

DESIDER

AN INSIDE LOOK INTO LIFE AT DEFENCE EQUIPMENT & SUPPORT



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Foreword

BY SIR SIMON BOLLON



In a rapidly changing environment, there is a demand for greater pace of delivery across the UK's defence industry.

The new Defence and Security Industrial Strategy (DSIS) represents a transformational shift in the government's approach to the defence and security sectors. It will ensure that the UK continues to have competitive, innovative and world-class defence and security industries, driving investment and underpinning our national security.

DE&S is central to realising this transformation. Our DE&S 2025 Strategy, published in May, sets out our response to the Integrated Review and DSIS with a strong emphasis on pace and agility and digital solutions. There is the opportunity to be genuinely transformational in this space to meet military demand in a hyper-competitive world.

Introducing a more nuanced approach to procurement, we are moving away from competition by default. National security, prosperity and opportunities for international partnerships must be kept at the forefront of our priorities.

Our openness and commitment to work with our allies through international programmes and initiatives will continue as we maintain delivery of world-class equipment and support.

Involving industry earlier in our procurement process will ensure that we benefit from innovative technology and encourage new competitors to enter the supply chain. Through this, DE&S will strengthen the productivity and resilience of the defence sector while better protecting the supply chain.

Grasping the opportunity to transform acquisition and procurement for defence, we can lower the cost and improve the pace of delivery. We are working with Head Office and the Front Line Commands to drive the reform of our acquisition and approvals processes. This, alongside a review of the regulations governing defence competitions, will be key to the success of UK defence. I have the upmost confidence that DE&S will continue delivering some of the most complex projects and support arrangements – at increasing pace – through our people, technology and innovation.

While the environment in which we operate is changing, our mandate remains the same: we must deliver cutting-edge capabilities to our armed forces, using public money in the smartest way possible. We must also play a pivotal role in supporting the MOD's contribution to achieving the Government's target of net zero carbon emissions by 2050. Harnessing the social value model will help us deliver economic, environmental and social benefits through the contracts we award, and help develop low carbon solutions to improve defence capabilities and reduce support costs. We aim to deliver safe, secure and innovative solutions at greater pace and are driven by our commitment to the service men and women of the UK armed forces.

SENIOR LEADER COMMENT

Adrian Baguley, DE&S Deputy CEO and Director Strategic Enablers

Talks to Desider about Acquisition Transformation.

Acquisition Transformation - building a system founded around accountability, transparency and trust in professionalism.

More than ever the nature of national security threats and the pace of technological change necessitate that we become better and more agile in managing the acquisition of military capability. The acquisition system can experience multiple tensions which may then lead to misaligned incentives and behaviours and ultimately a low trust environment. There isn't a single root cause of these issues, nor are there simple fixes for the elements that contribute. If there were, our predecessors would have 'solved' these problems years ago. However, when we succeed in aligning these incentives the system can deliver extraordinary results, at pace; drawing on the best talent in different parts of the acquisition system, we work together in harmony and with high levels of trust to achieve success. The challenge is to embed those behaviours across defence as usual way of operating.

Caroline Boughton, an experienced Project Director herself, is leading the latest proposed acquisition changes in Head Office under the Acquisition and Approvals Transformation Programme (AATP), which has been developed to reduce the average time taken to deliver capability to the front line. What is refreshing about AATP is that we all recognise the need to build a system that is both tailored and proportionate to the risks and complexities of the projects that we manage and based on bringing professional experience to both deliver and assure our projects, removing layers of bureaucracy in the system. The current wave of the AATP programme is looking to achieve the following:

- Tailor and streamline assurance and approvals. If we get this right it has the potential to take months out of our assurance, approvals and decision timelines. It will also allow us to make better use of scarce resource and focus where we can deliver the most effect and learning;

- Create new systems aligned to agile approaches to capability delivery where it is vital to improve pace in order to exploit technological advantage;
- Better manage categories of equipment and services to harness our pan-defence buying power and deliver better value and faster routes to market.

As the MOD's principal delivery agent, and the organisation that manages many of government's largest and most technically complex acquisition projects, DE&S has a great self-interest in seeing the system improved.

We have worked with the AATP team to design and deliver the changes through a series of short sprints over this year that are already paying dividends.

We employ some of the government's most experienced and talented acquisition professionals and the DE&S volunteers in these sprints are making a huge contribution that will benefit us all in time. We are always open to change and improvement. If you have any ideas on how we can further change the system for the better then do please get involved in the sprints – don't be a spectator!



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FEATURE

Kevin Craven, ADS Interim Chief Executive

Talks to Desider about how industry need to respond to the Defence and Security Industrial Strategy.



In March we saw an important moment for defence and security in the UK, as the Government set out its strategic approach and priorities for security, defence, development and foreign policy.

While the Integrated Review set out a comprehensive vision for the UK's role in the world in the coming years, for business the publication of the Defence and Security Industrial Strategy (DSIS) was an important step. Taken together with the Defence Command Paper, the two documents set out UK priorities for equipment, capability and technology development, and the approach to future procurement.

The Command Paper set the tone for much of the detail laid out in the DSIS. It describes how the UK will adopt a more strategic approach to industrial capability, and "provide greater flexibility in designing capability and acquisition strategies" to boost domestic skills, technologies and capabilities. It takes a step towards greater harnessing of the Defence Prosperity agenda and recognises that the defence and security sectors have an important contribution to make to national economic recovery.

ADS and industry worked closely with the Ministry of Defence to develop DSIS, which lays a foundation to give defence and security companies the confidence to invest in advanced capabilities sought by the UK armed forces and security services. From an industry perspective, the DSIS signals a more nuanced approach being taken to global competition by default. This can create more opportunity for SMEs in the UK defence and security sectors to deliver a more agile, innovative and resilient UK industrial base.

This approach will give officials greater freedoms to take procurement decisions that could raise the level of domestic content in programmes, prioritise the UK supply chain, and contribute to the Government's Social Value and Levelling Up agendas. Recognising that delivery of the strategy is all important to the Defence Enterprise's credibility, industry is looking forward to working in partnership with the MOD on this new way forward, and on development of a new Land Industrial Strategy.

The time to judge whether the approaches set out by the DSIS and elsewhere have achieved their aims will come when they can be evaluated against key milestones. The full range of policy changes, new initiatives and promised strategies will take several years to be put into practical effect.

Early opportunities to apply this new approach to procurement, such as the recently launched Fleet Solid Support Ships competition, can show the commitment to maximising the full potential benefits.

In the coming months we hope to see an increase in the requirement for UK content in programmes, applying social value criteria in a strategic way and the sharing of technology road maps with industry.

Implementation of the DSIS is a top priority for ADS and for the UK defence and security industries, and I am optimistic that we can see real results achieved quickly that will have benefits both to our ability to meet the needs of the UK armed forces and security services in the long term, and to our national prosperity.

FEATURE

DE&S' crucial role in shaping, delivering and modernising the UK's future defence capabilities

Permanent Secretary to the Ministry of Defence, David Williams, on DE&S' role in modernising Defence capabilities.

I can't think of a more important and interesting time to be part of Defence.

The COVID-19 response has underlined the relevance of the armed forces to the day-to-day lives of people in this country and to the Government's wider domestic agenda. The Integrated Review and Defence Command Paper have set out a direction and purpose for us to organise around and focus on. And the increased defence budget from the spending review gives us a fighting chance of delivering on that ambition.

But this isn't just going to happen by itself. DE&S are pivotal to our new direction and must work together with our partners to ensure that we step up to deliver and seize these opportunities.

For me, that means looking at the roles and responsibilities in Head Office, in the Frontline Commands, and in our enabling organisations so we are all clear what is expected of each other and of the teams we are working in. It means having a clear view of the skills and capabilities - and the mindset - we need to make a reality of the Integrated Review. It means making real, tangible progress on our transformation and reform programmes.

Both the Integrated Review and Defence Command Paper obviously have a focus on the introduction of new capabilities and the technological advantage we want our armed forces to have in the future.

With the focus on a persistent presence, on competition and on forward deployment; there is a real premium on capability, availability and sustainability, support and logistics. So, across the breadth of DE&S activity, there is lots to contribute.

DE&S have really important and very varied roles to play in supporting our service men and women in what they are asked to do. I want us to be a confident and capable department and have a cast-iron reputation for professionalism, for grip, and for delivering on the plans we have set out.

We must build on what has worked well as we create a modern and effective workplace. Streamlining processes, moving at pace maximising value and efficiencies and making sure our approach is right for what we are trying to achieve will ensure the very best equipment and support for our armed forces now and in the future.



FEATURE

Optimising delivery with the 'One Team' approach

DE&S continues to strengthen its partnership with the Royal Navy to operate collectively to efficiently meet priorities and achieve required outcomes.

DE&S Ships Domain and Navy Command are advancing a 'One Team' concept to drive improvements in the procurement, delivery, and support of Royal Navy capabilities. The 'One Team' approach – created following Navy Command's transformation programme – has been adopted to ensure consistency of work and communication, reduce bureaucracy and avoid the risk of duplication of effort.

Progressing this concept with Navy Command over the last two years, DE&S Ships Domain has been evolving the approach in close collaboration to equip and support the Royal Navy as effectively and efficiently as possible.

Chris Marshall, DE&S Ships Domain Chief Operating Officer, explains: "The team operate under agreed partnering principles where we must be open, transparent and disciplined. There is no 'them and us' segregation and we must remain solutions focused always, working jointly where sensible and presenting a united front outwardly."

Further strengthening collaborative relationships and building on the pride, passion and commitment to delivery, the One Team approach encourages DE&S and Navy Command to challenge each other and improve teamwork. The objective is to deliver a greater focus on outputs, concentrate on what matters and to operate in a more empowered way.

The unified Navy Command and DE&S approach to deliver the Type 31 frigate capability on to contract at pace is evidence of the effectiveness of this approach.

DE&S Director General Ships, Vice Admiral Chris Gardner, said: "Learning lessons from other acquisition programmes, the Type 31 team defined an innovative procurement strategy and embodied best practice, forming a deal that secured the fastest schedule and best price to meet the capability the Royal Navy needs. They attained cross-Government investment approvals and delivered in record time a Design & Build contract. This will modernise UK shipbuilding infrastructure, invest heavily in the UK supply chain and add significant social value within the UK. The team enhanced collaboration, proving the One Team method and have aided a healthy export appetite, supporting the Government's ambition.

"The One Team approach creates a clearer mutual understanding through greater transparency and aided by a disciplined yet unified structure to deliver a lean and effective interface whilst working as a single enterprise. By operating as "One Team", DE&S and Navy Command will work in close collaboration to improve availability, sustainability and lethality, and deliver the priorities of the First Sea Lord: to mobilise, modernise and transform the Royal Navy."

Rear Admiral Paul Marshall, Director Navy Acquisition, added: "T31 has reintroduced a viable market for shipbuilding, accelerated major project initiation by an order of magnitude, provided a pathway to sustainable, continuous and affordable shipbuilding, opened export markets, reinvigorated relationships with important allies and changed the way the Royal Navy thinks about capability. This is truly transformative but equally novel and contentious. The team has worked tirelessly and seamlessly, navigating politics and policies, delivering world-class capability at a world class price."

Rear Admiral Jim Higham, Director Ships Support, explained: "Nowhere is this approach more important than in Ships Support. The Secretary of State has made improving ships availability the number one focus of the Royal Navy and to achieve this in the daily cut and thrust interaction of the support programme is where this initiative will be truly tested and really deliver results. The reduction of last year's 190 support Command Acquisition and Support Plan (CASP) milestones to just three this year, all based on ship availability is a perfect indicator of the levels of trust and empowerment that this One Team construct enables."

"Our capabilities must rapidly evolve to meet the challenges of today and we must find ways to allow the Royal Navy to stay ahead of our adversaries. By working together and following a single vision, the entire team has a clear and ambitious direction to work even better together."

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NEWS

HRH The Duke of Cambridge cuts HMS Belfast first steel

The first steel has been cut for HMS Belfast, the third ship in the Royal Navy's fleet of next generation Type 26 anti-submarine frigates.

HRH Prince William, Duke of Cambridge officially cut the steel for the UK's newest warship, at a ceremony held at BAE Systems' Govan shipyard on the River Clyde.

The steel cut marks the official start of build on the third of eight Type 26 warships, representing an important milestone for the Type 26 programme, the Royal Navy, UK defence and shipbuilding in Scotland. All eight Type 26 frigates will be built by BAE Systems on the Clyde, sustaining around 1,700 jobs in Scotland and approximately 4,000 jobs across the wider UK maritime supply chain.

After meeting BAE Systems staff and enjoying a tour of the first in class, HMS Glasgow, now on the hardstand of the shipyard, the Duke gave a speech in the fabrication facility before pressing the button to cut steel.

He announced that his wife, the Duchess of Cambridge, will be the Lady Sponsor of HMS Glasgow.

He said: "My family's affection for the Royal Navy is well known and, as I saw the work taking place here today, I was thinking of my Grandfather, the Duke of Edinburgh.

"He'd have been fascinated and very excited to see such advances in skills and technology being put into practice."

The Type 26 is an advanced warship whose primary purpose is anti-submarine warfare to protect the Continuous at Sea Deterrent and Carrier Strike Group.

Defence Minister, Baroness Goldie said: "This is a significant milestone for the Type 26 programme and Defence, celebrating our UK shipyards and the knowledge and expertise of Scottish industry.

"The Type 26 anti-submarine frigates will be equipped with the most advanced capabilities and technologies, enabling the Royal Navy to counter emerging threats for decades to come."

It is equipped with a range of capabilities including the Sea Ceptor missile defence system, a five-inch medium calibre gun, an embarked helicopter, medium-range radar and powerful bow and towed array sonars.

DE&S Director General Ships, Vice Admiral Christopher Gardner said: "The steel cut for HMS Belfast is another significant milestone in the delivery of the eight-ship Type 26 class, itself part of the wider Global Combat Ship endeavour, that we are part of along with Australia and Canada.

"This is a proud moment for everyone who has worked so hard on this strategic national programme, which sustains thousands of jobs across the United Kingdom and harnesses all of our skills and knowledge to produce the best possible ships/capabilities for the Royal Navy."



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Its flexible design will also allow its weapon systems to be adapted throughout its lifespan to counter future threats. The development of the Type 26 benefits from the latest advances in digital technologies, including 3D modelling and virtual reality, which ensures the ship's design is refined earlier in the process.

The design has achieved international export success, with nine Australian Hunter Class and 15 Canadian Surface Combatants based on the Type 26, representing a significant long-term opportunity for all three nations to work together to exploit supply chain efficiencies and interoperability on operations.

HMS Glasgow and HMS Cardiff are already being built in Govan, with the former expected to enter service in the late 2020s. HMS Birmingham, HMS Sheffield, HMS Newcastle, HMS Edinburgh and HMS London will form the second batch of Type 26 warships. Designed for a service life of at least 25 years, Type 26 will serve in the future Royal Navy surface fleet into the 2060s.

NEWS

DE&S secures revolutionary night vision goggles for British Army

DE&S has negotiated two multi-million pound contracts to supply the British Army with new state-of-the-art Night Vision Goggles and Thermal Clip-on Systems.

Under a £11.5-million contract with Kent-based Instro Precision Ltd and a £3.2-million contract with Cambridge-based thermal imaging specialist, Thermoteknix Systems Ltd, soldiers will be able to fight further, faster and smarter.

The lightweight image intensifying goggles can be fitted with a miniature clip-on infrared thermal imager that enhances surveillance and target acquisition abilities. These features allow the user to detect the enemy early, react quickly and maintain a tactical edge at night.

Major General Darren Crook, DE&S Director Land Equipment, said: "Ensuring our soldiers maintain a battle-winning edge, whilst also keeping them safe, is at the forefront of our minds when procuring the latest military equipment.

"The new Night Vision Goggles and Thermal Imaging clip-ons will do both, meaning the armed forces can continue to protect our nation's interests."

The contracts are expected to create or sustain around 30 jobs at Instro Precision Ltd headquarters in Sandwich, Kent, while approximately 10 jobs are expected to be created or sustained at Thermoteknix. Further jobs are also expected to be created in the UK supply chain.

Lieutenant Colonel Mike Baxter, of the Army's SO1 Light Forces, said: "The procurement of these night vision systems is a step change in capability, providing image intensification combined with thermal technology, which can be fused and integrated into our digitalised soldier systems.

"Each system is truly 'state of the art', but when combined they transform the way we fight on the battlefield, enhancing soldier situational awareness, increasing survivability and lethality. Technologies such as these enable our soldiers to fight further, faster and smarter."

Fielding of the Night Vision Goggles and Thermal Clip-on Systems is expected to begin in January 2022.

The new Night Vision Goggles and Thermal Imaging clip-ons will do both, meaning the armed forces can continue to protect our nation's interests.



NEWS

Multi-million-pound boost for Liverpool's maritime industry

A £36-million contract has been awarded to Merseyside-based Marine Specialised Technology to deliver 18 new police patrol crafts for the MOD and Gibraltar Defence Police (GDP) Forces.

To be used around Royal Naval bases in the UK and British Gibraltar Territorial Waters, the five-year contract will deliver 16 patrol craft to the MOD Police and two craft to the GDP - replacing those currently in use.

Based in Liverpool and on the River Mersey, the contract will sustain 50 jobs and create a further 15 across the north west of England.

The police patrol crafts will play an important role in Defence, enhancing capability to safeguard UK and Gibraltar waters and escort major Royal Navy assets in and out of Naval bases at home and overseas.

Defence Minister Baroness Goldie said: "This £36-million investment allows our MOD Police and Gibraltar Defence Police Forces to enhance the vital security service they provide to our military bases at home and overseas.

"Designed and constructed by maritime experts in the UK, this contract reaffirms our commitment to invest in homegrown industry knowledge and support the protection and creation of skilled jobs."

Announced by the Prime Minister last November, Defence has received an increase in funding of over £24-billion across the next four years, focussing on the ability to adapt to meet future threats. Reflected by this latest investment, the MOD Police and GDP Forces form a central role in the protection and security of Defence assets and require essential equipment capabilities to fulfil this duty.

The 15 metre crafts will be able to carry 3 crew members and up to 4 passengers, travelling up to 30 knots. They will be fitted with a CCTV surveillance system, two Marine Jet Power waterjets and reinforced with bullet-proof protection against incoming fire.

As highly manoeuvrable craft, they will also be used for 24/7 policing to protect Defence assets and deter and detect any potential threats. Able to operate in all weather conditions, direct support to the Royal Navy will also include escort, cordons and maritime security capabilities.

MOD Police marine operations support lead, Inspector Brian McArdle said: "The bespoke craft requirement compiled in collaboration with Defence Equipment and Support, will deliver a modern maritime craft enhancing the operational capabilities of the MOD Police.

"The craft procurement is part of an ongoing craft replacement project ensuring the MOD Police continues to support MOD and Royal Navy to achieve operational objectives."

The Carrier Strike Group 21, led by the Royal Navy alongside their Dutch and US counterparts, recently visited Gibraltar as part of the deployment and was supported by the GDP who carried out escort and patrol activity.

DE&S Boat Acquisition project manager, Joshua Brooks said: "These craft will ensure the continuity of an important capability for the

MOD Police to deter and defend against threats to UK bases and overseas territories.

"These craft will provide the MOD police with a modern, fast and effective capability for fulfilling their important role."

The constant waterborne patrol and policing at UK Naval Bases will include HMNB Portsmouth, HMNB Devonport and HMNB Clyde, as well as the Gibraltar Naval Dockyard.

Construction has already begun on the design project and the first police patrol craft is expected to be delivered in July 2022.



NEWS

New Poseidon simulator delivered to RAF Lossiemouth

A second Operational Flight Trainer (OFT) was recently delivered to RAF Lossiemouth, the home of the UK's submarine-hunting Poseidon MRA Mk1 Maritime Patrol Aircraft fleet.

Weighing more than 9.5 tonnes, the simulator is one of two being installed in the £100-million strategic facility built by Boeing Defence UK and Scottish firm Robertson Construction.

The simulator was offloaded from the specially chartered Antonov AN-124 – which took off from Tampa, Florida – and then transported the OFT by road to Lossiemouth.

The simulators and facility, managed by DE&S, are part of a £470m UK Government investment in the coastal RAF base in Moray, north-east Scotland.

Mark Corden, DE&S Project Manager for Training in the Poseidon delivery team, said:

"The simulators will provide specialist training for RAF pilots who will be flying the Poseidon MRA Mk 1. They are exact replicas of the aircraft cockpit and will incorporate very high-definition visual display systems to enhance the training benefit.

"They are also designed to link up with the mission simulators used by the rear crew, allowing them to train together. It's an essential part of making sure that the aircrew are fully prepared to operate the growing fleet of aircraft.

"Although this is the second Poseidon simulator to be delivered to the UK, it is still very exciting to see it arrive in Prestwick on the Antonov. Its size makes it too big to be transported by any RAF aircraft. The Antonov is one of only a few aircraft in the world large enough to carry it."

Known as an OFT, the simulator is provided by Boeing but originally manufactured by CAE. It is 7.26m long, 4.39m wide, 3.71m high and weighs 9,591kg (9.5t).

Two OFTs and two rear-crew simulators will be installed in the new strategic facility at RAF Lossiemouth, along with part-task mission crew trainers, virtual maintenance trainers and electronic classrooms.



They are exact replicas of the aircraft cockpit and will incorporate very high-definition visual display systems to enhance the training benefit

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NEWS

News in Brief



World Environment Day

World Environment Day was recently celebrated at DE&S with staff joining virtual events and hearing from speakers including WWF and the Environment Agency.

A key part of the day was highlighting DE&S' environmental goals as set out in DE&S 2025 Strategy and sharing how the DE&S strategy supports the MOD's Climate Change and Sustainability Strategic Approach, as well as the Government's Net Zero CO2 2050 target.

On DE&S World Environment Day, Jeremy Quin, Minister for Defence Procurement, said: "From a Defence perspective, it is critical we adapt and acquire the kind of equipment we need to function in extreme conditions. As Defence accounts for 50 percent of Government emissions, we also have a major responsibility to change our culture and reduce our impact on the environment."

Alongside this event, over 60 DE&S engineering graduates recently presented their ideas to DE&S senior leaders as to how CO2 generated by DE&S could be reduced in a 'Dragon's Den' style event. This was an exciting opportunity to hear new ideas generated by some new minds in DE&S and graduates will continue to work on their proposals before the final assessment in December.

DE&S commit to carbon 'Net Zero' 2050

In 2019, the UK became the first major economy to adopt a legal commitment to achieve 'Net Zero' carbon by 2050. This year, on World Environment Day, the UK announced the launch of the procurement policy note: Taking account of Carbon Reduction Plans in the procurement of major government projects. This policy was introduced to begin bringing into practice carbon reduction in public sector procurement.

DE&S will be adopting these measures and industry partners are required to commit to carbon 'Net Zero' by 2050 also. In line with the DE&S 2025 Strategy, DE&S industry partners will be required to submit and publish carbon reduction plans: detailing existing carbon emissions along with their environmental management measures.

Morag Stuart DG DE&S Commercial said: "DE&S know our partners across industry will embrace the opportunity to be part of the UK's global leadership of the drive towards achieving 'Net Zero'. DE&S now has the responsibility to ensure this is achieved whilst at the same time procuring goods and services. In addition to this general commitment DE&S will be implementing the Social Value model into our procurements and fighting climate change is one of the three themes that Defence will adopt, applying a minimum of 10% of the marks of all competitions over £500,000 to Social Value criteria."

HMS Spey commissioned into fleet

Royal Navy Offshore Patrol Vessel HMS Spey has been commissioned into the Royal Navy Fleet during a ceremony alongside the Ross-shire town of Invergordon.

Procured by DE&S, HMS Spey is one of the most environmentally-friendly vessels serving the Royal Navy thanks to a urea filter which reduces nitrogen oxide emissions from the diesel generators by about 90%.

Built on the River Clyde by BAE Systems, the ship is the fifth and final of the second-generation of River Class vessels built for the Royal Navy.

Leaving the Clyde shipyard in October last year, HMS Spey has been undergoing a rigorous programme of operational sea training to ready her for action.

Minister for Defence Procurement, Jeremy Quin MP, said: "This marks a significant milestone for the Royal Navy's second generation of River Class vessels, as HMS Spey prepares to join her four sister ships to provide essential maritime security for the UK."

"Built on the River Clyde, HMS Spey symbolises vital industry expertise central to delivering the next-generation of naval capabilities."

Attending the ceremony was Rear Admiral Simon Asquith OBE, the Royal Navy's Commander Operations, who said:

"The Batch 2 Offshore Patrol Vessels are impressively flexible ships and are already making a real difference to current operations globally."

Challenger incorporates new cutting-edge protection system

DE&S has recently awarded a contract to Rafael Advanced Defense Systems to carry out anti-missile system trials for the British Army's Challenger 3 Tank.

The protection system works by recognising, intercepting and destroying incoming enemy missiles, protecting the tanks against rocket and missile threats. The system simultaneously locates the origin of hostile fire for immediate response.

David Farmer, DE&S Challenger 3 team leader, said: "I am delighted to welcome Rafael to our cohort of industry delivery partners who are working together to bring Challenger 3 to life. This is a significant programme for Defence, and the British Army and represents a huge shift in the modernisation of our land forces. The pioneering new technology that we are planning to use will allow us to deliver an immense warfighting capability."

The upgraded tanks, featuring extra firepower and state-of-the-art protection systems, will ensure the UK remains at the forefront of tank design, poised to respond to future global threats and challenges.

Michael Lurie, head of Rafael's land manoeuvrability systems directorate, said: "This system has changed the rules of the game in the armoured warfare arena, and the UK's decision to choose Trophy for the protection of its crews, ushers in a new era for its armoured forces as well."

Challenger 3 will lead NATO armoured forces with the highest levels of lethality and survivability on the battlefields of today and until 2040.



Shining a spotlight on DE&S engineers on International Women in engineering Day

This year's theme for International Women in Engineering Day was Engineering Heroes.

To mark this day, DE&S has shone a spotlight on some of our own Engineering Heroes, those women in DE&S who have made an impact on the organisation, their field of work, colleagues and wider society.

Nominated by senior DE&S colleagues, more than 15 DE&S Engineering Heroes have been profiled in a new publication designed to inspire and support anyone who might want to be an engineer in the future.

Jo Osburn, DE&S Gender Champion, said: "DE&S is committed to ensuring we can overcome gender disparity, increase the rates of female engineers in the organisation and grow an inclusive engineering culture, which enables everyone to reach their potential. International Women in Engineering Day is a great opportunity to celebrate those women paving the way in engineering and I hope that their stories will act as an inspiration for others."

Read about our DE&S Engineering here: <https://bit.ly/3Ad2TDW>



FEATURE

Abbey Wood 25th anniversary

This month DE&S are celebrating 25 years since Her Majesty Queen Elizabeth II officially opened MOD Abbey Wood.

On July 19, 1996, Queen Elizabeth II arrived in Bristol alongside the Duke of Edinburgh to unveil a plaque to officially open MOD Abbey Wood.

Reports state thousands of staff turned out to see the Queen and Duke who were welcomed by the then Secretary of State for Defence, Michael Portillo.

The Royal couple were taken on a tour of the site, including the nursery, where the Queen was presented with a collage picture of Windsor Castle by two four-year-olds.

The plaque can now be found near the lake at the entrance to the Central Facilities Building. Speaking at the unveiling that day Mr Portillo said: "Today's opening is the culmination of years of careful planning by the Ministry of Defence. It is a tribute to our staff and those of all our contractors and their suppliers that in less than four years an area of poor-quality farmland has been turned into a headquarters campus that sets a standard for quality, efficiency and cost effectiveness for public and private sector organisations."

After the unveiling, the Queen took the salute at a flypast of aircraft representing the three Armed Services and featuring the last remaining flying Bristol Blenheim, an EH101 Merlin, a Westland Lynx Mk9 and a Eurofighter 2000.

Remembering the site opening, DE&S Air Domain Engineering Function Manager, Helen Wheatley, said: "When you arrived there was definitely a bit of a 'wow' factor. The fountains were going and all the buildings were glistening and shiny."

The first staff started to filter into the £254-million build in December 1995, just three months before Filton Abbey Wood railway station opened to accommodate the first major influx of staff in March 1996.

And in 1997, MOD Abbey Wood won Green Building of the Year, Best Out of Town Building, Best New Office Building and was second in the Royal Institution of Chartered Surveyors Efficient Building Awards.

HR Business Partner Lead, Pete Ginnever, recalls: "The site was very impressive as it took shape. The scale was pretty awesome but as you saw the design features take place – like the lake and bridges – suddenly you realised this was a really big deal."

On 2nd April 2007 the Defence Procurement Agency and the Defence Logistics Organisation merged to form Defence Equipment and Support (DE&S) under the leadership of General Sir Kevin O'Donoghue as the first Chief of defence Materiel (CDM).

Now in the site's 25th year, MOD Abbey Wood is the Headquarters for DE&S. Every year DE&S delivers a programme of work worth over £10 billion and delivers more than 80% of the MOD's largest and most complex equipment projects.

Twenty-five years on and Abbey Wood still employs thousands of civil servants and military personnel who manage a vast range of complex projects. The organisation continues to take great pride in buying and supporting the equipment and services that the Royal Navy, British Army and Royal Air Force need to operate effectively.

When you arrived there was definitely a bit of a 'wow' factor. The fountains were going and all the buildings were glistening and shiny.



PEOPLE

DE&S personnel recognised in 2021 Queen's Birthday Honours List

The Queen's Birthday Honours reward people for merit, service or bravery. This year, past and present personnel from across DE&S were among those recognised.

Companions of the Order of the Bath (CBE)

Bruce Marshall received a CBE for his pivotal role assisting the NHS in the procurement of PPE which was in critically short supply at the very height of the COVID crisis.

Order of the British Empire (OBE)

Dominic Leeds was also recognised in this year's honours, receiving an OBE for his outstanding services in Defence.

Member of the Order of the British Empire (MBE)

Among those to receive an MBE was Lieutenant Commander Karen Shortland. Karen ensured enough PPE was sustained for shoreside workers at Clyde Naval Base, enabling ashore support to the Continuous at Sea Deterrent and keeping the submarines fully operational. Squadron Leader Gareth Elliott received an MBE after commanding the Air Movements Squadron at RAF Brize Norton. Gareth was responsible for delivering the key airport function of Defence's Airport of Embarkation and has been recognised for his outstanding leadership and commitment.

Also receiving an MBE was Lieutenant Oliver James Mulcahy for leading on the assurance of a number of critical capabilities for Defence and delivering exceptionally across a wide range of combat system integration challenges. Paul C Seager's exceptional services in Defence as Tactical Communications Projects Manager also earned him an OBE.

Companion of the Order of the Bath (CB)

Elsewhere, Air Vice-Marshal Simon David Ellard was recognised for serving the RAF and Defence with distinction over many years. His work to improve Air and Functional Safety and advanced engineering practice across Defence was particularly noted.

Nick Elliott was also awarded a CB after leading DE&S' COVID response efforts in support of wider Government throughout the pandemic. Nick was a driving force in leading activity to support the supply and project management of PPE, logistics for ventilator supply and overseeing supply chain resilience and policy issues, across multiple geographical locations.

Meritorious Service Medal (MSM)

The MSM is a prestigious award given to the most deserving military personnel with at least 20 years of valuable and meritorious service and who have Long Service & Good Conduct Medals.

Warrant Officer Class 1 Steven John Gelston, The Royal Logistic Corps was awarded an MSM for his outstanding commitment throughout his Army career. As was Warrant Officer Class 1 John Younger, The Royal Logistic Corps.

The distinguished career of Warrant Officer Alison F Fisher's was also commended. Alison has operated on the RAF's most iconic front-line platforms, including Chinook, Harrier, Tornado and now the F-35B Lightning, becoming the first female engineering warrant officer to serve on a fast jet squadron.

Lieutenant Colonel Jeremy C W Mawdsley MBE RA received special recognition in the form of the Chief of General Staff's - Head of the Army Commendation for his outstanding leadership in Army Head Quarters. Squadron Leader (now Wing Commander) Damion J Weir was also recognised and awarded a Deputy Commander Ops Commendation in the Queen's Birthday Honours List for his support, knowledge and dedication.

On their recognition, DE&S CEO Sir Simon Bollom, said: "I would like to add my own thanks to all those recognised for their hard work. I am personally grateful for your efforts on behalf of DE&S, and indeed throughout your career in Defence, and I wish you continued success in the future."

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Alexander Leflaive-Manley

Job title
Finance Graduate – 2019 Cohort.

What does your role involve?
As a finance graduate, I rotate through two placements within DE&S, each lasting one year. I started in September 2019 with the Future Maritime Support Project (FMSP) working on a variety of tasks ranging across efficiencies, business cases, people survey feedback – all sorts! I am now part of the Land Domain, concentrating on management reporting. Alongside these placements, I’m required to do 12 Chartered Institute of Management Accountants (CIMA) exams by August 2021.

What do you most enjoy about your job?
Creating solutions. I get a real kick when an idea translates into an improvement. Doing something as simple as automation within Excel can save endless manual input whilst generating better information.

What is your greatest accomplishment to date?
Winning a ‘Highest Achiever’ prize from CIMA for a global 4th place in their case study. CIMA is a high stakes game – there is so much to cover and you’re aware that two exam failures mean you risk losing your place on the scheme – so you’ve got to hold it together in a very precarious situation. Furthermore, the case study fell during the November lockdown and it was touch-and-go whether I would sit the exam at all. To finish 4th globally was just amazing, it’s been a real confidence boost.

What keeps you energised about working at DE&S?
First: Family associations with defence. I’ve got friends and a sibling entering the armed forces as well as great grandfathers who served in both world wars, so I feel proud to play a part in the MOD. Second: The people around me in DE&S. My teams have been really welcoming, my managers have been so supportive, and the leadership does a great job in making your contribution feel valued.

Who or what has shaped who you are?
A long list, but most importantly, my parents. They gave me a great start in life, sending me to an excellent school, encouraging me in extra-curricular pursuits and pushing me to do my best. I’ve been incredibly lucky!

What do you enjoy doing in your spare time?
Although CIMA study demands prevent me from going on the water, I am a devoted rower and have competed all over the UK. I look forward to resuming it one day. In the meantime, I keep fit on a rowing machine. In addition, I play the guitar and saxophone, and I am often found hiking on the weekends.

What might surprise people about you?
I lived for much of my upbringing in the USA. People find this surprising – not sure why! I fell in love with the New Jersey countryside, the people, the traditions, etc. I also picked up the accent pretty well. Quite a few thought I was a true “Born in the USA” native Springsteen, describing my father to me as “that British guy,” not realising we were related! My accent has long since gone back to full British.

What’s the best advice you’ve ever been given?
Effort usually beats talent – this helps me a lot when I’m battling through study!









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