

DESIDER

AN INSIDE LOOK AT DEFENCE EQUIPMENT & SUPPORT



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

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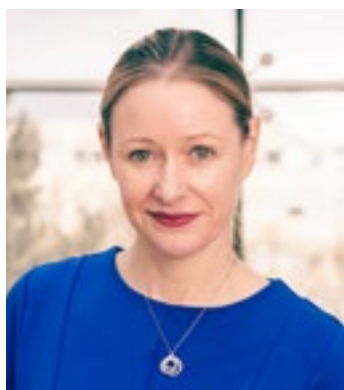
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START

Talking

We have an exciting and challenging year ahead of us. Our armed forces are operating in an increasingly contested world and our highest priority remains supporting their operations, and those of our allies.

DE&S is often thought of as purely 'a procurement organisation'. But, after 15 months at the helm, I can tell you that we're really 'a capability organisation'; one that delivers and supports defence equipment through market insight, engineering know-how, project delivery expertise and a commitment to value-for-money. Our job is to ensure our armed forces have the right kit, with the right support, at the right time.

We continued to deliver on over 500 projects in 2023. We increased availability of key equipment including the RAF's Typhoon and A400M aircraft. We delivered new ships for the Royal Fleet Auxiliary that will help protect our nation's underwater infrastructure. And we procured the new Archer heavy artillery system for the Army to replace the AS90 platforms gifted to Ukraine.

Supplying and supporting essential defence equipment is a real team effort, from our armed forces to our civil servants and defence industry partners. You only need to look at the sheer scale and success of our collective response to Ukraine for proof of what that can achieve.

We recently celebrated the first anniversary of our Operations Directorate. They have been at the forefront of that response. Working with MOD and front-line colleagues, suppliers and counterparts throughout Europe and beyond, they have delivered more than £3 billion of aid to Ukraine and equipment to train over 30,000 Ukrainian personnel since the start of the war.

I was enormously proud to be part of the recent trade mission to Ukraine in my role as National Armaments Director. The event saw us agree how UK and Ukrainian companies will work together to further enhance Ukraine's

resilient defence industrial facilities. It is clear that together we can increase collective capacity to deliver the mission-winning defence systems we need.

In 2023, we launched a new strategy and began the work of reimagining our operating model as part of that. 2024 is the year when our new ways of working take shape. We've already started making wide-ranging changes to how we define and develop requirements, strengthen our supply chains, and deliver, maintain and dispose of kit.

Bedding in these crucial changes will mean DE&S becomes an operationally excellent organisation – driving-up pace, reducing project delivery times, and increasing the availability and interoperability of equipment. For example, in the months to come, three new Capability Centres will be further developed, bringing together data from across the defence enterprise, enabling us to get equipment to the Armed Forces in the most cost-effective and timely way.

Our new operating model and our involvement in the wider MOD Defence Design programme are a marker of our commitment to modernising how we work to meet our strategic outcomes and to being fully prepared for any and all future threats. My colleagues Paul, John, Jill and Adrian explore how we're improving in more detail later in the edition, but I will say this is an exciting moment for our change programme.

The reforms that UK Defence is making are echoed in a drive across NATO for greater integration and cooperation, and a stronger NATO-wide defence industrial complex. As a member of the Conference of National Armaments Directors, I'm proud of all we achieved in 2023, especially agreement of a new Defence Production Action Plan (DPAP). I look forward to continuing the work of bolstering NATO's industrial foundations as we put the DPAP into action in 2024.

I continue to be humbled by the commitment to our shared mission that I see from my colleagues and across the defence enterprise. While we face challenges in the year to come, I've no doubt that we will overcome them, and deliver safety and prosperity to the UK and our allies.



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SENIOR LEADER COMMENT

Supporting, challenging and asking the right question at the right time

Mark Russell, Chair of the DE&S Board, explains the unique role that the Board plays and why he is hopeful for the future of Defence.

I'm privileged to have been Chair of the DE&S Board for three years. One of the challenges for any board chair is how best to add value, both for the organisation and its stakeholders.

That's one of the things I've focused on. Boards are a great way of getting people from different and diverse backgrounds involved in organisations to provide a fresh pair of eyes.

A key part of my role, and that of my Board colleagues, is to support and challenge the DE&S CEO Andy Start and his executive team. The relationship between chair and chief executive is a particularly important one, and I work closely with Andy to understand what DE&S is doing to ensure success in our organisational, programme and financial performance.

My job is to ask, 'Is this the right way of doing things and are we properly prioritising?' I see it as a continual recalibration of how we're expending our energies. What are the things we should be focusing on to achieve the best outcomes?

I also spend a good deal of time with our stakeholders, in the MoD Head Office, elsewhere in Whitehall and in Parliament, to understand how they feel about DE&S and what we do.

At the moment, DE&S, and all of Defence, is being asked to do more than ever to protect our nation and allies. Much of that derives from the fact that the threats we face are also greater. The pressure on the organisation to succeed in our core business is growing, even as our finances become more constrained.

Looking to 2024, I would like to see DE&S optimising our position as a delivery body of the MOD, and demonstrating how we can do things that neither the department nor the private sector could do by themselves. I became Chair because I saw the true differentiators in our organisation, which would be difficult to replicate anywhere else, including the unique combination of civil servants, private sector and military. We need to focus on optimising ourselves to make the most of this.

We can do better. We have processes and systems that hold us back. We've got to improve them, and over the next year our new operating model work will do much to address this. But that shouldn't detract from the fact that a lot of very good work is being delivered.

In organisations like ours, where much is being demanded from our people, it's important that our values shine through. Because if you don't respect and look after your colleagues, if day-to-day you're not living the values of the organisation, it's very difficult to perform well in demanding situations. A significant part of what



we do as a Board is set the tone and make sure that DE&S is living the values of excellence, collaboration, integrity and inclusion.

I feel hopeful about the future of Defence. I've witnessed how motivated colleagues across the defence enterprise are to respond to the growing threats and the greater pressures we're under to deliver. You won't find many other places with as many talented people entirely focused on trying to do the right thing, with extraordinary enthusiasm and despite many obstacles. I'm deeply encouraged by that.

FEATURE

Working together to deliver national security and economic prosperity

Charles Woodburn, BAE Systems Chief Executive and co-Chair of the Defence Suppliers Forum, tells Desider about how industry and government will work together in 2024 to deliver for our armed forces.

The Defence Command Paper Refresh said that the UK's strategic advantage is derived, in part, "from our relationship with industry, which we must continue to strengthen into a new alliance, as a genuine partnership to sustain our defence," and I couldn't agree more strongly.

At a time when we face a dynamic threat environment, I believe our sector has a more important role than ever in helping the Government fulfil its primary responsibility – the defence and security of the UK.

The Defence Suppliers Forum (DSF) drives collaboration between the defence industry and the MOD, ensuring a joint approach to enabling the UK defence sector to meet future capability opportunities and threats. It brings together a diverse membership from across the defence ecosystem; from UK SMEs and trade associations to some of the largest international defence and aerospace companies.

Our role is to work with the Government to achieve its defence-industrial strategic aims and develop collaborative responses to new and emerging issues and challenges, so we can deliver the ambitions set out in the Defence Command Paper Refresh and the Defence and Security Industrial Strategy.

We're focused on driving innovation; in the use of data, digital technology and developing a sustainable future for Defence, as well as in identifying potential improvements to governmental and industrial policies and processes.

Our sector relies heavily on people and the DSF is exploring ways to reduce skills shortages through academic relationships and partnerships, apprenticeships and other means. These are how we'll attract the best people, and tackle barriers to diversity and inclusion in the workforce.

It's also important that we continue to reinforce the role of our sector in strengthening national security and enhancing national prosperity. To that end, it was encouraging to hear the Secretary of State for Defence emphasise early in his tenure that he'll champion British industry both at home and abroad.

For me, the DSF came into its own during the pandemic. It quickly came together to sustain critical national security outputs – such as Quick Reaction Alert and the Continuous-at-Sea Deterrent – while keeping our people safe and supporting supply chains. More recently, our response to events in Ukraine on defence supply-chain resilience and the resultant inflationary pressures has seen us continue to work closely in areas like the supply of critical minerals



and in addressing cost-of-living challenges for our employees.

By encouraging flexibility and speed throughout the defence enterprise, we will become more competitive, innovative and sustainable as a sector. At the same time we should strive to capitalise on more international opportunities for collaboration and the export of high-quality technologies and services from the UK.

Tragic events across the world are a timely reminder of why the Government and the defence industry must work together to address the threats we face and keep the UK ahead of our adversaries. I look forward to working with the Defence Secretary, DE&S and the wider MOD to maximise the impact we can make to our national security and economic prosperity.



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FEATURE

The Gateway: Ensuring project success from Day One

DE&S Director General Ships Vice-Admiral Paul Marshall tells Desider about the front door of DE&S' new operating model, the Gateway.

I don't need to tell you that the world's becoming a more dangerous place, with a great many challenges to our safety and prosperity. I'm the sponsor for the design of the Gateway. The first of the four areas of DE&S' new operating model and a pivotal part of our larger strategy. What is the Gateway and how is it going to help us face these challenges?

Think of the Gateway as DE&S' front door. It's a group of skilled professionals, which will engage with our clients in the Front-line Commands, our partners in industry and our international allies at the earliest stages of requirement-setting for new equipment or support.

It's a model that sets up projects for success because it allows DE&S teams to collaborate early and call on market intelligence to inform crucial capability development conversations. This will deliver a much better solution for our personnel and makes the job of delivering much more efficient.

Our expert Gateway teams will collaborate across Defence, planning projects coherently and efficiently, injecting the appropriate pace and innovation, and making sure work is deliverable. We're going to create much closer connections across the enterprise, so that we, as the enabling organisation, are asked better questions when our clients, allies and partners come to us, and we can provide better answers in return. Getting involved earlier also helps us make sure that the right support is built in from the outset.

The first area of activity in the Gateway, Future Capability Engagement, will be carried out by market and capability experts providing actionable advice and insights to Defence. The second area will be Defence Capability Delivery Planning, where teams will work with clients to understand their needs, and help them shape their requirements and consider the available options. Teams in this area will work closely with Cost & Planning, the third area of activity, where solutions are matured and detailed costing and planning ensures that only affordable work moves forwards.

We have been living through an exciting period of change at DE&S. Now the parts are coming together and our new operating model is solidifying. The Gateway is the first area to be stood-up and transition is well underway. From early 2024, specific projects will begin moving through the Gateway phase, while we test and



refine our new ways of working. This will help create the capacity for DE&S to move into the new operating model, while linking into the MOD's wider Defence Design work.

The DE&S Gateway will give us a key role in shaping the future needs of Defence much earlier in the process. It will see better project delivery and better results for our service personnel because all our work will start with a better plan right at the front-end.

FEATURE

Driving forwards Core Delivery

John Chubb, DE&S' new Design Director, introduces Desider to Core Delivery, the central area at the heart of the new operating model that will deliver for the Armed Forces.

Last summer, I was riding my Vespa around Europe when I answered a call from DE&S asking if I would be interested in helping bring some external thinking on operational excellence to the work of redesigning their organisation. Having executed several operational excellence programmes across European companies, I relished the opportunity. Now, here I am helping to design 'the Core' of DE&S.

In our new operating model, Core Delivery is where 80 percent of our people will work, delivering equipment and services for the Front-line Commands.

Core Delivery teams will support existing equipment through its service-life and manage the delivery of new equipment or upgrades to existing kit. This is a combined solution where we're able to effectively support current equipment, and develop and procure new capabilities as required. Teams will help projects seamlessly transition from their early development done during the Gateway phase into the Core Delivery phase.

In designing Core Delivery, operational excellence has been our 'North Star'. We are in a resource-constrained environment and have a global context that demands more from our armed forces, so we must deliver more, and do so quicker and with increased flexibility. Key to delivering on that demand will be flexible groups of specialists that can bring the right skills, knowledge and experience to our projects and services at the right time. This will be underpinned by streamlined processes that enable better-informed decisions, and a structure that centres collaboration and consistent application of our management operating system. We believe that taken together, within DE&S we can act as a 'force multiplier', giving our armed forces what they need.

Throughout the design phase we have applied industry-standard 'lean' processes, and in particular Value Stream Mapping, to all of the work that we do. The Value Stream Mapping process identifies waste, and drives in slick, decision-enabled, replicable processes that will be at the heart of our delivery. Bringing together over 1,200 colleagues, from DE&S, the Front-line Commands and industry, for several workshops was pivotal to getting a good, efficient solution.

We are building an organisational construct that mirrors the ways in which the defence industry is organised. 'Spiral development' – where an agreed partial solution is iteratively and collaboratively improved on – will become commonplace. Having a structure that enables closer partnership with our industry colleagues will ensure



we can see, and importantly deliver, benefits to our armed forces.

Our partners in the Front-line Commands will get a better service and a faster turnaround from requirement to capability or service delivery. Core Delivery teams will be able to focus on delivery, using their skills, qualifications and experience to get products and services out that much more quickly and consistently.

Change of this scale is not easy in any organisation. And change of this scale within DE&S, which delivers some of the most complex projects on the planet, is even more difficult. But the design process we've been through to create our new operating model is a good one. What we've come up with is a way we can do things better. The challenge will be ensuring that, throughout process, organisation and people change, we absolutely continue to deliver the services that our armed forces need now, and deliver better in the future.

FEATURE

Enabling success across DE&S and Defence

Jill Hatcher, DE&S Director Strategy People Change and Corporate, introduces Desider to the operating model's Corporate area, where we will empower our people, processes and projects.

Imagine a bicycle. It's basically just handlebars, frame, wheels and seat, right? But what about the spokes inside the wheel and tyres around it? Or the chain and gear levers? You could maybe have a bike without them, but it certainly won't get you to your destination as quickly or as safely.

Understand that and you're well on your way to seeing the crucial importance of the Corporate area in our new operating model, and its role in delivering operational excellence for DE&S and greater impact for our armed forces.

My colleagues Paul Marshall and John Chubb have already introduced you to the Gateway and Core Delivery areas that they sponsor. I'm proud to be the sponsor for the Corporate area.

The Corporate area will be structured into three sections. First, a single point of entry for all corporate service requests called the portal, then service operations, and strategy and planning. Combined, these provide an end-to-end process that takes a request all the way to a satisfactory resolution.

Through work in these three sections, we will empower development during the Gateway and delivery in the Core by enabling people, processes and projects to be the best they can be. Within this area, experts from across a huge range of functions – from business services to strategic planning – will keep the wheels of delivery turning fast and steady. They will ensure DE&S' ways of working are at peak efficiency, while upskilling teams, fostering supportive and close-knit communities, and helping improve how we operate through continuous learning.

A crucial role for the Corporate area will be matching emerging demand signals from the Gateway with resources in the Core, so that our people are placed in the right spots to operate with greatest impact. The insights that Corporate teams provide will be at the heart of our activity-based resourcing, within which our delivery function morphs, flexes and shifts to meet the changing needs of our armed forces.

People have always been my focus. This area is all about bringing out the best in them, raising our people up, and giving them the freedom to develop, so they can be fulfilled and reach excellence.

Our operating model is built around a One Defence mindset that keeps us grounded and keenly aware of the crucial part we play as part of a far larger defence enterprise. Corporate will be our guarantee that we are the most effective partner possible, as we continue to collaborate with the armed forces and industry.



The Corporate area is currently going through its design phase, so even though we know exactly what we need it to achieve, we don't yet have a full picture of how it will do that. We've got an amazing group of over 100 people, brought together from across Defence, working on this. They're pouring over the details and testing different scenarios right now, so we can start 2024 with renewed confidence that the DE&S bike will be raring to go from the first time it hits the road.

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FEATURE

Why One Defence is the key to success

Adrian Baguley, DE&S Deputy CEO and Director Strategic Enablers, is the sponsor of the Integration and Integrity area within the new DE&S operating model. Here, he tells Desider why collaboration and One Defence unity are so important to our future success.

The need for greater unity across the whole of Defence – One Defence – has never been more important. While my colleagues have described the significant ways in which DE&S is innovating and changing the way we work, I would like to take this opportunity to broaden the focus and show how the rest of Defence is doing the same.

Next year will see the Defence Operating Model go through its own transformation, in parallel with the new operating model being delivered within DE&S. This new aligned approach, led by the establishment of the DE&S Gateway in early 2024, will bring improved cohesion and collaboration to the way we deliver defence outcomes.

From January, I will be sponsoring the design of the Integration and Integrity area of the DE&S operating model. Every piece of equipment we provide to our Armed Forces has to work together seamlessly, and this area is anticipated to integrate across the DE&S equipment portfolio. In doing so, we will ensure it all works together through-life for best effect.

This will involve leading teams that will ensure the integration of capabilities throughout requirement-setting, acquisition, operational delivery and corporate services. The Integration and Integrity area is also likely to be responsible for managing interdependencies between the many projects within DE&S' portfolio, including improving the management of contractual dependencies. To deliver this part of the DE&S operating model, we will need to work hand-in-glove with the new Integration Design Authority that has been established within UK Strategic Command.

Alongside this significant organisational design effort, we are collectively focussed on driving improvement through a range of other MOD-led strategic initiatives.

I'm working closely with our Head Office colleagues to deliver the Minister for Defence Procurement's ambition for acquisition reform. I'm also working collaboratively with our partners in the defence industry, including through the Defence Suppliers Forum, to better understand how we can make our projects and programmes deliver at the pace of relevance. A key target for us is to dramatically reduce the time it takes to move a project from concept to contract. We, in DE&S, have an important part to play in achieving this.

DE&S is proud to be playing a critical role in the Digital Exploitation for Defence (DX4D) programme, led by the MOD's Second Permanent Under-Secretary. Three new digital and data-led



Capability Centres are being established under this programme. These will enable rapid improvements across three key areas of Defence: availability, integration and digital engineering. These Centres will complement wider Defence initiatives, such as the Improving Defence Outputs programme, which is working with the Front-line Commands to drive up the availability of key platforms, enhance their capabilities and strengthen how they are sustained in-service.

For me, there is a huge amount to be excited about in 2024. This will be a year that brings both challenges and change. Collaboration across Defence will be vital to ensuring our success. We must continue to work together as One Defence and strive for unity. For our people, for our armed forces and for our country's future.

NEWS

Celebrating award winners across DE&S

DE&S people and teams have recently been honoured for their fantastic work. DE&S is proud of those who have been recognised for their commitment and dedication.

Women in Defence Awards

At this year's Women in Defence Awards, Lisa Hodge, Ships Support Senior Commercial Officer, won the Women in Defence Inspirational Award and Jo Osburn-Hughes, Land Chief Operating Officer, won the Equity of Opportunity Award.

Lisa was honoured for her work as the co-chair and co-founder of the Defence Dyslexia Network. She has been critical to supporting many neurodiverse people through their dyslexic journey. Jo, who won for her work championing inclusivity, said: "I'm absolutely thrilled and honoured to have won this award. I am passionate about building an environment where everyone can bring their unique skills and experience to help protect our nation, and realise their full potential and thrive."

Former Vehicle Support team member Lieutenant Colonel Kelly Tait scooped the top prize, winning the Outstanding Contribution Award for her work while at DE&S. Senior Inventory Manager Pauline Lewis and Chief Engineer Lucy Crowther were also honoured at the Awards, as was former DE&S staff member Suzy Harris.

Public Finance Awards

Cost controller Megan Densley-Alford and the cost control teams in Artillery Systems and International Guns, Missiles and Rockets (IGMR) were honoured at the Public Finance Awards 2023.

Megan was a finalist in the Public Finance Future Leader of the Year category. After the ceremony, she said: "We were responsible for the financial reporting for around 300 different Land assets and service requirements during the busiest times... I was quite shocked to be representing DE&S in an individual award, but I'm very proud of myself too."

The cost control teams in Artillery Systems and IGMR were shortlisted for Central Government and National Bodies Finance Team of the Year. The IGMR cost control team nominees were Katherine Webb, Tammy Norris, Tori Bush, Rebecca Cox and Holly Farr. They had an exceptionally busy year, balancing business as usual with urgent capability requirements, supporting Ukraine and the UK's replenishment efforts.

The Artillery Systems team is made up of Nick Stewart, Michelle Sheppard, Dean Hancock, Alexandra Clarke and Mushtaq Qureshi. At the ceremony, Nick said: "The real credit has to be shared with all our colleagues who demonstrate professionalism and expertise every day in order to deliver quality products and services to the front-line."



Jo Osburn-Hughes, Lisa Hodge and Pauline Lewis, with DE&S CEO Andy Start, at the Women in Defence Awards 2023

Association for Project Management Awards

DE&S was shortlisted for Public Sector Organisation of the Year at the Association for Project Management (APM) Awards 2023. The APM Awards celebrate government and public sector bodies that have delivered outstanding projects, programmes and portfolios. The APM delivers education, develops qualifications, conducts research and provides resources for the project management profession.

Risk Management Awards

DE&S scooped the top prize in the Public Sector category at the Continuity, Insurance and Risk (CIR) Risk Management Awards. The award recognised the excellent work performed by DE&S' community of risk specialists to advance and improve delivery across projects, programmes and broader operations. Attending the awards ceremony, Rob Wixey, Megan Arrowsmith, Laura Walker, Tom Clare and Kate Westlake represented over 100 project delivery professionals within the DE&S risk community.

FEATURE

Ensuring single-source procurements achieve value, for everyone

John Russell, Single Source Regulations Office CEO, tells Desider about the important work his team does, his plans for their future and their place within Defence.

The Single Source Regulations Office (SSRO) is the regulator that sets the rules for how single-source defence procurements – contracts awarded without a competitive tendering process – are priced. Non-competitive contracts account for about half of the MOD's annual procurement spend, covering the development, acquisition and support for some of the UK's most significant defence capabilities.

Since we were formed in 2014, the MOD has entered into over 575 single-source contracts, under the SSRO's guidance, with hundreds of different suppliers and a total estimated price of around £94.5 billion.

Our role at the SSRO is to set and, if asked, enforce the rules that ensure single-source procurements achieve value for money for the taxpayer and suppliers get a fair and reasonable return. We work closely with the MOD and defence contractors but are an independent office. This is important in terms of being able to deliver both of those objectives, especially as our rulings can make legally binding changes to previously agreed contract prices.

We provide impartial expertise, guidance and analysis on what costs are allowed in these contracts and recommend the baseline profit rate. This is the starting point for calculating the contract profit rate that the companies can earn. By helping the procurement system work effectively, we aim to make sure MOD teams and contractors aren't tied up in drawn-out contract negotiations and can get their projects off the ground quickly.

We hold a database of single-source contract costs and schedules. Since I joined the SSRO in July I've led a renewed focus on using this rich source of data. This includes introducing more analytics to help see where procurement can be sped up and improved. With so many contracts stored there, there's a lot we can learn. We're working closely with commercial and finance teams in DE&S to make sure this is rolled out in a coherent way.

We're also focused on the changes in single-source regulations that will be enabled by the Procurement Act 2023 and the changes to the single-source regulations in 2024. These will have a significant impact in the years to come.

The defence industry is an important part of our economy, creating high-value jobs and huge industrial capacity, and our organisation will evolve to continue to support it. I want the SSRO to be at the heart of discussions about defence procurement and the



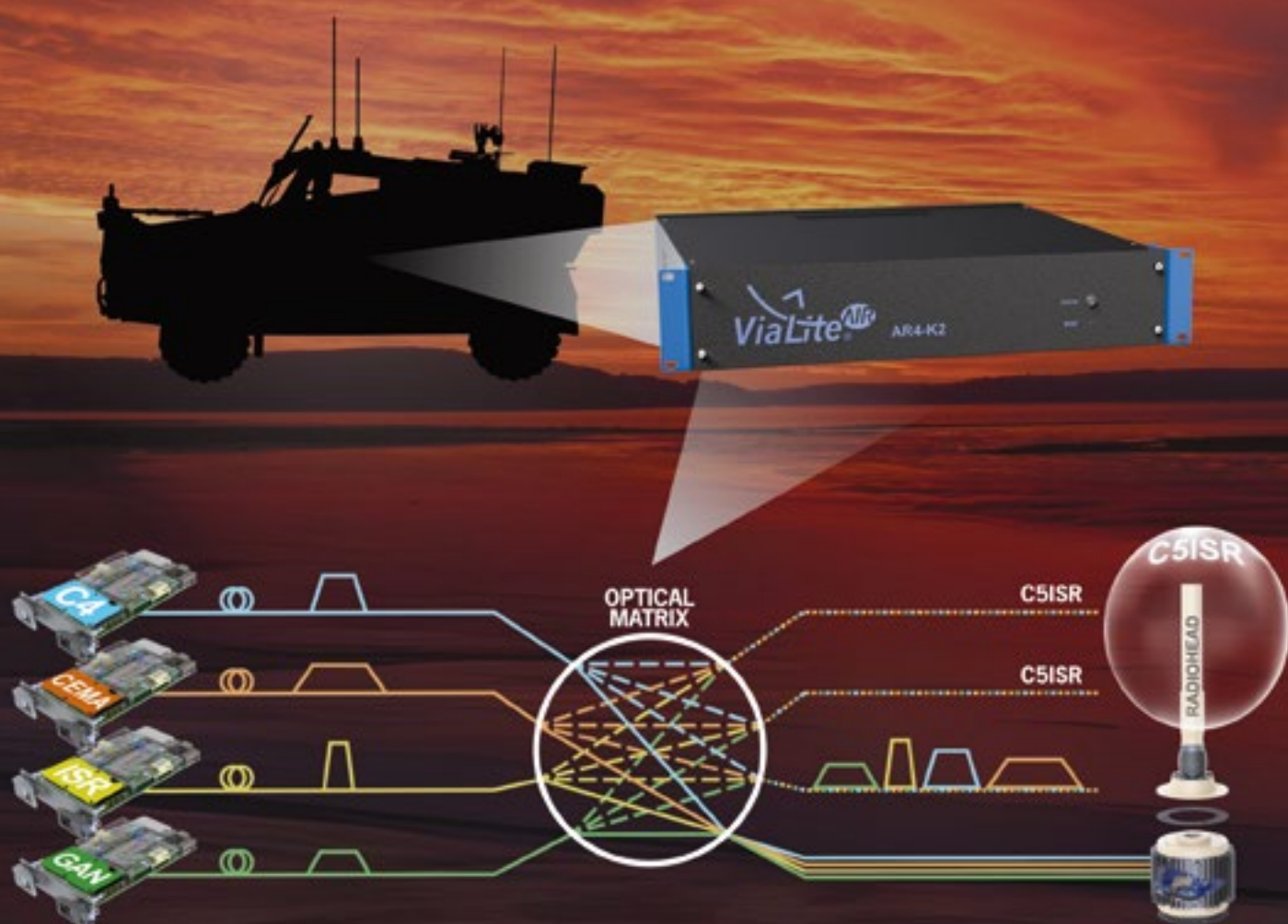
regulatory framework. Being involved in industry forums will present us with opportunities for the SSRO to continue learning about the wider defence landscape in which single-source contracting sits, enabling us to better target our insights and guidance for the benefit of the whole defence enterprise.

The SSRO has come a long way and is now widely seen as a trusted, authoritative, expert body. But we won't rest on our laurels. I want to make sure that we continue to be regarded as accessible, visible and relevant. We have the data, the experience, the evidence and the insights to help make single-source procurements a success for all of UK Defence. It's time to increase the impact, reach and accessibility of our work.

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FEATURE

DE&S Operations Directorate marks its one-year anniversary

During its first successful year, the Operations Directorate has supported UK and Ukrainian Armed Forces with the rapid procurement of capabilities.

When Russia's full-scale invasion of Ukraine began in February 2022, DE&S was mobilised to procure the battle-winning equipment required to support Ukrainians in the brave defence of their country. That December, DE&S created the Operations Directorate and tasked it with maximising that support by rapidly sourcing vast amounts of lethal and non-lethal aid for Kyiv.

One year on, it is still delivering. The Directorate is currently coordinating over 250 activity lines across 25 delivery teams. It has collaborated with DE&S delivery teams and the wider MOD to procure over £3 billion of lethal aid, including hundreds of thousands of items of desperately needed battlefield equipment. They have sourced communications equipment, medical supplies and body armour, developed cutting-edge Uncrewed Aerial Systems and other high-tech capabilities, and contracted for hundreds of thousands of rounds of ammunition.

In addition, DE&S has supported the British Field Army's training of Ukrainian troops by procuring equipment for over 30,000 Ukrainian personnel who are being trained in the UK and Poland. They are currently focused on providing equipment for the upcoming winter.

"Our response to the war in Ukraine has demonstrated that, in moments of crisis, DE&S has the knowledge, expertise and dedication required to respond," said DE&S Director of Operations Major General Anna-Lee Reilly. "The last year has been hugely challenging for my team and DE&S more widely but, in collaboration with international allies and our industry partners, we have comprehensively shown how quickly and innovatively we

can all work together towards a common defence goal."

DE&S has rapidly procured equipment and munitions, often in a matter of weeks. For example, procuring drones for Ukraine in just one week from contract to initial delivery.

Directorate teams have also been responsible for providing in-country equipment support. This year, that included securing Project Hector, a vital £50 million contract with Babcock International to support UK military vehicles granted to Ukraine.

The Directorate also coordinates DE&S delivery teams to address the replenishment of UK stockpiles, and to invest in industrial capacity and supply chains. Since the outbreak of the Ukraine conflict, these delivery teams have placed approximately £900 million worth of replenishment contracts and committed over £400 million for further investment in industrial capacity.

Looking ahead to 2024, Major General Reilly said her team is focused on building on the good work of the last 12 months.

"The UK is committed to assisting Ukraine. We will continue to supply it with equipment, strengthen its defence industrial base, and help Ukraine produce and maintain the modern military equipment needed to bring this conflict to an end and provide for a long-standing peace."

The Operations Directorate's efforts have received several accolades over the last 12 months. Most recently, the Rapid Procurement team won Best Team of the Year and the Overall 2023 Commercial Excellence Award at the 2023 Government Commercial Function Awards.



British soldiers train with NLAWs as part of Exercise Northern Forest 23.

Examples of delivery success:

- Rapid procurement of more than 10,000 anti-tank weapons, including approximately 5,500 NLAWs, granted to Ukraine.
- Rapid procurement of powerful Archer 6x6 howitzer for the British Army as an interim replacement for the AS90 guns gifted to Ukraine.
- Procurement of equipment to help the British Field Army train more than 30,000 Ukrainians, as part of Operation Interflex.

NEWS

First UK trade mission to Kyiv boosts defence cooperation

UK Government and defence industry representatives, including DE&S CEO Andy Start, finish a successful first trade mission to Ukraine.

Representatives from the UK Government joined partners from the defence industry for a successful first trade mission to Ukraine, which laid the groundwork for stronger defence collaboration.

Led by the UK Department for Business and Trade and the Ministry of Defence, the joint trade mission took place on 13 and 14 December, and built on the UK's sustained and continuous support to Ukraine since Russia's invasion in 2014.

Opened by Ukrainian Defence Minister Rustem Umerov, the trade mission brought together UK and Ukrainian government officials with key defence industry stakeholders from both countries to discuss opportunities for long-term cooperation. Businesses that joined the trade mission included BAE Systems, Babcock, Thales, AMS Global and KBR.

After returning from Kyiv, DE&S CEO and UK National Armaments Director Andy Start said: "The UK defence industry has supported Ukraine from the start of the war and delivered world-class defence equipment. Developing strong partnerships with Ukraine's substantial defence industry will allow the sharing of important knowledge gained in combat conditions. Together we can increase collective capacity to deliver the mission-winning defence systems we all need."

The trade mission resulted in a number of important agreements being signed between the Ukrainian Government and defence companies.

Babcock have been awarded a three-year contract by the Ukraine Ministry of Defence to support and maintain two mine counter-measure vessels – the Cherkasy and the Chernihiv – for the Ukrainian Navy, following their transfer from the UK Royal Navy.

BAE Systems and AMS Integrated Solutions signed an agreement that will enable them to offer specialised artillery systems support

directly to the Ukrainian Armed Forces. The agreement means existing artillery systems, donated by the UK Government, can be maintained by Ukrainian engineers in AMS' existing Ukrainian facilities.

Thales signed a Memorandum of Understanding with Aerodrone, a Ukrainian Unmanned Aerial Systems business. This will bring together the best of Ukrainian and Northern Irish engineering to deliver new capabilities for Ukraine's Armed Forces.

"This successful UK trade mission is another pillar in our unwavering support to Ukraine as they regain their territory," said Minister for Defence Procurement James Cartlidge. "The UK Government and UK industry will continue to work hand-in-glove with our Ukrainian allies, seizing opportunities for collaboration and bolstering our defence industries."

Ukraine has the industrial base and skilled people to produce high-quality military hardware. Establishing partnerships with UK and other Western defence companies is a pivotal step towards rebuilding its defence industry and winning the war against Russia.

Mark Goldsack, Director of UK Defence and Security Exports, said: "The UK's first trade delegation to Kyiv saw the energetic desire from all parties to help Ukraine take back their land. With agreements already signed with our defence industry, the work will help boost resilience for both our industrial bases for years to come."

Minister for Ukraine Reconstruction Nusrat Ghani said: "I know the significant opportunity for greater collaboration between our world-class defence sector and Ukraine, and I'm delighted to see our first trade mission to Kyiv completed as we help Ukraine develop defence production capacity of its own."

There will be opportunity for other UK defence companies to attend future trade missions to Ukraine in 2024.



FEATURE

Looking ahead to a sustainable 2024

Steve Wallace, Test Solutions team leader at DE&S Deca, explains how reverse engineering is helping create a sustainable future for Defence.

At DE&S Deca, our engineers are sometimes more like detectives.

In our labs and offices in Sealand, North Wales, we solve the problem of military equipment and components being thrown away when there's no immediate way to repair them or test whether they're still operating safely. Our engineers use reverse engineering to find out exactly how specialised electronics and other components work, and then devise methods to recreate them.

Take, for example, a circuit board that goes inside a military platform. It's often the case that once a small part of it is no longer available from a sub-contractor, the original equipment manufacturer stops making that entire circuit board and replaces it with something new. If this happens every five years, and DE&S has a platform designed to be in service for 20 years, the cost and environmental impact of repeatedly replacing this can be considerable.

What Deca can do in our test labs is work out how to identify the broken part, so it can be replaced on existing circuit boards with a like-for-like, approved alternative or newly commissioned part. This not only saves money, it also saves the time it would take to replace the board across, for example, an entire fleet, and prevents unnecessary disposal of otherwise-working parts.

The projects that come into Deca can take anything from a couple of days to six months to complete, and we work our way through hundreds of jobs every year.

In one instance, engineers on board a Type 45 destroyer had experienced corrosion and availability issues with a wingnut that is used to secure panels to the hull. They sent the design to Deca and we were able to use our Additive Manufacturing capability to 3D-print new wingnuts to the correct quality and safety standards.

A much longer project has been creating innovative support solutions for our fleet of Typhoon fighter jets. We have installed a specialist, Typhoon-specific test stand at Sealand that reduces turnaround times for repairing components from months to days and annual costs by up to £1.4 million.

My team has also developed a 'repair not replace' programme for Typhoon batteries, cables and other items previously considered not worth repairing. We've lowered the support costs for the Typhoon platform and improved sustainability by avoiding the disposal of valuable equipment. And this has had the additional benefit of increased availability of Typhoon jets.

I've been at Sealand since 1988 and what's kept me interested for 35 years is that no two jobs are ever the same. Today, we might



be asked to reverse engineer a component that's out of stock worldwide but necessary for a plane to operate safely. Tomorrow, I may get a call asking us to spend six months developing automated test solutions to replace lengthy manual processes.

As our available resources shrink and climate change worsens, the value of this work gets clearer and clearer. Our efforts not only save the MOD millions of pounds a year, they reduce our impact on the environment by allowing us to reuse and repair equipment, rather than throwing it away and replacing it when it's still serviceable.

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FEATURE

Delivering innovation in 2023



A pilot tests out the Striker II helmet.

DE&S is focused on developing the capabilities that will ensure the UK's future safety and prosperity. Here is a sample of the innovation work they led on in 2023.

Peregrine 'eye in the sky'

Under a £20 million contract, DE&S sourced powerful new surveillance sensors from Thales UK, which will be fitted to the S-100 uncrewed air system (UAS) provided by Austrian-based Schiebel. This will give the Royal Navy new uncrewed aerial 'eye in the sky' technology to find and track surface contacts of interest, enabling freedom of navigation and good order at sea by, for example, countering piracy and smuggling. From 2024, this new UAS, known as Peregrine, will enable round-the-clock surveillance, feeding real-time images and radar data to Royal Navy warships on the front-line.

Gladiator training suite

A cutting-edge suite of synthetic training devices, which allow personnel from the British Army, Royal Navy and RAF to train together safely and securely, was officially opened in February. Based at the Air Battlespace Training Centre at RAF Waddington, the scale, complexity and security of the training provided by Boeing's Gladiator system is unmatched across Europe. Key air, land, maritime, space and cyber capabilities will be integrated in the coming years, alongside increased connectivity with allies and partners.

Smart Shooter weapon sight

In June, British Army's close combat soldiers learnt that, under a new five-year framework agreement worth up to £20 million, they are set to receive a cutting-edge weapon sight that will give them a tactical advantage when countering uncrewed aerial vehicles (UAVs). The Smart Shooter SMASH Smart Weapon Sight Fire Control System can recognise a target, track its movements and maintain a target-lock even if it or the user moves. This greatly increases the ability of dismounted soldiers to hit micro and mini-UAVs.

Striker II pilot helmet

Under a £40 million contract placed by DE&S, specialist engineers from BAE Systems' combat air site are developing a helmet called Striker II with the intention of providing it to Typhoon pilots. Striker II is considered one of the world's most advanced helmets and displays all mission-critical data in colour on a pilot's visor for enhanced situational awareness. The helmet will provide pilots with an all-digital night vision system, reduced noise and greater comfort. It can be upgraded to meet new battlespace demands, all critical in what can be a highly complex and pressurised environment.

Body shape and size survey

In February, DE&S commissioned the largest survey of its kind in the UK to ensure the data used by MOD equipment designers reflects current body shapes and sizes, and improves the lives of service personnel. Anthropometric data was last collected for the Army, Navy and RAF in 2007, meaning women and those from Black and minority ethnic groups are currently under-represented in the existing data. The DE&S Defence Ordnance Safety Group Personal Ballistic Protection team contracted QinetiQ to measure over 2,750 personnel.

3D-printing hackathon

In April, DE&S' Future Capability Group staged a hackathon event for some of the UK's leading minds in the field of 3D-printing – believed to be the first of its kind in the UK. The two-day gathering saw teams, which blended experts from industry with armed forces personnel, tasked with reverse-engineering actual kit used by Front-line Commands – such as clamps and battery brackets – using 3D-printing techniques. The purpose of the hackathon was to investigate how to better embed 3D-printing technology into defence supply chains.

NEWS



New £86 million MOD storage facility secures hundreds of UK jobs

A new 75,000 metre-squared MOD storage facility is being built in Longtown, Cumbria.

As part of efforts to increase the UK's defence storage capacity, the MOD have announced a £86 million contract with UK construction and civil engineering company McLaughlin & Harvey to build a new 75,000 metre-squared facility in Longtown, Cumbria.

Due to complete in early October 2024, the new facility will be a key asset in supporting the operations of the UK Armed Forces by bolstering the MOD's existing strategic warehouse sites in Shropshire and Oxfordshire. It will provide safe and secure storage for equipment used by all three Services, such as engines and other large spare parts in the defence inventory.

"Building on the success of similar facilities in Donnington, the new warehouse will provide the UK with additional modern storage facilities that will ensure assets are available more rapidly to meet surges in demand," said John Farrow, Director at the DE&S Logistics and Support Operating Centre. "This contract represents a fantastic example of the progress we have made in developing and implementing fit-for-purpose facilities that are helping to accelerate our mission of equipping and supporting our armed forces today and tomorrow."

Known as the MOD Distribution Centre (North), the Longtown facility will be the size of 12 football pitches and be located on a brownfield site within the Longtown estate. Building the facility will support approximately 150 highly skilled jobs in Scotland and a further 300 in the north of England, strengthening industrial activity across the UK and growing the economy on both sides of the border.

Paul Griffen, McLaughlin & Harvey's Managing Director, said: "Early engagement and collaboration with the DE&S team

allowed us to identify and resolve any potential issues before construction started. Now on-site, over 9,000 piling foundations have been installed and 3,500 tonnes of structural steel used for the building's frame. This project is a great example of our growing expertise in the defence sector and we're proud to be working to support our armed services across the UK."

Minister for Defence Procurement James Cartlidge said: "I am delighted that work is being done at Defence Munitions Longtown by McLaughlin & Harvey. Longtown is a hugely important, strategic facility and contributes much to the operational capability of Defence. This work also highlights the number of people at the facility who work cross-border and that Defence is a pan-UK business, involving contractors from right across the UK, to keep its people and allies safe."

The new facility will provide growth capacity for new capabilities coming into service over the next 10 years and beyond. When the distribution centre reaches completion in late 2024, the assets stored to support the Armed Forces and their platforms will be better protected and more easily available in times of need, optimising support delivery.

Secretary of State for Scotland Alister Jack said: "I welcome this multi-million-pound UK Government defence investment and the hundreds of jobs it will support in Scotland and Cumbria. The MOD invests more than £2 billion annually with industry and commerce in Scotland, and this project is another great example of how such expenditure is growing the economy and creating better-paid jobs and opportunities right across the country."

PEOPLE

Hannah Bone

Job title:

DE&S Corporate Communications Illustrator and Designer

What does your role involve?

I create illustrations, graphics and artwork to connect with stakeholders, and enhance our experience at DE&S and the environment we work in. My work helps to make information memorable, exciting and interesting for us to our audiences.

What do you most enjoy about your job?

I love the variety of my work. One day I could be making a poster to remind us about an upcoming event and the next I could be tasked with making an illustration to appear alongside an article in this very magazine. Seeing my work in print or up around the site as a physical item is what I find most rewarding and I enjoy pointing it out to everyone!

What is your greatest accomplishment to date?

Something I felt very proud of creating was a detailed visual diagram that illustrated a clear overview of our strategy, called a 'rich picture'. It was a project that would be seen by everyone and had a lot of importance to DE&S. It was a complex job and I felt I really got to show what I could do with such a valuable task.

What keeps you energised about working at DE&S?

I'd say the people I work with keep me energised. Every day I'm surrounded by creative people and we always support and inspire each other. This is something I believe is vital for a happy work life. Having a bit of fun and a laugh helps keep spirits high in the team and motivates me.

Who or what has shaped who you are?

Both of my parents are creative people and throughout my life they have always encouraged me to pursue my love and talent for drawing. I find working as a creative so exciting that I can't imagine doing something else if didn't have that freedom to explore it further.

What do you enjoy doing in your spare time?

I enjoy crocheting and reading. And I love to run, especially when it's very cold outside. I'm always drawing outside of my job here at DE&S; I love to make personalised cards for friends and family using inside jokes.

What might surprise people about you?

I painted one of the Gromit's on The Grand Appeal's Gromit Unleashed 2 trail. It was during my first year working at DE&S. He is called Rockin' Robin and was at Ashton Gate Stadium in Bristol. Although it was a few years ago it will always feel like one of my most exciting achievements. Fingers crossed I have the chance to do another one for their trail in 2025!

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

Remember to enjoy what you have now.





General Pierre Schill, Chief of the Army Staff for France, inspects soldiers from Number 7 Company Coldstream Guards at Horse Guards Parade, London.

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DE&S CEO Andy Start and Ukrainian Defence Minister Rustem Umerov. Credit: Zinchenko.

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