately, considering the most important risks first. Ultimately, health and safety leadership is about building genuine trust and confidence that health and safety really matters and that the true priorities are being tackled.

Procedures should also be reviewed to ensure they are appropriate & adequate. Staff should be supported in their roles, are competent to lead or take part, and importantly, whilst trying to avoid incidents from occurring, learn lessons and implement changes required when they do.

Judith concluded by saying "I wish you well for the future, you have our full support with pathways to people you can learn from. HSE can help ensure that MOD keeps pace with the rest of UK and maintain a positive relationship to ensure that happens."



Pictures: Andrew Linnett 

Sir Charles Haddon-Cave

Sir Charles Haddon-Cave is a High Court Judge but in DE&S, he is best known as the author of the report into the Nimrod XV230 accident. He said: "Six years ago today, I published the Nimrod Report and it was then debated in Parliament. I didn't imagine that so many years later I would be standing in front of a distinguished audience such as you discussing it. Out of all the cases I have conducted, the Nimrod Review remains the closest to my heart; it was the most stimulating and fulfilling, and the interest which it has generated has made all that midnight oil worthwhile."

The Nimrod MR2 XV230 accident occurred on 2 September 2006 during a routine mission over Helmand Province in southern Afghanistan in support of NATO and Afghan troops. There was a fuel related fault and the aircraft suffered a catastrophic explosion at around 3,000ft. Sir Charles led a two year inquiry which concluded that there were seven steps that led to the incident including poor design, a history of fuel leaks, an increase

in operational tempo, systemic maintenance problems, distractions of major organisational change and cuts and the outsourcing of the Nimrod safety case.

He praised the remarkable strides made by the MOD and DE&S since the publication of the Report saying: "There has been a sea change in attitudes across many parts of the department; but there is still more to do and the best way to avoid history repeating itself is to keep reminding people of the lessons of the past and embed the principles and philosophy of the Report."

Sir Charles talked about how levels of complexity contribute to safety issues and said "if you remember nothing else from today, remember this quote from E F Schumacker who said "Any intelligent fool can make things bigger, more complex, more violent. It takes a touch of genius and a lot of courage to move in the opposite direction and make things simple". Sir Charles added "Simplicity is your friend, complexity is your enemy."



Air Marshal Dick Garwood

Air Marshal Dick Garwood, Director General of the Defence Safety Authority (DSA), spoke about the first six months of the DSA, the Annual Assurance Report and current strategic safety risks.

The DSA was created on 1 April 2015 and is responsible for regulating safety across maritime, land, air and nuclear, ordnance and fire domains. It's an independent body made up of both military and civilian staff and is accountable directly to the Secretary of State after having been established by charter.

The formation of the DSA marks a new chapter in the management, organisation and governance of safety across Defence. In its first Annual Assurance Report, due to be released into the public domain in early December, the DSA provided its assessment of Defence Safety Assurance. This assessment showed Movement and Transport, Nuclear, Ordnance and Fire as achieving a 'substantial' level of assurance

with Maritime, Land Systems, Fuel and Gas and Aviation assessed as having a 'limited' level of assurance.

The report also defined the current key strategic safety risks facing the Department, including Suitably Qualified Experienced Personnel (SQEP) shortages; the risk of Mid-Air collision specifically relating to fast jet and civilian air transport aircraft; the condition and maintenance of ageing defence fuel and gas infrastructure and Maritime safety risks relating to vessel fragility, SQEP shortages and defence maritime regulatory resource.

"Today's event is an expression of intent from DE&S in terms of how seriously safety is taken. Safety shouldn't be difficult, it's common sense. For me, safety has three key components: handling risk, making sure we have the accountability, responsibility and authority; and culture - which is the most difficult part," he said. The safety day was a demonstration of the resolve that exists to ensure we embed safety throughout all aspects of DE&S' culture.

New Chief Executive Officer Tony Douglas staged a road show this month where he introduced himself to the DE&S workforce.

Tony visited all four neighbourhoods at MOD Abbey Wood on his first official day in office, and used the atriums of the buildings to address hundreds of employees.

“This is a genuine opportunity for me to say hello to all of you and I am absolutely delighted to have the opportunity to do so,” he said.

“It’s a real privilege to be a member of your team. I take the responsibility that goes with that privilege with a passion.”

