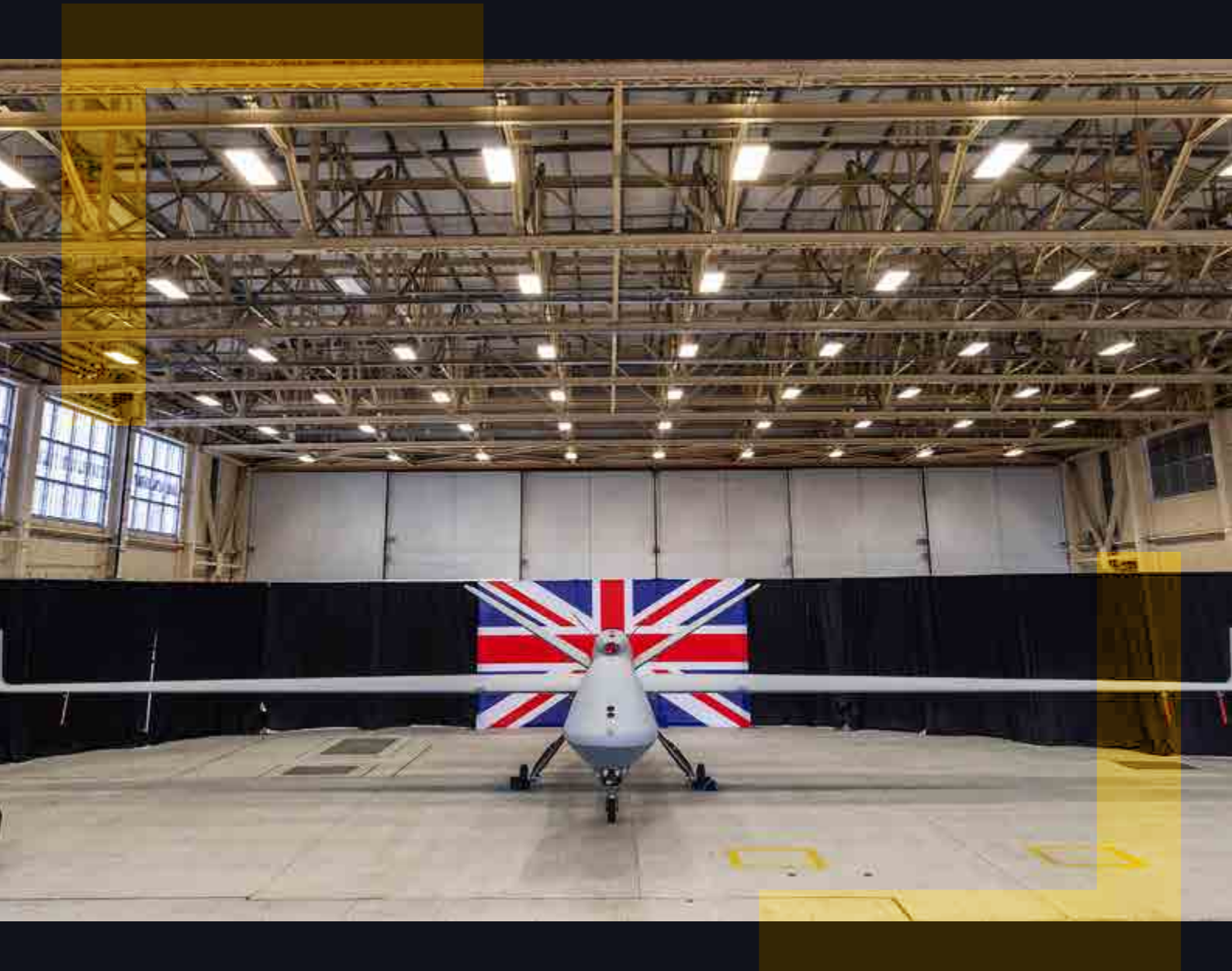


DESIDER

AN INSIDE LOOK AT DEFENCE EQUIPMENT & SUPPORT



**PROTECTING OUR NATION, OUR TERRITORIES AND OUR ALLIES
TODAY, TOMORROW, TOGETHER**

In this issue



4
LISA THORNE:
SUPPORT AT
THE HEART OF
PROCUREMENT



6
CAROLINE
BOUGHTON:
ACQUISITION
REFORM

8
REBECCA GREEN:
RE-IMAGINING
NAVAL SUPPORT



10
REMEMBRANCE



12
AJAX'S
COLLABORATIVE
JOURNEY



14
CULTURAL
CHANGE AND
PROCUREMENT
REFORM

18
APACHE
HELICOPTER
'READY FOR
ARMY DUTY'



20
FIRST
IMAGES OF
PROTECTOR
RELEASED



Along with many colleagues and friends from across DE&S, I recently attended a Remembrance service at our Abbey Wood Headquarters. As we stood in silence it was a poignant reminder of the sacrifices that have been made to protect our freedoms and values, and the absolute necessity of the work we do in Defence to keep our nation safe. Our first priority at DE&S is supporting operations, to ensure our armed forces have all they need to do their jobs today.

The UK's Defence enterprise is going through a period of great change. The Government's Defence Command Paper Refresh signalled a drive towards transforming defence procurement into a faster and more strategic system, better able to react to current and future security challenges.

Here at DE&S our part in Defence's change is grounded in a reinvigorated strategy, powered by a new operating model. Together these will guide us to become an organisation fit for the future, fully able to meet the demands of our Armed Forces and achieve our shared mission to protect the nation and help it prosper.

This edition offers a wealth of different perspectives on what transforming defence procurement means, what it looks like and how we will get there.

Caroline Boughton, MOD Director Acquisition and Project Delivery, joins us to share the context of MOD's procurement and acquisition reform. When she states that it's "never been more important that our acquisition system is able to respond rapidly and adapt to changing circumstances," she reinforces the ambition of our strategy.

Near the end of her article, Caroline writes that "success doesn't rely solely on my team, or on what happens across the MOD. We need our industry colleagues to join us, to create the 'new alliance' envisaged in the Defence Command Paper." She's absolutely right about this – the changes we need to make to guarantee future success have to encompass the whole defence enterprise – we need to truly become One Defence.

It's fitting then that she's followed by a piece from Andrew Kinniburgh, General Director at Make UK Defence, one of the UK's largest defence trade associations. Make UK Defence represents many mid-tier companies and small and medium-sized enterprises, helping them to be heard across the MOD and ensuring we make the most of their dynamism, agility and potential in our future work. We recognise in our strategy that we can only drive agility, pace and competitiveness together, as an enterprise, so it is fascinating to hear their reflections on delivering across our supply chain.

While change is vital, our first priority remains ensuring our armed forces have the equipment they need to do the job today. Lisa Thorne, Head of DE&S' Operational Delivery Function, opens our edition by shining a light on support, the heart of the service we provide to our armed forces. For Lisa, "As we drive forward crucial changes to deliver operational excellence and increase availability, it's important to see the whole lifecycle and the ongoing support each piece of kit, platform or service requires."

We build on the theme of support later in the edition with Rebecca Greens' piece on the new Naval Support Integrated Global Network (NSIGN) programme. This is a fraught moment for global and national security, and, as Rebecca says, "We can't expect different results if we keep doing the same thing." Fortunately, there are teams, including NSIGN, across Defence modernising, innovating and transforming to enable our future success.

I'll end by pointing you towards a progress update on the Ajax programme. Secretary of State for Defence Grant Shapps recently told the Commons Defence Committee, "I've now met people who've been practicing on it for the last six months, who tell me it's an absolutely superb vehicle." The programme has really turned a corner and its recent success is thanks to a pioneering collaborative approach driven the Ajax delivery team, and our partners in industry and the Army.

SENIOR LEADER COMMENT

Putting support at the heart of defence procurement transformation

Lisa Thorne, Head of the Operational Delivery Function, highlights the importance of ensuring the Armed Forces have end-to-end support for every piece of kit, platform and service.

When it comes to transforming defence procurement, support must be at the heart of the conversation. As we drive forward crucial changes to deliver operational excellence and increase availability, it's important to see the whole lifecycle and the ongoing support each piece of kit, platform or service requires. With more than half of our budget spent on support, our name could just as easily be Defence Support & Equipment.

The Operational Delivery Function (ODF) is the home of DE&S support professionals. Our goal is to make sure the Front-line Commands have maximum availability. Our teams are peopled by specialists in supply chain management, operations management, technical through-life support, modelling and analysis, and logistics execution.

ODF teams undertake tasks across DE&S, working with every delivery team. No matter the project, there will be an operational delivery person or team involved. They focus on putting solutions in place to support services and products, at every stage from conception to requirement-setting and delivery, all the way to sale or disposal.

To ready ourselves for the future, ODF is working hard to make sure we have the right people with the right skills in the right places at the right time. We're overhauling our training and increasing the diversity of our people to improve their ability to delivery for Defence. Much of this work has already started.

We've done a complete review of our current training to identify the gaps and find new ways of learning. Our staff can now benefit from a mentoring scheme, learning models and professional body affiliations to develop their talents, and our first ever graduate and apprenticeship schemes in modelling and analysis.

As we re-imagine our organisation to better meet the challenges of today and the emerging threats of a fast-changing world, the support services we facilitate will ensure our front-lines continue to function to the best of their ability. I'm excited about driving this further, streamlining our processes, removing bureaucracy, and empowering our people to deliver more effectively and at pace.

MOD and DE&S are transforming how procurement and end-to-end support are delivered, with widespread reforms and an exciting new One Defence operating model. We have had key ODF people embedded in all the stages of the design process to ensure support has been considered across the operating model



and at all points in the equipment lifecycle. The operating model design work has been a collaborative effort with wider defence and our industry partners, all of whom see the value of support in the larger availability story.

Support has not always been considered at the right points within the lifecycle; however, with the new organisational design it will be at the heart from the start. Support delivers availability for the Front-line Commands, which is what they need to be effective as warfighters.

Everyone is now conscious of that. I'm excited and confident that the organisational design work taking place across Defence will improve how support is designed and delivered to maximise its impact going forward.

FEATURE

Look to SMEs to drive defence procurement transformation

Andrew Kinniburgh, Director General at Make UK Defence, sat down with Desider to talk about the important role his organisation and its members can play in the future of UK Defence.

Make UK Defence is the second-largest defence trade association in the UK and the only one that's dedicated solely to defence and development of the UK supply chain.

We help the large defence suppliers, known as primes, to broaden and improve the DNA of their supply chains by connecting them with mid-tier companies and small and medium-sized enterprises (SMEs). We represent and bring together the SME and mid-tier communities, giving them a voice and helping them to better understand the MOD and find the right routes into Defence. Then we amplify the issues they tell us they are facing back out to politicians, to the MOD and to the primes.

We see ourselves as having an important role as a constructively critical friend to the MOD, helping them understand the value of the SME defence community and the challenges it faces.

UK Defence is going through a period of seismic change, as a result of rising global threats, leaps forward in technology and the war in Ukraine. The SMEs and mid-tiers we represent have an important role to play ensuring the UK comes out on the other side stronger and more prosperous.

The conflict in Ukraine highlighted some critical areas where the MOD has had to make improvements. It's reminded them that the UK needs longer-term, more strategic planning and investment to keep critical areas of our defence infrastructure viable, so that when they're needed, they can react quickly. I'm glad to see that the response to this from the MOD and DE&S has been a real commitment to better sustaining our defence industrial complex.

The one big transformation I would like to see is simpler and easier access for SMEs and mid-tiers into UK defence procurement. They can be swift, nimble and highly innovative, and have the potential to play an important role in a future defence enterprise. With the right access points, early on in the design and requirement-setting conversations, we can release that enormous potential. There's definitely some green shoots of change beginning to sprout in MOD, and DE&S CEO Andy Start has made a big difference just in terms of his open attitude towards SMEs, which we're very grateful for.

Wrapped into that, I would like to see more of a culture of 'Buy British' within our defence supply chains. It's something I'm very passionate about and an important way for us to support smaller businesses and our wider economy.



I know DE&S has big plans for how to simplify processes and make procurement a more agile, fast-moving beast. There's a lot that Make UK Defence's members can do to support this, particularly in rapidly developing areas, like AI, where smaller, more specialist companies can thrive. But we need the defence enterprise to be set up in a way that makes this possible. For example, common data standards across all defence projects would reduce the burden on specialist companies and allow them to work more easily across domains.

As defence procurement transforms, SMEs and mid-tier companies can be a powerful, dynamic driver for positive change. They just need MOD and DE&S to open the door.

FEATURE

Acquisition Reform: Driving greater pace and agility into the delivery of military capability

Caroline Boughton, MOD Director Acquisition and Project Delivery, explains why acquisition reform is in the spotlight and why DE&S is vital to its success.

“To outmatch the threats that we face today, and may face in the future, we need to radically reform our approach to acquisition.” This powerful statement from the Defence Command Paper Refresh shows why acquisition reform is an MOD priority. It’s never been more important that our acquisition system is able to respond rapidly and adapt to changing circumstances.

That’s where the Directorate of Acquisition and Project Delivery comes in. We’re responsible for driving acquisition reform and improving project delivery across the MOD. Our mission is “to make successful delivery easier to achieve”.



What would good look like in 12 to 18 months?

We need greater speed to maintain our competitive edge. The priority must be pace rather than perfection. Ukraine has shown that getting capability into the field quickly and acting on user feedback is vital. Spiral development, where we build an 80 percent solution then iteratively improve it, must become our norm. This means changing the way we set requirements, plan finances and contract with industry. This is a priority area for my team, working with colleagues across Defence and with industry through the Defence Suppliers Forum.

Setting our programmes up for success from the outset is key. We must draw on experts, including industry, much earlier to translate threat to outcome to solution. Issues such as integration and exportability must be considered from the start. This critical shift will allow us to better inform discussions about what capability is needed and how it can best be delivered.

My team have been working with DE&S on their operating model, particularly the new ‘Gateway’ which will enable earlier engagement. We will be feeding the same principles into Defence Design, the Defence-wide operating model project. Learning from the experiences of DE&S project teams has been invaluable to understanding where changes are needed across the acquisition system.

People deliver projects, and professionalising our project delivery community is another focus for us. We’re building a cadre of qualified senior responsible officers to lead our most complex programmes and championing accreditation for all project delivery professionals. We’re also developing important new skills, such as project data analytics, to drive programme performance and ready our people for a future that’s already arrived!

A simple equation, re-learned in Ukraine, is that to drive pace, we need to take more risk. But shifting behaviours in this area is hard. Creating a psychologically safe environment is essential to achieving it. Our people must feel able to apply their professional judgement, be proportionate, learn from what works and what doesn’t, and not feel they will face difficult consequences if things go wrong. I’d ask leaders at all levels to think about how you can cultivate such an environment.

Acquisition reform requires a defence-wide solution. As the largest enabling organisation, DE&S plays a key role in that. However, success doesn’t rely solely on my team, or on what happens across the MOD. We need our industry colleagues to join us, to create the “new alliance” envisaged in the Defence Command Paper.

Together, we can and must drive pace in delivery, ensuring our armed forces get the capability they need, when they need it.

CLOUDERA

THE ENTERPRISE DATA PLATFORM COMPANY

- Enterprise-class security, lineage and governance
- Data streaming
- Multi-function data analytics
- Machine learning
- Production model operations
- On premise, public cloud or hybrid
- Open source
- No silos, no lock in ever

To find out more, visit

cloudera.com/solutions/public-sector

or contact **Steve O’Brien**, Client Director UK Defence & Intelligence, at sobrien@cloudera.com



Gold sponsors:



Sponsor: **REDCOM**

Exhibitors: **NSSL Global** **MARSHALL**

Save £100
Get your Ticket
before the 29th
November

www.mobiledeployable.com | #MDC24
25-26 January 2024 | London

Brought to you by: **SAE MEDIA**
GROUP

Re-imagining naval support

Rebecca Green, DE&S NSIGN team leader, introduces Desider to a programme that's taking a fresh look at naval support and helping the Royal Navy prepare for the future.

The Royal Navy surface fleet is growing and its nature is changing. The ambition for increased ships availability must be met with greater support capacity and capability.

The Naval Support Integrated Global Network (NSIGN) programme has been tasked with looking at how Ships Engineering can deliver this as part of the wider programme. The project is reviewing all aspects of maintenance and ships support, including personnel – the life blood of the Royal Navy – and their lived experiences, especially when deployed.

We can't expect different results if we keep doing the same thing. This is why the Ships Engineering market-sounding phase of NSIGN's Ships and Associated Naval Bases project, which launched in September, is so crucial to defining both its possibilities and its boundaries. The project is drawing on valuable lessons from previous programmes and adopting best practices from other sectors to improve reliability and efficiency across the fleet.

By leaving all realistic and practical options on the table, we can remain open to creative and disruptive ideas that will make a dramatic difference to service delivery and optimise the infrastructure we have.

We're doing unprecedented levels of engagement with industry. I don't think they've been invited into these kinds of conversation on a programme of this nature this early before. They've never had this level of openness and ability to influence how we're going to contract for this work in the future. We're engaging across the supply chain – with small and medium-sized enterprises, the big defence players and commercial shipping managers.

We continued the market-sounding phase with an Industry Day at London's prestigious National Maritime Museum. Suppliers from both commercial and defence shipping industries took the opportunity to engage, test the feasibility of our requirements and explore how any barriers could be overcome.

This phase will help the Royal Navy and DE&S better understand practices and operating models from both the commercial and defence shipping sectors, picking the best of both, while being cognisant of the need for a Royal Navy fleet to be always ready to transition to war and protect sovereign capabilities.

Four broad options have been shortlisted, with a preferred choice to be determined in spring 2024. This isn't a simple process due to the scale of the Royal Navy's requirements and

one design might not fit all needs. But the market sounding will help the Royal Navy and DE&S choose by challenging our ways of thinking and acting, and creating space to learn and carve out a path to embedding the changes needed. Understanding the viability of the market against the shortlist options is key to ensuring the delivery team can move forward with an option that can be successfully delivered.

I'll leave you with the words of Graeme Little OBE, Deputy Director Future Support Acquisition and NSIGN Senior Responsible Owner: "At the heart of what we're doing is bringing suppliers together from across the wider defence and commercial market, to look at how we really improve the way we support our people and measurably improve the lived experience of their time at sea, because it's those people that are at the heart of delivering defence outputs."



DE&S is becoming 'Secure by Design'

In modern warfare, cyber-attacks often take place before any kinetic attack. The Secure by Design initiative is helping to make sure cyber-security is embedded within UK Defence from the outset.

As events in Ukraine have made clear, the world has changed and cyber-warfare is now one of the main battlefields of modern combat. Recognising that its approach to defence must change too, the MOD has established the Secure by Design initiative to ensure that cyber-security is embedded into systems and capabilities from the outset.

Secure by Design is a major change that brings multiple benefits to the UK defence enterprise. It is built around a set of principles that ensure capabilities are better suited to the cyber-battlefield. It is an essential line of defence that guides delivery teams, including those at DE&S, to think about the nature of cyber-security from the outset. This allows them to better manage and mitigate risks from the start of a programme and throughout the development and in-service lifecycle.

Secure by Design helps teams to build resilient systems and processes that can adapt to evolving threats and emerging technologies. By proactively identifying and addressing cyber-security risks, it reduces the likelihood of a security compromise,

protecting sensitive information and delivering more robust systems to the end-users. In addition, considering cyber-security as part of a design process, rather than retro-fitting it to a complete system, is not only better from a security perspective, but also more resource-effective.

According to Stephen Wilcock, DE&S Director Engineering and Safety, "Secure By Design represents a fundamental shift in our security and risk management approach, placing the emphasis on our security expertise to protect equipment against cyber-attack rather than on processes and paperwork. The outcome is improved cyber-resilience across the equipment portfolio."

Through a process of continual self-assessment, programme owners and leaders will be accountable for delivering systems that are cyber-secure. The MOD will still operate an assurance service that independently verifies information from project teams, as well as a consultancy service to assist on complex projects, and will increase the tools and guidance to help teams.

The new initiative also means changes for industry partners, as it is essential they follow Secure by Design principles when delivering for UK Defence. To support the adoption of Secure by Design throughout the supply chain, a new dedicated information portal now provides industry partners with the information they need to manage cyber-security effectively. In addition, a new activity and assurance tracker means teams can track and report progress and generate reports for stakeholders, helping embed the principles of continual assurance.

Secure by Design went live in July and all new projects are now mandated to adopt the new approach. Projects that are already underway will need to switch to Secure by Design by the end of the year.

Secure by Design marks a pivotal moment in changing how the MOD, DE&S and the whole defence enterprise approaches cyber-security. It will lead to the delivery of more secure systems through simplified processes, greater use of open standards, better guidance, more flexibility and empowered decision-making for programme teams.



FEATURE

Remembrance 2023: We Remember Them

On Friday 10 November, DE&S staff at their Abbey Wood headquarters and at other DE&S sites across the UK, stood in silence for the annual Act of Remembrance to commemorate all those who have given their lives to protect the UK and our allies, in past and current conflicts.

The service was officiated by the DE&S Padre Reverend Mandeep Kaur, with Bishop of Bristol Vivienne Faull also speaking.

Following a rendition of the Last Post, a two-minute silence was observed before the Reveille was played. Ten poppy

wreaths were then laid at the Remembrance plaque on behalf of the Government, the Submarine Delivery Agency, the four DE&S domains, the Commanding Officer of Abbey Wood, local MP Jack Lopresti, the trade unions and the Royal British Legion.

During the service, Reverend Mandeep Kaur said, "Let us now remember why we gather. We come not to mourn our heroes, but to praise them. There are special people in our lives who never leave us, even after they're gone. Remembrance makes us who we are."



amentum >

Keeping the unmanned aerial system fleet flying.

Amentum is a leader in global engineering, project management and solutions integration. In the UK and across the world Amentum's expertise in defence, safety and security has helped progress critical missions for decades.

As part of our long-standing partnership with the U.S. Department of Defence and Coalition forces, we provide a full range of maintenance, repair and operational services to Remote Piloted Air Systems.

We ensure that our client's accomplish their mission.

Amentum, Solving What's Next.™

amentum.com



FEATURE

Ajax's collaborative journey turns a corner

Following resolution of well-publicised challenges, Ajax vehicles are now in the hands of the British Army.

The commitment to a collaborative approach between the DE&S Ajax delivery team, the Army and defence industry partners, including General Dynamics Land Systems UK (GDLS UK), is at the heart of the significant progress made within the Ajax programme.

Forty-four Ajax vehicles have now been delivered to the Army, which has been using them since June 2023 to train crews in preparation for the delivery of deployable vehicles and achieving Initial Operating Capability in 2025.

The challenges that the programme has faced have been well-publicised, most recently in Clive Sheldon KC's lessons learned review. DE&S and the wider MOD continue to take steps to address the systemic, cultural and institutional problems identified in this review and other external reports on Ajax. These range from improved collaborative working with GDLS UK to a joint integrated schedule

and better sharing of data to ensure a 'single version of the truth'.

The noise and vibration issues experienced were successfully addressed thanks to a significant effort from the joint team to confirm the causes, identify solutions and validate them through extensive testing, clearing a pathway for delivery.

Steve O'Leary, DE&S Ajax Demonstration Lead, has spearheaded a collaborative team with responsibility for the vehicle's reliability growth trials and the verification and validation of its system requirements. The reliability growth trials started in January 2023 and, to date, Ajax vehicles have driven over 18,000km to identify and resolve key reliability issues for the fleet.

According to Richard Spencer, Ajax Senior Safety Lead, "The methodology for testing the in-service fleet has been directly influenced by the close engagement on noise and vibration

concerns, empowering trials personnel and ultimately changing the culture around safety – providing a psychologically safe space for challenge."

Confidence and trust in the schedule, which was rebuilt from the bottom up, have been re-established, with DE&S, the Army and GDLS UK committed to delivering against it. A collaborative approach was fundamental to understanding and encompassing each parties' drivers and needs. Going forward, this relationship will be key to ensuring the schedule is executed, changes embedded and, most importantly, that future challenges are properly identified and addressed.

Simon Pearson, Head of the DE&S Ajax delivery team, said: "As with any programme of this size and complexity I anticipate future challenges ahead, but I am confident that, with the positive, collaborative culture established, these will be resolved."

Working with GDLS UK and the Army, the DE&S Ajax support team continues to assist in-service vehicles, including with the delivery of training and training systems to enable the Army to exploit the modern simulation systems the programme has delivered.

Kieran Sheldon, the Army's Programme Director, said: "We may have been through a difficult time, but it is now great to see the Army training on the vehicles and providing really positive feedback."

The DE&S Ajax team and their partners look forward to continued cooperation and collaboration to deliver Ajax; a new generation of armoured fighting vehicles to meet the Army's needs.

FEATURE



FEATURE

Deploying our skilled resources and unlocking the potential of DE&S

Graduate Fraser Venning and Maritime Environmental Manager Emily Gulson discuss Activity Based Resourcing, a way of working being developed further by DE&S.



Fraser Venning

Fraser Venning, graduate in the DE&S Corporate Services Group:

Activity Based Resourcing (ABR) is fairly well-established in industry. It's a way of putting the right people on to the right work to make the best use of their skills. Adapting best practice, we've developed a framework that groups colleagues into 'resource pools' according to their individual skillsets. Once a need has been approved as realistic and affordable, the pools provide the right resources to meet it.

I'm currently on placement with the ABR team. My role is to support the change management, communications and implementation of ABR.

All change impacts people, with uncertainty, learning curves and

disrupted working patterns, so we need to understand and justify why we're doing it. For ABR, the argument is straightforward. DE&S is working in a changing environment and needs to be flexible to meet the evolving needs of its customers. Our greatest asset is our skilled people. We need to make sure we focus their efforts on the areas where they can deliver.

There are a number of early adopters in each of our domains, including the Environmental Centre of Excellence. We will continue to support these, while keeping our primary focus on integrating ABR into our new organisational design.

Emily Gulson, Maritime Environmental Manager in the DE&S Ships Domain Environmental Centre of Excellence:

I look after the environmental requirements for a selection of platform and equipment teams within the Ships Domain. The Centre has been working with ABR since we were established in 2020, so joining the Ships ABR Pilot was second nature to us.

ABR allows us to spread our precious environmental

professional resources across the whole domain, rather than embed them in a select few projects.

It's also helped me broaden my knowledge through working on several different projects. As a result, I've been able to pick out common issues and manage them at a higher level to improve consistency and coherency across our work. I have stronger relationships with all the teams in my portfolio now, and with my Navy and industry partners.

It's not always rosy; there can be diary clashes between projects where I have to prioritise or delegate. But, with the support of the right resource pool manager, these are infrequent and, when they happen, easily sorted out.

Fraser:

DE&S is currently hosting workshops centred around changing our organisational design. The core principles of ABR – ensuring our people's skills are best used, and the work is understood, approved, achievable and affordable – are at the centre of this.

By matching skills to demand, ABR smooths the resourcing peaks and troughs of programmes, and provides levers to address surges in work. ABR is no silver bullet, but we can already see how it can unlock DE&S' potential by empowering our expert staff to employ their knowledge, insights and abilities where these will have the greatest impact.

Emily:

Bringing the rest of DE&S on the ABR journey will unlock even more benefits, as Fraser says, and will better align us to how many of our industry partners already operate. I'm excited to see it progress and the proof will be in the pudding as we continue to implement this innovative new way of working.



Emily Gulson

FEATURE

FEATURE

Putting cultural change at the centre of procurement reform

Amy Kilby, DE&S Windfarm Programme Manager, talks about her personal experiences and the important part that changing the DE&S culture will play in achieving our mission.

Across Defence, MOD teams are modernising how we protect our nation and allies. They are looking at how we design, develop and deliver capabilities faster than before to maintain the edge over our adversaries.

We need to transform how we look, think and act because a Defence that reflects and represents our nation, that empowers its people to bring their whole selves to their work, will be best placed to achieve our mission. We're harnessing our collective power by creating an organisation where the diversity of life experience and perspectives that our people bring to their work is truly valued.

I've recently had personal experience of this. Along with 12 other DE&S project professionals, I went to the annual Association of Project Managers Women in Project Management conference in

London. The conference had the theme of 'Pathways to Progression' and featured a programme of renowned project experts, business leaders, authors and academics. The keynote address was given by Dame Inga Beale, the former CEO of insurance marketplace, Lloyds of London. Dame Inga spoke to the 700-person strong conference about starting her career in the 1980s as a woman in a male-dominated world. She recounted the challenges she faced and spoke about the importance of never thinking it's too late to start your career journey as a woman in senior leadership roles.

This really struck a chord with me and my colleagues. Many of us had not been placing significant value on our varied backgrounds outside of Defence and the perspectives we brought from our wider life experiences. But listening to Dame Inga

discuss how she brought her experiences outside of project delivery into her work, left us considering what we bring to the table in a different light, and how we can really bring this to bear within Defence.

The conference gave us the opportunity to look at our varied career paths, strengths and development areas as project professionals, and how we can navigate some of the unique challenges we face in Defence.

This is something that DE&S is dedicated to supporting. Not long ago, it launched a Diversity and Inclusion Charter, which commits DE&S to becoming "more diverse and inclusive, recognising that individuals with a range of skills, perspectives, and backgrounds, bring real strength to our organisation."

The Charter reflects the fact that a more diverse range of perspectives and backgrounds can be of great benefit to Defence. DE&S is encouraging all of its people to sign up to the Charter and commit to making this a reality. We're doing this not just because it's the right thing to do, but because it will help us achieve our mission.

We are at our best when we combine our different perspectives and skills, and deploy these as professionals, in project delivery and across all teams in Defence. A diverse, healthy and talented workforce brings greater creativity, innovative thought, productivity and better decision-making. By supporting our people to thrive and be their best selves – ensuring they feel they belong and that their contributions are valued – we can use the collective power of our different backgrounds and experiences to deliver the edge to protect our nation.



1

second track update rate

3D

MSPSR

130

NM range

360°

instant viewing angle

2

UK support hubs

Delivering Wind and Aviation Co-existence Technical Solutions

With energy security rightly on par with defence and terrorism security, selecting solutions that allow the safe co-existence of wind energy generation and air operations is critical. Our range of innovative high technology readiness level solutions include active and passive windfarm mitigation radars, turbine position modelling tools and active and passive automatic detection light systems. Collectively these are in service, combat proven, ICAO and AIMS certified and form an element of the UK air defence system.

HENSOLDT – Innovations for a safer world

NEWS

News in Brief

DE&S staff named as finalists for Women in Defence Awards 2023



Lisa Hodge and Pauline Lewis at the Women in Defence Awards finalists event.

DE&S is proud to have three finalists in the Women in Defence Awards 2023: Jo Osburn-Hughes, Lisa Hodge and Pauline Lewis.

Independent not-for-profit Women in Defence UK aims to stimulate positive change throughout Defence

Land Domain Chief Operating Officer Jo is a finalist for the Equity of Opportunity Award. She said: "I am absolutely thrilled and humbled to have made it to the finals and many congratulations to Lisa and Pauline. I am committed to challenging myself and others to build a more inclusive community. I'm proud of the progress we have made and excited about the opportunities ahead of us."

Ships Support Senior Commercial Officer Lisa is down to the final three of the Inspirational Award. The co-chair and co-founder of the Defence Dyslexia Network said: "I am so proud of what I have achieved within the Defence Dyslexia Network. Giving people the much-needed support through their dyslexic journey is critical to ensuring they can thrive with dyslexia."

Having worked for the MOD for 52 years, Ships Senior Inventory Manager Pauline is in the running for the Outstanding Contribution Award. She said: "I am stunned to have been selected as a finalist... I have an extremely busy role, which I have loved. This recognition has extra special meaning to me as I plan to retire next April, so to leave with a finalist nomination makes me very proud."

DESA sells two Royal Navy minehunters to Romania

Two minehunters, which served the Royal Navy around the globe, will find a new lease of life with one of the UK's NATO allies.

HMS Blyth and HMS Pembroke, which patrolled the seas as Sandown-class Mine Counter Measure Vessels, have been sold to Romania by DE&S' Defence Equipment Sales Authority (DESA). Blyth was decommissioned in 2021, while Pembroke will be retired early next year.

The former Sandown-class ships use high-definition sonar to scour the seabed for mines and lost explosives, which are then safely destroyed by the ship's clearance diving teams or the Atlas Seafox mine disposal system.

DESA Head Richard Whalley said: "Our dedicated sales team continue to find new homes for the retired Royal Navy Sandown-class ships and I am pleased to see HMS Blyth and HMS Pembroke preparing for their new roles. This agreement highlights the strong relationship we have with our allies and feeds into NATO's collective mission of supporting global security."

In the context of Russia's invasion of Ukraine, drifting mines pose a direct threat to Black Sea states and sea-based lines of communication. This sale will allow Romania to make a direct, positive contribution to the region's maritime security.

The DE&S Ships Support team has been working with Babcock to refurbish the minehunters before they are sent to their new owners. HMS Blyth was transferred to the Romanian Navy in September, while HMS Pembroke will be transferred in spring 2024.



HMS Pembroke

NEWS

DE&S deliver vessels at pace to the Royal Navy to protect the UK's underwater infrastructure.

A specialist ship, procured at pace by DE&S to host specialist autonomous systems that will protect the UK's critical underwater infrastructure, has been delivered to the Royal Navy.

Formerly a specialist offshore support vessel, RFA Proteus has now undergone military conversion. It will be put to use safeguarding the vital seabed telecommunications cables and oil and gas pipelines that are a target for hostile states.

The vessel, which had her service of dedication last month, will be based at HMNB Devonport and operated by the Royal Fleet Auxiliary (RFA), with trained Royal Navy personnel managing the state-of-the-art systems onboard.

The DE&S Multi-Role Ocean Surveillance (MROS) programme managed the purchase of RFA Proteus, employing novel strategies and ways of working

to deliver the ship ahead of time. Gareth Morris, MROS team leader, said: "Formally delivering RFA Proteus marks the culmination of a period of intensive and innovative work at DE&S. I am incredibly proud of the team who worked at extraordinary pace to deliver this highly capable ship into service whilst achieving fantastic value for money."

RFA Proteus is equipped with a flight deck, 1,000-square metre cargo deck, a crane for lifting and lowering operations and a 'moon pool' – a large access point in the bottom of the hull through which robot submersibles can be launched.

Rear Admiral Paul Carroll, Director Innovation and Future Capability at DE&S, said: "Our delivery of this new capability at pace reflects the importance of protecting our critical national infrastructure and maintaining the UK's operational edge. I am incredibly proud of our team,

which has worked innovatively to deliver this ship for the Armed Forces, and at exceptional value to the taxpayer."

At last month's service of dedication for RFA Proteus, Commodore David Eagles, Head of the RFA, said: "Bringing a ship into service is a demanding endeavour, which relies on a diverse, multi-skilled team, strong leadership and unflinching determination."

Minister for Defence Procurement James Cartlidge said: "The Royal Fleet Auxiliary is already delivering global logistics and operational support to our Royal Navy operations, and bolstering its capabilities will ensure we can continue to do so anywhere in the world. Through investing in our autonomous systems, we are building our capabilities, enabling us to better defend our critical national infrastructure and protect our seas."

NEWS

Apache helicopter declared 'ready for Army duty'

3 Regiment Army Air Corps recently put the helicopter through its paces, following the DE&S procurement of 50 Apaches.

Apache, one of the world's most effective attack helicopters, has been declared 'ready for Army duty'. DE&S is procuring 50 Apache AH-64Es through a Foreign Military Sale with the US Government.

The Boeing-manufactured Apache is a twin-engine, tandem-seat helicopter designed to accomplish a variety of operations at day or night, in a range of climactic conditions. Primarily designed to find and destroy air defence units, tanks and armoured vehicles, it is armed with a 30mm automatic cannon, wing-mounted 70mm Hydra rockets and Hellfire missiles.

The Apache AH-64E flies faster, and has a greater capability and range than the Mk1, which has been in-service with the British Army since 2001 and proved itself in conflicts in Libya and Afghanistan. It also has improved sights and sensors, allowing targets to be accurately identified and engaged at greater distances.

Keith Bethell, Director Helicopters at DE&S, said: "With the world becoming a more dangerous place, and adversaries becoming ever-more sophisticated with their own weaponry, the imperative for the UK Armed Forces to have 'best in class' equipment has never been greater. The Apache AH-64E will undoubtedly deliver the edge to our Army wherever they are in the world. I am very proud of the role DE&S has played, working together side-by-side with our allies and industry to get this incredible warfighting machine to the Army."

Recently, 3 Regiment Army Air Corps put the Apache through its paces as part of Exercise Iron Titan. The exercise saw the Air Corps provide an aviation deep-attack battlegroup to 3rd (UK) Division, the British Army's warfighting division, made up of

Apaches and the Wildcat reconnaissance helicopters of 1 Regiment Army Air Corps. In this role, the AH-64E is a key element of how the Army will fight in the coming decades.

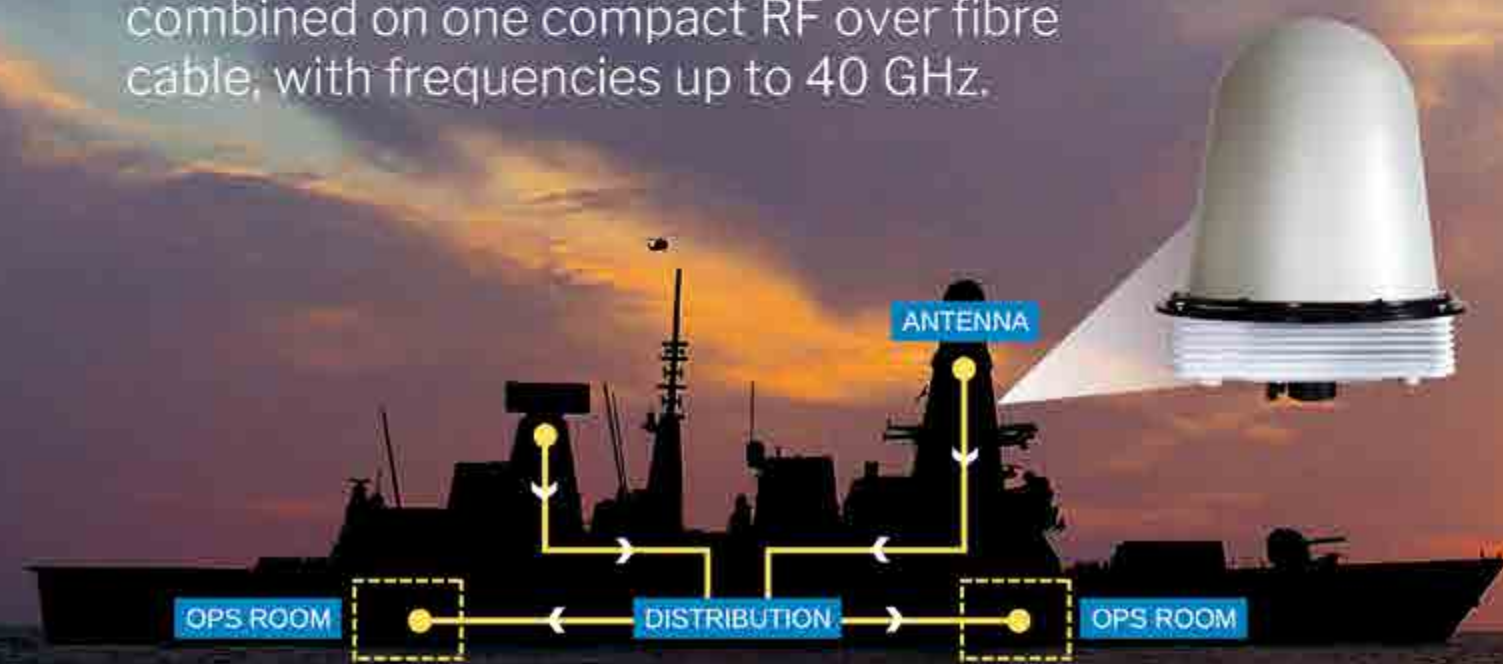
Across six weeks, 3 Regiment deployed from its base at Wattisham Flying Station in Suffolk to set up temporary facilities at Nesscliffe in Shropshire, and then moved down to Eaglescott and Chivenor in Devon. Strike missions by the Apaches were planned and executed on simulated enemy positions as far apart as Northumberland and Kent.

3 Regiment's Commanding Officer Lieutenant Colonel Rich Simcock said: "The AH-64E is the most advanced attack helicopter in the world and the step-change it brings in lethality, agility, survivability and how it can communicate and integrate with other capabilities is nothing short of revolutionary. Like any machine, the Apache is only as good as the people who operate it. To have got to where we are now, just two years after the first aircraft arrived in the UK, reflects the hard work and dedication put in by everyone in the regiment."



ANY SIGNAL, ANYWHERE

All signal types and security classifications combined on one compact RF over fibre cable, with frequencies up to 40 GHz.



Minimal loss
to optimise
antenna position

Routing freedom
to distribute to
multiple ops rooms

Easy integration
with existing
combat systems

ppm
SYSTEMS

www.ppmsystems.com

sales@ppmsystems.com | 01793 784389



First images of Protector released

Striking images have been released of the UK's first Protector aircraft at RAF Waddington, where it is being prepared for testing and evaluation.

DE&S has negotiated contracts for 16 Protector Remotely Piloted Air System (RPAS) aircraft, which are fitted with a suite of equipment that enables unparalleled surveillance and strike capability.

Protector will be able to undertake a wide range of tasks, including land and maritime surveillance, counter-terrorism and support to UK civil authorities, such as assisting the coastguard with search-and-rescue missions.

Remotely piloted from the Lincolnshire RAF base, Protector can operate at heights of up to 40,000 feet and has an endurance of over 30 hours. After arriving in September, 31 Squadron have now assembled the aircraft and are preparing it for ground and air testing ahead of its anticipated in-service date in 2024. 31 Squadron will operate and maintain the aircraft from RAF Waddington. The squadron has a long history stretching back to 1915 and have now been reformed to operate Protector as it enters service.

Minister for Defence Procurement James Cartledge MP said: "The UK's world-class Protector aircraft will emphasise our ultra-modern surveillance, intelligence and precision strike capabilities, ensuring we are ready to monitor and protect against potential adversaries around the globe. With the first aircraft at RAF Waddington ready to begin trials, we will once again demonstrate how we are spearheading military defence technology."

The first phase of Protector testing at RAF Waddington will involve ground-testing of the satellite links and taxi procedures, as well as take-off and landing procedures, which will incorporate a circuit above the base.

According to DE&S Head of RPAS Simon Holford, "The arrival of the first Protector system in the UK is a major milestone for the project. It reflects all of the hard work that everyone involved has put in to reach this stage, and we are immensely proud of our achievements. However, we can't rest on our laurels as there is much more to do. Now assembled, this aircraft

will be used to perform initial UK flight trials ahead of progressively delivering the capability to the RAF next year."

RPAS Programme Director Group Captain Al Rutledge said: "The delivery of initial equipment, ahead of programme schedule, is a culmination of a herculean team effort. We look forward to the next phase of the programme where we prepare to operate Protector for the first time in UK airspace as part of a graduated build-up to in-service date in 2024."

In addition to accepting the operational roles currently undertaken by Reaper, which has provided exceptional service on operations for over 15 years, Protector will be certified to stringent NATO safety and certification standards allowing it to operate in UK and European civilian airspace.

Arrival of 15 further aircraft from US-based General Atomics in the UK will be a phased delivery over the coming years. All aircraft are expected to be delivered by end of 2025.

NEWS

DE&S CEO attends NATO Conference of National Armaments Directors

The imperative for the UK and its allies to work together to strengthen their battle-ready capabilities has rarely been higher.

DE&S CEO Andy Start represented the UK in his dual role as UK National Armaments Director at NATO's biannual Conference of National Armaments Directors (CNAD) in October.

The CNAD is a critically important group within NATO where national armaments directors from member countries work to improve cooperation and alignment within their acquisition processes and operating models, while strengthening collective military capabilities.

CNAD's mission – to enable interoperable military capabilities between allies, ensuring that NATO forces have state-of-the-art weapons and other equipment readily available – was brought into sharp focus when Russia invaded Ukraine in 2022.

Speaking following the CNAD, Andy Start said: "A critical part of my role as UK National Armaments Director is to work with our NATO allies and international partners, looking at how NATO can be more effective, and to deliver shared capabilities to keep our nations safe."

"There is a very pressing need for the UK and our allies to be more responsive, more reactive than ever before. The way we face these challenges is best summed up by one word: together. That means if we have to go into the fight then we do

so with our allies, and we deter with our allies. That's why placing international alliances high up on the agenda is so important in our strategic thinking."

The UK has led allied thinking aimed at fostering greater cooperation between nations, with an emphasis on the value of stronger engagement with industry. This has focused on providing industry with a 'demand signal' to enable current and future planning.

The CNAD is an opportunity to both rally fellow national armaments directors, while underlining the Alliance's commitment to supporting Ukraine in close partnership with industry. The meeting was both an important demonstration of unity and an international platform to address security challenges.

Secretary General Jens Stoltenberg stressed the importance of continued support to Ukraine, calling for allies to "go further and go faster" with "a renewed sense of urgency."

Andy has emphasised the need to take a more strategic, agile and outcome-focused approach to ensure NATO and its member nations maintain their defensive advantage. The UK is particularly keen to ensure NATO allies focus on strengthening their defence industrial bases and replenishing stockpiles, so these remain ready to defend the Alliance and its values.

Andy added: "We are focused on, and leading the discussion of, how we foster and develop greater cooperation, not just between allies, but also with an emphasis on the value of greater engagement with our industry partners. The war in Ukraine has taught us that we need to be much more agile when it comes to defence procurement. Our relationships with industry partners is central to that objective."

Ahead of the CNAD Andy met his counterparts from the US, France, Germany and Italy. They discussed a range of international defence issues, including progress of the Defence Production Action Plan, a key strategy for strengthening the relationship between allies and industry.



PEOPLE

Lisa Gardner

Job title:

Head of DE&S Corporate Operations and Board Secretariat

What does your role involve?

I lead a small, hard-working team and together we produce the DE&S Annual Report & Accounts, run the DE&S Honours and Awards process, manage VIP visits and provide the secretariat function for our senior governance meetings. I'm also Secretary for the DE&S Board and the Executive Committee.

What do you most enjoy about your job?

It's definitely the people. My immediate team is so positive and enthusiastic, it's a pleasure to be around them. I also enjoy the fact that I'm constantly engaging with many different people across DE&S. Whether that's MOD colleagues, Non-Executive Directors, Executive Committee outer offices or other DE&S teams, the range of people and issues we're exposed to is vast and it really keeps things interesting.

What is your greatest accomplishment to date?

I'd have to say it was being awarded the Queen's Commendation for Valuable Service after two of my three operational tours. Deploying as a policy advisor was extremely challenging every time, but it also put me at the heart of supporting military operations and gave me the chance to work with brilliant, brave, dedicated people. The tours were exhausting, but it was a real privilege to deploy.

What keeps you energised about working at DE&S?

It's knowing that everything we do here is designed to support those who, at some point, may be required to put their lives at risk to protect the UK.

Who or what has shaped who you are?

My parents encouraged me to broaden my horizons, so when the MOD advertised roles in London, I left Rosyth Dockyard, while just about still in my teens, and moved away. Over the next 30-odd years, my roles in the MOD have taken me to nearly 20 countries. That's given me a sense of perspective, a thirst for travel and some lifelong friends.

What do you enjoy doing in your spare time?

I really enjoy sport and fitness, and luckily I'm based at Abbey Wood, which means morning cycle classes and lunchtime circuit training. I also enjoy travelling abroad, music, and going out for food and drinks with friends. The fitness allows me to do a bit more of the eating and drinking, but as I'm getting older, I'm starting to understand that that you can't out-train a bad diet!

What might surprise people about you?

I was going to say that I've flown in a Red Arrow, but I've probably mentioned that to everyone I've ever met! I'll go with that I've flipped burgers with President Obama. Well, he flipped the burger and I ate it. I was invited to a garden reception at 10 Downing Street when I came home from Afghanistan and had a very quick conversation with him after he finished at the barbeque. He was the most charismatic person I've ever met.

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

It was in a podcast about happiness, which set out four simple rules for a happier life: count your blessings; connect with people; practice otherness (do things for other people, not just yourself); and protect healthy habits, which includes getting plenty of sleep and exercise.



Standing ready for launch, a bombardier readies his Puma Remotely Piloted Aircraft System on a hilltop in northern Kosovo while deployed on Op Elgin, patrolling routes along the administrative boundary line between Kosovo and Serbia.

Want to receive Desider direct to your inbox? Email: jonathan.mazliah100@mod.gov.uk

Cover photo:

The Protector aircraft, now being prepared for testing and evaluation at RAF Waddington.

Corporate Editor:

Jonathan Mazliah

Contributing Editors:

Louisa Keefe

Design and Photography:

Mark Hawke, Andy Wilkins, Katherine Williams, Hannah Bone, Jack Eckersley, Geraint Vaughan and Charlie Perham

Advertising Manager:

Edwin Rodrigues
07482 571535
edwin.rodrigues@noahsarkmedia.co.uk

Disclaimer

Desider is available online through gov.uk and www.des.mod.uk. While the editor takes care to ensure all material produced is accurate, no liability can be accepted for errors or omissions. Views expressed in Desider, and products and services advertised, are not necessarily endorsed by DE&S or the MOD. All editorial submissions must be cleared by the relevant MOD authorities.

This magazine is printed on Novatech Matt FS 115gsm which is Forest Stewardship Council certified material from well-managed forests and elemental chlorine free.



cds

cds.co.uk



[@DefenceES](https://twitter.com/DefenceES)



[@DefenceES](https://www.facebook.com/DefenceES)



[Defence Equipment & Support](https://www.linkedin.com/company/Defence-Equipment-&Support)



[defence_equipment_support](https://www.instagram.com/defence_equipment_support)



[DE&S](https://www.youtube.com/DE&S)



[Desider](https://www.desider.co.uk)

© Crown Copyright

DVD2024

18th - 19th September 2024
UTAC MILLBROOK

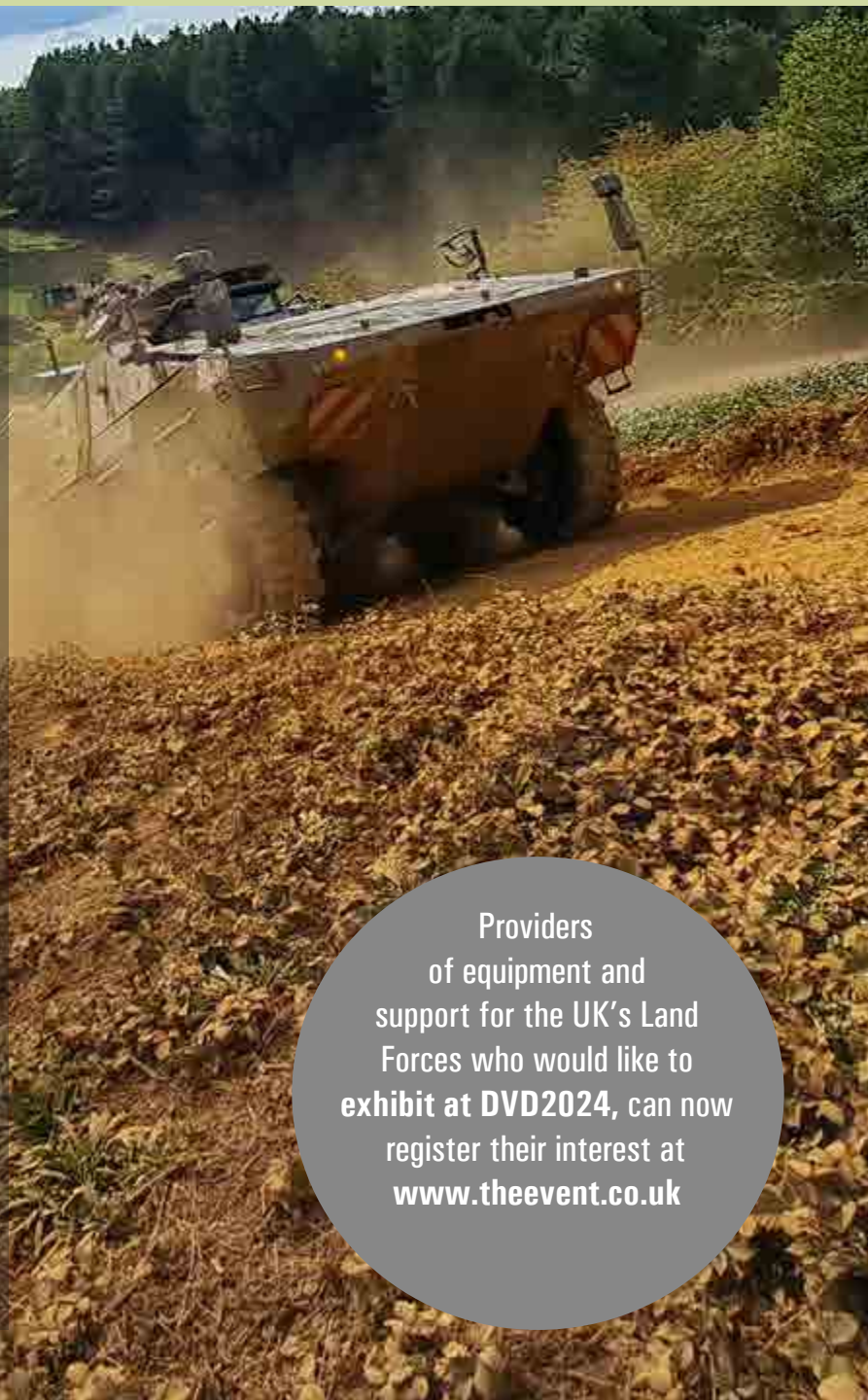


Save The Date For DVD2024 18th & 19th September 2024 UTAC Millbrook

With a legacy spanning more than two-decades, biennial Defence industry exhibition, DVD, is **THE EVENT** for Defence industry, DE&S Delivery Teams, Army HQ and Defence community users of Land Equipment.

"As advancements in science, technology and digitisation continue to influence the British Army's major equipment programmes, I'm excited to join industry peers to discuss 'what's next' in land operations and capabilities at DVD2024."

Major General Darren Crook,
Director Land Equipment, DE&S



Providers
of equipment and
support for the UK's Land
Forces who would like to
exhibit at **DVD2024**, can now
register their interest at
www.theevent.co.uk