

desider



desider industry focus **2014-2015**



DE&S and Industry: Driving Innovation

desider

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WELCOME



Steve Morgan

Director DE&S Commercial Operations

WELCOME TO the third annual Desider Directory, which showcases defence business through a series of advertising profiles, supported in this year's edition with a range of important and useful material taken from the MOD's latest Defence Equipment Plan and MOD Defence Economics data on our contracts and contractors.

Obviously there are important and far-reaching changes in progress in DE&S. Most of you will know that in April DE&S was re-launched as a Bespoke Central Government Trading Entity, with additional freedoms to improve the way it operates. It will start to trade this year and the intent is that DE&S will transform to ensure it is "match-fit" to deliver one of the most complex acquisition programmes in the world.

This will be assisted by the introduction of Managed Service Providers. They will help the development of three main areas: programme and project management; management information and finance systems; human resources. They will work with and alongside DE&S staff. Importantly DE&S remains part of the MOD, with control and top management remaining internal led by Bernard Gray, Chief of Defence Materiel, with an external part time Chairman and two to three Non Executive Directors on its Board.

Clearly, DE&S has embarked on a journey towards becoming the kind of world-class body that it needs to be to deliver its ambitious acquisition programme. Defence Secretary Philip Hammond announced in February 2014 expenditure of £164 billion on equipment and support over the next decade – the vast majority of which will be managed by DE&S.

This document, which is covered in greater depth in this directory, is a useful reminder to you, our readers, and everybody involved in Defence acquisition, whether in industry or DE&S, of the long-term and enduring nature of the work that we all contribute to.

In seeking to improve itself, DE&S is building on recent solid progress. The most recent National Audit Office Major Projects Report found that with the exception of the aircraft carrier programme, which faced a set of unique challenges that DE&S played a major part in helping to resolve, there were no significant cost increases and minimal delays.

The last MOD financial year, running from April 2013 to March 2014, also demonstrated plenty of success against our most import measure – delivery of equipment and services to the Armed Forces.

We and our industry partners delivered the first two Astute class submarines, HMS Astute and HMS Ambush. The final two Type 45 destroyers, HMS Defender and HMS Duncan entered service – HMS Duncan achieving this target four months early.

Terrier armoured engineer vehicles entered service and deliveries of Typhoon combat aircraft moved well into three figures. Voyager entered operational service, and our first Airseeker aircraft and the third Lightning II combat aircraft were delivered.

Trust Electronic Counter Measures and Chinook Mark 4 entered service on operations, Picasso and Pride intelligence systems were installed in Wyton and there were deliveries of Wildcat, Merlin Mark 2 and Puma Mark 2 aircraft for training.

And at the annual Minister (DEST) Acquisition Awards, DE&S teams took eight of the 11 awards as well as the top award.

DE&S cannot succeed on its own. Industry partners need to deliver battle-winning equipment and support, to the quality, time and cost envelope we have all signed up to in the contracts. Another change you will see is a greater focus on contract management, so that we can all ensure that delivery and performance remains fully on track throughout the life of a contract.

Finally I would like to repeat my appeal to you to use the MOD's Defence Contracts Online (DCO) portal, available at www.contracts.mod.uk. DCO is free and contains details of all MOD requirements above £10,000 in value. Suppliers can also access procurement opportunities across the whole public sector by visiting 'Contracts Finder' on the www.businesslink.gov.uk site and use the MOD Supplier Information Database on the DCO portal as a free-to-register database of active and potential suppliers.

A strong, competitive, diverse and innovative industry remains vital to Defence, and I urge you to continue to contribute effectively, and engage positively, as we change and modernise.

MOD DEFENCE EQUIPMENT PLAN



The second annual Equipment Plan is demonstrating the Government's management of the defence budget. Stability, soundness and realism underpin that management, says Defence Secretary Philip Hammond with, for the first time in many years, no requirement to make short term cuts that undermine long term plans.

The MOD has published its second annual Defence Equipment Plan, described by Defence Secretary Philip Hammond in his introduction as a demonstration of the stability, soundness and realism that underpinned the government's management of the defence budget

He said: "The report sets out our plans to spend around £164 billion over the next ten years on new equipment, data systems and equipment support costs, including once again a healthy provision of £4.7 billion for contingency, as well as unallocated funding of £8.4 billion.

"Taken together, this demonstrates the stability, soundness and realism that underpins our management of the defence budget. This year, for the first time in many years, there has been no requirement for us to make short term cuts that undermine our long term plans, simply in order to live within our means."

This was a huge testament to the government's work in getting to grips with an unaffordable equipment plan.

"An example of the robustness of our approach is that we had already made provision within our budget in anticipation of the increased costs of the carrier programme set out in this year's Major Projects Report.

Key points from this year plan include:

- The most significant change is the transfer of responsibility for managing the bulk of the equipment budget from Head Office to the four front line commands – the Royal Navy, Army, Royal Air Force and Joint Forces Command;
- The data summarised in the report is as at the end of the MOD's annual budget cycle 2013 and covers the period from financial year 2013/14 to 2022/23;
- The amount MOD expects to spend, year-on-year, on equipment has not changed significantly;
- The underspend in financial year 2012/13 against the

planned equipment budget was around £1.2 billion;

- An assessment of the likely spending over the next three years suggested it would be lower than budgeted, creating an opportunity to allocate £700 million in financial year 2013/14, £300 million in 2014/15 and £200 million in 2015/16 to other projects and programmes, to maximise delivery;
- As a direct result of the action MOD took in planning round 2012 (PR12) to place the whole defence programme on a stable and affordable footing, for the first time in many years MOD did not have to make significant reductions in the scope of the core Equipment Plan in order to maintain affordability.

The Equipment Plan gives an approximate breakdown of spending covering about £79 billion on buying and supporting new equipment and about £72 billion on supporting existing equipment, with contingency and unallocated headroom totalling some £13 billion. In addition, within individual projects, total risk contingency amounted to about £11 billion.

MOD had added into the plan capability enhancements needed for contingent operations, as well as beginning the work of bringing Urgent Operational Requirement (UOR) equipment into the core programme, costing around £1.4 billion over the next four years.

The stability of MOD's costings, unused contingency provision and reassessment of the rate of spend indicated meant the costs could be accommodated within budget.

MOD capability audits identified that a significant shift in balance of investment in favour of joint enabling capabilities offered the most effective outcome for defence. As a consequence, it was decided that at least half of the £1.4 billion early years' additional investment should be allocated to Joint Forces Command.

Continuing the work done in PR12 to ensure that the equipment programme remained affordable, this budget included a contingency provision of £4.7 billion (£4.8 billion in PR12).

It also included unallocated headroom that totalled £8.4 billion (£8 billion in PR12). The headroom was in addition to the funding required to deliver the core equipment programme and would allow MOD to fund, incrementally and flexibly, a number of additional high priority programmes, when required and MOD is assured they are affordable. There was, in addition, some £750 million in the final year of the planning period which is earmarked for, but not yet allocated to, future long term equipment requirements, the report stated.



FORWARD THINKING

COMBAT AIR

MOD plans to spend around £18.8 billion in the Combat Air sector over the next ten years, in comparison to £18.5 billion at the end of the previous planning cycle.

This sector covers fast jets, Unmanned Air Systems and military flying training, including procurement of training aircraft. This includes:

- Continuing investment in Typhoon capability including integration of a suite of weapons capabilities to enhance its utility in the ground attack role;
- Investment in the Joint Strike Fighter programme, a critical element of our plans to deliver a high-end power projection capability for decades;
- Continuing investment in Unmanned Air Systems.

Since last year, MOD had:

- Received the first two test and evaluation aircraft of the Short Take Off and Vertical Landing variant of the Joint Strike Fighter;
- Established a fourth front-line Typhoon Squadron;
- Using additional funds freed up in-year, purchased additional targeting pods to increase the capability of our fast jets;
- Invested in improved protection systems for the Tornado GR4.

AIR SUPPORT

MOD plans to spend around £13.4 billion in the Air Support sector over the next ten years, in comparison to

£13.6 billion at the end of the previous planning cycle.

This sector covers all large aircraft, including transport, air-to-air refuelling and large ISTAR platforms. This investment includes:

- The A400M future generation air transport aircraft;
- The Voyager transport and air-to-air refuelling aircraft programme;
- New Airseeker aircraft to provide us with a state-of-the-art airborne signals intelligence collection capability.

Since last year MOD had:

- accepted delivery of the eighth C 17 into RAF service;
- made good progress building up core military capability of the Voyager;
- taken delivery of the first Rivet Joint aircraft, which is planned to enter service as part of the Airseeker capability in 2014;
- accepted into service two BAE 146QC transport aircraft, procured under a UOR.

HELICOPTERS

MOD plans to spend around £11.2 billion on helicopter capability over the next ten years, in comparison to a revised figure of £10.8 billion for last year's plan, once the removal of the cost of the future search and rescue service has been reflected in the previous figure.

MOD plans in this area included:

- Over the longer term, rationalising to four helicopter

fleets, Chinook, Merlin, Apache and Wildcat, which will be sustained until at least 2040;

- Progressing the Merlin Life Sustainment and ship-optimisation programmes, for which additional funding has been allocated over the next four years.

Since last year:

- The first Wildcat helicopters were released to service with the Army in April 2012;
- The modified Merlin Mk2 helicopter was released to service and the Royal Navy started initial training in January 2013;
- Project Julius has introduced to service a new integrated cockpit and avionic mission system on the Chinook helicopter.

INFORMATION SYSTEMS AND SERVICES

MOD plans to spend around £15.8 billion on Information Systems and Services over the next decade. This is broadly unchanged from last year's figure.

This sector covers all of MOD's expenditure on procurement of data and voice communications, secure and insecure, and the development and upkeep of all MOD's supporting network infrastructure. Since last year:

- The next upgrade to the Bowman, Common Battlefield Application Toolset, Infrastructure and Platform Battlefield Information System Application (BCIP) 5.5 was developed and integrated within cost and on time;
- The first two increments of the BAE Systems supplied Falcon communications system were accepted into service by the Army and RAF.

INTELLIGENCE, SURVEILLANCE, TARGET ACQUISITION & RECONNAISSANCE

MOD plans to spend £4.9 billion on Intelligence Surveillance, Target Acquisition and Reconnaissance (ISTAR) over the next decade, compared to £4.4 billion in the last year.

This sector includes spend on chemical, biological, radiological and nuclear detection and countermeasures and a range of specialist equipment.

During the last financial year the Cutlass large explosive ordnance disposal remote control vehicle was accepted into service by the British Army.

ISTAR's future profile is dominated by the Project Marshall programme for the provision of terminal air traffic management.

MOD has adopted an accelerated programme strategy for the Crowsnest capability, re-allocating funding from later years.

Across ISTAR the main effort continued to be delivery of low value, strategically important capability to a number of specialist users. Last year's significant achievements were:

- The successful transition of the Joint Air Reconnaissance Intelligence Centre and other strategic and operational intelligence capabilities into a new facility – the Defence Geospatial Intelligence Fusion Centre at RAF Wyton;
- Procurement and fielding of more than 1,000 vehicle-borne electronic countermeasure suites and associated platform installation as part of the Trust UOR; and,
- The achievement of the in-service date on Shepherd, which delivers defence electronic warfare capability.

LAND EQUIPMENT

MOD plans to spend around £13.1 billion on Land Equipment over the next decade, compared to £12.3 billion last year.

The Armoured Vehicles Pipeline plans are largely unchanged from last year and inflationary cost pressures have been accommodated. The major investments include:

- The Warrior Capability Sustainment Programme, delivering capability enhancements and an extended service life;
- The Challenger 2 Life Extension Programme
- The Scout Specialist Vehicle and Utility Vehicle programmes, which will replace a range of tracked armoured vehicles reaching the end of their viable lifespan.

In addition to this investment, MOD allocated funds to bring equipment, purchased as a UOR for Afghanistan into the core programme. These include Jackal, Coyote, Husky, Mastiff, Ridgback and Wolfhound wheeled vehicles, and the Warthog tracked vehicle, as well as a wide range of other equipment. These will be sustained for future operations in other theatres.

During the past year:

- The success of the Foxhound vehicles in Afghanistan saw DE&S award a contract for the supply of an additional 100 Foxhound vehicles;
- A contract to provide the Armed Forces with more than 25,000 new Glock 17 pistols to replace the Browning was awarded;

- Terrier, the Army's medium weight armoured tractor, entered service in April 2013. The £386 million contract is for 60 vehicles.

SHIPS

MOD plans to spend around £17.4 billion on surface ships over the next ten years – unchanged from last year, covering:

- the completion of the two Queen Elizabeth Class aircraft carriers which, together with the Lightning II aircraft, will deliver a high-end power projection capability for decades to come;
- continuing delivery of Type 45 Destroyers, with HMS Dragon and HMS Defender, the fourth and fifth Type 45 Destroyers, entering service with the Royal Navy, after successfully completing sea trials;
- Design and development of the Type 26 Global Combat Ship, which will replace the Type 23 Frigate;
- Signature of a £600 million contract for the maintenance and repair of 17 different Sonar and Electronic Warfare Systems fitted across the Fleet, for the next 10 years;
- Four new Tide Class Fleet Tankers, to provide modern ships for the Royal Fleet Auxiliary from 2016. The contract for all four vessels was placed in 2012 and the first will enter service in 2016.

During the past year:

- The final piece of the external structure for the Royal Navy's future carrier HMS Queen Elizabeth was put in place and her ski ramp completed.
- The long term maintenance of the Royal Fleet Auxiliary flotilla of naval support ships was secured for another five years with contract extensions worth £349 million.

SUBMARINES

MOD plans to spend around £38 billion over the next decade, in comparison to around £36 billion last year. This reflects the generally increasing trend of the spend profile as the planned production costs of the Successor deterrent system reach their peak.

In addition to the successor deterrent, this element of the plan includes the continued build of the Astute class and the support costs for all in-Service submarines and the strategic weapon system.

During the past year, a £1.2 billion contract was placed to build Audacious, the fourth submarine in the Astute class. MOD also committed another £1.5 billion to the remaining three submarines in the class, enabling early build work on the fifth submarine to begin and long lead items to be ordered for the sixth and seventh.

WEAPONS

Over the next ten years, MOD plans to spend £11.6 billion on the Weapons Programme – essentially unchanged from the previous year.

MOD continues to manage the majority of procurement of its more sophisticated weapons through the Complex Weapons Pipeline arrangement – a wide ranging agreement with industry partners, worth around £7 billion over the decade, through which a range of complex weapons systems will be procured.

Weapons families include the Common Anti-Air Modular Missile, which evolved from the Advanced Short Range Air-to-Air Missile and has been developed for the Future Local Area Air Defence System for the maritime and land environments.

A contract was placed in 2013 for manufacture of the maritime variant, known as Sea Ceptor, which will enter service on Type 23 Frigates in 2016. This arrangement will also deliver a new Future Air-to-Surface Guided Weapon, which will equip the Royal Navy's new Wildcat helicopters.





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Babcock is the UK's leading engineering support services organisation, with revenue of circa £3bn in 2012, and an order book of £13bn.



Through its Marine and Technology Division, employing more than 9,000 highly skilled people, Babcock is the UK's leading naval support business and a key strategic partner to the UK Royal Navy and Ministry of Defence.

Babcock's role encompasses all through-life support, deep maintenance, decommissioning and baseporting of the UK's submarines, and contributing in-service expertise to the future submarine programme; maintaining and refitting warships; building the next generation aircraft carriers; naval base management and maintenance; operating strategic shore-based naval support facilities; equipment management and support; engineering, design, systems integration and platform management capabilities; and design, supply and support of high-integrity naval systems and vessels; all underpinned by significant information management expertise.

Babcock is also a major player in key strategic MoD-industry alliances, including the Submarine Enterprise Performance Programme (SEPP), the Surface Ship Support Alliance (SSSA) and the Aircraft Carrier Alliance (ACA).

Employing around 7,000 people, Babcock's Defence and Security Division is a leading provider of infrastructure,

equipment support and military training to all three Armed Services. Babcock manages and supports over 25% of all MoD rotary and fixed-wing aircraft and over 30% of the MOD vehicle inventory as well as being the leading provider of training services to the MoD and delivering a range of facilities and property management services to support and optimise the MoD's built estate.

Babcock's business model is based on long-term partnering relationships and contracts that reward the delivery of services. At a time of ever-present need to reduce costs and deliver 'more for the same, or less', Babcock plays a key role in supporting the MoD and Armed Services.

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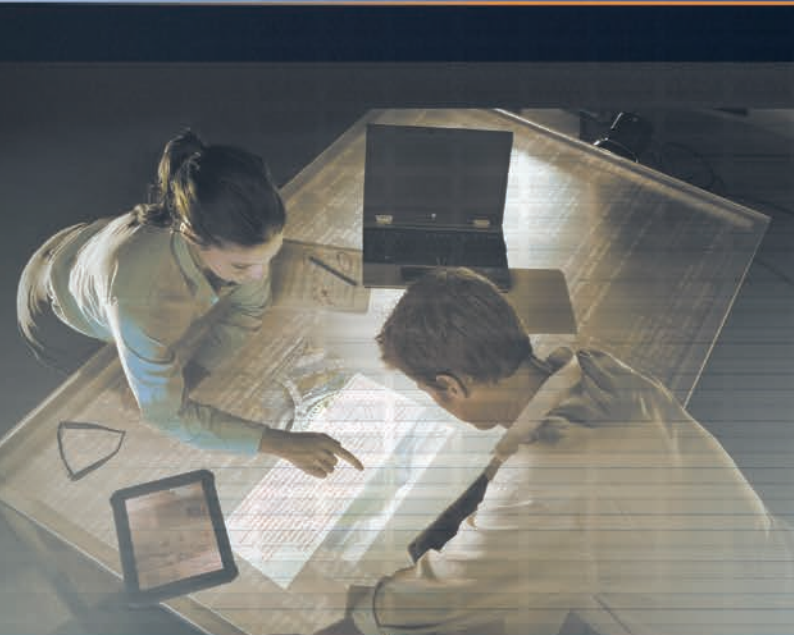
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BAE SYSTEMS

With approximately 84,600 employees worldwide and 100 customers, BAE Systems' sales exceeded £18.2 billion in 2013

BAE Systems is a leading global defence, aerospace and security group delivering a full range of products and services for air, land and naval forces, as well as advanced electronics, security, information technology solutions and customer support services.

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Through its global cyber and intelligence business, BAE Systems specialises in the collection, management and analysis of information to reveal intelligence, maintain security, manage risk and strengthen resilience in today's complex operating environment.

The Company currently delivers advanced air capability through four key programmes: Typhoon, Hawk, F-35 Lightning II and Unmanned Air Vehicles (UAVs) in addition to offering a full servicing, maintenance and upgrade to the Royal Air Force's Typhoon and Tornado fleets.

At sea, BAE Systems offers a breadth of capability through a range of warship, submarine, auxiliary vessel programmes, naval armaments, services and upgrades. The Company is the US Navy's leading designer and producer of major shipboard armaments and provides the backbone of the UK's Royal Navy fleet, with responsibilities for the delivery of



the Queen Elizabeth and Prince of Wales Aircraft Carriers, the Type 45 Anti-Air War Destroyers, and the Astute Class submarines.

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Our competitive edge lies in the quality of our individual centres of excellence and their core technical expertise, combined with the collective ability to develop and deliver integrated systems and solutions. Our global footprint enables us to leverage capabilities across all our worldwide businesses.

We play a leading part in defence technology centres of excellence and nurture strong links with more than 30 major universities throughout the country, where we are involved in around 50 research projects.

We believe that the success of capability management results from ensuring a comprehensive understanding of customer requirements as they evolve over time; establishing a partnered approach to support; and



planning technology upgrades to ensure capability is optimally achieved through-life.

Our business in the UK has been ranked among UK Ministry of Defence suppliers in terms of performance on programmes and quality of the relationship. Finmeccanica prides itself on recruiting the very best. Our operating companies run flourishing graduate and apprentice schemes for over 400 trainees nationwide. The Finmeccanica National Apprentice Scheme has been given a glowing Ofsted report, with an overall grade of 'Outstanding'.



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customers' needs, we aim to identify or anticipate at an early stage how requirements are likely to develop.

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Iveco Defence Vehicles has a product range which is particularly well suited to meeting evolving UK requirements.

Iveco Defence Vehicles is already well known for the breadth and scope of its product range, from the Ariete MBT to much lighter logistic and protected vehicles such as the Light Multirole Vehicle (LMV). In recent years, the company has seen considerable commercial success in the European defence market. Sales of the LMV have reached over 4,000 to no less than ten countries, while we have also seen sales of a fleet based on our COTS Trakker heavy truck range to Switzerland and the UK, among others, and of the MOTS Astra High Mobility range to France. At the same time, the company fielded one of the leading contenders for the USMC's MPC programme in the shape of the SUPERAV amphibious 8 x 8 vehicle.

For the UK, the programmes in which these vehicles may compete are still some years off, but the company is using the time to ensure that the developments which are made to these chassis are in keeping with the evolving user requirements. The company is therefore looking closely at the emerging Operational Support Programmes which have been announced, as well as monitoring the more long term requirement for a Utility Vehicle.

The forthcoming exhibitions at Eurosatory and Millbrook provide an outstanding showcase for these vehicles, offering the interested MoD customer an opportunity to see what is available in the market place now and what future developments might be expected by the time the planned programmes come to fruition. By way of example, either the Trakker or Astra vehicles would readily meet the NAV-P requirements in their 8 x 8 configuration, whilst a candidate solution for the Future Protected Battlefield Ambulance already exists on a 4 x 4 Trakker chassis. At the same time, Iveco is also in discussions with a number of partners to discuss the development of bespoke top hampers to meet other applications, also on the Trakker or Astra chassis. This process is facilitated significantly by virtue of the commonality between the Trakker and Astra drive trains. This means that an 80% common spares holding can support fleets based on two separate chassis families, one COTS and one MOTS. Both Trakker and Astra will be on show at DVD.

Eurosatory will also be the first exhibition at which the variant of the SUPERAV developed for the USMC MPC programme will be shown. With higher capacity and payload than the original vehicle, it represents a considerable design evolution, and yet retains its proven drivetrain, derived from the Centauro family. Following Eurosatory, it is planned to bring the MPC vehicle to DVD, the first time that it has been shown in the UK.



Each of these vehicle types embodies Iveco's design imperatives to seek to match, and even anticipate, the user's requirements through innovative, well engineered vehicles which maximise the use of COTS assemblies in their drive trains without compromising performance. The result is a virtuous circle, whereby the proven reliability characteristics of drivetrains which have seen very extensive commercial service directly benefit military users. Engineering time and investment is consequently significantly reduced, allowing a faster design turnaround, and whole life costs are minimised.

By extension, as improvements such as advanced drive handling systems are developed for the commercial market, these become available for military models, again enabling the military user to benefit directly from the company's continuing investment in research and development across the product range.

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The LTPA provides the services and expertise to enable accurate assessment of military capabilities throughout their lifetime, from concept to disposal, thereby increasing their reliability and ensuring they are fit for purpose.

Tri-Service training is also provided under the LTPA, from the Empire Test Pilots' School (ETPS); the cornerstone of the UK MOD's flight test training, through to simulation using leading edge technologies.

COST SAVINGS:

MOD customers have access to a framework contract where the majority of the fixed costs of your T&E requirement are paid for centrally. The Project Lead will potentially only pay for the marginal costs, which are usually less than 25% of total costs.

LESS HASSLE:

Because the LTPA is a framework agreement the commercial details have already been agreed with the MOD. To access any of the services you need simply contact us and we will work alongside you to establish your requirements – and work with you through unexpected changes to your trial – to ensure your project is delivered to your satisfaction.

EXPERTISE AND EXPERIENCE:

The LTPA simplifies access to QinetiQ's world class T&E expertise and the MOD's own facilities. Our 2500 skilled people, based across 17 sites, are totally focused on solving complex challenges in defence, from a routine stress test or training exercise, to integration of leading edge technologies and platforms.

In addition you have the support of QinetiQ's technical subject matter experts who fully understand your needs and processes, drawing on a knowledge bank built up over many years of working with the MOD.

What our customers say they value most is the deep domain expertise from our people, who are there to provide guidance and advice throughout the entire T&E process.


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We play a key role in supporting the UK's Armed Forces and security and resilience requirements, and are committed to delivering advanced technology solutions, superior capabilities, and creating value in the defence, security and cyber sectors.

Calling on our global experience and 100-year European heritage, we provide everything from satellite payloads, to maritime command and control systems, synthetic training, special mission aircraft, land vehicle maintenance, repair and overhaul, unmanned air systems, tactical communications and much more for our European customers. Northrop Grumman's technology is all pervasive, as is our commitment to building strong businesses in the UK to serve our customers for the long term.

Never before has there been a more complex threat environment. As we look forward, the defence and security landscape is characterised by interconnectivity, interoperability, networked environments, pervasive ISR and the widespread use of unmanned systems. The key for the future is having the highly developed abilities to be 'eyes on' through access to high grade intelligence, comprehensive surveillance capabilities, and the ability to convert data to information rapidly and seamlessly, and disseminate it to armed forces, national agencies, and other international partners.

Over recent years Northrop Grumman has shaped its portfolio and focused its research and development efforts towards the sophisticated sensors, systems, networks and advanced platforms that will provide defence and security superiority for the conflicts of today and tomorrow.

Northrop Grumman is involved in a range of future game-changing defence and security programmes. Whether this is as a partner in the F-35 Lightning II providing the aircraft with much of its situational awareness and communications, as a leading specialist in large intelligence datasets, as a



pre-eminent provider of High Altitude Long Endurance unmanned air systems, or as the natural 'go to' provider for truly open system architectures for battlespace networks, communications, and command and control, Northrop Grumman has an unparalleled reputation as an innovator.

Today, different thinking is needed to deliver the required defence and security effect at minimum cost. This means approaching the problem from a completely different standpoint: from creating dynamic communications nodes in the sky, using lasers to defeat ground-to-air threats and pulling through leading innovative aircraft radar technologies into ground-based air defence systems, to exploiting networks in cities for blue light service command and control, and taking unmanned air systems to un-paralleled levels with the world's first carrier-borne UCAV.

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Our customers face challenges that define the modern world. They know that we understand the increasingly global nature of science, technology and engineering and they trust us to work alongside them to ensure the success of their mission.

We support space programmes; we provide trusted technical services to the UK Ministry of Defence and the Department of Defense; we carry out secure monitoring services for a range of commercial and government customers globally – all vital support solutions requiring trust and integrity.

Our people make the critical difference to customers by providing unique approaches to problem solving. They supply answers requiring innovation, deep domain knowledge, rigorous independent thinking and technical expertise. Answers which save lives, protect assets and critical infrastructure, reduce costs, and ensure competitive advantage.



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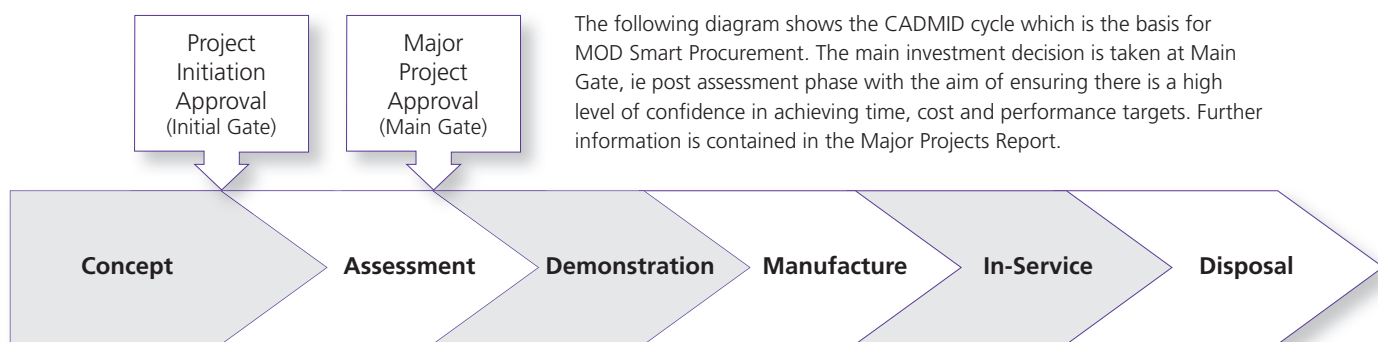
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MAJOR EQUIPMENT PROJECTS

This table shows the MOD's major equipment projects as at 31 March 2012. The report details the 16 largest projects on which the main investment decision has been taken (post-Main Gate), and the 9 largest projects yet to reach that point (pre-Main Gate). The information is taken from the Major Projects Report (MPR) relating to 31 March 2012, which provides a summary of each projects' current status and progress to date.

Costs are on a resource basis at outturn prices. Forecast costs include accruals, VAT (less recoverable elements), and resource elements such as inflation factors. Major Project Report costs relating to the pre-Main Gate projects are costs of the Assessment phase only. For post-Main Gate projects, costs are of the Demonstration and Manufacture phases.



As at 31 March 2012

Post-Main Gate Major Equipment Projects	MPR 2012		
	In-Service Date Forecast or Actual	Forecast Cost (£ million)	Change in Cost (£ million) from MPR 2011
A400M	2015	3 268	163
Airseeker ¹	2014	634	*
Astute Class Submarine ^{2, 3, 4}	2010 & 2018	7 204	*
Beyond Visual Range Air-To-Air Missile (METEOR) ³	2012 & 2017	1 122	7
Chinook New Buy and Project Julius ^{3, 5}	2014 & 2013	1 121	*
Complex Weapons (Spear Cap 2, Block 1, and FLAADS) ^{3, 5}	2015 & 2016	783	*
Falcon ⁵	2012	349	*
Future Strategic Tanker Aircraft (FSTA) (Voyager)	2014	12 266	257
Joint Combat Aircraft (JCA) (Lightning II) ^{2, 6}	..	2 200	4
Lynx Wildcat ³	2014 & 2015	1 663	19
Merlin Capability Sustainment Programme	2014	791	23
Queen Elizabeth Class Aircraft Carrier	2017	5 348	217
Specialist Vehicles ⁷	..	1 394	-
Type 45 Destroyer	2010	5 556	-108
Typhoon and Typhoon Future Capability Programme ^{3, 8}	2003 & 2013	18 112	-47
Warrior Capability Sustainment Programme ⁵	2018	1 319	*

As at 31 March 2012

Pre-Main Gate Major Equipment Projects	MPR 2012 Forecast Cost (£ million)
Cipher	44
Core Production Capability	107
Marshall	9
Military Afloat Reach & Sustainability (MARS) ⁹	..
Network Enabled Airspace Defence and Surveillance	9
Spearfish Upgrade	49
Successor	3 037
Type 26 Global Combat Ship	151
United Kingdom Co-operative Engagement Capability Frigate and Destroyers Programme	53

Source: Defence Equipment & Support

1. Project cost has been updated to reflect the approved cost estimates rather than noted cost estimates supplied for MPR 2011, so a change in cost comparison is not therefore shown.
2. HMT approved revised time and costs including long lead items.
3. In Service Date (ISD) redefined in MPR 2009 to reflect two-stage approach to delivering the capability.
4. Project forecast costs now includes long lead items for Boat 7. A comparison in the forecast cost from MPR 2011 is not therefore appropriate.
5. Project not included in the MPR 2011 population.
6. An official ISD will be sought as part of the incremental production approval strategy.
7. An official ISD will be set at the Main Gate 2 approval point.
8. Includes Tranche 3 Aircraft Contract.
9. Cost data excluded on grounds of commercial sensitivity.



Picture: BAE Systems

ORGANISATIONS PAID £5 MILLION OR MORE BY THE MINISTRY OF DEFENCE IN 2012/13

This table shows a listing of UK and foreign owned organisations, including defence suppliers and intermediate bodies, paid through DBS Finance. The term 'defence suppliers' includes defence contractors, Defence Agencies and other Government Departments. DBS Finance is responsible for the majority of such payments (around 95% by value) made by MOD. Other payments are made, for example, via British Defence Staff (United States), MOD Trading Funds and through local cash offices. The table is split into payment groups with the organisations shown in alphabetical order. Company and organisation names have been reproduced (at the 1 April 2013 position) directly from the truncated entries recorded on the DBS Finance database and may appear in a shortened format in places. Where a contract is novated during the year, annual

payments are shown against the new 'owner' (company or entity) of that contract.

MOD also publishes information on contracts of £25,000 or more under the Government's Transparency Agenda. For further information see Statistical Notice to Tables 1.17 & 1.17a, UKDS 2011: Divergence between contracts data contained in UK Defence Statistics and "transparency" data published on MOD website. Some organisations have not been included in the list below as their information has been redacted in line with agreed rules for Transparency.

Further information about the quality of data and methods used in the production of these statistics, along with details of their intended use can be found in the Background Quality Report - Contracts & Commercial Statistics

VAT exclusive at Current Prices (£ million)

Over £500 million (9 Organisations)		
Agustawestland Ltd	BAE Systems Marine Ltd	Devonport Royal Dockyard Ltd
AWE Management Ltd	BAE Systems Surface Ships Ltd	HP Enterprise Services Defence & Security UK Ltd
BAE Systems (Operations) Ltd	Defence Science & Technology Laboratory	NETMA
£250 - £500 million (10 Organisations)		
Aspire Defence Ltd	Cabinet Office	QinetiQ Ltd
BAE Systems Global Combat Systems Munitions Ltd	HM Revenue & Customs	Rolls-Royce Power Engineering PLC
Boeing Company (The)	MBDA UK Ltd	
British Telecommunications PLC	Paradigm Secure Communications Ltd	
£100 - £250 million (35 Organisations)		
Airtanker Ltd	Debut Services (South West) Ltd ¹	Pride (SERP) Ltd
Annington Receivables Ltd	Defence Support Group (DSG)	Purple Foodservice Solutions Ltd
Babcock Dyncorp Ltd	EDF Energy Customers PLC	Raytheon Systems Ltd
Babcock Land Ltd	Force Protection Europe Ltd	Reserve Forces & Cadets Associations ²
Babcock Marine (Clyde) Ltd	General Dynamics United Kingdom Ltd	Rolls-Royce PLC
BAE Systems Global Combat Systems Ltd	Holdfast Training Services Ltd	Serco Ltd
BAE Systems Integrated System Technologies Ltd	Lockheed Martin Aerospace Systems Integration Corporation	Sodexo Ltd

Boeing Defence UK Ltd	MAN Truck & Bus UK Ltd	Thales Optronics Ltd
BP Oil International Ltd	Marshall of Cambridge Aerospace Ltd	Thales UK Ltd
Cammell Laird Shiprepairers & Shipbuilders Ltd	Modern Housing Solutions (Prime) Ltd	United States Government
Carillion Enterprise Ltd	Office of Communications (Ofcom)	US Treasury
Davitt Jones Bould Ltd	Organisation For Joint Armaments Co-Operation Executive Admin	
£50 - £100 million (33 Organisations)		
Babcock Marine (Rosyth) Ltd	Foreland Shipping Ltd	Northrop Grumman Information Technology International Inc
BAE Systems (Defence Systems) Ltd	Gallagher Bassett International Ltd	Receiver General for Canada
BAE Systems Electronics Ltd	HCR Ltd	RMPA Services PLC
Chapman Freeborn Airchartering Ltd	Interserve (Defence) Ltd	Rolls-Royce Turbomeca Ltd
Commonwealth War Graves Commission	Kellogg Brown & Root Ltd	SD Marine Services Ltd
Corona Energy Retail 4 Ltd	Landmarc Support Services Ltd	SHAPE
Debut Services Ltd ¹	Lockheed Martin UK INSYS Ltd	Shell Eastern Trading (Pte) Ltd
Eurocopter UK Ltd	Modus Services Ltd	Thales Air Defence Ltd
European Aeronautic Defence & Space Company (EADS) NV	Motor Oil (Hellas) Corinth Refineries SA	Turner Estate Solutions Ltd
FB Heliservices Ltd	NATO (North Atlantic Treaty Organisation)	Turner Facilities Management Ltd
Foreign & Commonwealth Office	NATS (En Route) PLC	Ultra Electronics Ltd
£25 - £50 million (48 Organisations)		
A&P Group Ltd	FR Aviation Ltd	NATO Support Agency (NSPA)
Agility Logistics Ltd	GB Oils Ltd	Navy Army & Air Force Institutes (The)
Air Partner PLC	Guy's & St Thomas NHS Foundation Trust	NP Aerospace Ltd ³
ALC (SPC) Ltd	Hirtenberger Defence Systems GmbH & Co KG	NSAF Ltd
Aon Ltd	Hogg Robinson (Travel) Ltd ³	Rheinmetall Waffe Munition GmbH
Aramark Ltd	Honeywell International Inc	Saab Dynamics AB
Ascent Flight Training (Management) Ltd	ISS Mediclean Ltd	Selex Galileo Ltd
Aviation Training International Ltd	Kelda Water Services (Estates) Ltd	Services Sound & Vision Corporation
Babcock Aerospace Ltd	Lockheed Martin Aeronautics Company	Skanska UK PLC
Babcock Support Services Ltd	Lockheed Martin UK Ampthill Ltd	Software Box Ltd ³
Bundeskasse Halle	Logica UK Ltd	Thales Underwater Systems Ltd
Capita Business Services Ltd	Meteorological Office	The Treasury Solicitor
Cooneen Watts & Stone Ltd	Microsoft Ireland Operations Ltd	TRL Technology Ltd
Daewoo Shipbuilding & Marine Engineering Co. Ltd	MLS (Overseas) Ltd	Vinci Construction UK Ltd
Defence Management (Watchfield) Ltd	NATO Communications and Information Agency	VT Flagship Ltd
Eastbury Park Ltd	NATO Consultation Command and Control Agency	World Fuel Services Europe Ltd

Source: Defence Economics (Defence Expenditure Analysis)

Continued on next page

VAT exclusive at Current Prices (£ million)

£10 - £25 million (109 Organisations)		
AAH Pharmaceuticals Ltd	E.ON	Nuclear Decommissioning Authority
Air Charter Service PLC	Electricity Authority of Cyprus	PA Technology Solutions Ltd
Arval UK Ltd	Elior UK PLC	QinetiQ Target Services Ltd
Atkins Ltd	Energy Efficiency Scheme	Qioptiq Ltd
Babcock Communications Ltd	Energy, Safety & Risk Consultants (UK) Ltd	Raytheon/Lockheed Martin Javelin Joint Venture
Babcock Flagship Ltd	Esso Petroleum Company Ltd	Remotec UK Ltd
Babcock Land (Whitefleet Management) Ltd	Falcon Support Services Ltd	Right Management Ltd
BAE Systems Bofors AB	Fast Training Services Ltd	Royal Hospital
BAE Systems Hagglands AB	Fasttrax Ltd	Ryder Deutschland GmbH
BAE Systems Information & Electronic Systems Integration Inc	Flagship Fire Fighting Training Ltd	Saab AB (Publ)
BAE Systems PLC ³	Fujitsu Services Ltd	Saab Training Systems AB
BAE Systems Surface Ships Maritime Ltd	Genistics Ltd	Scott Health & Safety Ltd
Bezirksregierung Duesseldorf	Government Communications HQ	Security Research Ltd
BMT Defence Services Ltd	Graham Asset Management Ltd	SEFA Contractors JV
British Airways PLC ³	GroupM UK Ltd	Selex Eltag Ltd
Busverkehr Ostwestfalen GmbH	Harris Corporation	Selex ES Ltd
CAE Aircrew Training Services PLC	Henry Brothers (Magherafelt) Ltd	Severn Trent Costain Water Ltd ⁴
Capgemini UK PLC	Hess Energy Trading Co (UK) Ltd	Seyntex NV
Carillion (AMBS) Ltd	Honeybeerecruitment.com Ltd	Singapore Technologies Kinetics Ltd
Carillion Construction Ltd	Horizons Inc	SSAFA GSTT Care LLP
Centerprise International Ltd	IBM United Kingdom Ltd	SSE Energy Supply Ltd
CESG	Integrated Survivability Technologies Ltd	Steria Ltd
Chemring Countermeasures Ltd	Inteq Services Ltd	Thales Avionics Ltd
Chemring Defence UK Ltd	Iturri SA	Thales Training & Simulation (ACE) Ltd
Chemring Energetics UK Ltd	Junghans Microtec GmbH	The United Kingdom Hydrographic Office
Chevron Singapore Pte Ltd	KPMG LLP	Total Gas & Power Ltd
City of Westminster	Leigh Day and Co Solicitors	Touchstone Corporate Property Services Ltd
Coast To Coast Water Ltd ⁴	Lend Lease Construction (EMEA) Ltd	Turbomeca SA
Cobham CTS Ltd	Lockheed Martin Overseas Corporation	University Hospital Birmingham NHS Foundation Trust
Communities & Local Government	Lockheed Martin UK Integrated Systems & Solutions Ltd	Vector Aerospace International Ltd

Compass Contract Services (UK) Ltd	Lockheed Martin UK Ltd	Veolia Water Nevis Ltd
Cranfield University	Marlborough Communications Ltd	Volkerfitzpatrick Ltd
CSC Computer Sciences Ltd	Mass Consultants Ltd	Watson Petroleum Ltd
Cubic Defense Applications Inc	Minerva Education & Training Ltd	Wiltshire Council
Defence Training Services Ltd	Monarch Airlines Ltd	XMA Ltd ³
Deloitte LLP	NAMSA	
DHL Global Forwarding (UK) Ltd	Northrop Grumman Overseas Service Corporation	
£5 - £10 million (122 Organisations)		
3D Evolution Ltd	CQC Ltd	Mabanaft Deutschland GmbH
Actica Consulting Ltd	CTA International	MAN Diesel & Turbo UK Ltd
Advanced Material Engineering Pte Ltd	CTBTO Preparatory Commission	Mansell Construction Services Ltd
Aerazur SA	DB Schenker Rail (UK) Ltd	Marshall Specialist Vehicles Ltd
Airborne Systems Ltd	Defence Support (St Athan) Ltd	Meggitt Defence Systems Ltd
Akhter Computers PLC	Department for Business Innovation & Skills	Microsoft Ltd
Alert Communications Ltd	Department for Work & Pensions	Millbrook Proving Ground Ltd
Argyll & Bute Council	Divex Ltd	Ministry of Defence of the Republic of Latvia
Atlas Elektronik UK Ltd	Drumgrange Ltd	Mott Macdonald Ltd
Austin Hayes Ltd	Dytecna Ltd	MSI-Defence Systems Ltd
Babcock Integrated Technology Ltd	Eurocopter	NATO Maintenance & Supply Agency
Babcock International Group PLC	Europaams SAS	Navistar Defense UK Ltd
BAE Systems Surface Ships Integrated Support Ltd	FBS Ltd	NCS Fuel
Banner Business Services Ltd ³	Flybe ³	New Niederrhein Energie Und Wasser GmbH
Barloworld Handling Ltd	Forbo Flooring UK Ltd	Oberfinanzdirektion Niedersachsen
Beechwood Equipment Ltd	Foreign & Commonwealth Office Services	Oracle Corporation UK Ltd
BOC Ltd	Frazer-Nash Consultancy Ltd	PA Consulting Services Ltd
BP International Ltd	Gama Support Services Ltd	Pertemps Recruitment Partnership Ltd
Briggs Equipment UK Ltd	GE Aviation Systems Ltd	Polar Ship Invest II AS
British Gas Trading Ltd	General Dynamics Ordnance & Tactical Systems-Canada Inc	Portsmouth City Council
British International Helicopter Services Ltd	Gib Oil Ltd	Post Office Ltd

Source: Defence Economics (Defence Expenditure Analysis)

Continued on next page

CAE (UK) PLC	Goodrich Control Systems	Powerfield Ltd
Capita Resourcing Ltd	Harvest Energy Ltd	Pricewaterhousecoopers LLP
Cargostore International Ltd	Ian Edgar (Liverpool) Ltd	Rafael Advanced Defense Systems Ltd
Carwood Motor Units Ltd	LA International Computer Consultants Ltd	Rail Settlement Plan Ltd
Cassidian Ltd	Land & Property Services	Richmondshire District Council
Castlerock Recruitment Group Ltd	Level Peaks Associates Ltd	Rockwell Collins UK Ltd
Caterpillar Shrewsbury Ltd	Lincad Ltd	Royal Air Force Museum
Compass Services (U.K.) Ltd	Lockheed Martin UK Strategic Systems Ltd	Royal Mail Group Ltd
Corporate Document Services Ltd	London & Regional (St Georges Court) Ltd	Ruslan International Ltd
S Macneillie & Son Ltd	SVO Vertrieb GmbH	United Tool Distributors Ltd
Saab AB	Systems Consultants Services Ltd	Vector Aerospace Engine Services UK Ltd
Seafast Logistics PLC	T.G. Power Ltd	Vega Consulting Services Ltd
Skylink Aviation Inc	Teachers Pensions	Viking Arms Ltd
SMIT International (Scotland) Ltd	Thales Training & Simulation (Eagle Middle Wallop) Ltd	Virgin Air ³
Smiths Detection-Watford Ltd	Thales Training & Simulation (Merlin) Ltd	Volker Stevin Ltd
South Gloucestershire Council	The Maersk Company Ltd	West Berkshire District Council
Specialist Computer Centres PLC	The Soldiers Sailors Airmen & Families Assoc - Forces Help	Wiltshire & Somerset Colleges Partnership Ltd
Springfields Fuels Ltd	Tricomm Housing Ltd	Worldwide Language Resources Inc
Stadtwerke Boehmetal GmbH	Trimline Ltd	WYG Management Services Ltd
Supacat Ltd	TVS Supply Chain Solutions Ltd	

Source: Defence Economics (Defence Expenditure Analysis)

1. In previous versions of UK Defence Statistics the data for Debut Services Ltd and Debut Services (South West) Ltd has been combined. This year the two organisations are shown separately, in their appropriate payment band, to bring them in line with how other similarly connected organisations are displayed.
2. Reserve Forces & Cadets Associations includes payments made to: The United Kingdom Reserve Forces Association, The Council of Reserve Forces & Cadets Association, Sea Cadet Corps, The Army Cadet Force Association, Council of Reserve Forces & Cadets Association Pension Scheme, South East Reserve Forces & Cadets Association, Reserve Forces & Cadets Association for Greater London, Council for Cadet Rifle Shooting, The Highland Reserve Forces & Cadets Association, Reserve Forces & Cadets Association for Northern Ireland, The Reserve Forces & Cadet Forces Association for Yorkshire & The Humber, The Marine Society & Sea Cadets, West Midland Reserve Forces & Cadet Association, Lowland Reserve Forces & Cadets Association, Reserve Forces & Cadets Association for Wales, Reserve Forces & Cadet Association for East Anglia, Seaford College Combined Cadet Force, Swansea Sea Cadet Corps, Hereford Cathedral School Combined Cadet Force, Royal Marines Volunteer Cadet Corps, Haileybury Combined Cadet Force, King Edward VI Combined Cadet Force, Sir Roger Manwood's School Combined Cadet Force, HMS Collingwood Volunteer Cadet Corps, Cadet Training Centre Frimley Park, Hampshire & Isle of Wight Army Cadet Force & Cadet Training Centre Frimley Park.
3. Totals have been calculated by adding DBS Finance data to Government Procurement Card (GPC) payments.
4. Coast To Coast Water Ltd changed its name to Severn Trent Costain Water Ltd in October 2012. Payments to both these organisations appear in this table and the total should be added together to give a complete picture of expenditure on this service.



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