



Ministry
of Defence

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*the magazine for
defence equipment
and support*

**DE&S-
led team
negotiates
contracts for
over 11 billion
items of PPE**





Proud to support
the armed forces.
Whatever the battle.

Our support for the Armed Forces runs deep.

As you tackle your vital work with skill and determination, you can depend on the fact that we will be working tirelessly too.

Whatever the challenge, our committed experts will continue to provide the world-class engineering and training support you need; on land, at sea and in the air.

You can count on our commitment in these difficult times. We're proud to be playing our part.

Foreword

I continue to take real pride in the way DE&S has mobilised to support Government, Defence and frontline workers with the national COVID-19 response. We have a

"The continuous safety of our workforce remains paramount as we determine our new normal"

very resilient workforce and I would like to thank you all again for your continued flexibility and commitment to delivering DE&S' outputs during this time.

Intensive efforts by the DE&S COVID-19 Operations team, Infrastructure, Facilities Management contractors, Corporate Communications and many others, has seen our sites being reconfigured to COVID-secure standards. I've been really impressed by the arrangements that have been made to enable our first priority returners back to some of our sites. The continuous safety of our workforce remains paramount as we determine our new normal.

It's been a busy month as we continue to support defence-critical outputs and work hard alongside our industry partners and military customers, as well as playing a key role in continuing to support the UK response to COVID-19. Read more on page 9 about our dedicated team under Bruce Marshall who have negotiated contracts for over 11 billion items of PPE, an inspiring achievement and one that has been recognised in the media.

In terms of milestones, we recently saw a C-17 Globemaster delivering essential equipment to the Falkland Islands, enabling the construction of an oxygen generation plant. Our teams have played a key role with Joint Helicopter Command to extend a contract to provide mission support system arrangements for the Puma HC Mk2. The DE&S Small Boats team secured a contract to provide inboard and outboard motors for the MOD's Small Boats fleet, and we have also seen success with the recent environmental data gathering trials for the Meteor missile.

Which leads me to highlight the launch of our Environmental Strategy, setting out the framework to deliver on our environmental commitment over the next 10 years, and published

to coincide with the DE&S virtual World Environment Day. As a socially responsible organisation we are taking positive action and are looking at ways we can reduce the environmental impact of our work, including the equipment and support we deliver and the sites we operate.

Similarly, this month, it was good to see almost 1,000 of our staff attending the fourth of our annual Innovation Days, organised by the DE&S Future Capability Group and also held virtually for the first time - an innovation in itself. Finding new and inventive solutions or approaches is something I want to ingrain across the whole of DE&S and events like these are a great opportunity to spread this message.

Elsewhere, at the start of June we led an excellent 85-person webinar with industry to engage on the Defence Security and Industrial Strategy, which was well attended and received across the full range of our key suppliers.

I attended a positive meeting with my counterparts in Germany and Sweden during which we discussed our common interests and ways of working particularly in the field of Land systems, but also Future Combat Air Systems and Complex Weapons. It reinforced to me the value of sharing information beyond formal cooperative programmes, and what we continue to achieve in our new virtual ways of working.

This month, I'd like to pay tribute to Director of Engineering and Safety, Tim Rowntree who is leaving us this month after 47 years of loyal service as an apprentice through to Director. Tim has vast knowledge and passion for Defence and has made a superb contribution to acquisition and support and driving innovative thinking throughout his career.





Finally, it is impossible not to be moved by the passion and commitment of those campaigning for social justice. Working in Bristol makes this especially significant at the moment and I am sure recent events have resonated with us all - they certainly have with me and reinforces the need for us all to reflect on our contribution to making DE&S a really inclusive workplace where everyone feels comfortable.



By Sir Simon Bollom, CEO

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Reservists unloading a third airlift of PPE.

Photo by Cpl Andy Reid



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DE&S celebrate Pride

Russell Brown, Director Ships Support, talks to Desider about his role, adjusting to new working arrangements and the challenges ahead



If you can guarantee one thing about working in DE&S and MOD, it's that there are always new opportunities and challenges to face. At the start of my career, I said to myself: "If my next job is not as good as the last one then I'll leave." This personal test has been met, throughout my career, every time I've changed roles and that's why, more than 35 years later, I'm still here.

I'm currently assigned to the Director Ships Support role, leading an operating centre of around 1,200 staff responsible for a wide range of projects and programmes. This includes providing platform support to Royal Navy and Royal Fleet Auxiliary (RFA) surface vessels, procuring and supporting combat systems and marine systems, and managing the programme to deliver our future support arrangements for complex warships, submarines and HM Naval Base services.

As replicated across DE&S, many of my staff have volunteered to move from their usual roles to support COVID-19 activities during recent months. Staff have been deployed into the Abbey Wood Ops Cell to

manage DE&S' response to the situation; helped procure PPE and ventilators; and have supported the NHS in London. We've also supported wider Government initiatives through support to Navy priorities, specifically enabling RFA Argus to deploy to the Caribbean and provide COVID-19 assistance to our overseas territories.

Also, it should not be forgotten that maintaining Defence outputs is a key part of our COVID-19 response and all my teams have ensured that the Navy's highest priority outputs have been sustained. In doing so, I've been delighted by their positive attitude and the novel ways they've kept in touch and maintained their morale. Like everyone, we've had to adjust to working from home, 'virtual' meetings and managing with reduced access to secret data. It's also been necessary for a small number to continue working at their usual locations due to the nature of their work, and I want to thank them for their fortitude during these difficult times.

It's clear that social distancing will be with us for some time and there'll be a long-term need for significant numbers to continue

There are always new opportunities and challenges to face

working from home. Whilst some have relished and enjoyed the revised working arrangements, others have struggled to balance childcare, caring commitments and even just find an appropriate location to concentrate. The importance of taking these wellbeing considerations into account, as we undertake a phased return to our sites, cannot be underestimated.

Of course, it is vital that we continue to deliver our programmes during this transition period and beyond. My three core strategic objectives have survived contact with COVID-19 and remain delivering our planned new equipment

investments; building resilience into platforms, systems and equipment; and implementing effective and efficient support arrangements.

In delivering against these, it may seem odd, but one of the biggest challenges we're facing is the sheer volume and variety of new platforms coming into service with the Navy. Good news for the Navy and their sailors, but it presents my teams with an ever-increasing range of new systems to understand and support.

Another significant challenge is matching our customer's ambitious plans for support transformation, which is all about getting our ships on task and keeping them there longer, for less. We'll only be able to achieve this if we work in partnership with industry, become truly digitally enabled and exploit the strategic opportunities presented by the support contracts for the new and future platforms. By no means is this an easy task, but it is another exciting opportunity to improve DE&S for the future.



CORONAVIRUS STAY ALERT TO THE SYMPTOMS

**HIGH TEMPERATURE
OR NEW CONTINUOUS COUGH
OR LOSS OF TASTE OR SMELL?**

No one in your household should leave home if any one person has symptoms.

Find out how to get a test, and how long to isolate, at [nhs.uk/coronavirus](https://www.nhs.uk/coronavirus)



Pictured (clockwise from top left): DE&S Defence Fulfilment Centre facility in Donnington, a Chinook HC4 helicopter, reservists unloading a third airlift of PPE, DE&S supporting the new Bristol Nightingale hospital, a Wildcat helicopter HMA Mk2, an A400M delivering essential equipment (Pictures by Sgt Ben Beale, Andrew Linnett, Cpl Tim Laurence RAF, Cpl Andy Reid, Si Ethell and Amy Lupton)

DE&S-led team negotiates contracts for over 11 billion items of PPE

The key supporting role DE&S staff continue to play in the UK response to the COVID-19 pandemic has been reflected in two significant milestones.

In March, a team led by supply chain and procurement experts at DE&S was set up to negotiate and progress personal protective equipment (PPE) submissions at pace to the Department of Health and Social Care (DHSC) so the NHS had access to critical supplies.

At its peak, 130 of our staff worked alongside volunteers from the NHS, Department for Education and other governmental bodies including the Cabinet Office and Defence Science Technology Laboratory as part of the 'New Buy PPE' team sourcing PPE for all areas of Health and Social Care including hospitals, care homes, GP surgeries and dentists.

In just 13 weeks this dedicated DE&S-led New Buy Team (as of June 26) approached DHSC with orders for over 11 billion items of PPE worth £5.9 billion. Of these orders, 10 billion items of PPE have been approved including 4.9 billion gloves, 3.5 billion face masks, 848 million aprons, 565 million safety glasses and 156 million gowns with suppliers all over the world, predominantly in the Far East.

DE&S' contribution is part of a total of 28 billion items of PPE ordered by a government-led consortium of industry, overseas partners and the armed forces to provide a continuous supply to those tackling coronavirus.

DE&S' commercial expert Bruce Marshall, New Buy PPE team leader, said: "This has been a real team effort with people working all hours of the day to support the UK Government and those on the NHS front line. Procurement in complex situations is our specialism and the benefits of collaborative working between DE&S and other governmental agencies have been substantial.

"In addition to quickly sourcing this large quantity of PPE, the Technical Assurance team, led by our incredibly competent and motivated Defence Quality Assurance Field Force team, has successfully assured products, identifying many potential counterfeit items in the process, thus ensuring as far as possible that any products procured will be suitable and safe for use by the end users."

Another landmark worthy of recognition is at MOD Donnington where staff at the DE&S Defence Fulfilment Centre have distributed almost 10,000 items of critical care medical equipment to NHS hospitals and Trusts around the UK.

Staff at the enormous Shropshire-based distribution centre have worked around the clock to process and distribute ventilators, oxygen concentrators and humidifiers. The highly-committed Logistic Commodities and Services Transformation (LCST) team, which includes staff from Team Leidos, reached the impressive figure.

Roger West, Director Logistics Delivery at DE&S, said: "This continues to be an extraordinary effort by a team that has had to provide critical equipment to the NHS while also supporting front line commands and defence operations taking place around the globe.

"This committed team is incredibly professional and realise that they play a key role in not just supporting the MOD, but also the entire country in a time of need."

In so many other areas DE&S staff – of which more than 300 have committed to supporting the COVID-19 response, have made a difference.

Whether that be the Chief Information Officer team building laptops for our teams supporting the NHS, those who deployed to Bristol's Nightingale Hospital to offer their considerable skills in project management and equipment procurement, or our staff in the Vehicle Support Team 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 Support Force units across the UK.

There is also the Operational Infrastructure team at DE&S working with stakeholders across Defence to make field hospital equipment, power generators and tools available to those COVID Support Forces, and the DE&S Fuel and Infrastructure team who work with fuel contractors to ensure the supply chain is maintained to support COVID-19 Military Aid to Civil Authorities (MACA).

Much of the world-class kit DE&S has delivered is being used to support the effort.

DE&S helped equip the Puma, Chinook and Merlin helicopters stationed in North Yorkshire and Scotland providing assistance, including patient transport, to NHS hospitals across Scotland and the north of England.

Aircraft from the UK's Voyager Multi Role Tanker Transport fleet repatriated hundreds of UK citizens left stranded overseas due to the pandemic and A400M has airlifted critically-ill patients and transported vital PPE and medical supplies.

And all this considerable output has been underpinned by the 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.

Their tireless work has ensured DE&S has been on the best possible footing to look after its people and, manage its business at a time of unprecedented uncertainty and as the UK slowly turns its attention to the 'new normal,' they will continue to play a pivotal role.

Sir Simon Bollom, DE&S CEO, said: "The efforts of more than 300 DE&S staff who supported the COVID-19 response has been nothing short of extraordinary and I thank you all.

"I also wish to pay tribute to the entire workforce who continue to demonstrate great resilience during incredibly challenging times to ensure critical defence outputs are maintained."



Poseidon named in honour of World War II pilot

The third of the RAF's new fleet of maritime patrol aircraft has been named after a highly-decorated pilot in Coastal Command in World War II.

The latest Poseidon MRA Mk1 aircraft, (ZP803) has been named after Northern Irish pilot, Squadron Leader Terence Bulloch DSO* DFC* of 120 Squadron, in recognition of him being the pilot who made the greatest number of attacks against submarines in the Battle of the Atlantic.

Bulloch joined the RAF in 1936 and was known for his flying skills, innovative tactics and fine eyesight. He and his crew shot

down two German seaplanes, sank four German U-boats and severely damaged several others.

ZP803 remains under construction in the US and will be delivered to the RAF later this year. The first two aircraft in the fleet, Pride of Moray and City of Elgin, are currently operating from Kinloss Barracks before moving to RAF Lossiemouth later this year.

The RAF Poseidon fleet will provide a globally deployable maritime patrol capability, working alongside the Royal Navy in securing the seas around the UK and abroad.

Voyager sets two new records for non-stop flights



A Voyager aircraft has set two new records for non-stop flights between the UK (RAF Brize Norton) and the Falkland Islands. The outbound flight was completed in a time of 15 hours 9 minutes, which betteres the previous record of 15 hours 45 minutes set by 10 Squadron in a VC10 in 1987, while the return flight to the UK took only 13 hours 22 minutes, beating a second record by 1 hour 36 minutes.

These flights confirmed the capability of the Voyager service to sustain the South Atlantic Air Bridge (SAA) to the Falklands without having to land for refuelling.

The flights were operated by AirTanker, which has been

delivering the twice-weekly South Atlantic Airbridge service since 2013 under a Voyager private finance initiative contract managed by DE&S.

Lyndon Hoyle, Voyager Team Leader at DE&S, said: "The record-breaking non-stop flights are a splendid achievement for Defence, AirTanker and the Voyager service. It underlines the aircraft's superb capability and provides a fallback option should a stop-over for refuelling between the UK and the Falkland Islands not be possible due to COVID-19 restrictions. They are also a great example of DE&S working innovatively with AirTanker to provide flexibility for Defence in how we sustain this essential air transport service."

Dambusters squadron land on HMS Queen Elizabeth

June saw the 617 Squadron, famously known as the Dambusters, landing in F-35B Lightning jets on the deck of HMS Queen Elizabeth.

This was the first carrier-qualifying training that 617 had carried out while embarked on the ship. Pilots, engineers, cyberspace and mission support staff from 617 Squadron, the UK's operational strike squadron, embarked on the carrier during a quick stop in Portsmouth for supplies before the aircraft themselves landed on board. The training will help the UK gear up to deploy the future generation of fighter aircraft that are able to operate from the sea.

Peter Davidson, DE&S Lightning Delivery Teams Operations Manager, said: "We worked closely with Air Command, Navy Command and Industry colleagues to ensure the aircraft, pilots and maintainers were ready to embark as per the UK Programme of Record. This included making sure the necessary spare parts and air vehicle support equipment were embarked on time and were available to support the aircraft when they arrived on board."

The F-35B jets involved in the training will be the same aircraft that will sail with HMS Queen Elizabeth next year for her maiden Global Carrier Strike Group 21 deployment.



Sanctuary Awards

The deadline for the 2020 Sanctuary Awards has been extended until July 31. The Sanctuary awards have been recognising outstanding conservation and sustainability efforts across the MOD estate since 1991.

Organisers of the awards are keen to encourage more entries from teams involved in broader aspects of sustainability, such as equipment procurement.

Winners and highly-commended nominations will be presented with their awards by Minister for Defence Procurement Jeremy Quin in Spring 2021, in central London.

Winners will be featured in Sanctuary, the MOD's annual sustainability magazine, and related publicity.

The categories this year are: Environmental Protection and Enhancement, Social Value, Community and Heritage, Sustainable Construction, Energy, Low Carbon and Resource Efficiency, Sustainable Procurement and Individual Achievement.

Contact DIO-Sanctuary@mod.gov.uk for more information as well as terms and conditions of entry.



Availability boost for A400M

The availability and reliability of A400M continues to grow, and since early June eight task lines have been offered to the RAF, with the A400M delivery team playing a key role in this achievement.

A task line is the planned activity for one aircraft over a 24-hour period. If the allocated aircraft goes unserviceable then a spare unassigned aircraft will replace it to ensure the planned sorties and missions can still be completed.

Stephen Wilcock, DE&S A400M-Voyager Head, said: "During the COVID-19 emergency, we have increased Task Lines, provided additional resilience aircraft and accelerated planned maintenance to improve the readiness of the fleet should the Defence tasking need to be increased."

The Task Line principle provides assurance for the users that unserviceable aircraft will not impede A400M's ability to support operations. This achievement is despite pressures created by COVID-19 on the Atlas Support Centre (ASC) at RAF Brize Norton, which has achieved 100% of the tasks asked by the fleet.

Stephen added: "Engineering, in-service support and technical personnel from DE&S are normally based at the ASC but are currently working from home and have contributed to this milestone, as part of one larger team together with Airbus, and the RAF. We are involved in all aspects of work to improve aircraft availability, and the improvements that are planned will continue into next year."

OPV is one step closer to operational service

The OPV team is marking another step towards HMS Tamar entering service now the ship has raised the White Ensign for the first time.

The team is supporting Tamar's crew as they complete acceptance trials off the South West coast, including helicopter landings, gunnery, boat drills and emergency exercises. During an exercise in Weymouth Bay the ship was even accompanied by a pod of friendly dolphins which chased the ship at sunset.

OPV team Project Manager Gareth Morris said: "The raising

of the White Ensign is significant moment, steeped in Naval tradition, and symbolises the ship moving towards operational service in defence of the UK. I'm proud of the way the OPV team is delivering the fleet in partnership with our suppliers and Royal Navy customer."

HMS Tamar also has the distinction for being the 'Greenest Ship in the Royal Navy' fitted with catalytic converters which reduce nitrogen-based emissions from her engine exhausts by up to 95 per cent.



Engine support contract awarded to support thousands of the MOD's small boats

Pictured: Pacific 24 Mark-4 Rigid Inflatable Boats photographed during a boarding exercise (Picture by LPhot Sam Seeley UK MOD Crown Copyright)



The DE&S small boats team have awarded a £26.7 million contract to supply and maintain outboard and inboard motors fitted to the MOD's small boats fleet.

The seven-year contract for the upkeep, update and supply of engines fitted to more than 1,100 craft has been secured by Oxfordshire-based company EP Barrus.

The new contract will support boats within the current MOD in-service fleet for craft under 25m, including Rigid Inflatable Boats (RIBs), the Mexeflote landing-raft system powered by the Thrustmaster propulsion unit, workboats and planned future craft.

Project manager for DE&S boats team, James Melia, said: "DE&S is proud to maintain excellent working relationships with EP Barrus, a valued industry supplier, and we look forward to continuing to work together to support our front line with the equipment they need while also maintaining vital British skills and jobs."

The contract will support operations in the UK and overseas

We look forward to continuing to work together to support our front line with the equipment they need while also maintaining vital British skills and jobs

James Melia,
Project manager for
DE&S boats team

involving the Royal Navy, Royal Marines, British Army, Ministry of Defence Police and Cadets.

James added: "Boats are an essential capability of the UK armed forces and are used for many different operations around the world ensuring that our Navy has the reach it needs to protect our interests around the globe. We are committed to ensuring that engines are effectively managed through every stage of their life cycle and our partnership with EP Barrus will provide critical support to this."

Barrus has a long-standing partnership with the MOD spanning over 75 years, with the first Post Immersion Restart Engines (PIRS) being introduced to the MOD back in the late 1970s.

Robert Glen, Chairman of EP Barrus, said: "The award of this prestigious contract is recognition of Barrus' reputation as the leading custom-engine builder. Our research and development team work closely with the MOD to understand the specific requirements and, utilising the latest technological advancements, deliver engineering solutions that

match the demanding operating conditions of their in-service craft."

The contract will support approximately 40 jobs within Barrus' engineering centre and secure future roles for young engineering students and the company's graduate engineering intake programme in Oxfordshire. In addition, around 80 jobs across the UK supply chain will benefit from the contract.

Minister for Defence Procurement, Jeremy Quin, said: "Our maritime industry continues to grow from strength to strength. This contract will secure an essential capability for our armed forces and support over 40 quality engineering jobs in Bicester, plus many more throughout the UK."

DE&S extends contract with Inzpire Mission Support System for a further five years

Pictured: Royal Air Force Puma Mark 2 helicopter at RAF Honington, Suffolk (Picture by Cpl Babbs Robinson)



Joint Helicopter Command have exercised the option to extend their contract with Inzpire to provide the GECO Mission Support System (GECO MSS) for a further five years.

The contract, worth a total of £7 million, will continue to provide mission support system arrangements for the Puma HC Mk2.

The medium-support helicopter operating under JHC control is used in a variety of combat roles. These include the tactical movement of troops, weapons, ammunition and stores on the battlefield, as well as casualty evacuation for a medical response team role.

The contract extension will mean all of the Puma in-service fleet of 23 aircraft will use the system, with RAF Benson's 28, 33 and 230 Squadrons being fully equipped until 2025. GECO MSS provides an end-to-end mission capability which supports mission planning, rehearsal, briefing, airborne execution and mission debrief.

To ensure missions are achievable, the rehearsal functionality of the system enables crews to run through a mission

MSS has become integral to Puma Force success on operations and has since been introduced on other air platforms

Group Captain
Mark Staveley

in both 2D and 3D and conduct a 'live' impact assessment of any adjustments to the mission profile. The MSS capability has transformed the way pre-flight and in-flight planning are conducted, helping the Puma Force move from a paper-based system to a "less paper" cockpit with electronic mapping, terrain and obstacle alerting, an electronic flight bag and performance planning which can be viewed via a carry-on tablet computer.

Once a mission is complete, the system provides full mission data to support a comprehensive debriefing.

Puma Team Leader and Chief Engineer, Group Captain Mark Staveley, said: "MSS has proved to be an extremely popular and safe system that has become integral to Puma Force success on operations and has since been introduced on other air platforms."

"It is great to see that our positive relationship and joint approach with Inzpire will continue to sustain Puma operations. The joint team will continue to maximise the benefit of MSS to the front line under this welcome contract extension."

In addition to the contract

extension, the MSS capability in the Puma flight simulator delivers a synthetic GPS signal to the MSS tablets.

Despite COVID-19 travel and social distancing restrictions a joint team comprising staff from DE&S, CAE (including staff in Montreal), rotary wing operational, the evaluation test unit and the Medium Support Helicopter Aircrew Training Facility successfully witnessed the delivery of a synthetic GPS signal using updated, production-standard GECO MSS tablets supplied by Inzpire.

The updates to the simulator and tablets will provide a complete replication of the 'real world' in the synthetic environment, and the tablet image will update to match the route the simulator is 'flying'.

Throughout the next five years, DE&S will continue to benefit from iterative improvements to the system.

Tim Rowntree - memories from his time with MOD and DE&S

Tim Rowntree, DE&S Director of Engineering and Safety, is retiring after 47 years with the MOD. Tim looks back and shares his highlights and advice after his long and successful career in Defence



How long have you been at DE&S and what did you do before?

I've been in DE&S since its launch in 2007 when I was the first Director Air Support. I joined the MOD in 1973, 47 years ago this year, nine years of which I spent in Germany. Interestingly, back in 1973 I also saw the launch of a brand-new defence acquisition organisation. The Procurement Executive had just been created following a major external review led by Sir Derek Rayner of Marks and Spencer. The Procurement Executive's mission was to bring acquisition coherence to the then highly independent and empowered front line commands. We've been 'round the buoy' a few times since then, but in all that time I've never had a boring day at work.

What has been the highlight of your time here at DE&S?

I've enjoyed every moment, including a fantastic secondment to run an international organisation called Organisation for Joint Armament Co-operation (OCCAR), between 2013 and 2017. I had a head office in Bonn, Germany, with offices also in Paris, Toulouse, Rome and Seville, managing a wide range of great programmes, such as Boxer and A400M, for the six OCCAR member states. Tough work, but someone had to do it.

What's been your biggest achievement whilst you've been here?

Over these last two years, the Acquisition Safety Project has created, for the first time ever, a single acquisition safety system for Air, Land and Maritime, with clear roles and responsibilities throughout. Delivering that outcome was a great challenge but also a brilliant team effort, as everyone involved just threw their heart and soul into making sure it was a terrific success. I particularly enjoyed our 'Spotlight on Safety' events, through which we reached over 6,000 people through live interactive drama to land the message that 'everyone has a role in safety'.

What has been the most challenging part of your career?

Probably my first years as Director Air Support here in DE&S. I was supporting the airbridges to Iraq

and Afghanistan with a fleet of aircraft (VC10, Tristar, Hercules C-130K, etc.) dating back to the 1960s. Keeping them airworthy and fully operational through such high-tempo operations, while delivering at the same time the new generation (Voyager, A400M), was a massive challenge. At the same time, though, it was a great team effort across DE&S, industry, the RAF and the wider Defence.

What advice would you give to those facing adversity within DE&S?

Stay calm, think it through, talk to someone and make a plan. More broadly, remember the massive diversity of what we do here in DE&S. The opportunities are almost boundless.

How has DE&S changed over your time here?

In some ways, everything has changed, but in our core values, our teamwork and our passion for delivery, nothing has changed.

How do you hope DE&S changes when you've gone?

I hope DE&S strengthens and reinforces its position and reputation as the home of defence acquisition, enabling the UK to meet today's rapidly evolving threats. To do this we will need to keep our focus on safety while embracing new technologies and innovation to create the battle-winning systems of the future.

What are your next steps?

After almost 47 years, it's time for a change, so I look forward to some new challenges while also making more time and flexibility to enjoy my many hobbies. I have a garage full of classic motorcycles, a boat, a bicycle, a tractor, walking boots, Scuba kit, all just waiting for me to come and play. They have been very patient!

What do you want to say to your colleagues as you depart DE&S?

Good luck. Remember we're all on the same side, focus more on our customer needs and less on internal process, and I wish you well in making DE&S more agile, reactive and ready for the future.



Picture: Andrew Linnett

On driving efficiency, team success and running the London Marathon

Anne Huckle is the senior commercial advisor to Director General Air within the Air Domain, delivering commercial strategies and developing commercial improvement

What does your role involve?

As domain commercial officer (DCO) I am the senior commercial advisor to Director General Air. As DCO I am responsible for overseeing all aspects of the domain's commercial activity including delegation, assurance, development and delivery of key commercial strategies as well as commercial improvement and commercial management information. Additionally, I work with the Commercial domain functional manager to oversee professional development and deployment of people.

What about your role is exciting, rewarding or interesting?

The role of DCO is a relatively new one and establishing the role has been both interesting and challenging. However, the most rewarding aspect is supporting delivery of equipment and services to the RAF and other customers.

How important to you is teamwork?

I firmly believe that teamwork is the first principle of success in an acquisition delivery organisation such as DE&S. As individuals we cannot succeed without the experience, professional knowledge and support of our colleagues. Team work and collaborative working are key to success in my role, requiring me to work jointly with many different individuals at different levels within the organisation. For example, it's vital that I work collaboratively with the domain chief operating officer, chief finance officer and operating

centre directors in support of DG Air, as well as support the operating centre heads of commercial to secure a coherent approach to both commercial strategies and commercial improvement in the domain. Functionally, teamwork goes beyond the domain, working with DCO colleagues in Land, Ships and Strategic Enablers to bring coherence of commercial approach DE&S wide and, of course, working with commercial colleagues in Defence Commercial to ensure policy and process enables efficient business delivery. To borrow the MOD's chief commercial officer's strapline 'Better Together'.

How are you helping embed change in your area?

DE&S has made great strides with its transformation programme but, having moved from the Joint Enablers to Air domain last year, I was struck by how many things were done differently in each domain. I've been in the MOD for 35 years so I am used to the language, the way people can diverge from process and policy, and I'm not afraid to ask for help or challenge why things are being done differently.

However, it is frustrating, does not lead to efficient productivity and it must be incredibly frustrating to people who are new to DE&S, our customers and industry. So, while we must not be handcuffed by process, I am keen to seek efficiencies and make the jobs of commercial staff more rewarding by promoting the use of the DE&S tool sets, adopting common processes and

reporting to deliver and manage contracts, and to provide timely and accurate performance and management information. This is a key tenet of my Air domain Commercial Improvement Plan, which the heads of commercial and I will be aiming to deliver this financial year with the support of the domains head of performance improvement, COO, CFO and Centre of Excellence teams with the DE&S corporate commercial function.

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

I have worked in various parts of MOD, undertaking project management, commercial and secretariat roles in various geographic locations and, if I'm honest, it is geographic location that led me to DE&S. But what keeps me here is making a difference delivering to the UK armed forces and working with people motivated to do likewise. This might sound a bit cheesy, but it's true.

What do you most enjoy about your job?

Never quite knowing the next problem that will need solving.

What do you enjoy doing in your spare time?

Being by the sea and, when the wind conditions are right, windsurfing and dinghy sailing.

What might surprise people about you?

I've run the London Marathon twice, with a personal best finish time of 4hrs 20mins.

DE&S delivers life-saving capability to Falkland Islands

Pictured: The UK armed forces has delivered essential equipment to the Falkland Islands to enable the construction of an oxygen generation plant to increase the supply to King Edward Memorial Hospital (Picture by Sgt 'Matty' Matthews RAF)



DE&S has helped transform obsolete fighter jet equipment into oxygen machines for patients at a Falkland Islands hospital.

Air Separation Units (ASUs), used previously to generate oxygen for Royal Air Force aircrew on Tornado and Hercules from the 1990s to around 2016, were identified by DE&S aircraft engineering specialists as a potential oxygen production source for coronavirus patients.

Working with the Defence Electronics and Components Agency (DECA) and RAF personnel, the machines were sourced, repurposed to hospital-grade standard and then quickly deployed to the Falkland Islands.

The equipment is now up and running on a decommissioned liquid oxygen production compound at RAF Mount Pleasant, where liquid oxygen is produced ready for transfer by road to King Edward Memorial Hospital.

Minister for Defence Procurement, Jeremy Quin, said: "Repurposing parts originally destined for fighter jets demonstrates the versatility of what our military can offer our partners in the overseas territories: air separation units having been

This was a fabulous example of initiative, teamwork and planning

Air Commodore Rob Woods

turned into life-saving oxygen machines."

A C-17 Globemaster from RAF Brize Norton recently transferred 20 tonnes of specialised apparatus including the ASUs in April. Two days later, an RAF A400M transferred additional ancillary equipment and personnel who assisted in the installation and maintenance of the ASUs. The final shipment was for 50 oxygen cylinders, which were flown to the Falklands on a scheduled service.

The initial idea for this project came from the airfield engineering support pillar within the air commodities team, which is also represented in the COVID-19 operations cell.

Mark Taylor, operations manager, AES air commodities team, said: "The RAF has a number of ASUs, which are used to generate oxygen for aircrew operating at high altitude. The airfield engineering support team recognised that these units can be adapted to produce oxygen for COVID-19 patients.

"The ASUs have limited operational usage since newer aircraft generate their own oxygen for crews to breathe at high altitude. Therefore, the spare capacity was made available to support other functions, in this

case the King Edward Memorial Hospital, which doesn't have its own oxygen generation capability."

The airfield engineering support team quickly set about managing and co-ordinating the maintenance, spares support, training and delivery of the complete equipment package. This involved a significant effort, as the ASUs are effectively obsolete, with no serviceable equipment, no personnel trained and no support contract in place until recently.

The team worked alongside colleagues from DECA to bring the support equipment up to deployment serviceability standard.

DECA Stafford trained personnel from 5001 Sqn RAF Wittering to operate the equipment and also deployed two technicians to install the equipment at RAF Mount Pleasant.

Air Commodore Rob Woods, air domain chief of staff and head of DE&S' COVID-19 operations cell, added: "This was a fabulous example of initiative, teamwork and planning from the air domain in partnership with colleagues from across Defence."

Environmental Data Gathering success for Meteor

Pictured: An Environmental Data Gathering (EDG) missile pictured at MBDA's facility in Stevenage ahead of delivery (Picture submitted by MBDA. MBDA copyright)



Meteor is the most advanced missile of its kind in the world and is a joint venture between six nations and MBDA

Marcus Toms, Weapons Operating Centre quality manager

The Weapon Operating Centre's (WOC) air-to-air Missiles delivery team has successfully delivered the first of three Environmental Data Gathering (EDG) rounds safely and on time amid restrictions imposed by COVID-19.

While manufacturing and testing took place, MBDA needed to temporarily close its Environmental Engineering & Facilities centre due to COVID-19 restrictions. However, after quickly implementing safe working practices, providing PPE and social distancing measures, MBDA ensured people on-site were able to continue work in a safe environment.

The purpose of the trials are to test the integration of the Meteor air-to-air missile system onto the F-35B Lightning aircraft and gather environmental data to ensure the current Meteor

design meets the safety and environmental constraints of the aircraft's weapon system.

The EDG trials collected data on how the missile responded to the vibration, acceleration and temperature of different environments. Meeting requirements for the first EDG trials has marked a step to bringing an innovative and long-range capability that will further enhance the UK's F-35B fleet.

Marcus Toms, WOC's quality manager, said: "Beyond visual range air-to-air missile, better known as Meteor, is the most advanced missile of its kind in the world and is a joint venture between six nations and MBDA.

"I have worked on Meteor for over 10 years, embedded in industry, and this is the fifth integration round that I have accepted, bringing Meteor into service on to now four different

aircraft for the UK and partner nations."

Meteor is currently used on Typhoon for the UK, Germany, Italy and Spain and is also integrated onto the Gripen aircraft for the Swedish air force, as well as the French Rafale aircraft.

The missile will be integrated onto F-35B aircraft, which will play a critical role in the UK's Carrier Enabled Power Projection, enabling forces to deploy military capabilities from anywhere in the world. Meteor will give the Royal Air Force and Royal Navy a distinct air supremacy with the F-35B, bringing together stealth technology and beyond-visual-range air-to-air missile capability. It will equip F-35Bs with all-weather combat capability to engage in a wide variety of targets, from agile fast jets to small unmanned aerial vehicles and cruise missiles.

Colin Lapsley, MBDA's head of the Meteor programme, said: "My thanks to our teams who, through their commitment and team spirit, have successfully delivered this important Meteor test asset for F-35B Lightning. It is an excellent example of how, together, we are able to adapt to continue to deliver and meet military needs under challenging conditions like we find now with COVID-19."

DE&S celebrates World Environment Day virtually

In support of World Environment Day, this year DE&S held a virtual event to build awareness of how important it is to address environmental protection. The programme of activities ran over two days and included a keynote Skype presentation by the MOD's climate change policy lead, Lieutenant General Richard Nugee.

World Environment Day (WED) is a global initiative organised by the United Nations every year to get people to connect with the environment. During WED 2020, DE&S hosted its own event to encourage awareness and action on environmental protection. This year's theme focused on biodiversity and created positive engagement not only about biodiversity, but also about wider environmental issues affecting our organisation.

DE&S' WED took a virtual format this year where Skype talks and digital events were presented, highlighting the importance of addressing our environmental impacts and encouraging people to engage more with the environment during and after the COVID-19 lockdown.

WED 2020 was opened by DE&S' Director Engineering and Safety, Tim Rowntree, who said: "DE&S has a huge role to play in delivering these improvements, whether it is by changing our own behaviour, enhancing our infrastructure, improving the efficiency of the equipment we procure and support, or delivering more sustainable military capability. Every positive change we can make will help."

The event's presentations were planned to be held

in the lecture theatre in Bristol Abbey Wood but were adapted to become digital events to highlight the importance of addressing our environmental impacts and encourage people to engage more with the environment no matter their location.

The audience heard from the MOD's climate change policy lead, Lieutenant General Richard Nugee, who gave a keynote Skype presentation around the challenges involved and the approaches being pursued to enable MOD to achieve its Net Zero by 2050 objectives. Lt Gen Nugee is leading a review into MOD's approach to climate change and Net Zero, which has been identified as one of the most significant challenges facing the UK, Defence and the whole planet.

Presentations from DE&S senior leaders' panel were also shared, as well as webinars on climate resilience and biosecurity. Hundreds of colleagues joined in the Skype discussions, with one attendee saying: "I really enjoyed the talks I dialled into. The range of topics that was covered kept it interesting and showed how it all fits together. I learnt a lot about the environment, what DE&S is doing, and it's made me think about what I can do to be greener."

Attendees enjoyed a 'virtual' marketplace, which used the DE&S intranet in an innovative

way to showcase environmental good practice within DE&S and allowed staff to chat to the teams involved live online. To help inspire participants, they were also able to access a resources library with information on a range of different green initiatives and case studies.

DE&S' WED event followed the launch of the DE&S Environmental Strategy 2020-2030 that outlines the framework to deliver DE&S' environmental commitment over the next 10 years. The strategy forms the bedrock of DE&S' environmental business plans, which will define DE&S' green targets and objectives. DE&S is fully committed to playing its part in meeting the huge environmental challenge ahead and the strategy sets out how it will manage this, both for DE&S as a business, and for the equipment and services that DE&S procure and support for the armed services.

Please take the opportunity to read through the DE&S Environmental Strategy, giving particular consideration to how you can support DE&S in its environmental endeavours.



Five-year-old Kyan receives special recognition for his entry in the Spirit of Normandy competition

Pictured: Major General Darren Crook and Kyan Terry-White pictured outside Sutton Benger Primary in Wiltshire where Kyan was highly commended for his entry in the recent VE-Day 75 poster competition (Picture by Richard Palusinski)



Five-year-old Kyan Terry-White received a surprise visit from a Major General after wowing veterans with his VE Day competition poster entry.

Kyan was too young to qualify for an award in the charity-run competition that asked schoolchildren between seven and 16 years old to design posters that encapsulated the spirit of VE Day.

However, veterans were so impressed by his entry they insisted that Kyan, who attends Sutton Benger Primary in Wiltshire, was recognised for his efforts.

When Kyan was told he would be presented with a certificate and cash prize he insisted the charity kept the money for those it supported.

As a special surprise Kyan's certificate was awarded to him by DE&S Director Land Equipment Major General Darren Crook.

Also in attendance were Kyan's proud mother Isabel, his head teacher Luke Maddison and Richard Palusinski, chairman of the Spirit of Normandy Trust which organised the competition.

Maj Gen Crook said: "It was an absolute privilege to meet

It was an absolute privilege to meet Kyan and present him with his certificate

Major General Darren Crook

Kyan and present him with his certificate. VE Day is a hugely significant part of our nation's history and it was clear from both Kyan's excellent poster, and from speaking with him, that he had a real grasp of what it meant to people."

Victory in Europe Day celebrates the formal acceptance of defeat by Nazi Germany on Tuesday, May 8 1945, marking the end of the Second World War in Europe.

Isabel said: "Kyan was very excited to be receiving a presentation from a real Major General and particularly wanted to wear his WW2 outfit for the occasion. I'm also very proud of him for his generosity of spirit in

declining his cash prize."

The VE Day competition was organised by Spirit of Normandy – a charitable trust set up to retain the memory of those who fought to preserve freedom in 1944.

The charity organised the competition to keep young people engaged with VE Day after realising the COVID-19 pandemic meant many organised events had to be shelved.

They were delighted when they not only received online entries from across the UK, but also some from France and Luxembourg.

Charity trustee Flaminia

Martin, who came up with the competition, said: "Congratulations to all the winners and thank you to all those who took the time and trouble to enter the competition. Our thanks also go to the veterans who took the time to carefully review and adjudicate the entries."

Chairman Mr Palusinski added: "The Trust was delighted with the range of entries and it was good to have brought young people and veterans together, albeit virtually. I am also delighted that Kyan's achievement and selflessness has been recognised."



60 second spotlight

"Be the best you can be and reach for the stars. Take responsibility for your actions and never sit back and expect someone else to do it"

Janet Peil

Job:

Operations manager at the Defence Munitions storage depot, Glen Douglas, managing the day-to-day operations of 56 explosive store houses, five ammunition process buildings, nine non-explosive warehouses, a road and rail transfer point, and a deep-water explosive handling jetty (currently being refurbished to outload the new Queen Elizabeth Class of carrier). My role is to make sure the armed forces are fully supported by providing a service to receipt, store, maintain and issue their stock when and where they need it.

Your route into DE&S?

Having worked in the MOD since 1982, doing a variety of roles, I became part of DE&S when Defence Munitions were incorporated into the organisation.

Your claim to fame?

Raising a large sum of money for a cancer charity by completing the West Highland Way, which is a long distance walk of 96 miles, following lochs, glens and hills from Glasgow to Fort William, resulting in a lovely write-up in the local paper.

Your advice to anyone?

Be the best you can be and reach for the stars. Take responsibility for your actions and never sit back and expect someone else to do it, when it was yours to do.

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

I love reading, hill walking and I am passionate about my local Slimming World club. I joined

a few years ago and although I have happily reached my target weight, I love helping others and cooking the Slimming World way.

What are you most proud of?

First and foremost, my two daughters and what they have achieved and continue to achieve. Professionally, a couple of years ago I was invited to the Annual Project Manager awards to represent DE&S - this followed the new Road and Rail Transport Facility at Glen Douglas being nominated for an award. It was a very Glitzy, Black tie affair and the evening was topped off perfectly when the project won an award. It really felt like the Oscars.

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

My husband (I'd need someone to build the campfires), my dog and my collection of JD Robb futuristic crime novels.

What irritates you the most?

Professionally, someone not following a job through to conclusion. Overall, I get really irritated when drivers don't use their indicators properly.

What is your favourite place in the world?

I have been lucky to have travelled to many places in the world and have many favourites. But no matter where I travel to whether it's Bali, America or nearer home, I am at my happiest walking along a beach. To be able to walk for miles on sand with the sea beside you is bliss.

What would surprise people about you?

I am completely phobic about cows. There is no logical reason



for this, having grown up in the country surrounded by them. They have never done me any harm, nor have I seen them do any harm to others, but when I am in the vicinity of one, I just cannot function.

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

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A new home for careers at DE&S

Scarecrows, innovation and Women in Engineering



June was Pride month across the UK, and in more usual circumstances during Pride season, the DE&S Pride network would have attended events to raise visibility of DE&S' commitment to diversity and inclusion.

However, in lockdown, this has not been possible. The network – a sexual orientation and gender identity network with a growing membership and presence across DE&S – instead released weekly communications promoting LGBT heroes. These focused on people who have made a real and positive difference to their community.

The network has several senior domain champions who

are looking forward to sharing blogs throughout the summer months, commencing with Ian Craddock, chief operating officer for the Air domain and DE&S Pride Champion. Pride look forward to celebrating events such as bi-visibility day in September, National Coming Out Day in October and Trans Day of Remembrance in November, where the network will raise awareness and understanding of the challenges that LGBT people can face.

Network Chair Mark Cartwright said: "Pride season is really important to our community. For me, it is a celebration of progress made and a time to reflect on what more we need to do."

For the first time, DE&S' Innovation Day was an entirely virtual event organised by the DE&S Future Capability Group and encouraged staff to get inspired and think innovatively.

The event promoted the need for Defence to increase its appetite for risk when delivering innovation to the front line and attendees explored how DE&S can deliver at pace to maintain the battle-winning edge.

This year's Innovation Day saw the DE&S Defence Ideas Innovation Challenge launched on Hive – DE&S' online collaboration tool on the Defence Ideas Platform. Hive encourages DE&S employees to share their ideas on technology innovation, delivery at pace, innovation blockers and enablers, and innovation in support.

Throughout the day, FCG hosted four webinars that were attended by roughly 1,000 DE&S colleagues learning more about a wide range of innovation topics - from digital battlespace to robotic platoon vehicles and nano UAS programmes.

Attendees also heard from Graham Turnock, CEO UK Space Agency; Air Vice Marshall Harvey Smith, MOD Director Space; David Chinn, lead for the DE&S Space strategy; and Michael O'Callaghan, DSTL space Programme Manager, who discussed the current and future role Defence has in space, the challenges it poses and how they are tackling them. The attendees were also joined by the author of *Be Less Zombie*, Elvin Turner, who discussed how to create the right environment for innovation to thrive. Elvin was accompanied by a cartoonist who captured and interpreted comments from the audience (pictured right).

Tim Rowntree, Director Engineering and Safety at DE&S, said: "The great thing about innovation is that everyone can do it. You don't need to be an engineer or a scientist, what you need is an enquiring mind, imagination, the courage to speak up with your idea, determination, and the ability to work as a team to deliver it."

YOU DON'T HAVE TO
BE A SCIENTIST TO
= INNOVATE! =



Cartoon by Richard Johnston, *Be Less Zombie* illustrator.

Visit the DE&S Innovation Portal here:
<https://modgovuk.sharepoint.com/teams/2228/portals/innovation/Pages/Innovation.aspx>

Following the launch of the Abbey Wood Women in Engineering Community at the 2019 International Women in Engineering Day, celebrations for 2020 were equally insightful and inspiring, fitting in with this year's theme: "shape the world".

Over 100 people across the MOD joined the 2020 celebration, which showcased a range of engineering talent from across DE&S.

Attendees were welcomed to the event by Brigadier Anna-Lee Reilly, leader of the Vehicle Support Team, who delivered an engaging and inspiring opening speech.

To begin, the audience heard from Dr Jon Cook, head of the engineering function, who shared the Diversity and Inclusion Plan for the engineering function.

Dr Jocelyn Peach then spoke about her role as WOME (Weapons, Ordnance, Munitions and Explosives) Early Careers Chairperson and the steps her team is taking to futureproof the

field of energetics and maintain a skilled workforce.

Dr Eluned Lewis then shared her research in the field of body armour and ballistic protection and how changes to fit different body shapes are impacting survivability.

One attendee said: "It was really inspiring to hear from other women in engineering from different backgrounds and at different levels and stages in their careers. Seeing how well it was attended generally, by people of all genders, felt really supportive."

Participants also heard from Holli Kimble, chief engineer in the ground breaking field of Directed Energy Weapons, who spoke about her role as a volunteer with Team Re:Act, providing disaster relief in the wake of Hurricane Idai.

Min Rodriguez, DE&S Diversity and Inclusion Lead, concluded the event and reminded participants of the benefits that diversity and inclusion can yield for everybody.

MOTTO

the MOD Lottery February winners

- £10,000 Paul Hulley, Cheadle Hulme
- £2,500 Juta Moloney, Shrewsbury
- £1,000 Helen Ross, Portsmouth
- £500 Julie Molloy, Dstl
- £250 Patrick Murphy, Helensburgh
- £100 Ray Pack, Henlow
- Angela Griffiths, Northwood
- Robert Wilmont, London
- Robert Quee
- Eileen McAdam, Croughton
- Louise Elcoate, Bristol
- Kevin Marshall, Portsmouth
- David Graham, Glasgow
- Julie Walker, Cyprus
- Deborah Barker, London
- Sally Brown, Andover
- Sheila Slaney, Telford
- Fiona Martin, Bristol
- Gareth Ames, Liverpool
- Rachel Dunn, Cheadle Hulme
- Ian Mathias, High Wycombe
- Rita McKechnie, Wyton
- Yvonne Newman, Dstl
- Kim Robbins, Shrivenham
- Karen Campbell, Pirbright



Artillery Systems team operations manager Zoe Roberts has been unleashing her creativity throughout COVID-19 lockdown.

After Nailsea's nearby scarecrow trails were temporarily paused due to lockdown restrictions, Zoe and her neighbours decided to create their own scarecrow trail in their local community,

encouraging families to create and display their own scarecrows outside their homes and compete for small prizes donated from local companies.

Anticipating around 20-30 families to take part in the local 'scarecrow hunt', Zoe was delighted that around 385 families made and displayed their creations.

Zoe created a map



highlighting the locations of the scarecrows and provided pictures of the entries for the local care homes so residents were able to take part in the adventure while still shielding.

Zoe said: "It has massively helped people mentally and given them a few planned outings to go round and see them all. One young lad, who is unfortunately ill, had been to visit a bumblebee scarecrow so many times that the owners of the scarecrow gifted it to him and it now lives in his garden."

Case Study

Andy Willcock, cost controller within DE&S, gives his insight into some of the benefits of working for the organisation

Name:

Andy Willcock

Job title:

Level 3 cost controller – vehicle support team

How long have you worked for DE&S?

Just over 10 years.

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

I'm an ex Army regular and wanted to continue to support our armed forces. A lot of my friends are still involved in the military and this job feels like I am contributing to make things better for them.

What does your role entail?

Primarily, I ensure the financial forecast for my platforms are a true and fair reflection of reality. I work with my Level 2s and project managers to ensure forecasts are correct and value for money is sought at all opportunities. I liaise with contractors to make sure they provide us with the correct details and have been reported up the chain accurately, to enable informed decisions at all levels.

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

When I started in DE&S I completed the Association of Accounting Technicians (AAT) qualifications straight away. I would recommend this to anyone in cost controls and finance, as it gives you a good base level of understanding. The Chartered Institute of Management Accounting (CIMA) is next and is currently required if I am to progress any further within the function. It is a massive commitment in

time and I have the greatest respect for those who have completed it already.

What do you most enjoy about your job?

The satisfaction of seeing improvements to equipment, from cradle to grave, that benefit boots on the ground.

What's your ambition?

As I write this we are just entering our eighth week of lockdown. Being able to go into the office, see my team and go for a Nando's is my ambition at the moment!

What's your greatest achievement to date?

My biggest highlight to date was working on and completing Warrior Urgent Operational Requirements (UORs) during Op Herrick (Afghanistan). Seeing the speed things can get done if everyone is pulling in the same direction is not only satisfying, but really makes you realise why we do what we do.

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

Personally, I feel like I make a contribution and enjoy working with people all moving in same direction with the same goals. The amount of knowledge and experience in the organisation is amazing.

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

I have been in the Army Reserves now for nearly 20 years, since leaving the regulars. DE&S allows 15 day's paid special leave to complete my training, which is hugely beneficial. I have also been lucky enough to have attended a garden party at 10 Downing Street to celebrate civil servants in the Reserves back in 2018, which I would not have had the opportunity to do had I not worked for DE&S.



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