

DESIDER

AN INSIDE LOOK INTO LIFE AT DEFENCE EQUIPMENT & SUPPORT



INCREASING OPERATIONAL EFFICIENCY

Proudly delivering for the UK's Armed Forces

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Foreword

BY SIR SIMON BOLLOM



It was February 2017 when Tony Douglas, then the Chief Executive Officer (CEO) of DE&S, called me to ask if I would return to the organisation as interim Chief-of-Material Ships. I gladly accepted the offer for a 9-month stint, later moving up to the CEO position which I now relinquish after more than 4 terrific years. Managing a £10-billion/year budget and 11,500 people is a profound responsibility, but as an engineer with 35-years military service behind me I've clearly got a passion for defence and a fascination for the complexity that goes with it. Our role is to deliver to the front line and - by and large - that's exactly what we do. Sure, it doesn't always go to plan, but that's to be expected in fielding leading-edge technology in a changing environment. The important thing is to learn from both our successes and failures - and get better! I can evidence that we have done that in spades, with much more still to come. Throughout, it has been a great privilege to lead DE&S during a very turbulent time, and I am delighted to reflect on my tenure in this month's Desider.

It's difficult to pick out particular highlights from the past 5 years but,

coming from a strong air background, the successful delivery of project CENTURION in 2019 - inside a challenging cost and time envelope, and enabling Typhoon to 'come of age' as a truly multirole fighter aircraft - was particularly gratifying for me. Similarly, so was hitting Initial Operating Capability Land and Maritime for the Lightning team - again on time and cost - completing a major milestone in the transformation of the combat air capability. In maritime we saw the carrier programme deliver into service with the commissioning of HMS Queen Elizabeth in 2017, precisely on time from the date set as far back as 2012. The common thread running through both of these programmes was senior level sponsorship and outstanding collaboration between the front-line commands, DE&S and Industry. For the Air programmes, we added the additional complexity of international programmes and brought our partners with us on these journeys. It is now the turn of the Land Domain driving a massive recapitalisation of the Army with Ajax, Boxer and Challenger 3 which will all come into service later in this decade. The foundations have been set, approvals are in place, and with the same spirit of

collaboration these programmes are set to deliver. There are many other programmes that I have not mentioned: some are highly classified, others not so eye-catching but are critical enablers to the front line. The range of equipment delivery programmes is quite remarkable as are the skills and capabilities of the people who birth and nurture them into service. It is sometimes overlooked that more than half of DE&S spend is on support and here we have delivered some truly innovative support solutions over the years. The Typhoon availability contract Tytan, Chinook Through Life Customer Support, Common Support Model and Future Maritime Support Programme, and latterly the Wildcat Integrated Support and Training contract all spring to mind. Again, these all brought together a collaborative effort from Industry, DE&S and FLCs to deliver more effective support solutions and huge efficiencies to be reinvested back into capability. We have tremendous expertise in delivering end-to-end support solutions and we will need to brigade this on a new campaign to deliver on the MoD's aspiration to deliver significantly greater equipment availability.

If one thing is for sure, it is that the demand for innovation and pace is constant. In my time as CEO we have 'systematised' our approach to these challenges, establishing a more regular connection with suppliers that can deliver new technology direct to the user. We did this because we needed to be in a better position to 'push' technology that could be exploited, as well as to continue to respond to new capability requirements. Hence why we set up the Future Capabilities Group (FCG) which has very successfully connected with key suppliers and the rapidly growing future capability cells in the front-line commands to test what could be successful. Formed in 2019, this team is now well established and has exploited innovative approaches to procurement. Notably launching two specialist centres of expertise, implementing a Buy and Try at Scale (BATS) model, and accelerating autonomous solutions such as uncrewed aircraft and robotic dogs. It's an exciting space that will be a focal point for unexplored, high-risk, but rapidly maturing technologies to deliver operational advantage on the battlefield; this is especially important as evolving military threats become more dynamic. The ability to anticipate or respond to that is vital, as is working really closely with the users in the frontline commands to do so. In my experience we handle this dynamic very well and continue to improve.

We have also provided continuous support to operations and multiple campaigns over many years. In our latest campaign in Ukraine, we are at the forefront of the UK's military support and so far this has seen us procure and deliver over £1.2 billion worth of lethal and non-lethal capabilities to the Ukrainian armed forces from Defence stocks and through rapid procurement. Our resilience, pace and agility have seen us best placed to support this activity and no doubt will see us support similarly demanding operations in the future. Similarly, during COVID we really stepped up to deliver business continuity – simultaneously supporting the national endeavour, procuring PPE and ventilators, whilst hardly missing a beat in terms of programme delivery. But it's hardly surprising that we can do this because this is what we do time after time in response to crises and urgent requirements – mobilising rapidly to deliver urgent equipment solutions to the user.

Since our foundation as a Bespoke Trading Enterprise (BTE) and Transformation, we have developed as an organisation and significantly improved our programmes delivery capability. A

key element to this has been data-led. By standardising ways of working and tools across the whole organisation, this has improved our management of information and the way we work with our partners. Our ability to correlate data and provide answers has moved on at a huge pace to the point where we are regarded as 'best in class' across defence and government in terms of the analytics that we can produce for such a diverse portfolio of programmes.

I'm extremely pleased with our DE&S 2025 strategy that we launched in 2021 in response to the challenge and change-in-direction that the Integrated Review and DSIS presented. The 5 themes have a strong digital thread and will help us address the skills gaps and remaining deficiencies in our tools and processes to deliver better outcomes to our customers.

We play a pivotal role in supporting the MoD's contribution to achieving the Government's target of net zero carbon emissions by 2050 and must be innovative in our approach to reducing the carbon footprint of the equipment solutions we deliver to support our clients. The launch of our environmental strategy is a good step towards this; we are now committed to cultural and business change to reduce our environmental impact, and with a sense of pride I am looking forward to seeing DE&S progress further towards our targets.

Another area where we made significant progress in the organisation was our commitment to including social value to our procurement to tackle economic and social inequality. This commitment is vital to ensuring that we deliver economic, environmental, and social benefits through the contracts we award. It also has helped us start to think about how we incentivise industry to develop low carbon solutions that improve our defence capabilities and reduce support costs.



FEATURE

FEATURE



Ultimately, all that I have mentioned would not have been possible without the dedicated people of DE&S. It will continue to be the talent, commitment and professionalism of our people, and our workforce of the future, which will drive the change required to deliver that battle-winning edge for the UK Armed Forces. I'm clearly extremely proud of our people. We have a unique blend of civilian and military personnel and with this brings an unmatched understanding of the front line needs and the defence industry's capacity and capability to deliver.

At times during my tenure we've endured some unfair parliamentary and media attention, but this goes with the job and we probably need to make more of the many positive stories and outcomes that we deliver. The fact is that we have a very good record on cost performance. For 73% of projects, DE&S has either delivered or are forecasting within the original 50%

cost approval. On schedule we know we need to do better; however, for 54% of projects reviewed, DE&S either delivered or is forecasting within the original 50% time approval. All the while, we have made £5.9bn of independently assured efficiencies on our Equipment Plan since 2016. And that's thanks to our resilient workforce and robust collaboration with our industry partners, front line commands and international counterparts. We've made significant progress with the ways we work with industry in terms of strategic and programme relationships, improving routine interactions with our key 19 key suppliers. The launch of the Defence Supplier's Forum has only bolstered this by aligning our objectives and optimising the delivery of Defence capability.

Ajax has some much publicised and significant difficulties, but these issues can be overcome with the right focus and energy. Mistakes have been made here and, with hindsight, there are certain things that we should have done differently. Sometimes, we (DE&S, Industry and the Customer) overreach ourselves in our ability to do things quickly and we compound this with an even more optimistic recovery programme in response to the need for pace. We must learn from this. Always proceed with a sense of urgency but applying a dose of cold, hard pragmatism in assessing technical complexity underpinned by a robust and resourced schedule. Binding all this together is trust and collaboration with our Customers and defence suppliers.

The future of UK defence will remain challenging no doubt, but it will continue to be rewarding. Inflation, supply chain shortages and global instability caused by Ukraine will make delivering outcomes to time and cost ever more challenging. But let's remember, we only deliver programmes because we've got excellent people. We're going to need to compete in a marketplace to retain and attract new people. Here the offer is more than remuneration. It's about doing something important for the country and I know that DE&S people are passionate about this. It's about supporting our Armed Forces in a working environment that people feel comfortable and challenged by the task ahead.

As I say farewell, I feel confident that DE&S will continue to deliver on our promises, embrace innovation and technology, and persistently evolve to rise to the challenges ahead. It's been a privilege to be able to sit at the top table with the Chiefs of Staff of all the services and to make a difference. I look forward to seeing DE&S continue to develop in support of our service personnel and indeed our great nation.



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SENIOR LEADER COMMENT

Simon Hughes, DE&S Director Programmes and Change

Talks to Desider about increasing operational efficiencies and the opportunities ahead for DE&S.

At DE&S our mission is to equip and support the UK's armed forces for operations now and into the future. However, global events are increasing demand and increasing cost pressures. In order to continue to be able to respond to what our clients need, we must streamline how we work and increase our capacity.

To improve our operational efficiency, we are focusing on changes that reduce resource demand and release capacity back into the organisation. These changes have been collated into a programme of work called Optimising Operations or 'OpOp'.

Through this programme, we've been placing a huge emphasis on resource efficiencies in the business. This is about improving our ways of working so we can do more work with the same amount of people. This makes people's jobs easier by finding ways to take away some of the tasks that don't add value, ultimately improving how we service our clients. For example, we've automated over 1.5-million transactions, representing £4m worth of value to the business – making people's lives easier, accelerating the digital solutions we offer and driving efficiencies all at once.

So far, our Op OP Taskforce has supported change initiatives that have delivered a time saving equivalent of 110 full-time colleagues. This means that previously we would have needed 110 additional people to do the work. By identifying where there's room to become more streamlined, we have been become more efficient and delivered savings to the business.

In other areas, our Commercial function are working on initiatives, such as category management, supply chain resilience and e-Sourcing. These will improve the way that we place contracts and work in collaboration with our suppliers, ensuring we get the best value for money for the front line commands.

To help the front line commands further, we have recently given them access to our management information. They can now see the same information on their projects or portfolios that we can, whenever they wish. Status updates can be accessed immediately – they no longer have to ask our delivery teams. This reporting burden has been removed and we are all now sharing the single version of truth.

Aside from OpOp, there's another thread of work we're doing under the Strategic Partnering Programme SPP. This is where the MOD is working with major industry suppliers to share best practice and improve systemic enterprise issues that exist between them and us. Specifically for DE&S, we review all our programmes with each supplier and we look for common areas that create delays or cost overruns. Work streams have been initiated to identify and address systemic problems with those supplies and as a result we are embedding improvements that should see those repeated issues reduced or eliminated in the future.

When looking at ways we can improve further, I think we should have a laser focus on benefits. Focusing on the hard and soft benefits of an improvement initiative ensures that when it's completed, we can record and recognise those benefits in our finances and in our efficiency savings. It is all too easy to come up with a good idea, the key for me is whether it can be backed up with evidence to support its launch and justify the resources attached to it.

We're faced with a growing order book but significant cost pressures on how our business operates. And I think this presents an opportunity to get more people engaged, become more focused and to drive the efficiencies agenda even harder.

We owe it to the taxpayer to continue to improve in everything we do. And we owe it to our clients to continue to get better in terms of cost and delivery of the kit and capability we're providing to them.

We've come a long way over the last couple of years in laying out how we govern, manage and deliver efficiencies and benefits within DE&S. We know how to do this and we know how to drive out the benefits. So, the opportunity now is to expand that across the entirety of DE&S so that delivering efficiencies is business as usual.

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FEATURE

Royal Navy Tomahawk missiles upgraded

The UK's stock of Tomahawk Land Attack Missiles (TLAM) will be upgraded for Royal Navy submarines to ensure the weapon is even more effective against future threats.

In a £265-million contract DE&S negotiated with the US Government, the Astute class will be armed with an enhanced Block V standard missile capable of striking in-land targets at a range of up to 1,000 miles.

It will travel further than the previous Block IV iteration, maintaining a precision-strike capability unmatched in range and accuracy. It will also make the weapon less vulnerable to external threats, with modernised in-flight communication and target selection.

Ed Cutts, DE&S Director Weapons, said: "Not only will this Foreign Military Sale (FMS) sustain and improve a proven, crucial operational capability for any future conflicts, it will continue to ensure interoperability with our US allies and the follow-on support arrangements will sustain jobs for UK industry."

At approximately 5.6m long and weighing 2200kg – a similar weight to a 4x4 car – the high sub-sonic Tomahawk was first introduced into UK service in 1998 and can hit in-land targets from the sea within minutes. A weapon of choice since then, it has been successfully deployed during operations in Afghanistan, Libya and Iraq.

Tomahawk will be upgraded as part of an FMS negotiated by DE&S' Weapons Operating Centre and will be active from July, with upgrades starting from 2024.

Minister for Defence Procurement, Jeremy Quin, said: "This upgrade will equip our Astute-Class attack submarines with the one of the most lethal and precise long-range strike weapons. "Enhancing this cutting-edge missile system will ensure the UK can strike severe threats up to 1,000 miles away."

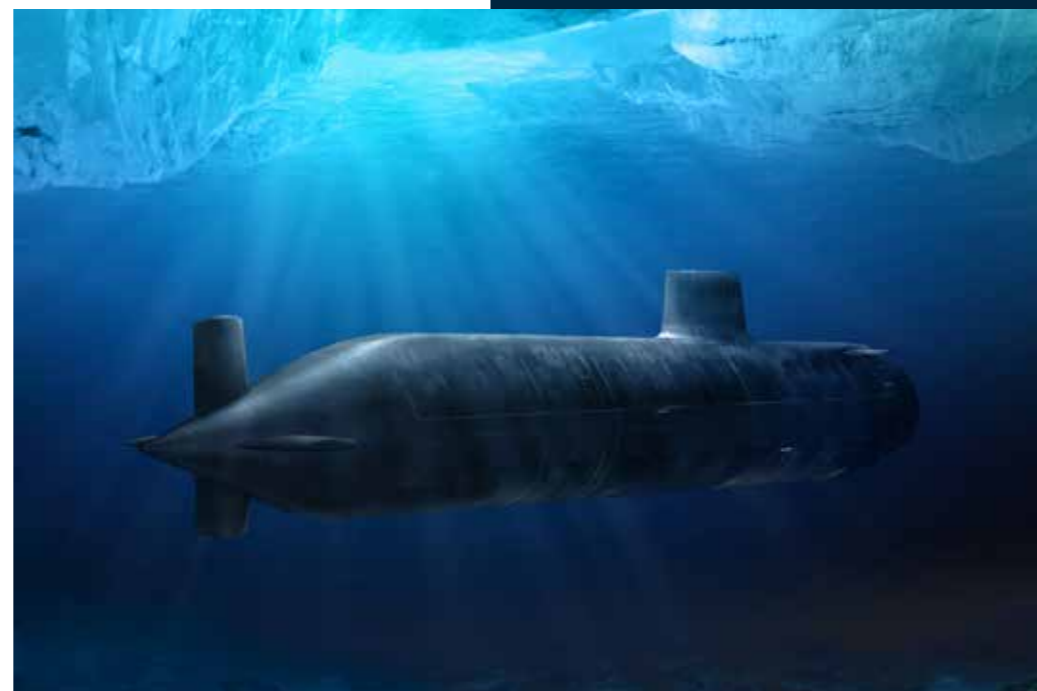
Making use of existing US research and expertise, the contract will mean the UK continues to receive full access to the US Tomahawk programme, support package and upgrades.

The FMS also includes missile maintenance, recertification of existing missiles, spares, operational flight testing, software, hardware and training provisions. Existing maintenance and technical support already sustains jobs at BAE Systems, Babcock International and Lockheed Martin.

Royal Navy Director Submarines, Rear Admiral Simon Asquith, said: "The Tomahawk Land Attack Cruise Missile is a cutting-edge system which provides the UK with real strategic and operational choice. Able to be fired from a stealthy UK nuclear attack submarine, the system's exceptional range, accuracy and survivability provides the UK, alongside our US Allies, with a world beating precision strike capability."

The announcement builds on commitments made in the Defence Command Paper and Integrated Review, in addition to Royal Navy mission planning and weapon control system upgrades that will improve the performance of legacy Block IV missiles.

Due to be operational in the mid-2020s, the upgraded Tomahawk will align with the delivery of the latest Astute submarines.



NEWS



Platinum Jubilee

In 2022, Her Majesty The Queen became the first British Monarch to celebrate a Platinum Jubilee after 70 years of service.

From street parties and 'Big Jubilee Lunches', to London's Trooping the Colour, Service of Thanksgiving, concert and pageant, the nation and commonwealth came together to mark The Queen's 70-year reign.

The Royal Navy, British Army and Royal Air Force celebrated Her Majesty The Queen's Platinum Jubilee with a spectacular flypast in London.

Over 70 aircraft from the three Services began the weekend's Platinum Jubilee celebrations with a flypast over The Mall and Buckingham Palace while the Royal Family watched on from the famous balcony.

15 Typhoon aircraft from RAF Coningsby and RAF Lossiemouth flew over London in a special '70' formation for Her Majesty to mark the landmark occasion as well as Wildcat, Puma, Chinook, Spitfire and Hawks to name but a handful of the aircraft involved.

DELIVERING GAME-CHANGING CAPABILITY ACROSS THE RAF



OUR COMMITMENT TO THE ROYAL AIR FORCE

The Royal Air Force faces increasingly complex engagement scenarios where there is no room for error. In this demanding environment you can count on our expert teams who are committed to bringing you cutting edge, sovereign, combat-proven technology. ASRAAM, Brimstone, Storm Shadow, Meteor & SPEAR family are tools the RAF can rely on to meet the operational needs of the modern battlespace.



SECURING
THE SKIES



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YOUR ASSETS



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THE SEAS



COMMANDING
THE COMBAT ZONE



Women in engineering



Stephen Wilcock
Director Engineering and Safety

International Women in Engineering Day (INWED) is a great opportunity to celebrate the high calibre of women in engineering within DE&S, inspiring others to join this fascinating and rewarding field of work. As well as attracting more female engineers, raising the profile of our talented female engineers will also help us promote an inclusive culture in DE&S where everyone can come to work as themselves, feel a sense of belonging and enjoy the same opportunities. We both want and need to nurture diversity in our talent if we are to continue to improve as an organisation by attracting, retaining and growing our talent for the long term. Externally, INWED also plays a vital role in encouraging more young women and girls to take up engineering careers, and internally it is key to ensuring women within the engineering function have the belief and empowerment to fulfil any role at any level in the business.

For 2022, INWED is looking towards the future, focusing on the inventors and innovators who will keep advancing technology for the good of all of our lives. This theme is particularly relevant to the Defence sector and for our organisation to deliver to our front line customers, at pace, the equipment needed to maintain our operational advantage. To do this we need to get cutting edge



Jo Osburn-Hughes
Chief Operating Officer Land

This is the second DE&S Women in Engineering Awards that I have had the privilege to champion as the DE&S Gender Champion. Excellence, Integrity, Collaboration and importantly Inclusivity are at the heart of our DE&S 2025 Strategy. As well as the clear moral case for action, a diverse and inclusive DE&S is a stronger, healthier and more resilient organisation and building an inclusive culture is something that we are absolutely committed to. Our success is dependent on our ability to harness the diversity of talents, experiences and perspectives of everyone we have in the organisation and we will only meet the current and future defence challenges if we, as individuals, create the right inclusive environment where everyone can bring their ideas and innovative solutions to the table.

One of the themes that often comes through when I am talking to women in our organisation, and particularly in the field of science and engineering, is the importance of relatable role models. It is simple but incredibly powerful and inspiring to hear about the unique career stories and experiences of others and this booklet shares some amazing stories of female engineers in our organisation. The stories not only showcase

technology into the hands of the military and be innovative in how we do that. I am inspired by the variety, immense skill and exceptional quality of the women in engineering, across all of the Domains and Operating Centres highlighted in this booklet. From innovative contracting and digital transformation to internationally recognised SMEs and superior leadership qualities, we have some of the best female engineers fulfilling our most technically demanding and complex roles.

These inspiring stories also highlight the importance of empowerment and supporting others to take risks, to develop new technology and succeed by creating the right environment for innovation to thrive. I am proud that DE&S continues to enhance our business through diversity of thought, culture and attitude, to provide attractive career opportunities for women, to build the reputation and skills in the engineering function and to set the example for society. It is fitting that these talented women are recognised and celebrated for the contributions they have made to their teams, domains and functions for the benefit of the organisation and our front line customers. They should be very proud of themselves as we are of them.

tremendous personal and technological achievements they also demonstrate the exemplary behaviours of some of our top female engineers, displaying curiosity, creativity, resilience and determination to make a real and lasting difference to defence. A huge congratulations to all of those who are recognised. And they should be hugely proud of the valuable contribution they are making to our organisation and defence both now and in the future. A theme running through all the nominations was the importance and value placed on supporting and encouraging others to explore, to experience and to develop. Creating that supportive culture where everyone can thrive is something we can all personally contribute to and influence and the difference it can make to individuals, to teams and to the organisation is immense.

International Women in Engineering Day is a great opportunity to celebrate the outstanding achievements of women engineers showcasing inspirational stories of delivery and highlighting the diversity of roles, teams and career opportunities in DE&S.

Sam Nesbitt

Chief Engineer



Sam is the Chief Engineer and Type Airworthiness Authority responsible for 7 different types of helicopter. These support different operations worldwide including jungle training, search and rescue and transportation. Sam ensures they are maintained and operated safely by the various military teams and commercial companies who use them.

Sam has extensive experience in airworthiness and regulatory certification. Previous experience includes certification of the A400M, both nationally and internationally, as the UK representative on the Organisation for Joint Armament Cooperation board - delivering the A400M into service. Recently as Lead Engineer in a new helicopter project, Sam established the engineering team from scratch and negotiated a significant work package with our external engineering partner.

Sam has a wealth of knowledge in all the engineering aspects of aircraft life cycles, having also held senior positions in human factors integration (air), quality assurance and repair and overhaul.

Emily Townsend

Engineer, Land domain



For the last 18 months, Emily has been part of the team looking at engineering and safety issues associated with ordinance. Emily reviewed the ordinance for compliance with existing Defence Standards, and other standards, to present a case to Defence Ordnance Safety Group.

This work has developed the baseline for an acceptance strategy that will be progressed into the trials programme and provide an ordnance safety certificate for trials and in-service use.

Emily is also currently undertaking a part time Post Graduate Diploma to expand her knowledge, allow further innovation, and continue to be a success both now and in her future career.

Amy-Kaye Martin

Senior Engineer



Amy's time in DE&S has been spent in areas where automation is very much at the front of the innovation activity.

Amy-Kaye has been involved in the Institution of Mechanical Engineers Unmanned Air Systems Challenge for at least the last 4 years, supporting students developing and designing Remotely Piloted Air Systems.

As a science, technology, engineering and mathematics (STEM) Ambassador to schools, she uses innovative ways to get her message to the target audience.

Delphine Byford

Internal Environmental Consultant



Delphine is passionate about environmental management and assisting others in their journey as environmental professionals. And she became a member of the Institute of Consulting in 2022.

Delphine created the first Defence Environmental Professionals Network, which has since expanded to become the Defence Green Network and now has over 1000 members.

She additionally volunteers to be the Deputy Discipline Lead for Science within the DE&S Engineering function and is part of the STEM Ambassadors outreach programme. As an inspiring female role model, she showcases marine science and environmental management, encouraging children to consider taking up STEM as a career.



UK Military enhancing training through virtual-reality

Soldiers, sailors and aviators will race from arctic warfare to fast jet landings thanks to a new virtual reality training system called DVS2.

Providing a training environment capable of simulating multiple military environments and operations, personnel will be able to train anywhere in the world, across multiple terrains and with a range of weapons and equipment.

Front-Line Commands are set to receive the state-of-the-art game-based simulation for immersive training opportunities that can be used individually, as a team or for training alongside NATO allies.

The capability will revolutionise training for the armed forces, bringing the forefront of virtual reality innovation to military exercises.

DVS2 hosts over 100 training scenarios including:

- Piloting a fast jet
- Parachuting into a warzone
- Supporting humanitarian work from an aircraft carrier
- Operating weapons, equipment and vehicles
- Tactical support for an individual
- First aid training

With over 60 countries using similar or compatible technologies – including 14 NATO allied countries – UK military personnel can train with their peers and other militaries around the world in a secure training network. By using this technology, the Scottish and Northern Irish Yeomanry successfully conducted manoeuvres and fires training with the Australian Light Cavalry over 9,000 miles away.

Secured by Bohemia Interactive Simulations (BISim) under a £7.2-million contract from DE&S, DVS2 has already begun its rollout across UK military sites home and abroad supporting existing jobs at BISim.

DVS2 has high flexible networking options for distributed training and integrating with external simulators, such as complex flight or gunnery simulators. This enables trainees to conduct Battlegroup-level training and experimentation events, playing as any type of character with any type of vehicle.

Head of the Solider, Training and Special Projects at DE&S, Nick Taylor, said: “As our Armed Forces evolves so does the nature of the equipment and technology that we provide to them. This virtual training capability will allow for additional, accessible training outside of the more traditional physical operations that our military personnel regularly undertake.”

Users can conduct dismounted and mounted training with infantry on the ground, as well as in vehicles operating weapons, radios and targeting systems and optics. The virtual training capabilities can be tailored using the intuitive Editor tool to place buildings, vehicles, infrastructure and objects for users to train and experiment in complex environments, such as in urban warfare or vehicle recognition training as well as offering Virtual Reality training capability.

S01 Training Capability Strategy, Lieutenant Colonel Jes Giles, said: “The introduction of DVS2 is a significant step forwards as we move to transform Army training; it will deliver a richer and more demanding virtual environment and will enable the exploitation of emerging technology such as Virtual Reality, creating immersive training experiences for soldiers across the spectrum of operations.”

BISim offers training courses and support, as well as professional services to meet new training needs. Guided by military Subject Matter Experts, the software is the result of almost two decades of iterative development, and it is the most easy-to-use and capable tactical training simulation available.

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NEWS

New command and control system helps protect UK from aerial threats

DE&S is working with industry to implement a new command and control (C2) system to protect the UK from aerial threats.

Initial Operating Capability (IOC) for GUARDIAN has been declared with the roll-out of a Control Reporting Centre (CRC) at RAF Boulmer, Northumberland, providing a dynamic, real-time map of both friendly and hostile aircraft.

Managed by DE&S and delivered by IBM, the system links the radars and radios of the UK and NATO (North Atlantic Treaty Organisation) to communicate between the ground and aircraft.

While radar and radio communication has existed at RAF bases for decades, GUARDIAN brings in new features which improve functionality, increasing the security of the UK.

Dr Simon Dakin, DE&S director of Integrated Battlespace Operating Centre (IBOC), said: "Delivering this step change in capability is a massive achievement, reflecting superb joint working between the RAF, DE&S and IBM. The capability delivers a significant enhancement to UK security."

GUARDIAN will also be installed at RAF 78 Sqn in Swanwick, Hampshire. The CRCs operate 24/7 and will have 50 dual workstations at Boulmer and 29 dual workstations at Swanwick which, when fully operated, could be staffed by more than 100 RAF battlespace management personnel at the two sites.

The command-and-control upgrades of GUARDIAN will continue improving the rapid exchange of real-time information and speed and accuracy of decision making. It also receives early warnings from NATO reporting centres to prepare the UK for incoming potential threats.

GUARDIAN enables the RAF to despatch fighter jets to identify, intercept and escort aircraft being flown aggressively, or which are suspected of being a threat. It can also be used to escort aircraft of special interest, such as a passenger airliner that might have lost communications with Air Traffic Control.

Officer Commanding 19 Squadron, Wing Commander Chris Misiak, said: "The new GUARDIAN system provides a capability which has more capacity to cope with the demands of Homeland Air Defence whilst also preparing operators to support missions across the globe. It is an exciting time."

The contract with IBM covers equipment delivery and the first five years of logistic support up to 2027.

It supports jobs at IBM in Hampshire, Buckinghamshire, Lincolnshire and Northumberland. Roles include software developers, data link engineers, cyber security specialists, electrical engineering specialists, communications engineers and project managers.

Sreeram Visvanathan, Chief Executive of IBM UK and Ireland, said: "IBM has provided capability in Air Command and Control to the RAF for over 20 years and it's this expertise that enables us to continually enhance the UK's air defences.

"I am incredibly proud of my team who, alongside DE&S and RAF colleagues, worked throughout the pandemic to ensure this critical GUARDIAN system was delivered on time.

"We look forward to continuing the relationship with the RAF to enhance the system's capabilities in the UK, and to building new relationships with our allies across Europe to provide the overall NATO air picture for many years to come."



Delivering this step change in capability is a massive achievement, reflecting superb joint working between the RAF, DE&S and IBM. The capability delivers a significant enhancement to UK security.

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DE&S commended in Queen's Birthday Honours

The Queen's Birthday Honours recognise those for exceptional achievement and service, displaying outstanding fortitude and dedication. Congratulations to all those recognised.

Lt Col Lance Foster works in the DE&S Land Equipment Operating Centre (LEOC), Land Combat Vehicles (LCV) team.

Having joined as an Army Apprentice in 1995, Lance is now in his 26th year of service and was awarded an Army 3 Star Commendation - Commander Home Command Commendation. He was commended for his exceptional leadership to the Royal Electrical and Mechanical Engineers (REME) Soldier Career Management Wing, providing outstanding career management to over 7000 soldiers while championing the Continual Improvement programme across the Army Personnel Centre (APC). He has been central to the delivery of two key projects that have driven a fundamental change to the way the APC operates. His first achievement was to launch the 'Assignment Exchange' which empowers service personnel to engage with their assignments thereby enhancing choice and trust. His second project developed, trialled, and implemented pan-Army standardisation of our assignment appointing process, thereby ensuring efficiency, assurance and transparency in one of the APC's key outputs. He also led the way across the APC in exploiting novel social media and networked solutions to improve the effectiveness of communications with our service personnel. As a result, every REME soldier (Regular and Reserve) is now significantly better connected to the APC and their career manager and is able to actively engage in their career."

On his recognition, Lance, said: "As fantastic as it is to be given this commendation, all credit must go to the REME Soldier Career Management Team, as it was a team effort to achieve everything mentioned in the citation."

Squadron Leader Carl Matthew Hamilton-Reed has severed 30 years in the RAF and is currently working in the DE&S Strategic Enablers, Future Capabilities Group.

Carl was awarded an MBE for his contribution and leadership to the development of Counter Drone technology over the past 7 years. Specifically, Carl brought Project SYNERGIA into what was then the Technology Office from Air Capability Development. At the time it was a low-level technology development project with limited aims. The work has culminated with the system, including SME personnel, being deployed in support of multiple high-profile UK events and, more importantly, deploy to two separate operational locations.

On his award, Carl, said: "To be awarded a State Honour recognising the effort that has gone into the project was both a pleasant and humbling surprise, especially on the occasion of Her Majesty's Platinum Jubilee year. As a proud serviceman who started his military journey in the ranks over thirty years ago, the concept of a State Award was completely alien, and something that never figured in day-to-day activity. The ability for me to demonstrate what was necessary to be considered for the MBE was down to the team I worked with and their efforts; I have described this as merely 'steering the ship'. However, on reflection, the real supporting elements that have underpinned my entire career has been my wife and children, and this is as much a recognition of their support as it is my output."

Bruce Scammell works in the DE&S Maritime Communications Electronic Support Measures (CESM) Programme Lead for the Joint Electronic Surveillance Delivery Team.

Bruce was awarded an OBE for delivering electronic surveillance capability onto the carrier strike programme. The honour reflects the contribution and dedication made over a long term period to the operational effectiveness for the Royal Navy and also wider defence in this critical capability area.

Bruce, said: "It's truly humbling and quite emotional. The magnitude will take time a considerable time to sink in. I take a huge sense of pride from it, especially looking back over the last 15 years with a significant amount of challenges and hurdles overcome working in this complex capability area both in terms of technology and platform integration."

Robin McCleary, Logistics Services Operating Centre (LSOC), Commissioning and Managing Organisation (CMO), Deputy Head of Operations was awarded an OBE in the Queen's Birthday honours.

As CMO Lead overseeing the Storage and Distribution elements of the Logistics Commodities and Services contract with our delivery partner, Team Leidos, Robin was involved with several challenging and high-profile operations in recent years, included being heavily involved in the MOD response to the COVID 19 pandemic.

Robin, said: "The award of the OBE is a great honour and one that I and my family are extremely proud of. My wife, Julia worked tirelessly to keep the family on track and unaffected by my long working hours and her support enabled me to concentrate on the task at hand. This award is very much representative of her efforts as much as mine. I am of course extremely grateful to those inside LSOC who have supported me during the last 6 years, some of whom were clearly instrumental in raising the citation that led to this award, and it has been a fantastic journey."

Having served in the RAF for 22 years, Wing Commander Gavin Willmott from the DE&S airworthiness team received a Chief of the Air Staff Commendation for transformational leadership and delivering the safe transfer of the Force from the Army Air Corps to the RAF. Gavin, said: "This award is testament to the fantastic team of RAF, Army and DE&S personnel that supported me at Aldergrove Flying Station and helped deliver operational output daily. People are our most important resource and we need to look after each other."

Flt Lt Elizabeth J Davey from the DE&S Air Support team was also recognised this year and received a Joint Commander's Commendation. Sgt C R Turner from the DE&S, Air C17 team received a Meritorious Service Medal and Group Captain John Desmond Curnow from the DE&S Air, Hawk Delivery team was awarded an OBE.

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News in Brief

DE&S shortlisted for Communications award

The DE&S Corporate Communications team were recently shortlisted for an Internal Communications Excellence award with their 'This is Me' – Race Conference campaign. The campaign shone a spotlight on the remarkable and diverse talent within the DE&S community and the emotive personal stories of individuals across DE&S.

The CIPR – Chartered Institute of Public Relations – Excellence Awards is an annual event that recognises the phenomenal work of communications teams around the globe, one of the most prestigious awards in the public relations industry.

Krishna Dhanak, DE&S Director Strategy and Corporate Operations, said: "Huge congratulations to the brilliant team behind this campaign. "This is Me" truly was a team effort requiring dedication, creativity, and a drive to achieve excellent communications. This recognition by such a prestigious organisation such as CIPR is thoroughly deserved. We will continue to celebrate individuality at DE&S, to build a more inclusive workforce and improve diversity, inclusion and belonging – this is just the beginning!"



First Envoy operational flights

The first Envoy operational flights are taking place after reaching Initial Operating Capability (IOC) less than four months since contract award.

Officially named 'Envoy IV CC Mk1', the first of two MOD Dassault 900LX aircraft is now based at RAF Northolt, offering the capability to efficiently and securely transport small numbers of senior defence or high priority passengers at short notice and with a level of flexibility and response unachievable by other means.

The DE&S CSAT team has worked tirelessly with Air Command and the contractor, Centreline AV Ltd, to deliver this capability in impressively short timescales. The aircraft is planned to be operated by mixed civilian and military crews from No 32 (The Royal) Squadron on the Civil Register until April 2024. Thereafter, the aircraft will transfer to the Military Register and undergo a military modification package.



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News in Brief

UK gifts multiple-launch rocket systems to Ukraine

Defence Secretary Ben Wallace announced that the UK will give multiple-launch rocket systems (MLRS) to Ukraine to help the country defend itself against Russian aggression.

The cutting edge M270 weapon system, which can strike targets up to 80km away with pinpoint accuracy, will offer a significant boost in capability for the Ukrainian forces. The UK's decision has been co-ordinated closely with the US decision to gift the High Mobility Artillery Rocket System (HIMARS) variant of MLRS.

Alongside the weapon system, the UK will also supply M31A1 munitions at scale.

The decision by Ben Wallace comes in response to requests from Ukrainian forces for longer range precision weapons in order to defend themselves from Russian heavy artillery, which has been used to devastating effect in the eastern Donbas region.

Defence Secretary, Ben Wallace, said: "The UK stands with Ukraine in this fight and is taking a leading role in supplying its heroic troops with the vital weapons they need to defend their country from unprovoked invasion. If the international community continues its support, I believe Ukraine can win."

"As Russia's tactics change, so must our support to Ukraine. These highly capable multiple-launch rocket systems will enable our Ukrainian friends to better protect themselves against the brutal use of long-range artillery, which Putin's forces have used indiscriminately to flatten cities."

Ukrainian troops will be trained on how to use the launchers in the UK, so that they can maximise the effectiveness of the systems. Britain previously announced that Ukrainian personnel would be trained to use a variety of armoured vehicles which the UK donated, including Mastiff, Husky and Wolfhound.

The UK was the first European country to supply lethal aid to Ukraine, and has since provided thousands of anti-tank missiles, anti-air systems and armoured vehicles to Ukrainian forces.

Britain has also taken a leading role in coordinating international donations of military aid, with Ben Wallace hosting two international donor conferences to coordinate support from 35 partner nations, while RAF aircraft have moved thousands of tonnes of military assistance from donors around the world to Ukraine.

The UK will continue to provide aid to ensure Ukraine has what it needs to defend itself.



DE&S recognised at the Defence Project Delivery Awards

Rob Harrison, Head of the Catalyst team, recently received an award at the first ever Defence Project Delivery Conference 2022.

The Project Delivery Awards are a celebration of the inspirational individuals and teams who deliver complex and ambitious projects across Government. The awards provide an opportunity to recognise the innovation, leadership and resilience of project delivery professionals who have gone to unparalleled lengths to deliver the projects that provide the public services the country so vitally needs.

"I'm really pleased that our work on Gas Turbine Category Management has been recognised - this has been a great team effort across the MOD and wider defence. Special thanks must go to the brilliant team of experts at KPMG, the Hawk team in DE&S and our industry partners at Rolls-Royce for achieving real savings for our customer and laying the foundations for improved engine availability going forward," Rob Harrison, Head of Catalyst said.

Adrian Baguley, Director General Strategic Enablers, said:

"I was delighted to present Rob with his award for the work he did on Gas Turbine Category Management - another great example of DE&S delivering financial efficiencies back to our clients whilst also cohering and improving the support solutions we provide." The awards were part of the Defence Project Delivery Conference, which included workshops, panel discussions, keynotes and research focused on the key topics facing the profession.

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DESIDER

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

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PEOPLE

Becky Morgan

Job title

Learning Facilitator Manager

What does your role involve?

I work to support Corporate Services Group Function and wider DE&S to identify training needs, design and deliver face-to-face training as well as design e-learning that fulfils those training needs.

What do you most enjoy about your job?

I enjoy learning so much about the different roles in the organisation as well as the different parts of DE&S. Personally, I love variety and the different training that I deliver gives me that variety in my job. Hopefully I can help people perform their roles better or learn something new that day as well.

What is your greatest accomplishment to date?

It sounds simple but having the courage to do this job in the first place. I'm not the most naturally outgoing person and I've always struggled with confidence, so putting myself in a place where I'm the focus of attention, was not the most comfortable thing but the feedback I've received from attendees has been lovely and really helped my confidence grow. So I guess the positive interactions with so many people in DE&S is my greatest accomplishment really.

What keeps you energised about working at DE&S?

Honestly, the people. I don't think any job is worth doing if you don't enjoy working with the people. A great job can be untenable with colleagues you don't get on with, I've been very lucky to have had some really fantastic colleagues over the years as well as interesting jobs.

Who or what has shaped who you are?

It sounds obvious but growing up shaped me into who I am. I wasn't the healthiest kid, but I learned through not to stress too much about things out of your control - Hakuna Matata and all. I also developed a mindset of rejecting being told I couldn't do something. So, I now feel the need to work harder to defy expectations.

What do you enjoy doing in your spare time?

I love to travel. Mostly I've been around Europe and the Scandinavian Countries, but I am soon travelling much further afield. I also love to read; I probably go through about three or four books a week.

What might surprise people about you?

You may not be able to tell but I am quite a short person, so the fact that I was a Security Guard part time for a few years through university, surprises quite a lot of people. All I ever say in response is don't underestimate me; I am small but mighty when I need to be.

What's the best advice you've ever been given?

You don't get anything for free, if you want something you have to work for it. When it comes to work, find your own opportunities to learn, develop and progress. Then grab onto those opportunities and work hard to get the most out of them. I also quite like the quote "If you can be anything, be kind". So much of my development has come from outside of the teams I've worked in - I've only been able to find those opportunities by forging good networks.



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