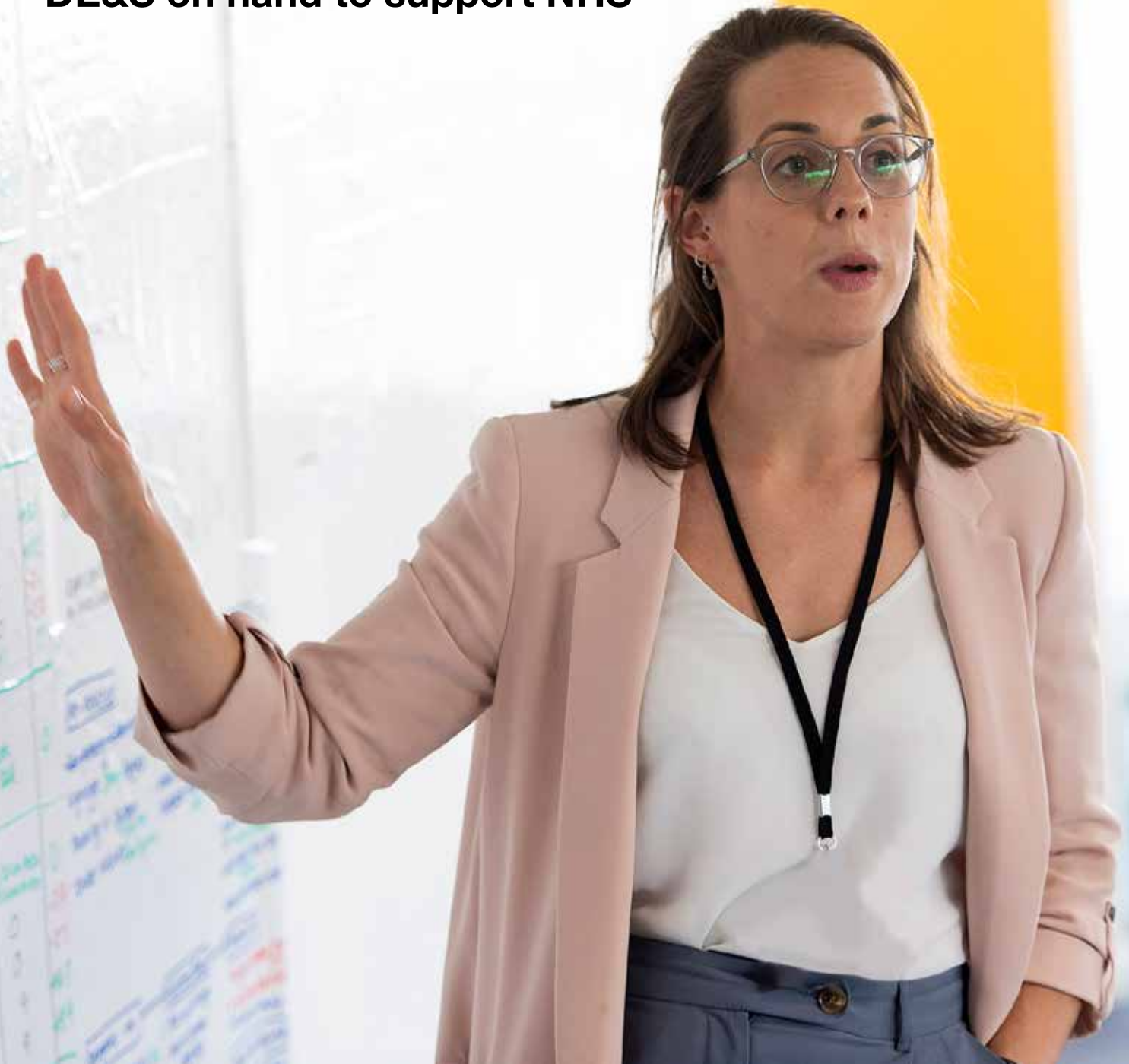


desider

Issue 141
May 2020

*the magazine for
defence equipment
and support*

DE&S on hand to support NHS





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Foreword

The strength of DE&S has always been our people and I have been incredibly pleased by how we have all pulled together during this current crisis.

"Make no mistake, the heroes of this troubling time are the frontline key workers for the NHS, but I take real pride in seeing you support them"



By Sir Simon Bollom, CEO

Your determination to help the Government and Defence through either supporting the COVID-19 response directly or continuing with 'business as usual' demonstrates great resilience and motivation.

We have more than 200 staff directly supporting the COVID-19 response. Make no mistake, the heroes of this troubling time are the frontline key workers for the NHS, but I take real pride in seeing you support them.

In London and working remotely, DE&S procurement experts are working with the NHS to help the Cabinet Office (CO) and Department for Health and Social Care (DHSC) secure contracts for personal protective equipment, which is needed in great quantities.

The DE&S Defence Fulfilment Centre at MOD Donnington in Shropshire has also been key. Staff there have now received, processed and dispatched thousands of items of critical medical equipment, including ventilators, to NHS hospitals.

Members of that same team also ensured that PPE arriving at RAF Brize Norton from Turkey was split into pallets and transported swiftly to an NHS distribution facility in Daventry so that it could be dispatched to the NHS frontline at speed.

An increasing number of staff have deployed to Bristol's Nightingale Hospital - just a short walk from MOD Abbey Wood - and are utilising their skills in areas including project management, human resources and equipment procurement.

From a kit perspective, teams in Land are working with the Army to ensure more than 2,000 vehicles including Land Rovers and battlefield ambulances are available for use by COVID-19 Support Force units as temporary ambulances,

and to deliver essential equipment and food.

Staff in Operational Infrastructure have also worked so that these same COVID-19 Support Force units are fully equipped with field hospital equipment, power generators and tools, and are ready to deploy to sites across the UK.

Additionally, it's heartening to see some of the world-class airborne platforms we supply and support continuing to aid the response to this pandemic.

A400M has been used to both transport patients and collect PPE, and DE&S are working to equip Puma, Chinook and Merlin helicopters stationed in North Yorkshire and Scotland to provide assistance to the NHS in Scotland and the north of England.

This is all underpinned by the excellent work of the DE&S COVID-19 operations cell that have risen to the significant challenge of undertaking the complex co-ordination task across DE&S and beyond into the rest of Defence, wider Government and the NHS.

Again, well done to those of you who are keeping the wheels turning on our critical defence outputs. COVID-19 is a relatively short-term crisis to deal with, but the underlying security of the nations through Defence, to which we are a major contributor, is still vital. I recognise this is a challenging time, compounded in some areas by people deployed elsewhere to support the COVID-19 effort. I would like to congratulate you all for the way in which you have adapted to the new environment, used the technology and embraced remote working. Many are picking up additional tasks and responsibilities during this time and your support is invaluable.

Despite the disruption caused by COVID-19, I am pleased to say that we have refreshed the OGSM framework for this year, which you can read about in this edition. This provides a baseline plan for us all to work to. It is what Defence needs from us and I am confident that we will deliver against it.

And finally, please continue to look after yourselves and your loved ones, and keep talking to and supporting one another. Stay safe.

Contents

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On the cover

Charlotte Nodwell, part of the DE&S team that supported the launch of Bristol's new NHS Nightingale hospital

Photo by Andrew Linnett



6
Senior Leader Comment
Steve Glass, Director Support



8
COVID-19
DE&S proud to support NHS during crisis



10
HMS Forth patrols South Atlantic



12

SkyGuardian

First flight for Protector prototype



16

First Person

Head of external communications and creative, Tim Foreman



20

OGSM

DE&S Objectives, Goals, Strategies and Measures framework refreshed



18

Cover story

NHS Nightingale

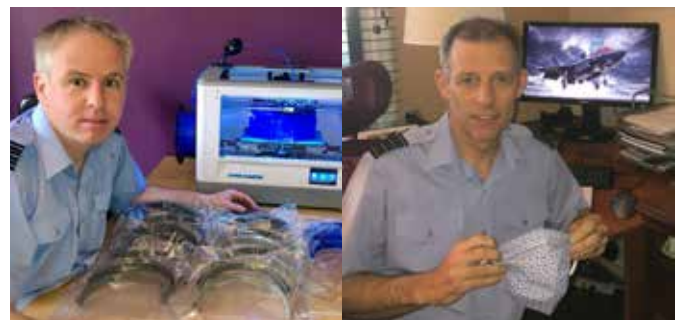
DE&S on hand to assist at Bristol's new Nightingale Hospital



14

HMS Richmond

Complex upgrade for Type 23 Frigate



25

PPE Delivery

Manufacturing and distributing 3D PPE

Steve Glass, Director Support, on why support matters and what the future holds



When I tell people that I'm Director Support, a common response is: 'support – what's that?' The truth is, my response to this question could go on for hours and could fill many pages of this magazine but, put simply, it's about availability and utilisation. The equipment we deliver needs to be in the right place, at the right time, in the right condition – and the customer must be confident that will happen. If we don't get support right, all the amazing equipment and platforms we procure will be rendered useless.

As Director Support, I'm functional director for iLog – circa 3,000 people across 45 success profiles. With my broader support hat on, I work with domain leads to drive improvement of support delivery. Externally, I'm the DE&S interface with the Chief of Defence Logistics and Support (CDLS) organisation in Strategic Command. My support directorate delivers a range of internal support services – from data modelling to NATO codification – to delivery teams across DE&S. There have been lots of changes in the support space over the past year or so, all of which I believe have been positive.

My current role was created around 12 months ago; one of the benefits being that I now sit on the DE&S Endorsement Committee – meaning support gets the focus it requires at the approvals stage of a project. Additionally, we've seen the standing up of the CDLS organisation and, as part of the Defence Support Operating Model (DSOM) work, circa 300 DE&S posts recently transferred to Strategic Command. This move will ultimately help ensure the delivery of effective support across Defence.

Looking forward, my aspiration is that working in support is seen as a high-profile and exciting career. I want our great people to have the training and tools they need to deliver great things to our customers. Continuing the journey we're on with data is also key – generating valuable support insights to optimise delivery. I'd like to drive a more common approach to our development of support solutions. That may result in different solutions across our projects and that's fine, but let's get to that optimal answer in a consistent way. To help achieve this vision, I want to see the continuous improvement of support processes and functional

Support is absolutely fundamental to DE&S' purpose – it's in our name after all

training. I'm also keen that we develop a more consistent approach to contracting for support across DE&S and I want to continue to work with CDLS to put DE&S at the centre of wider support transformation ambitions.

Support is absolutely fundamental to DE&S' purpose – it's in our name after all – and delivery of effective support underpins our ability to achieve our DE&S@21 vision. I joined the MOD back in 1988 at Devonport and have subsequently worked on a wide variety of projects and programmes including submarine magnetics, armoured vehicles, counter-IEDs and nuclear warheads. And I can genuinely say, my time working in the support arena has been the most complex, interesting, challenging and rewarding I've had. If I could encourage you all to do one thing, it would be to take some time to understand the varied and intriguing world of support and see how it can help you, and how you, across all DE&S functions, can contribute to the delivery of effective support in DE&S. My team and I are standing by to assist.

 **STAY AT
HOME**

PROTECT THE *NHS*

 **save lives**



Pictured clockwise from top left: A400M delivering essential equipment, DE&S on hand to support new Bristol Nightingale hospital, DE&S Defence Fulfilment Centre facility in Donnington, Royal Navy Merlin helicopters, RAF Chinook, DE&S staff playing key supporting role in UK response to COVID-19 pandemic and RAF Puma aircraft (Pictures by Sgt Ben Beale, Sgt 'Matty' Matthews RAF, LAC Aeris Finney, SAC Sian Stephens RAF, SAC Charlotte Hopkins RAF, Andrew Linnett and POPHOT DES WADE)

DE&S staff take great pride in supporting UK COVID-19 response

DE&S staff and equipment has played a key supporting role in the UK response to the COVID-19 pandemic which has had a profound effect on everyone's lives.

It is critical DE&S maintains business as usual - as much as possible - to support Defence and the organisation's staff have showed great resilience in increasingly difficult circumstances.

But it was also clear that resources would need to be allocated to help support the UK Government and the NHS frontline in this national emergency.

This effort, at the time of going to print, has seen more than 200 staff directly supporting the procurement and logistics activities in support of the national COVID-19 response.

Key from the outset was DE&S responding to the Cabinet Office's Ventilator Challenge to rapidly design new ventilators which could be used to treat the increasing number of sufferers.

Another vital part of our response is the support being provided to the NHS to secure critical stocks of personal protective equipment (PPE).

We have been leading a cross-Government team of 250 (including around 100 DE&S supply chain and procurement specialists) to negotiate and secure orders for PPE from new suppliers who responded to the Government call for assistance.

Nick Elliott, deputy Chief Executive and DG Commercial, who has been working with the NHS in London to help co-ordinate our support, said: "In just a little over four weeks our team has placed nearly £2.5 billion of orders for critical PPE.

"This is an incredible achievement from DE&S and other colleagues who have been working around the clock under significant pressure to help support the NHS."

Backing that initiative on the IT front is the Chief Information Officer team at DE&S, who have been undertaking the crucial task of building laptops for our teams supporting the NHS.

This support continues at MOD Donnington in Shropshire where staff at the DE&S Defence Fulfilment Centre work around the clock to process and distribute ventilators, oxygen concentrators and humidifiers. As of May 1, the highly-motivated Logistic Commodities and Services Transformation (LCST) team, which includes staff from Kuehne + Nagel, have distributed more than 4,700 items of critical care medical equipment to where it is needed most.

This same team also travelled to RAF Brize Norton to palletise the first major delivery of PPE from Turkey by a A400M aircraft and then delivered it to the NHS delivery centre at Daventry to ensure swift onward distribution to UK hospitals.

Staff in the Vehicle Support Team at DE&S are working with the Army to make more than 2,300 vehicles available for use as temporary ambulances and for the delivery of essential equipment and food by 34 COVID-19 Support

Force units across the UK. These vehicles include Land Rover, battlefield ambulances, MAN support vehicles and their trailers, and also a range of cars, minibuses and coaches under Defence's Phoenix II vehicle contract.

The Operational Infrastructure team at DE&S continues to work with stakeholders across Defence to make deployable infrastructure including field hospital equipment, power generators and tools available and ensuring that the MOD's COVID-19 Support Forces are fully equipped to remain self-sufficient for an extended period of time following deployment across the UK.

Elsewhere, much of our world-class kit is being used to support the effort.

We have worked to equip Puma, Chinook and Merlin helicopters stationed in North Yorkshire and Scotland to provide assistance to NHS hospitals across Scotland and the north of England.

While aircraft from the UK's Voyager Multi Role Tanker Transport fleet have repatriated hundreds of UK citizens left stranded overseas due to the COVID-19 pandemic (see page 10/11).

An A400M has also been playing a prominent role as part of the armed forces' response to the COVID-19 emergency, including airlifting critically-ill patients and transporting vital PPE and medical supplies – most recently the PPE from Turkey referenced above.

And the DE&S Fuel and Infrastructure team are working with fuel contractors, both domestic and international, to ensure the supply chain is maintained to support COVID-19 Military Aid to Civil Authorities (MACA).

From MOD Abbey Wood, an increasing number of staff have deployed to Bristol's Nightingale Hospital (see pages 18/19) and are using their skills in areas including project management, human resources and equipment procurement in readiness for it being needed in an operational capacity during this crisis.

And finally, all this incredible work has been underpinned by the excellent work of the DE&S COVID-19 operations cell that has risen to the significant challenge of undertaking the mammoth co-ordination task across DE&S and beyond into the rest of Defence, wider Government and the NHS.

Formed on March 16, the dedicated 20-strong mixed military and civilian team has worked tirelessly and with great agility to ensure DE&S is on the best possible footing to look after its people and manage its business at a time of unprecedented uncertainty.

DE&S CEO Sir Simon Bollom said: "There is no higher priority at present than supporting the efforts of the NHS to fight this virus. I am immensely proud of the efforts being undertaken across DE&S, drawing upon our procurement, project management and logistics expertise to help this effort."

There have also been tales of individuals within DE&S who have gone above and beyond to support the response to COVID-19 pandemic. These stories can be found on pages 24 and 25.

Voyager repatriates hundreds of stranded UK citizens

Aircraft from the UK's Voyager Multi Role Tanker Transport fleet have repatriated hundreds of UK citizens left stranded overseas due to COVID-19, following an appeal from the Foreign and Commonwealth Office.

With commercial airlines cancelling most scheduled flights, Voyager aircraft have been chartered to transfer passengers back to the UK. To date, aircraft from the Voyager civilian reserve fleet have repatriated UK citizens from India and Sierra Leone, with further flights expected.

Additionally, the South Atlantic Airbridge – a twice-weekly service operated by Air Tanker – has transported essential personnel to the Falklands to bolster the islands' preparations for COVID-19.

Military-registered Voyagers

have played an important role too, with spare seats on military flights from Brunei and Kenya taken by UK nationals stranded in those countries.

The recent emergency repatriation flights have only been made possible through an innovative private finance initiative (PFI), led and managed by the DE&S Voyager Delivery Team.

Voyager team leader Lyndon Hoyle said: "Voyager has been rightly designated an essential national capability during the COVID-19 emergency, given the inherent flexibility of these Multi Role Tanker Transport aircraft. "Everyone in the team can be justifiably proud of the hard work that is helping ensure the fleet continues to deliver today and prepare for tomorrow."



Pictured: A Voyager aircraft repatriates UK citizens from Freetown, Sierra Leone (Picture courtesy of Air Tanker Limited)



OPV team wins 'race against time' to deliver Royal Navy's newest ship

The DE&S Offshore Patrol Vessel (OPV) team has been recognised by the Royal Navy for their outstanding achievement in getting HMS Tamar away on her delivery voyage ahead of schedule.

Facing the prospect of work at Govan temporarily winding down in line with official advice, the OPV delivery team, part of DE&S Ship Acquisition, focused on completing the final checks and approvals to get the ship underway.

If the yard workforce stood down before she could set sail, the delivery schedule could have been significantly delayed.

DE&S OPV project manager Gareth Morris said: "I'm proud of the way our team of experts

worked with BAE Systems, the ship staff, Navy Trials Authority and Navy Command HQ to win the race against time and get Tamar out of the yard and sailing to her new base port.

"We were all determined to deliver the ship the customer needed, safely and on time."

The safety of the engineers was always paramount and the ship arrived at HMNB Portsmouth ahead of time. She is now preparing for trials ahead of entering service.

Commodore Andy Jordan, deputy director ships for the Royal Navy, said: "It was a fantastic achievement, from the whole enterprise, that enabled Tamar to

sail from Glasgow and arrive in Portsmouth ahead of the planned schedule.

"Like the other ships in the class, Tamar will quickly become a key part of the Navy's Overseas Patrol Squadron on joining the fleet and I look forward to celebrating further milestones on that journey in the months ahead."

HMS Tamar is the first of her class to have a urea filter installed, which will reduce diesel exhaust emissions by approximately 90 per cent. The ship will now spend time on tests and trials, allowing her crew to become acquainted with her before they begin operational sea training together.



Patrolling waters of the South Atlantic

HMS Forth crossed 850 miles of chilly ocean to patrol the waters around South Georgia in the South Atlantic for the first time.

The Offshore Patrol Vessel (OPV), procured by DE&S for the Royal Navy, arrived in the Falklands at the turn of the year as the islands' new patrol ship to reassure and, ultimately, protect this territory.

The Falklands patrol ship spends the majority of its time around the namesake islands but, several times a year, it heads to South Georgia for a mix of military training, providing support to the island authorities and British Antarctic Survey scientists.

After a 53-hour crossing, crew on board the 90m vessel enjoyed the sight of Bird Island – popular with BBC wildlife documentary makers for its rich avian life – pictured below.



Poseidon achieves initial operating capability

The RAF has formally declared an initial operating capability (IOC) of its brand-new Poseidon MRA Mk1 Maritime Patrol Aircraft.

The UK's Poseidon fleet, currently comprising two aircraft, with seven more to be delivered, strengthens the UK's maritime security, helping to protect our people and our interests at home and overseas.

Operating from Kinloss barracks, Poseidon is patrolling our seas from above, hunting potentially hostile submarines and helping to defend our nuclear deterrent. It uses the very latest in cutting-edge technology to detect, identify and monitor

hostile contacts both above and below the waves. Poseidon can carry up to 129 sonobuoys to search for enemy submarines, as well as having the ability to be armed with Mk54 torpedoes if required to attack enemy submarines. Poseidon is expected to move to its permanent home at RAF Lossiemouth later this year, once the refurbishment work on the runways and airfield infrastructure has been completed, including the new strategic facility which is being delivered by DE&S. The second Poseidon squadron, Number 201 Squadron, is also due to stand up later this year.



Supporting British overseas territories

RFA Argus has recently been deployed to support British overseas territories in the Caribbean with dual responsibility of preparing for the upcoming hurricane season as well as being able to provide support to the COVID-19 pandemic if required. RFA Argus has been deployed to provide water, ration packs and medical equipment where needed, and is also equipped with materials to repair damage and clear blocked roads in support of local emergency services. The support ship left Devonport to cross the Atlantic alongside three Commando Merlins from 845 Naval Air Squadron and a Wildcat, of 815

Naval Air Squadron, which have completed vital reconnaissance sorties over Bermuda. Working with Bermudan authorities, the helicopters gathered crucial information on landing sites where humanitarian aid could be brought ashore if called for by the island's governor in a time of need. The Air group will continue to support RFA Argus for operations in the Caribbean as part of the Government's support to the UK's Overseas Territories in the region.

First flight success for Protector prototype

The Unmanned Air Systems delivery team have celebrated a major milestone with the first flight of the Protector production-representative aircraft.

Protector is a remotely piloted aircraft (RPA) that DE&S is procuring for the Royal Air Force (RAF) and will enter service by mid-2024. The SkyGuardian platform forms the basis of Protector, which is replacing the current MQ-9A Reaper. As well as increased range and endurance, Protector will have several additional capabilities enabled through UK modifications, including enhanced data links and UK weapon payloads such as Brimstone and Paveway IV.

The multi-mission Protector is built for all-weather performance with lightning protection, damage

tolerance, a de-icing system and General Atomics Aeronautical Systems Inc's (GA- ASI) Detect and Avoid System (DAAS). It provides NATO-standard type certification to enable flexible operations in civil airspace.

SkyGuardian BC-03 is approximately 97 per cent the same configuration as the future Protector RG MK1. Its first flight was from manufacturer GA-ASI's flight operations facility in El Mirage, California, and SkyGuardian is currently being used for ground and flight testing in the US to collect airworthiness certification data, starting with flight loads and aircraft performance testing. The results from the tests will go towards achieving of the Military Type Certificate for Protector. These certificates are issued by



Pictured: Protector production-representative aircraft first flight from GA-ASI's flight operations facility in El Mirage, California (Picture submitted by General Atomics Aeronautical Systems Inc (GA- ASI))

the Military Aviation Authority (MAA) and, like all new UK military air systems, Protector must be certified by the MAA before entering front-line service.

Kim Ward, Protector programme manager at DE&S, said: "This is a significant milestone for the Protector programme and its successful achievement is testament to the hard work of the team. The UAS Delivery Team worked closely with GA-ASI to agree the design through a series of formal design reviews. The Protector aircraft configuration we agreed will lead to UK approval to proceed with production."

RAF Group Captain Shaun Gee, Protector RG Mk1 programme director, said: "As the lead customer, we are tracking all of the important developments of

this ground-breaking, remotely-piloted aircraft. These trials are particularly important because they are a foundational step towards the Protector RPA being approved to fly in unsegregated airspace in the UK and beyond."

SkyGuardian BC-03 is planned to be followed by BC-04, which will be the first Protector aircraft to be delivered to the RAF and is due to be delivered in summer 2021, when it will enter the weapons test programme.

DE&S is procuring at least 16 Protector RPAs, with the first three aircraft to be bought under the first production contract later this year. Protector will be introduced by mid-2024 and based at RAF Waddington.

This is a significant milestone for the Protector programme and its successful achievement is testament to the hard work of the team

Kim Ward, Protector Programme Manager at DE&S



Type 23 Power Generation and Machinery Upgrade Milestone as HMS Richmond returns to Royal Navy

Pictured: HMS Richmond the most advanced frigate in the Royal Navy (Picture by Jack Russell, Crown Copyright)



HMS Richmond has set sail from Devonport as the most advanced frigate in the Royal Navy.

Arriving in Devonport in September 2018, HMS Richmond underwent the most complex upgrade a Type 23 frigate has ever seen. In order to increase her warfighting capability, the upkeep package provided to the Type 23 comprised of 45 additions and alternations, including improvements to her power generation system, accommodation and communal facilities, as well as the installation of Sea Ceptor – the advanced short-range surface to air missile system.

The most significant piece of work was the Power Generation and Machinery Control and Surveillance System (PGMU) upgrade to address deteriorating equipment reliability, regain full power capability and manage associated platform safety hazards. This huge task included the complete removal of all equipment from both the upper and forward auxiliary machinery rooms; a complex work package requiring these machinery spaces to be

I am delighted to announce that HMS Richmond has been returned from DE&S control back to the Royal Navy as the most advanced frigate in the Royal Navy

Captain Nigel Wright,
Type 23 team leader
at DE&S

rebuilt from a bare shell to include four new diesel generators, more than 12km of new pipework and 14km of new cabling and increased cooling capacity. The upgrade also included modernising the machinery control system which operates across the whole ship controlling propulsion and electrical systems.

The completion of harbour and initial sea trials prior to HMS Richmond sailing marks the initial operating capability of PGMA, a congratulatory moment hailed by Commodore Martyn Williams, DE&S Naval Support Shipping head as “a very significant milestone achieved.”

As well as development of a new set of training courses, the provision of a new training engine at HMS Sultan provides the opportunity for hands-on training, for both current Type 23 and future Type 26 crews.

Type 23 class output management team leader, Mark Hocking, said: “The delivery of this challenging project has been due to the hard work, dedication and collaborative approach between the Babcock service provider, DE&S, Type 23 class output management and ship’s staff who all played their part in returning the ship to sea with a much-enhanced capability. The technical challenges were unprecedented, but the tenacity and diligence of the enterprise ensured that Richmond’s regeneration remains on track to meet her operational programme.”

HMS Richmond’s company have also been actively involved and are looking forward to getting to grips with the new equipment during ongoing sea trials and preparing for operational training later this year.

The Type 23 team leader at DE&S, Captain Nigel Wright said:

“I am delighted to announce that HMS Richmond has been returned from DE&S control back to the Royal Navy as the most advanced frigate in the Royal Navy. Her complex and challenging upkeep has required all stakeholders within the enterprise to demonstrate innovation, flexibility and a willingness to work collaboratively.

“The considerable structural work and upgrade in capability, including PGMU, will ensure that Type 23 frigates will continue to deliver on operations until relieved by their eventual successors.”

Back at the waterfront, PGMU rollout continues. Second of class is HMS St Albans, with work already underway prior to her imminent move into dry dock.

Sale of mine-hunter to Lithuania creates return and savings of £2.5m

Pictured: Hunt Class Mine Countermeasures Vessel HMS Quorn is set to serve with the Lithuanian Navy (Picture Crown Copyright)



A decommissioned mine-hunter will have a new lease of life serving the Lithuanian Navy.

HMS Quorn, which patrolled the seas as part of the Royal Navy fleet of Hunt Class Mine Countermeasures Vessels (MCMVs) until 2017, has been sold to one of the UK's allies.

As well as creating a return and savings of £2.5 million for Navy Command, a need for upgrades could see a British-based shipbuilding company win a large contract to carry out the work.

Clive Walker, head of the Defence Equipment Sales Authority (DESA) at DE&S, said: "I am very pleased to see HMS Quorn move on to a new lease of life, in particular supporting the excellent working relationship that we have with Lithuania as our NATO ally, and potentially supporting British Defence with the regeneration package once the competition for the refurbishment is launched."

The Hunt Class vessels specialise in active mine-hunting. They use high-definition sonar to scour the world's seabeds for mines and lost explosives, which are then

I am very pleased to see HMS Quorn move on to a new lease of life, in particular supporting the excellent working relationship that we have with Lithuania as our NATO ally

Clive Walker, head of the Defence Equipment Sales Authority at DE&S

destroyed by the ship's clearance diving teams or mine disposal system.

Four of the Navy's mine-hunters are permanently stationed in the Gulf to demonstrate the UK's continued commitment to enduring peace and to safeguard the flow of international trade.

They also work closely with regional and coalition partners to maintain the security of the sea lanes of communications, which are crucial to international shipping and the global economy.

HMS Quorn is the third MCMV DESA has sold to Lithuania, following in the wake of HMS Dulverton and HMS Cottesmore in 2008. They became operational as the 'Skalvis' class in 2011.

The sale will bring in £1 million and there will be income from a levy following the sale of the sonar system on HMS Quorn. The £750,000 cost of disposing of the ship has been avoided.

Lithuania wants the vessel to deliver the same capability as the Skalvis class, which it will operate alongside, meaning a significant upgrade programme will be required.

There will be a competition

launched for the contract, which could lead to two years of work for a company which has prior experience of the Hunt Class; most likely a British firm. It is hoped the vessel will be operational for Lithuania in 2023.



Pictured: Head of external communications and creative, Tim Foreman, (pictured top), and some of the DE&S corporate communications team in action (pictures submitted)

On how his team help protect and enhance the reputation of DE&S

Tim Foreman is the head of external communications and creative in the DE&S corporate communications team, working with a wide variety of stakeholders to ensure communications are engaging and making an impact

What does your role involve?

I am responsible for protecting and enhancing the reputation of DE&S. This covers a wide remit from developing communications strategies, responding to difficult questions from the media, protecting our leaders and workforce when communicating in public, supporting HR in recruiting the best people for DE&S and briefing the ExCo, Ministers, Secretaries of State and, sometimes, Prime Ministers.

What about your role is exciting, rewarding or interesting?

I am privileged to lead both the Media and Creative teams at DE&S who provide and produce a range of services and products, from national media events to creating innovative video animations and, of course, Desider magazine. The teams are full of talented, creative people and my job is to provide strategic direction and motivation to ensure we support DE&S, the MOD and Government. I also play a major part in ensuring communications across industry and the MOD are aligned and coherent. This is a complex part of my job as it involves working with politicians, big businesses and the armed forces across all of DE&S' major programmes, so I have to be able to stretch my bandwidth. It is also the most rewarding as there is a lot of satisfaction in working across and influencing such a wide set of stakeholders.

How important to you is teamwork?

We have to deal with so many different people in External

Communications that, without teamwork, we would achieve nothing. This applies both within our own team and to all those people we work with across government, industry and the armed forces. It would be foolhardy in my game to try and plough ahead with our own agenda as Defence is a team game. I am immensely proud that my teams are known for their ability to work collaboratively across such a wide range of stakeholders – each with their own goals, motivations and foibles – and achieve results that work for everyone.

How are you helping embed change in your area?

As a leader in the Corporate Communications team I have a big part to play in not only helping communicate the transformation and change DE&S is going through to the wider workforce, but also to my own team. This is about helping everyone, including me, understand why DE&S needs to change and seeing the benefits it will bring. Many people are naturally suspicious and resistant to change, so embedding it in my team has been about taking that sense of unease away by discussing and debating these issues openly and honestly.

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

Before joining DE&S I was a journalist for eight years, working on daily regional newspapers. This was a great job and taught me many skills and brought great experiences (and stories to tell), but I always felt like I was on the outside looking in so

wanted a career where I had a sense of belonging and purpose. Since joining DE&S I have never looked back as working in communications offers an intellectual challenge and a sense of pride and fulfilment that I would be hard pressed to find elsewhere.

What do you most enjoy about your job?

Developing high-performing teams and seeing individuals flourish and achieve. As I have moved into leadership, I have naturally stopped directly delivering but this has been replaced with the great satisfaction of developing teams and enabling people to become the best at what they do.

What do you enjoy doing in your spare time?

I am a father of two young, very active and energetic boys so most of my time is spent with my family. I started coaching Under-7s rugby last year, which is great fun but takes the phrase 'herding cats' to a new level. I love most sports and, in recent years, have started following the NFL, shamelessly glory supporting the New England Patriots.

What might surprise people about you?

I come from a line of TV gameshow contestants. My Grandmother appeared on the *Generation Game* and my Dad was on *Catchphrase*, *Bullseye* and *The Wheel of Fortune*. I followed them by going on *Pointless* a few years ago, which was great fun.

DE&S staff part of huge team effort to set up new Nightingale Hospital in Bristol



DE&S staff have played a vital role in creating and supporting the launch of the new NHS Nightingale Hospital Bristol that is now up and running less than four weeks after work began

The facility inside the University of the West of England's (UWE) exhibition and conference centre officially opened on April 27 and could provide up to 300 intensive care beds for coronavirus patients, if local health services need them.

The new facility is being managed by North Bristol NHS Trust and is one of seven Nightingale hospitals to be set up around the country as part of a massive NHS effort to respond to the greatest global health emergency in more than a century.

Making the hospital a reality has been a tireless effort involving 2,000 volunteers from various organisations and Government departments, plus more than 100 companies.

The Army has been heavily involved in the project logistics and 17 men and women from DE&S have been seconded to roles including project management, human resources, equipment procurement, clinical management support and administration.

Charlotte Nodwell (above left) has been using her skills as the casework transformation lead at DE&S in her role as the Nightingale's HR project manager, ensuring staffing needs have been met in time for the opening.

She said: "I was keen to be part of anything that was helping with this national issue. Everyone is coming together with completely different skillsets to get a hospital up and running within a really short amount of time.

"It's nothing I've ever done before, so from a personal point of view it's a challenge. It's also a really unique experience and a great opportunity to be part of something that's really important."

Ieuan Davies usually looks after simulated Army training systems. Now he is working for the Department for Health and Social Care.

"So far, I've been buying syringe drivers and volumetric pumps to create ICU beds in the new Nightingale hospitals," he said. "It's been an honour to be asked to use the skills developed in DE&S to be a part of the national effort."



Pictured: DE&S staff have played a vital role in supporting the launch of the new NHS Nightingale Hospital Bristol, recently visited by DE&S Director HR Danny Griffiths, pictured above (Pictures by Andrew Linnett)



If needed, the Nightingale can now be used to increase capacity for health trusts across Bristol, Gloucestershire, North Somerset, Bath, North East Somerset, Wiltshire, Somerset and South Gloucestershire.

The scale of the temporary hospital is reflected by the fact 10,400m² of flooring has been laid, seven miles of copper pipework and 25 miles of data cables installed, plus 5,656 double plug sockets fitted.

Kim Surry is normally a business manager at DE&S. Now she is working as a personal assistant to the Nightingale's chief medical officer and chief nurse.

She has also been involved in booking accommodation and organising inductions for people who will be working at the hospital.

"The roles I have done during my 11 years in the Ministry of Defence have prepared me for doing this important role on the NHS project," Kim said.

"I was a member of the Executive Assistant Forum at Abbey Wood and I have been on training courses focusing on assertiveness and excellence in customer service, so those experiences have also helped me."

Felix Wright, an executive assistant in Land Equipment at DE&S, has been redeployed to support the Nightingale's clinical management team.

He said: "It has been intensely rewarding, though sometimes challenging, to be able to use the skills I've developed at DE&S to support the national effort.

"From a personal perspective – as nice as working from home can be – it has been great to rediscover a daily working routine after a long month."

Only a small number of beds have been opened at the Nightingale initially but, as the clinical picture and patient requirements evolve, the hospital will be able to adapt accordingly.

At its potential maximum of 300 beds, it would have six times the intensive care capacity of a typical large hospital in the South West.

Margaret Reed, from the DE&S Typhoon delivery team, is working there in admin support.

She said: "I decided to volunteer as I wanted to be part of the solution to the crisis we find ourselves in. It has been challenging, but like stepping into a fast running river, you quickly learn to swim along with the tide."

Hayley Davies, another DE&S employee, has gone from business support in Combat Air to health and wellbeing support at the Nightingale.

"I'm proud to be supporting our NHS and grateful to DE&S for giving me this opportunity," she said. "Everyone is working incredibly hard and a lot of work has gone in to the Nightingale Hospital in such a short space of time. However, I really do pray that we don't ever have to use it."

Julie Jordan, deputy HR director for the Nightingale, said: "We are delighted to have been working in partnership with the volunteers from DE&S at Abbey Wood who have supported us in our human resources and administration teams.

"Their expertise and enthusiasm have been invaluable in helping us to get to where we are today – ready to care for patients with coronavirus if we are needed."



OGSM: 2020 framework of Objectives Goals Strategies and Measures

The DE&S Objectives, Goals, Strategies and Measures (OGSM) framework is designed to help us focus attention on what really matters for DE&S.

It provides a robust mechanism to set out what we intend to do and how we will measure progress against it. This, in turn, will help to link our strategic objectives to our individual contributions right across DE&S.



I am delighted to be introducing our 2020 framework of Objectives, Goals, Strategies and Measures (OGSM).

It is evident that there is an ongoing need for a clear, unifying set of priorities that the whole workforce can get behind.

We all have a role to play in ensuring that DE&S remains agile and responsive to the inevitably changing needs of our customers and the OGSM framework sets out what we intend to do, and how we will measure progress against it.

The OGSM framework provides a rigorous mechanism to ensure we focus on our key mission: to equip and support our armed forces for operations now and in the future.

I ask each member of DE&S to ensure their objectives for the coming year are agreed with its contents in mind as we seek to deliver to the highest standards. Please take time to identify how your business area contributes to the collective DE&S business performance.

Sir Simon Bollom



ONE Hitting our in-year numbers

We will stay within our in-year Equipment Plan (EP) allocation and operating expenditure budget, drive efficiency, manage the balance sheet, and produce timely, accurate year-end accounts.

TWO Perform to procurement plan

We will deliver agreed milestones, ensure outputs are safe by design, keep projects within approved performance, time and cost parameters, manage a stable and efficient 10-year equipment procurement plan and manage delivery in accordance with our plan for earned value.

THREE Safe & optimised support

We will deliver agreed milestones, maintain safe, sustainable, reliable and available support outputs, manage a stable and efficient 10-year equipment support plan, develop mature support solutions for new equipment in good time, provide inventory on time and manage our operational support sites to plan.

FOUR Satisfy our stakeholders

We will satisfy our customers and wider stakeholders, provide quality and timely support to MOD Department of State business and agree Customer Acquisition & Support Plans in a timely manner.

FIVE Continuously improving

We will deliver our vision for DE&S@21, advocate and lead change effectively and support the environment as part of HMG's green agenda.

SIX Strengthen our workforce capability

We will be a diverse, engaged, highly capable and safe workforce. We know that success hinges on the performance of our people.

60 second spotlight

"I once played a doubles match against the former British number one badminton doubles player Christopher Adcock and won"

Jamie Seviour

Job:

Apprentice cost controller working in the Chinook project team.

Your route into DE&S?

After leaving school, I went to the University of St Andrews in Scotland to study economics and management and soon realised it wasn't the right avenue for me. Whilst working in supermarkets and warehouses across the country, a friend suggested that I checked the Civil Service Jobs website where I stumbled across the finance and accounting apprenticeship programme and, after reading through the job advert, I applied immediately.

Your claim to fame?

It's not really a claim to fame but I once played a doubles match against the former British number 1 badminton doubles player Christopher Adcock and won.

Your advice to anyone?

Take any networking opportunity you can. My Grandad always used to say: "It's not what you know, it's who you know." Obviously knowing things is important, but it's always good to have as many contacts as you can.

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

When I was allowed to leave the house, I enjoyed playing football on the weekends with my local team down the local playing field. Now, I enjoy kicking the football around my tiny back garden with my housemates up until we lose it over the fence and cannot go and get it back because we

respect social distancing. Aside from sport and generally keeping fit, I enjoy anything in a pub including quizzes and drinking with friends.

What are you most proud of?

Whilst in my second placement in DE&S I've prided myself on trying to raise the profile of men's mental health awareness within the workplace. In that time, I've also become the Mental Health Champion for apprentices and graduates as part of the Time to Change Network and trained officially as a mental health first aider. In addition to this role, I also took part in the recent Time to Talk Day 2020 where I presented to more than 50 people on my experience with mental health illness and received extremely positive feedback and messages of support. This made me feel extremely proud, as the whole aim was to raise awareness around mental health in the workplace and I feel this talk went a long way towards it.

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

Music dictates how I feel a lot of the time so if I was stuck on a desert island I'd have to have some form of music. The only viable source would be a wind-up gramophone so that would have to be one. I'd need records to listen to, so my second object would be a box of my favourite records – Ben Howard would have to be included! Then I think I'd need a football with me to keep me sane during the days.

What irritates you the most?

Currently, (given the pandemic), people who don't respect social distancing.

What is your favourite place in the world?

The most beautiful place I've ever visited is Bar Harbor in



Maine, USA. We went on family holiday, went kayaking and it was gorgeous.

What would surprise people about you?

In my spare time I volunteer at a local special needs school with their After-School programme. The school has numerous children aged from three to 14 with a variety of disabilities and learning difficulties such as autism, ADHD and Tourette's. We take them to the park, soft play-centre and just spend some one-on-one time with them. It is a thoroughly enriching experience and I really enjoy the joy the children get out of it.

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

Email
Louisa.Keefe101@mod.gov.uk



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des.mod.uk

A new home for careers at DE&S

Volunteering, staff wellbeing and a very last-minute wedding



During the week, Corporal Graeme Thompson is a software developer with the Sentry Mission Systems Support team as part of the Air Intelligence Surveillance Target Acquisition and Reconnaissance delivery team at RAF Waddington. In his spare time, Graeme is a vital part of the volunteer network that supports the NHS.

Graeme has been volunteering with the Leicestershire and Rutland Blood Bikes (LRBB) as a courier since May 2019. The Blood Bike group provide a free, out-of-hours courier service to support the NHS, transporting whole blood, blood products,

plasma, pathology samples, medical equipment, virology samples and now COVID-19 samples.

Graeme said: "Recently on a shift I carried out seven hospital collections for delivery to other NHS sites, including a five-hour round trip to Addenbrookes Hospital in Cambridge. It is quite sobering to know I literally have someone's life in my hands at times."

Cpl Thompson suggests that if you have considered a role in volunteering, the National Blood Bike Association is an extremely worthwhile cause as volunteering to be a courier frees up an ambulance and its crew to respond to critical 999 calls.

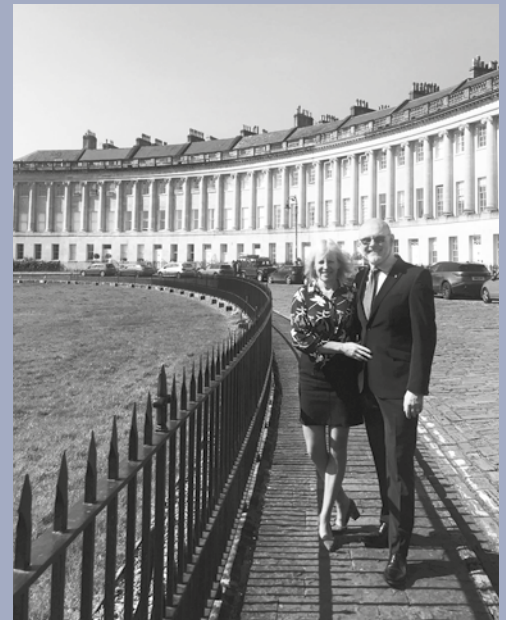
Now, more than ever, it is critically important that when remote working we ensure that we do so effectively, healthily and safely.

A wealth of guidance and information is available on working from home and its impact on wellbeing such as anxiety, isolation and loneliness.

Being distanced from supportive relationships at work can negatively affect wellbeing and our Employee Assistance Programme (EAP) is here to provide a confidential support network to help assist civilian employees through any of life's issues or problems. It provides a complete support network, 24 hours a day, seven days a week.

There is a 24-hour helpline for confidential advice and all calls are handled by an experienced therapist or advisor who will offer emotional, or practical support in a friendly, non-judgemental manner.

Additionally, there is an online portal, healthassuredeap.co.uk, offering virtual resources such as financial wellbeing, medical factsheets and fitness advice. Details on how to access the portal, 24-hour helpline and additional wellbeing resources are available on the COVID-19 portal of the DE&S intranet.



Prior to the Government's nationwide lockdown, all mass gatherings and weddings were slowly being cancelled and Rachael King, UAS commercial assistant head, naturally assumed her special day was going to be postponed much like many others.

However, Rachael was given a lifeline when the registrar said she could proceed with the wedding - the only snag was that she had just one hour's notice.

With the Royal Crescent Hotel set to close at lunchtime for the foreseeable future Rachael, who was at Abbey Wood at the time, dropped what she was doing and raced over to Bath to meet her partner Mike.

Rachael said: "I arrived with just minutes to spare and the registrar conducted the ceremony - with me still in my work suit. The weather was amazing, and it was all a bit surreal."

Going straight home after the wedding, the newlyweds enjoyed a glass of champagne in the garden while their friends and family called them on Skype to raise a virtual toast.



Innovative DE&S staff play their part

DE&S colleagues are producing vital personal protective equipment (PPE) for frontline healthcare workers battling the COVID-19 pandemic in the UK and US.

Wing Commander Justin Blackie – C130J Hercules programme delivery manager and deputy team leader – and F-35 Lightning UK national deputy, Group Captain Willy Hackett, are both doing their bit to support the frontline.

Wg Cdr Blackie has joined 3D Crowd UK – a nationwide volunteer organisation crowdsourcing 3-D printer owners to produce PPE components – and is making face shields for front-line health workers.

As of April 10, 659 active members were printing plastic parts for 100,000 face shields, which will go to NHS hospitals, GP surgeries and nursing homes.

Wg Cdr Blackie said: “Having only acquired the 3D printer recently, I’d only ever used it to print bedroom door signs and film characters for my children. When COVID-19 became a pandemic, I decided to turn my hobby into more of a productive pursuit.

“Knowing that what I’m doing is helping medical professionals stay better protected is reward enough but seeing the resolve and coming together of society in adversity is special and is akin to working alongside so many professionals within Defence.”

Gp Capt Hackett is based at the F-35 Joint Programme Office in Crystal City, Arlington, USA and has brought together spouses of UK F-35 personnel and members of the British Embassy Spouses Association (BESA), to use their sewing skills to make face masks from surgical grade material.

Gp Capt Hackett said: “I got involved after my wife shared a Facebook post about how to make a mask. A nurse friend of ours commented that getting more masks would be amazing.

“Another friend replied that she would be happy to help. We know a few folk who sew, so we connected them with the nurses via a private messenger group.

“Members of the BESA Stiches group were asked to help and, within what seemed like minutes, everyone had the correct pattern, fabric and elastic.

“We have distributed several masks to two local hospitals and, whilst not an approved source, the health workers are genuinely touched and appreciate the community stepping up to help in these unprecedented times.”

Gp Capt Hackett added: “I personally know two nurses both working with COVID-19 patients.

“Protective supplies have been dwindling and these two nurses were moved to tears at the response from the local community.”

MOTTO

the MOD
Lottery
December
winners

| | |
|---------|-------------------------------|
| £10,000 | Jo Wallace, Blandford |
| £2,500 | Harvey Robotham, Andover |
| £1,000 | Christine Weaver, DSTL |
| £500 | Ed Collins, UKHO |
| £250 | Julie Quinn, Liverpool |
| £100 | Carol Cleverly, Yeovil |
| | Kevin Neupert, Lisburn |
| | Janice Rix, Fareham |
| | Mandy Gregory, Gosport |
| | Phil Redman, Lincoln |
| | Lorraine Bryant, Helston |
| | Jenni Owen, Brize Norton |
| | Pauline Denholm, Beith |
| | Erica Gunner, Wattisham |
| | Shree Odiham, Odiham |
| | Steve Roberts, Bicester |
| | Neil Coultas, Corsham |
| | Heerak Patel, Lincoln |
| | Martina O’Sullivan, Pirbright |
| | Richard Leat, Bristol |
| | Darren O’Brien, Lincoln |
| | Anne Campbell, Glasgow |
| | Mathew Blankley, Bristol |
| | Michael Green, Barry |
| | Mick Hutchinson, Sheffield |



Case Study

Sarah Beswick, engineering manager within DE&S, gives her insight into some of the benefits of working for the organisation

Name:

Sarah Beswick

Job title:

Engineering manager

How long have you worked for DE&S?

Six years

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

At the age of 15 I was only certain of one thing about my career: I wanted to be an engineer. So, I applied for Welbeck, the defence sixth form college, through DE&S. I was drawn by the vast range of opportunities the scheme presented, from top-quality education, to varied placements, and to get involved with something that made a difference. I decided DE&S was where I wanted my career to be.

What does your role entail?

I work as part of the A400M Atlas delivery team. I am part of the engineering authority and our role is to ensure that the integrity of the fleet is maintained through life. We approve all modifications that go on the aircraft and manage threats to airworthiness. It's a fascinating job that requires a lot of engineering judgment and often has us as the first point of contact when issues arise with the Royal Air Force's A400M fleet.

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

The function system gives me a delivery manager, a functional development officer and access to a mentor. This creates a strong network that allows

me to develop independent of my current job role and to get the right advice at the right time when I'm planning my career.

What do you most enjoy about your job?

My role sits at the interface of two worlds, on the one side I have the design organisation, doing complex engineering and delivering theory-based outputs. On the other side I have a high-tempo RAF squadron, champing at the bit to get out and complete missions. The high-tempo combination of engineering theory and the reality of operating aircraft worldwide combines in the engineering authority office. Being a part of turning the theory into reality, and seeing the aircraft achieve awesome feats, really makes the job worth it.

What's your ambition?

My future ambition is to stay within airworthiness and become a well-rounded engineer. I want to gain experience in more than just my current role type. Eventually, I'd like to become a chief engineer, but I have a long way to go.

What's your greatest achievement to date?

I received a commendation for all the work I've done to enable the Royal Air Force to use the military avionics systems on the A400M aircraft and to increase their mission capability. The commendation rewarded the result of two years dedication to help unravel and piece together everything needed to switch a platform protection capability on, including a few things that fell outside my job description.

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

DE&S is a place where you can really make a real difference. Of course, there is the obvious defence of the country, but the equipment we are delivering and supporting also plays key roles in disaster relief, humanitarian aid and in advancing emergent technologies. There's also a strong community spirit with clubs, networks, events and all sorts to get involved in outside of your day job.



SIX GREAT REASONS TO WORK FOR DE&S



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A large military tank, possibly an M1 Abrams, is positioned in the foreground, facing right. The tank is dark and appears to be in a field of fire and smoke. The background is dominated by a massive, bright orange and yellow fireball or explosion, with thick black smoke rising into the sky. The scene is dramatic and intense, suggesting a combat or disaster scenario.

Desider is the monthly corporate magazine for DE&S. It is aimed at readers across the wider MOD, armed forces and defence industry. It covers the work of people at DE&S and its partners, and other corporate news and information.

desider

The Magazine for Defence Equipment & Support