

DE&S news



JULY 07

ISSUE FOUR



MINISTRY OF DEFENCE



The official magazine for Defence Equipment and Support

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Front cover: Astute is launched. Andrew Linnett.

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Viewpoint

General Sir Kevin O'Donoghue, Chief of Defence Materiel.

In June the pace of supporting operations was as demanding as ever, but DE&S was equal to the challenge. I continue to be impressed at the fast reaction to Urgent Operational Requirements (UORs) displayed by our teams, which is very much appreciated at the front line. I also fully recognise that supporting operations is not just down to Integrated Project Teams, which tend to have the most visible direct involvement. All elements of DE&S play a part, and everyone in the organisation should be proud of their extremely important contribution.

We must, however, continue to move forward and seek even better and more efficient ways of doing business. As soon as DE&S launched in April we started looking at how the organisation could move beyond being just fit-for-purpose and continue to improve and develop. We are also, along with the rest of government, under continued pressure to meet efficiency targets, and all this presents us with some significant challenges. As reported in the June issue of DE&S News, Mary O'Gorman's Business Change Team is working on moving the organisation forward, and as part of this overall change programme Richard Brooks has been looking at options for new ways of doing business in his Future Options Study. Richard is submitting his proposals to the Main Board this month, and more information will be provided in future issues of DE&S News.

It is already clear that no

matter which ways we decide to take the organisation forward we will need to give people the right skills to do their jobs to best effect. Our upskilling programme is very important, and there are regular updates on its progress in each issue of this magazine. We have a target of six days of training and development a year for every individual in DE&S, to which I expect team leaders to give their full commitment and support. I should stress that six days' training does not necessarily mean six days away from the office; effective skills management is to find the best solution to meet individuals' needs and the needs of the business. Along with the usual classroom-based and mandatory training there are many other possible approaches, such as e-learning, attending workshops and seminars, and coaching sessions within the team. It is up to individuals and their team leaders to discuss the available options and make the most of this opportunity for themselves and the business.

In all aspects of our work, good communications are vital. We have already introduced a monthly face-to-face brief, and I encourage all managers to give this the importance it deserves. A new programme of face-to-face communications is now also underway, and over the coming months I shall be visiting many DE&S teams to meet you personally and find out more about your work first-hand. I shall also have a programme of meetings with IPTs and functional groups of staff, all of which I'm very much looking forward to.

'Truly remarkable': Astute is launched



Most powerful boat ever: Lord Drayson attends the launch (left), Astute leaves her shed (above), and Astute takes to the water (bottom)



Photo: Andrew Linnett



Photo: BAE Systems

ASTUTE, the first of the Navy's newest attack submarines, has been formally launched, becoming the largest and most powerful boat ever operated by the Royal Navy.

The super-stealthy Astute is far bigger and more potent than the current class of attack submarines. She is almost 100 metres long, weighs 7,400 tonnes and will never need to be refuelled because her advanced on-board life support systems mean she can circumnavigate the globe without needing to surface. Astute will have improved communications to support joint operations and an enhanced capability for operating in the maritime environment. She can pick up ship movements in New York Harbour from her position in the English Channel, and put a missile through a letterbox 2,000 miles away.

Lord Drayson, Minister for Defence Equipment and Support, attended the launch and said: 'I am delighted to be here to see the launch of Astute. She is the first of a class of hugely impressive vessels which will give the Royal Navy the world class capability it needs to protect the UK and her interests across the globe in the 21st century.'

'Astute is a truly remarkable

vessel, and her importance cannot be underestimated. I am pleased that through the Maritime Industrial Strategy we are working closely with British industry to ensure that we have affordable, viable, and vibrant submarine design and manufacture skills, both now and in the future.'

Admiral Sir Jonathon Band, First Sea Lord, added: 'The Astute class submarines are immensely powerful vessels. They will form a key part of our future programme, giving the Royal Navy the versatility and technical excellence needed to operate successfully across the globe in decades to come.'

The Duchess of Cornwall formally named the submarine using, according to tradition, a bottle of home-brewed beer made by the boat's crew, not champagne. This ceremony was the first for a nuclear submarine in nearly ten years, and will be followed in two years by the second of class, Ambush.

Astute will be equipped with advanced cruise missiles and torpedoes which will provide her with more firepower than any previous British attack submarine. She will enter service in 2009, and will be based in Scotland, forming a key part of the UK's naval defence forces for the next 25 years.

Benchmark contract sees 'air traffic control' for submarines assured

A SYSTEM which is critical to the safe operation of all submarines has been guaranteed 24/7 availability under a nine year managed service contract. The Command Support and Intelligence Solutions (CSIS) IPT signed the contract with BAE Systems InSyte, which has agreed to deliver the industry-leading submarine command, control and communications (C3) system, SMBPS.

SMPBS, the Submarine Broadcast Processing System, is akin to air traffic control for submarines. The managed service contract will augur in a new era of partnership between the MoD and industry in the way these performance and availability services are delivered. It will ensure the maximum technical leverage is obtained through

commercial products and that industry owns those risks it is best suited to manage and resolve. There will also be business benefits, with better cost forecasting and transparency, and predictability in terms of service levels. The contract has been developed and specified to reflect the MoD's current and future needs in this key service delivery area.

The team at BAE Systems InSyte in Christchurch, has also received internal



Partners in command, control and communications: Chris Smith, the BAE SMBPS project manager (left), and Lieutenant Commander Christopher McLarnon pictured in front of the BAE Systems InSyte team

company praise for their novel work in this area, and it is being seen as a benchmark for other projects.



Photo: AirTanker UK

Crucial capability: the proposed new aircraft which is being worked on by the FSTA team and AirTanker UK

New RAF tanker and transport aircraft programme approved

THE REPLACEMENT of the RAF's fleet of VC10 and TriStar aircraft with a modern, integrated capability has taken a significant step forward with the decision to proceed with a Private Finance Initiative (PFI) project. The Future Strategic Tanker Aircraft (FSTA) PFI deal had been made with AirTanker Ltd, which is working closely with the FSTA team to provide an integrated service solution. Lord Drayson, Minister for Defence Equipment and Support, announced the deal. He said: 'FSTA will

provide the RAF with a modern air-to-air refuelling and strategic air transport capability which is crucial in this era of expeditionary operations. A PFI solution is the best way to give our armed forces significantly improved capability.'

Kevin Johns, FSTA Team Leader paid tribute to everyone who has worked hard to reach this stage saying: 'This is a key milestone of which we are justifiably proud. The approval represents the considerable amount of work that my team, our advisors

and stakeholders, and AirTanker have put into to developing the deal. FSTA is a hugely complex programme that embraces the provision of aircraft, infrastructure, training, through-life maintenance support, and personnel, within a service contract. Our focus is now very much directed at working with AirTanker to close the PFI deal. The consortium must now raise the necessary private finance so that we can sign the contract and get the service up and running by 2011.'

Lower thresholds mean more defence business for industry

THE MOD is helping more industry areas supply defence by lowering the defence contract advertising thresholds again. On 30 June, the threshold for advertising was lowered to £40,000, meaning that more of the MoD's lower-value contracts can now be advertised.

With an annual spend of £33 billion, the MoD is UK industry's single biggest customer. Philip Margerison, head of the MoD's Defence Suppliers Service, welcomed the move: 'The lowering of contract thresholds is good news for all businesses that currently supply to, or are looking to supply to,

the MoD and also for MoD buying teams,' he said. 'By increasing visibility of the diverse range of products and services required by the MoD, there is greater opportunity for all sectors to get involved in the defence supply chain. As a result, MoD acquisition teams will benefit from increased

diversity and innovation from suppliers.'

Contracts will be advertised in the MoD Defence Contracts Bulletin and online at www.contracts.mod.uk. They will also be published on www.supply2.gov.uk - the portal advertising lower-value contract opportunities.

Future army vehicles gear up for 'Trials of Truth'



First choice: the three FRES vehicle designs that will participate in design trials over the summer, from left: Boxer, Piranha and VBCI

THREE UTILITY vehicle designs are to be trialled in an effort to decide which will be at the heart of the future army. The Future Rapid Effect System Integrated Project Team (FRES IPT) selected the Boxer (ARTEC), Piranha (GD UK) and VBCI (Nexter) designs to participate in the 'Trials of Truth', which will run throughout the summer. The outcome will be announced by the end of November when one or more utility vehicle designs will be chosen to go forward to the demonstration phase.

As well as the utility vehicle design competition, the IPT is running separate competitions to select a utility vehicles integrator who will be responsible for delivering the utility vehicle family, and a 'system of systems integrator', which will be a strong industry player to support MoD in the integration of the FRES capability.

FRES will deliver a fleet of over 3,000 wheeled and tracked armoured vehicles. The total capability will include five families of vehicles: utility,

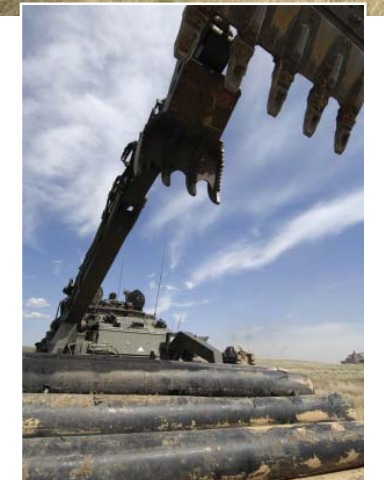
reconnaissance, fire, manoeuvre support, and basic capability units. The first to enter service will be the utility fleet with the full capability delivered in planned increments thereafter. Phil Riley, FRES Team Leader, said: 'The selection of the designs that will take part in the Trials of Truth is a significant landmark for the programme and demonstrates the real progress we have made. The decision is the product of two and a half years of hard work by the whole team, including industry.'

Thumbs-up for Titan and Trojan

THE BRAND new Titan and Trojan armoured vehicles have been put through their paces on their first deployment in Canada. Exercise Medicine Man stretched the vehicles and crew and saw Titan and Trojan tested in extremes of weather, from bright sun to snow in one day. The vehicles deployed with the 1st Battalion the Duke of Lancaster's Regiment, where Major Pete Quaite, the commanding officer of 72 Armoured Engineer Squadron, praised their performance, saying: 'The vehicles are so reliable and more than live up to their reputation.'

The two vehicles, affectionately known by their crews as T2, weigh more than 60 tonnes and can travel at speeds of up to 56km an hour. The Trojan can plough through minefields, build trenches and defensive ditches while Titan, as the fastest bridge-layer in the world, can lay a bridge over a 26 metre gap in two minutes, giving operational commanders a potentially battle-winning edge. They also allow their Royal Engineer crews to operate under well armoured protection, using devices like thermal imagery cameras and night vision to do their job under cover, no matter what the conditions.

Lieutenant Colonel Steve Ocock, the platform manager for Heavy Armoured Systems IPT, was delighted with the results. He said: 'The reports have been positive with users constantly commenting on the step-change between the excellent capability offered by T2 and that offered by the outgoing Chieftain fleet. The IPT and our partners in BAE Systems Land Systems have been delighted with the excellent reaction to T2 in Canada.'



'So reliable': Titan (top) and Trojan impress users in Canada



'Land Rover on steroids': Lord Drayson and General Sir Kevin O'Donoghue admire the new MWMIK at DVD™ 2007

Photo: Andrew Linnett

Troops will have 'serious firepower' with new vehicle range

TROOPS IN Iraq and Afghanistan will soon benefit from a new range of vehicles giving them more firepower and better range and mobility. The Specialist and Utility Vehicles IPT will buy new MWMIK 4x4, weapons-mounted patrol vehicles, which have been described by one serving officer as 'like a Land Rover on steroids.'

The MWMIK will deliver a new level of power to the WMIK fleet. It

will be fast for a four-tonne vehicle, with a potential top speed of 80mph. The vehicle can be fitted with a range of firepower including a .50 calibre machine gun or an automatic grenade launcher and a general purpose machine gun, as well as carrying up to four troops with their own weapons.

Welcoming the decision to purchase MWMIK, Lord Drayson, Minister for Defence Equipment and

Support, said: 'These vehicles are well armed, swift, and agile and will boost our capability with some serious firepower. MoD and the Treasury have worked hard to get these powerful vehicles to our troops in quick time, and they will start going out to theatre early next year.'

There will be 130 vehicles in the fleet. They are designed by Supacat in Devon and manufactured by DML.

More upgraded Armoured Personnel Carriers for the Army

THE ARMY is to get a further 400 upgraded FV430 Mk3 Armoured Personnel Carriers, giving them greater mobility and security. The vehicles are additional to upgrades to 500 vehicles already on contract.

The FV430 weighs 13 tonnes in its modified form, has a top speed of 44mph and can carry eight infantrymen, who dismount from the vehicle to carry out operations, and a crew of two. More than 100 of the upgraded vehicles already delivered have been fitted with additional armour and other equipment for service on operations and have proved a major success on operations in Iraq, where they are known as Bulldog vehicles. British troops and their commanders have praised the Bulldog's excellent

protection, mobility and reliability.

The two upgrade contracts were placed by the Light Armoured Systems Support (LASS) IPT. Colonel John Ogden, LASS IPT leader, said: 'BAE Systems Land Systems and their main subcontractor, ABRO, are working very well together on the first 500 and have already delivered over 200 to the Army to time and to cost.'

'The Mk 3, and in particular its up-armoured version Bulldog, has already proved a big hit with the troops and earned high praise in particular from those using it in anger on the streets of Basra. They are making full use of its significantly greater mobility, they feel safe in it, and as one senior commander told me, they have the confidence to stand their ground and



Photo: Andrew Linnett

A big hit with troops: the upgraded FV430 Mk3 Armoured Personnel Carrier

fight from it when required.'

Work on vehicles under the contract option with BAE Systems and ABRO is expected to begin this September and conclude in 2011.

Vital contract provides two million socks for troops

TROOPS WILL be slipping more than two million pairs of socks on their feet over the next couple of years, and staff at a Leicestershire-based business are happy to be making them. HJ Hall has been awarded a two-year contract by the Defence Clothing IPT to supply this vital kit to the MoD at a value of around £3 million. Socks manufactured by the company will supply all services within the armed forces.

The majority of the socks to be made are wool/nylon based; however there is also demand for more specialist lines, like Coolmax® Desert Socks for use in extreme warm climates such as the deserts of Iraq, and cotton-rich physical training socks. The company will make ten different types of sock, with four sizes per option. The

biggest line of socks is plain black, but other colours include khaki, stone and khaki and white.

Colonel Silas Suchanek, Defence Clothing IPT leader, said: 'We are pleased to award the contract to HJ Hall, who are a long-standing and valuable supplier to the MoD.'

Royal Navy Warrant Officer Jeff Sheppard and Sergeant Kevin Bagshaw,

both based at the Armed Forces Careers Office in Leicester, went to the HJ Hall factory in nearby Hinckley to see the socks being produced.

'I used the socks in Iraq last year,' said Sergeant Bagshaw. 'They were brilliant at keeping me cool. It's very important to have good socks in the Army because you're on your feet all the time.'



Photo: Robert Yardley

Socks appeal: Warrant Officer Jeff Sheppard, Anton Jenkins, HJ Hall Sales Director, and Sergeant Kevin Bagshaw try out a variety of HJ Hall products

Salvage team work stabilises Sea Cadet headquarters

THE SEA Cadets' ship Kellington has been stabilised before her disposal thanks to work carried out by the Salvage and Marine Operations Integrated Project Team (S&MO IPT). A survey in 2006 by the Minor

Warships and Auxiliary Boats IPT found the vessel was in extremely poor condition, with extensive signs of structural deterioration. It concluded that Kellington was unsafe to use and should be recycled. The S&MO IPT conducted a full underwater survey to establish the condition of her hull outer planking and a feasibility study into the options for moving her and possible recycling locations. The team liaised closely with the Sea Cadets and British Waterways, offering expert marine advice to help ensure the safety of the vessel. S&MO IPT also helped ensure there was no hazard to the personnel performing the task or to the stability of the ship.



Ready for retirement: the Salvage and Marine Operations team has helped prepare Kellington, the Sea Cadets' headquarters, for recycling

Praise for Aircraft Support staff as they battle Omani cyclone

STAFF FROM the Aircraft Support IPT have been praised for their swift reaction to a cyclone which threatened support to operations in Oman. The strongest tropical storm to hit the Gulf for decades lashed Oman on 6 June, where more than 20,000 people were evacuated. UK military support to operations took a hammering as supplies of diesel, critical to Ground Support Equipment and airfield vehicles became contaminated or lost as Cyclone Gonu swept across the country.

The Aircraft Support IPT reacted quickly to the crisis as emergency plans called people back into work over the weekend to rectify the losses in Oman. Group Captain Chris Daykin, AS IPT leader, said:

'The loss of diesel supplies in Oman meant our operations could and would be severely affected. Our immediate concern was how to get the unaffected GSE equipment up and running quickly. My specialists came up with the solution of using aviation fuel mixed with oil additives as a short-term fix.'

The team's efforts were praised in Oman. Squadron Leader Paul Regan, Commanding Officer of Engineering Squadron HQ 83 EAG Oman, said: 'The quick actions of the RAF Wyton Orderly Officer, DE&S duty officer and AS IPT staff meant that a rapid resolution was identified and quickly established - without this, support to ops may well have been adversely affected.'

Virtual warfare training becomes a reality for computer journalists

PROFESSIONAL GAMERS have been impressed by a collection of high-tech simulators currently being used to train front line troops. Computer journalists were invited to experience the simulators at the Land Warfare Centre in Warminster, where they could try out the Dismounted Close Combat Trainer (DCCT) and the Combined Arms Tactical Trainer (CATT) which provide highly-effective tactical training for small teams of infantry up to battle-group level. Both systems are managed by the Joint & Battlefield

Trainers, Simulation and Synthetic Environments (JBTSE) IPT.

The DCCT is a life-sized firing range simulator and is used as a training aid for troops to practise their shooting skills. The CATT provides combined arms training in a realistic, simulated combat environment for specific vehicle crews, formed sub-units, battlegroups and brigades to prepare them for operations. It has been recognised as the most sophisticated simulator of its type in the world by the Guinness World

Records. Colonel Kevin Harvey, JBTSE team leader, said: 'Training is the key to achieving operational readiness and my team is committed to supporting and enhancing current training systems used to prepare soldiers for operations. The IPT has delivered short notice training enhancements to meet the ever-changing operational environment which include a computer game-based convoy training system to allow troops to prepare for and cope with attacks on convoys in theatre.'



War games: a participant takes aim at a target in the training simulator

Photo: Andrew Linnett

Vulcan test centre reaches 50

DE&S AND industry representatives have been marking the 50th anniversary of one of the most important parts of the UK's nuclear programme; the Vulcan Naval Reactor Test Establishment at Dounreay in Caithness. Rear Admiral Andrew Mathews, Director General Submarines, Commodore Tony Johns, Director Nuclear Propulsion and Sir John Rose, Chief Executive of Rolls-Royce came together to mark the occasion and to recognise Vulcan's proud history of achievement. Vulcan was established to operate a prototype submarine nuclear power plant at the start of the Royal Navy's nuclear propulsion programme. Rolls-Royce and the MoD worked together to construct the establishment, which tests the reliability and maintainability of the plant and the performance of the fuel cores in a strictly controlled environment, before operation in submarines. Vulcan also boasts the facilities to develop and improve maintenance and inspection procedures for the new Astute class submarine core reactors.

Commander Nigel Canty heads the Vulcan establishment and five naval submarine engineers work alongside 260 Rolls-Royce staff and 70 contractors at the site.

World's largest simulated battle reveals pioneering technology

INDUSTRY REPRESENTATIVES and military staff have been taking part in the world's largest virtual battlefield exercise and witnessing how ground-breaking technology can help troops in the future. General Sir Kevin O'Donoghue, Chief of Defence Materiel, was one of the visitors to the Coalition Warrior Interoperability Demonstration (CWID), which is a real-time simulated exercise that allows representatives from international industry and the armed forces to coordinate battlefield movements using real data and security constraints in a realistic military scenario. CWID connects 15 countries around the world and allows troops to try out future technology while helping creators spot potential pitfalls.

Wing Commander Steven Borthwick, CWID UK national lead, said: 'The exercise is designed to test future crucial communications networks and interoperability for our armed forces. In turn, these will help to improve the effectiveness of multinational operations and reduce the risk of friendly fire. CWID



3D perspective: General Sir Kevin O'Donoghue gets involved in the world's largest virtual battlefield exercise

is a unique, self-funding annual research partnership between MoD and industry. Using real military role players, from across the front line commands, CWID uses real data sat on real in-service or planned communications bearers with real infrastructure and security. By providing this architecture, CWID UK aims to demonstrate solutions that will increase tempo and reduce friction in order to support capability superiority.'

CWID is considered 'a shining example of the Defence Industrial Strategy' and helps reduce risk in procurement projects, as well as supporting innovation. The annual exercise is coordinated by the Defence Science and Technology Laboratory (Dstl) and is run at Dstl Portsmouth West.

Lean training goes global

THE GERMAN Navy has been getting tips on how to become more efficient and agile from a DE&S team. The Lean Competence Building Team has travelled to Kiel in Germany to present the lean roadshow to the German Fleet Air Arm Search and Rescue squadron. Kate House, Lisa Paine and Chief Technician George Jackson delivered three roadshows, with up to 100 attendees at each. The presentations were delivered in English but to help bridge the language gap slides were in German, key points were translated, and the audience was encouraged to play an interactive lean principles game.

The team was invited to present by Lieutenant Commander Mark Smart who is currently serving in Kiel in Navy Air Wing 5 (MFG 5) on an exchange tour. He is introducing lean principles to his area and wanted to demonstrate the benefits of this way of working. Following the initial roadshows, DaLearning has also taken its



International leaning: Lisa Paines, Chief Technician George Jackson and Kate House take lean principles to Kiel, Germany

Lean Fundamentals course to Kiel, which has proved a resounding success. MFG 5 operates 21 Sea King Mk 41 helicopters and to help take lean principles forward, the team is also building up a partnering arrangement with the Core Lean Team at Yeovilton. This will allow both parties to share knowledge and good practice.

Dates for your diary

Science matters

Science sessions are lunchtime learning opportunities presented by specialists who, in every day language, comment on current issues and development in their area of expertise. They take place at Main Building and Abbey Wood. There will be a session on 'Imaging through the atmosphere' on 17 July, 1230-1330, Main Conference Room, Main Building. On 26 July, 1230-1330, in the Lecture Theatre, Abbey Wood, there will be a session covering 'Scientific Risk.' More details can be found at <http://samis.defence.mod.uk/csaweb>.

Planning technology

The next Technology Management Workshops will be held on 18 July, 22 August and 26 September at Abbey Wood. These hands-on sessions cover technology planning and are aimed at project staff responsible for technology management. Call David Tong on 9352 33825 or 0117 91 33825 to book.

Increase your awareness of supplier management

The Directorate of Supplier Relations (DSR) Annual Seminar 'Supplier Management' takes place on 20 July at Abbey Wood. The event aims to increase the awareness of current MoD and industry 'supplier management' approaches and initiatives. For more information visit the DSR page on the defence intranet.

Procurement solutions

The UK National Codification Bureau is hosting roadshows on 24 July at the Abbey Wood Lecture Theatre, 10am or 2pm. The team will be highlighting procurement options using ISIS, as well as demonstrating working solutions to save time, effort and money. For more information or to book a place, ring 0141 224 2227/2066 or email customer.focus@tig.mod.uk. Attendees are also welcome on the day if space allows.

Through-life finance - coming to a location near you

The Through-Life Finance (TLF) team is to run a number of awareness briefings. These are designed to help you identify and make sense of through-life financial information, illustrating how this supports decisions. Confirmed sessions are 8 August, Andover; 9 August, Abbey Wood; and 21 August, Wyton. For more information, or to reserve a space on the briefings, speak to Vicki Wales on 9355 68544 or 01225 468544.

DE&S team leads the way on Caribbean security



Patrollers of the Caribbean: an impression of the three new offshore patrol vessels VT is building for Trinidad and Tobago

A DE&S team is hard at work helping a Caribbean government upgrade its armed forces and secure its borders. Members of the Minewarfare, Patrol and Hydrographic IPT have been involved in negotiating a deal which will see Trinidad and Tobago take on three new offshore patrol vessels and support at a cost of more than £150 million. The deal will see VT build three ships, slightly larger than the Royal patrol vessel HMS Clyde launched last year, and provide

full logistic support once in service.

The IPT has been involved with the contract from the start and staff will manage the project, organise training from the Flag Officer Sea Training organisation and direct the work of the Navy's advisory team once initial training has been completed. The IPT's involvement is worth around £4.3 million and means a high-profile project and much work for the IPT.

'This is huge for the government of

Trinidad and Tobago,' said the team's project manager, Stuart Wilson. 'It is part of an overall expansion of their defence capability. They are not just looking at a few ships. They are looking at their island defences and the whole question of their security.'

The ships will have speeds of around 25 knots, carry a high-speed interceptor and feature a 20-metre long flight deck for a helicopter. VT will begin building the first ship later this year.

Breakthrough changes to mine detection will double capability

A NEW unmanned surface vehicle to make Royal Navy mine detection more efficient and safe is on the way. A UK consortium has won a research contract to build a system demonstrator which will enable the Navy to replace the system currently carried by Hunt class vessels. The demonstrator is likely to be a nine-metre long vessel, probably a rigid inflatable boat. Two of the production variants are expected to be carried by each ship of the class.

The craft will carry out influence mine sweeping, putting out a magnetic and acoustic signature which fools the mine into thinking it is a big vessel,' said Colin Sainsbury, minewarfare weapons systems manager for the

Minewarfare, Patrol and Hydrographic IPT. 'It will usually be deployed and controlled from the ship but could actually deploy from any suitable platform, or even from a friendly shore. It will allow the ship to do mine hunting and mine sweeping at the same time, effectively doubling the platform's capability.'

The project is worth around £5 million and the research contract has been awarded to the Atlas-QED consortium, led by Atlas Elektronik of Newport in Wales, and involving the EDO Corporation and QinetiQ. Design of the vehicle is expected to be complete by September with building finished by next summer.

HMS Bulwark returns to sea

HMS BULWARK has returned to the fleet on time with over 50 improvements following a successful maintenance period. The main part of the intense package of upgrade work was modifications to the ship's high voltage electric propulsion system. This involved large-scale structural changes to accommodate new equipment, the re-siting of heavy transformers weighing up to 20 tonnes, the creation of a new watertight compartment within the forward engine room and improved system sealing in many areas of the ship. Further improvements to Bulwark's port davit system and a fitting of a new fuel centrifuge were also completed.

A monumental move for BFPO

STAFF FROM the British Forces Post Office (BFPO) have gathered to bid a fond farewell to the first soldier to be posted to the new BFPO site at RAF Northolt. The soldier in question is the 'Letter from Home' statue that has stood since July 1982, on the Inglis Barracks Officers' Mess lawn, when it was unveiled by the Queen.

The statue is of a World War I soldier reading a letter sent from home, and is a replica of the bronze original, by sculptor Charles Sargeant Jagger, that currently stands on platform one at Paddington Station.

The original 'Letter from Home', was erected as a memorial to men and women of the Great Western Railway Company, who lost their lives in World Wars I and II. A team of contractors from Harrow Green Workplace Change Solutions carefully harnessed and manoeuvred the statue by crane, onto the back of their truck, for the short journey to the statue's new home.

BFPO will be vacating Inglis Barracks at Mill Hill, and relocating to a newly built, state of the art facility at RAF Northolt this autumn.



Au revoir, not goodbye: the 'Letter from Home' statue at Mill Hill is moved to its new home at RAF Northolt

Correction

IN THE June issue of DE&S News we printed a story on page 15 which implied that DE&S is seeking reaccreditation under the Investors in People (IiP) standard. We would like to clarify that DE&S internal reviewing activity is not forming part of the MoD bid for departmental accreditation. DE&S has adopted the May 2008 timescale for TLB reaccreditation but this is subject to the outcome of the Departmental corporate assessment. If the MoD bid succeeds, reaccreditation will be unnecessary because accreditation will be held at departmental level only. DE&S internal reviews would then merely contribute to post-recognition review evidence. If the MoD bid was unsuccessful, the timetable for DE&S reaccreditation (May 2008) will mean that our review evidence will fall within the remit of the ensuing repeat assessment.

In Parliament

Naval Base Review

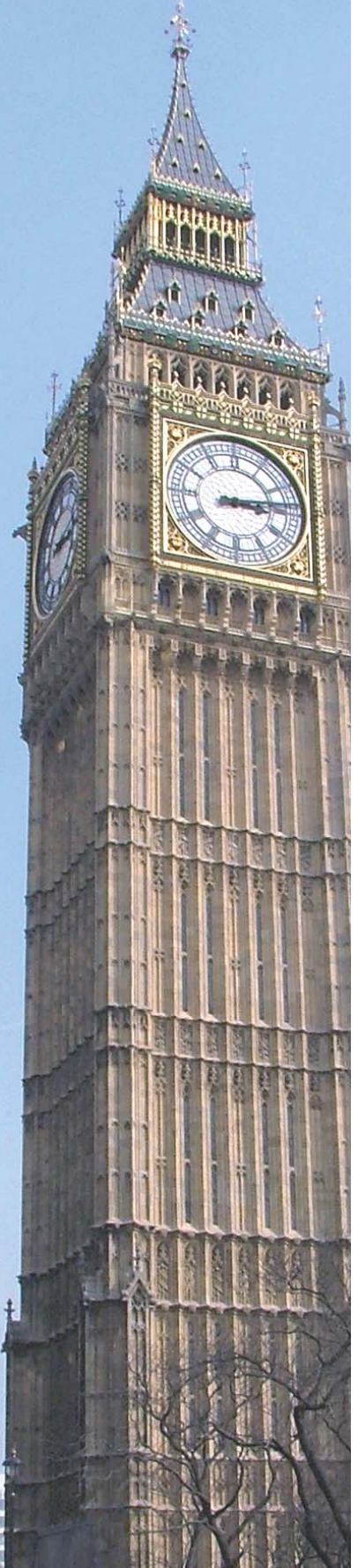
SECRETARY OF State for Defence Des Browne has said that the Naval Base Review is progressing well, but further work is required before final conclusions can be reached. He added that it is important that the Naval Base Review is allowed to run its course and that all relevant issues are considered, so the right decision can be made.

Relocations to Bicester

DEREK TWIGG, Parliamentary Under-Secretary of State for Defence, has confirmed MoD intentions to move the Defence Explosive Ordnance Disposal School (DEODS) and the National Search Centre (NSC), currently located at Lodge Hill/Chattenden in the Medway Towns, Kent, to Bicester, Oxfordshire. The land at Lodge Hill/Chattenden will be released for the development of a new, sustainable mixed-use community.

Surplus land and buildings

DEREK TWIGG, Parliamentary Under-Secretary of State for Defence said that the proceeds from the disposal of surplus defence land and buildings in the financial year 2005 - 2006 was £258 million.



Military chefs dish up a treat at Chicago culinary challenge

Photos: Lieutenant Commander Mel Melville-Brown



Feast for the eyes and tastebuds: armed forces chefs compete in Chicago for the National Restaurant Association Culinary Challenge

ROYAL NAVY, Army and RAF chefs have impressed international judges at the National Restaurant Association Culinary Challenge in Chicago, winning four silver medals. The Combined Services Culinary Arts Team (CSCAT), led by Sergeant Lee Corke, a chef currently serving at RAF Benson, was required to prepare a complex international cold buffet and an imaginative hot three-course meal for 80 covers. The mouth-watering menu for the hot meal included lightly smoked maple-glazed salmon, lamb garlic infused cannon and breast with black pudding and artichoke, chocolate mousse, and shortbread with raspberries, pistachio and plum cake. Captain Paul Cunningham RN, leader of the Defence Food Services Integrated Project Team said: 'This is a phenomenal achievement considering the team only had a limited amount of time to prepare. I congratulate the team on their fantastic result, and acknowledge their skills, enthusiasm and outstanding commitment.'

CSCAT is sponsored by a wide range of catering companies including G3 Systems, The Worshipful Company of Cooks, ESS Support Services Worldwide, Karcher, Robot Coupe and Churchill. The overall winner of the event was Switzerland.

Clippings

US Army protects fuel tanks

THE US Army is to fit all of its 7,000 heavy tactical vehicles in Iraq and Afghanistan with fire-suppression panels. The hollow panels are fitted with a blend of fire-suppression powders and they wrap around vehicle fuel tanks.

DefenseNews 18 June 2007

Bloodshed spreads in Afghanistan

BLOODSHED is spreading to previously stable provinces of Afghanistan, threatening aid efforts and humanitarian aid workers. In the past two months the United Nations world food programme has suffered 12 attacks on trucks transporting goods, with hundreds of thousands of dollars-worth of aid being stolen. *The Independent 6 June 2007*

US and UK defence trade treaty

MULTI-BILLION pound defence contracts could be heading to British companies following the signing of a deal between Tony Blair and George Bush to share classified information and waive export licences. The deal, which must still be approved by the US Congress, will make it easier for British firms to bid for lucrative contracts for US military programmes. *Evening Standard 21 June 2007*

Maritime staff to Afghanistan

NATO'S ONLY permanent high-readiness maritime battle staff is to provide a major HQ element of the International Security Assistance Force in Afghanistan from January 2008, contributing around 50 staff to a predominantly land forces operation.

Jane's International Defence Review June 2007

MoD says sorry

THE MOD has apologised to gay members of the armed forces who suffered the 'personal trauma' of discrimination. The apology, which comes seven years after the ban on homosexuals, was welcomed by campaigners for gay rights. There are fears that the apology could lead to hundreds of compensation bids. *Daily Mail 29 June 2007*

Ban on selling stories to media

SERVING MEMBERS of the armed forces and civilian personnel should not receive payment for talking to the media about their work, a report has recommended. An interim ban had been in place following the controversial sale of stories earlier this year by sailors captured by Iran.

Financial Times 20 June 2007

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DE&S and BAE Systems agree joint intentions

DE&S AND BAE Systems have underpinned their relationship with the signing of a new partnering arrangement. The agreement reinforces the Defence Industrial Strategy's key requirement of providing the UK's armed forces with the capabilities they require, at the best value for money and from a sustainable industrial base. The arrangement was signed by General Sir Kevin O'Donoghue, Chief of Defence Materiel, and Ian King, Chief Operating Officer for BAE Systems UK/RoW. The two organisations now have a new 'joint intent' of delivering effective equipment and support to the armed forces.

Ian King commented that 'the partnering arrangement would ensure the benefits gained from BAE Systems' engagement with the previous organisations would be taken forward into its relationship with DE&S and help to create the environment and behaviours necessary to get the best results for both DE&S and BAE Systems.'

General Sir Kevin O'Donoghue added: 'The arrangement sets out a joint delivery framework, clearly identifying where leadership of the arrangement lies within both organisations, and establishing where reviews of plans, programmes and processes will take place. Both organisations have agreed to performance and behaviours that will deliver the Defence Values for Acquisition.' He went on to stress the importance of behaviours we expect of our people in seeking timely and realistic trade-offs between service delivery and operational risk, contract performance and value for money.

New tractors pull more than their weight at Brize Norton



Give me strength: the new aircraft tow tractors that can pull the biggest aircraft in the world

RAF PERSONNEL at Brize Norton's transport hub have been taking advantage of the first of a consignment of new aircraft tow tractors. The tractors, provided under a £9 million contract with Terberg DTS of Halifax, can pull anything from a C-130 Hercules up to the biggest transporters like C-17 Globemaster and the Russian Antonov. Six of the new tractors are going into service immediately at Brize Norton, with other front line bases in the UK and overseas receiving the remainder of the total order of 32.

'Our objective was to find a tow tractor which would tow the largest aircraft and replace up to eight different tractors which were in service,' said Ross Martin, the project officer with the Aircraft Support IPT at Wyton. 'There has been a whole range

of different tractors bought piecemeal over the years, and four different types at Brize Norton alone. It was a nightmare for the user community when it came to spare parts, causing all sorts of problems. We believe we now have a very reliable and very capable bit of kit. It will handle all the big aircraft in the world and there is provision for further enhancement to handle the new A380 and the Antonov 225.'

The tractors are made by Schopf of Stuttgart in Germany and each costs around £280,000. There is also a 24-hour technical helpline with Terberg.

'The most gratifying thing is that the guys on the units love them,' Ross added. 'You don't want to be labelled with buying a pile of rubbish but these have been eagerly received by the user community.'

Framework agreement boosts MoD and QinetiQ relationship

THE MOD and QinetiQ have strengthened their relationship by signing a strategic framework agreement. Rear Admiral Ian Tibbitt, Director General Safety and Engineering, and Graham Love, QinetiQ's chief executive, signed the agreement which describes the overarching approach that will be adopted by the two organisations. Rear Admiral Ian Tibbitt, the key supplier representative for QinetiQ, said: 'The agreement is an integral part of the development of the strategic relationship with QinetiQ as a key supplier and demonstrates the strength of our commitment to work together.'

Graham Love added: 'I am delighted to sign the agreement on behalf of QinetiQ. It will enhance our existing good working relationship and be of enormous benefit to our shared business interests.'

Junior Rates' bars open for business in Devonport



Simon Cowls of Interserve (left) and Commodore Simon Lister (far right) celebrate the opening of the Up and Under bar with one of the Junior Rates and the Plymouth Raiders Cheerleaders

A BRAND new suite of bars for Junior Rates in Devonport has opened as part of Project Armada, which is providing upgraded and improved accommodation for service personnel at the base. The 'Up and Under' sports bar and the more relaxing and tranquil 'Pierhead Jump' lounge bar were opened, as well as the submarine-themed non-alcoholic facility and skittle alley, 'Splash'. All three bars offer the very latest in terms of design and leisure facilities with overhead plasma screens, special coffee dispensers, a wide range of alcoholic and non-alcoholic beverages and a good choice of food. Commodore Simon Lister, Naval Base Commander, and Simon Cowls of Interserve were joined by Junior Rates at each of the three bars to mark their official opening.

Mobile phone cover for Falkland Islands

VODAFONE MOD and private subscribers can now use their mobile phones in the Falkland Islands, using the Touch network subject to coverage. Vodafone has just launched the service, and you can find a coverage map at <http://www.touch.co.fk/>. Costs for official MoD mobile phones are 63.4p per minute to receive calls and 109.4p per minute to make calls. You can send a text for 25.53p and it is free to receive texts. If you are using your own phone, costs will depend on the tariff/price plan you have subscribed to. For further information contact Derek Smokcum on 94382 3901 or 01225 813901.

Academic approval for systems safety training

INTEGRATED PROJECT Team members who attend one of DaLearning's suite of system safety courses will now have their learning recognised with university-endorsed assessment. Over the past three years, more than 500 delegates from MoD and industry have attended one of these courses, and delegates have achieved an excellent pass rate – over 90 per cent so far. The courses allow delegates to openly discuss various issues relating to the safety of their individual systems, allowing them to benefit from shared information. For further information on System Safety courses please contact Dr Sinnathamby Vijayakumar at DaLearning on 0117 9748331.

Around the world Harriers to benefit from HISS

A DEAL worth over US\$250 million between Boeing and the United States Department of Defense will see AV-8B Harrier aircraft benefit from a five-year performance-based logistics contract. The Harrier Integrated Supply Support (HISS) programme will support aircraft operated by the US Marine Corps, Italy and Spain, and include asset repair management, technology insertion, transportation and other innovative supply support solutions.

Watchkeeper unveiled

THALES UK has unveiled the final configuration of the Watchkeeper unmanned air vehicle (UAV). Watchkeeper will provide UK battlefield commanders with a cost-effective intelligence, surveillance, target acquisition and reconnaissance (ISTAR) capability in all weathers. The production version will include automatic take-off and landing, duel payload configuration and have improved access to sub-systems for easier maintenance.

Defence cooperation with UAE

DEFENCE SECRETARY Des Browne has held talks with Crown Prince of Abu Dhabi, Sheikh Mohammad bin Zayed al-Nahayan, deputy commander in chief of the armed forces of the United Arab Emirates (UAE). Among topics discussed were ways to enhance military and defence cooperation between the two countries. The seven-member UAE federation was a British protectorate until the departure of British troops by the end of 1971.

Falklands fallen remembered



Lady Thatcher inspecting the Memorial Cairn

THE 25TH Anniversary of the liberation of the Falkland Islands was commemorated in a service of thanksgiving at the Falkland Islands Memorial Chapel in Pangbourne, Berkshire on 14 June 2007. The Queen, the Prime Minister, Lady Thatcher and other dignitaries joined families, children and friends to honour and remember those who lost their lives during the campaign.

Novel chemical weapons

NEWLY RELEASED documents have revealed that following the first Gulf War the United States Department of Defense had considered a number of non-lethal ways to disrupt enemy discipline and morale. Various weapons were considered, including chemicals that induced severe and lasting halitosis, so that enemy forces would be obvious even when they tried to blend in with civilians, together with one that would stimulate flatulence.

Future helicopters come into focus under new team

THE FUTURE Medium Helicopters IPT, led by Darren Ash, has been formed to look at the requirement for medium-sized helicopters over the next decade. It will look at the requirements for replacement of much of the Puma fleets and the Sea King Mk IV fleets by 2017. A Helicopter Strategy Team, led by Ian Craddock, has also been formed and both replace the Future Rotorcraft Capability IPT.

Two through-life vehicle teams formed

TWO NEW through-life Integrated Project Teams (IPTs) formed on 2 July, bringing together various elements from the former Light Armoured Systems Support and Close Armour IPTs.

The new Light Armoured Systems (LAS) IPT, led by Colonel John Ogden, will look after the FV430 family of vehicles (including Bulldog), Viking, BV206, Saxon, CVR(T) and Panther. The Medium Armoured Systems (MAS) IPT, led by Rob Eason, will manage Warrior and Armoured Vehicle Systems, including BGTI, BTIS, RARDEN and Sighting Systems. Both teams will be supported by a common functional support area which will include operations/plans/requirements and engineering support and supply. LAS IPT and MAS IPT will collocate to Abbey Wood by the end of the year. For further information on LAS IPT contact Tim Hulton-Harrop on 94391 3662 or 01264 383662. For information on MAS IPT contact Caroline Michie on 9352 31133 or 0117 91 31133.

Changes at the top

Director General Safety and Engineering

REAR ADMIRAL Ian Tibbitt has taken over from Simon Henley as Director General Safety and Engineering. He now has responsibility for providing high-quality safety and engineering advice to DE&S. Rear Admiral Tibbitt said: 'I am thrilled to have been given this opportunity and am very much looking forward to addressing the wide range of challenges which fall in to my 'bailiwick'. Helping the organisation embed through-life management behaviours and thinking, and driving an increased safety consciousness across all of DE&S business will be two of the top priorities for me, but the remit of this area is extensive and I look forward to delivering what our customers require across the range of our outputs.'



Director General ISTAR

VICTOR JENKINS became Director General Intelligence, Surveillance, Target Acquisition and Reconnaissance (ISTAR) on 2 July. He replaces George Gardiner who was filling the post temporarily. Victor formerly worked at Her Majesty's Government Communications Centre as Acting Chief Executive and was also previously the Deputy Chief Executive of the UK Hydrographic Office.



Director General ISS

AIR VICE-Marshal Bob Allan will be the new Director General of Information Systems Support (ISS) following the departure of Rear Admiral Rees Ward. Air Vice-Marshal Allan said: 'I am delighted to be taking over as Director General ISS in July and look forward to building upon the strong foundations of my predecessors. We have an ambitious change programme which I look forward to owning with you all very soon, creating the necessary early momentum as together we deliver the Blueprint vision. We will of course need to retain our focus on support to operations and to stabilise the delivery of DII, but transforming the organisation to service delivery is fundamental to adding value to DE&S and defence.'



Director General Helicopters

JONATHAN LYLE (right) will be leaving his post as Director General Helicopters in November 2007 to become Commandant, Defence College of Management and Technology at the Defence Academy. He will be succeeded by Pete Worrall in January 2008 who is currently posted at The NATO Eurofighter and Tornado Management Agency (NETMA).



Cabinet reshuffle: the impact for MoD

THE MAJOR reshuffle of cabinet and government posts by the new Prime Minister, Gordon Brown, has meant just one change for the MoD. Bob Ainsworth has been appointed the new Armed Forces Minister and will be responsible for defence policy and planning, operations, and the armed forces, both regular and reserve.



Bob Ainsworth: new Armed Forces Minister

Lord Drayson stays as Minister for Defence Equipment and Support and said he was 'delighted' to be asked to remain.

Des Browne has retained his post as Defence Secretary and has been made Secretary of State for Scotland. Derek Twigg continues as Under Secretary of State for Defence and Minister for Veterans.

New DE&S chaplain available for guidance

DE&S STAFF at Abbey Wood can now get spiritual and pastoral guidance with the arrival of a new chaplain. Padre Roger Hardman has responsibility for staff at Abbey Wood, Bath, Corsham and Swindon, regardless of their faith or belief. He is involved in a wide range of activities around the DE&S sites ranging from services of Holy Communion and prayers, to working with personnel on a one-to-one basis using coaching and counselling skills, and supporting welfare and community activities. The total confidentiality requirements for chaplains mean that personnel always have someone to talk to without fear of it being disclosed to anyone else.

Padre Hardman started training in 1979 as a Methodist Minister and transferred to become an RAF chaplain in 1991. He said: 'I'm keen to assist personnel here in DE&S in this period of far-reaching change. There have been some great advances in the tools and techniques for personal and spiritual development in the last few years. I'd be pleased to share them with anyone who feels they may benefit.'



Spiritual guidance for DE&S staff: Padre Roger Hardman

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Conference guidance has been drawn up

THE DE&S policy on attendance by personnel at conferences, seminars, lectures, exhibitions and similar events has been issued. This covers attendance at all types of event and includes instances when delegates wish to attend, have been invited to attend or have been asked to present. You should not accept an invitation to speak at a conference or similar event without following the approvals process in the policy. The policy is available on the DE&S homepage. For further information contact Hilary Macklin on 9355 67148 or 01225 467148 or Elaine Hoyes on 9355 67434 or 01225 467434.

New course for supply chain managers unveiled

A NEW course that will allow applicants to develop their understanding of the advanced concepts of Supply Chain Management has been launched. The course has been unveiled by Supply Chain Support and the Defence Academy as part of the upskilling agenda. It contains a broad range of subjects, from strategic understanding and management of the supply chain to commercial best practice. The next few courses will run on 23-27 July in Bristol, 17-21 September in Andover and 15-19 October in Wyton. The course is aimed at military and civilian staff employed in supply chain and inventory management roles. It will be particularly useful for IPT staff. If you would like to attend contact Graham Bell on 9352 32746 or 0117 91 32746. More dates and locations will be advertised shortly.

Aircrew equipment goes on show at industry day

TRANSFORMING RELATIONSHIPS with industry was the subject of the first Aircrew Equipment Assemblies and Survival Equipment (AEA&SE) Industry Day held in June. Run by the Harrier, Jaguar and Survival (HJS) IPT in conjunction with Defence Solutions Ltd, the event demonstrated to small and medium-sized aerospace businesses just how DE&S is transforming from its traditional multiple enabling contracts to innovative contracting for availability with prime contractors. The AEA&SE branch equip aircrew for their tasks, safety and survival, and the event was an ideal opportunity for the team to inform industry of the strategy for this range of equipment.

Air Commodore Ian Thorne, HJS IPT leader, welcomed delegates and said: 'Today we are looking to draw on your technical knowledge to improve our outputs to those on operations. Business, budgetary and technical challenges mean we are looking to partner with industry incorporating new ideas and approaches to ensure we provide the support demanded by our expeditionary forces. The need is to



Night vision: some of the vital aircrew equipment discussed at a recent HJS IPT industry day

deliver kit that is more flexible, reliable, compact and functional yet drive down through-life programme costs. Together, working as a team, I am sure this opportunity will result in a win-win situation for all parties.'

The Industry Day was also a great opportunity for the IPT to see the latest aircrew equipment and clothing, and for industry to meet DE&S personnel.

'Crucial' commodities work outlined at Andover briefing

outlining some of the key issues the cluster is facing. His presentation was followed by talks from the leaders of the Commodities Cluster restructuring team, the Defence Fuels Group, Medical and General Supplies IPT, Defence Food Services IPT, and Defence Clothing IPT. Each speaker explained their team's current focus and key initiatives.

Delegates at the event were treated to a tasty lunch from a ten-man operational ration pack provided by the Defence Food Services IPT and made by the Mobile Catering Support Unit. Other teams displayed their work in a number of stands including displays of cutting-edge medical equipment, the latest in defence clothing and information about environmental developments in fuel provision.



Lunch rations: delegates try out a ration pack lunch

COMMODITIES CLUSTER staff got a valuable insight into how vital their work is to the front line at an informative briefing day held in June. The event, held in Andover, was opened by Major General Malcolm Wood, Director General Joint Supply Chain who pointed out that 'everyone in defence is affected by the work of the Commodities Cluster' and that the items the team manages, from toilet rolls to food and clothing, 'make a real difference on operations'.

Brigadier David Martin, Director Logistic Commodities, continued by

Neighbourhood watch

Contractors refurbishing the new Neighbourhood 5 site in North Bristol have been working hard over the past few months. Here's an insight into how things are going.

Report: Clare Francis, Collocation Team Project Manager



Above and top right: work progresses at the Neighbourhood 5 site in North Bristol. Right: Tim Flesher, Chief of Corporate Services (second left) and Vice Admiral Tim Laurence, new Chief Executive of Defence Estates (far right), talk to contractors about the refurbishment



Since Defence Estates started work at the Neighbourhood 5 site in North Bristol in March, the Regional Prime Contractor (Debut) has made significant progress on the refurbishment of the two existing buildings, Juniper and Teak. On completion of the programme, the office blocks will provide a flexible working environment for an extra 404 desk spaces. We still expect initial occupation by teams moving from Abbey Wood to be this August, and they will be joined by the teams moving from Andover from September onwards.

As the internal building work draws to a conclusion, the next phase of the refurbishment programme will be the installation of voice and data facilities. In line with other DE&S establishments, Neighbourhood 5 will operate on DII(F), and Atlas and BT engineers will begin installing the equipment in June. Once

completed, the final stage of painting, carpet fitting and delivery of new furniture will begin.

Whilst the office accommodation is being refurbished, work to ensure the new site is secure is underway. New CCTV, security fencing and specialist windows have been provided and the initial foundations for a Guard House have been installed. All monitoring systems will be fed back to a single control point at the main site at Abbey Wood so that Neighbourhood 5 is effectively managed as part of the Abbey Wood estate as a whole.

We are also looking into refurbishing the existing canteen facility at Neighbourhood 5 which we

expect will be managed as part of the new Total Facilities Management contract covering the entire Bristol/Bath footprint. Until initial refurbishment work on the existing canteen completes, we will be providing a temporary catering facility which will be available to those teams who move into the offices first. We will supplement the temporary catering facility by providing a regular shuttle bus service to the main Abbey Wood site so that staff can choose whether to use those catering facilities. They will also be able to use this service to attend meetings on the main site and to use the other facilities there, such as the sports centre.

Life under the ocean wave is looking good. Rear Admiral Andrew Mathews, Director General Submarines, tells us why there's so much to be pleased about.

Report: Caroline Wickham Smith
Photo: Darren Setter



Submarines are big news this year. Parliament hotly debated the future of the deterrent; an order for a fourth Astute Class submarine, HMS Audacious, was announced in May; and the launch of the first in Class, HMS Astute, at the beginning of June was surrounded by a flurry of media activity. And there's plenty quietly going on in the nuclear weapon world. Rear Admiral Andrew Mathews has lived and breathed all these developments, and is delighted with the way everything is moving forward. He says for him the highlight of the past few months was the Parliamentary debate.

'Seeing the Prime Minister single-handedly taking on Parliament, using information we'd given him, was really great. The successful vote was great too because it meant that we have an established, long term, coherent submarine programme, which we and industry can have confidence in. In terms of an iconic moment, that was it for me.' And add to that the signature of the contract for the fourth Astute Class boat then the submarine industry really does have a lot to be confident about.

'This is a huge fillip for industry and the overall submarine programme,' says the Admiral. 'We haven't ordered a new submarine for over ten years, and this contract signing shows a genuine commitment to the future. After the vote in Parliament we can see even beyond Astute, to a submarine build programme that goes to at least 2030, and a support programme reaching to 2055 and beyond.' Industry has, he says, greeted the news with relief and increased confidence, and he is pleased to see a different sort of relationship developing.

'Previously industry took a rather defensive stance, which was natural because it was worried about the future. Now I see a much more proactive approach, sharing ideas and working with us in a different way. The Defence Industrial Strategy is all about long-term commitment, partnering and finding effective ways of working together. That's what's happening now in the submarine world.'

The launch of HMS Astute also showed commitment to the future, and was a cause for celebration. It was the first SSN launched since the early 1990s, and a great enhancement to the rest of the submarine flotilla.

'Throughout the 1980s and 90s we were building a submarine nearly every year, but we haven't had a new one for many years.

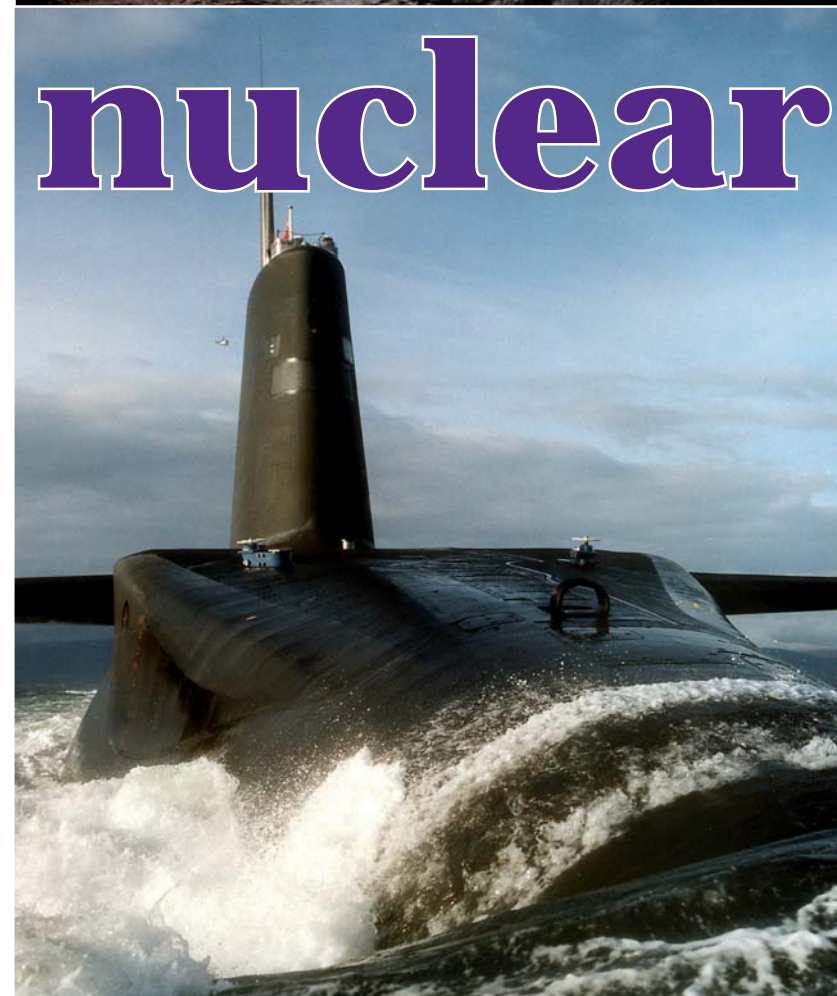
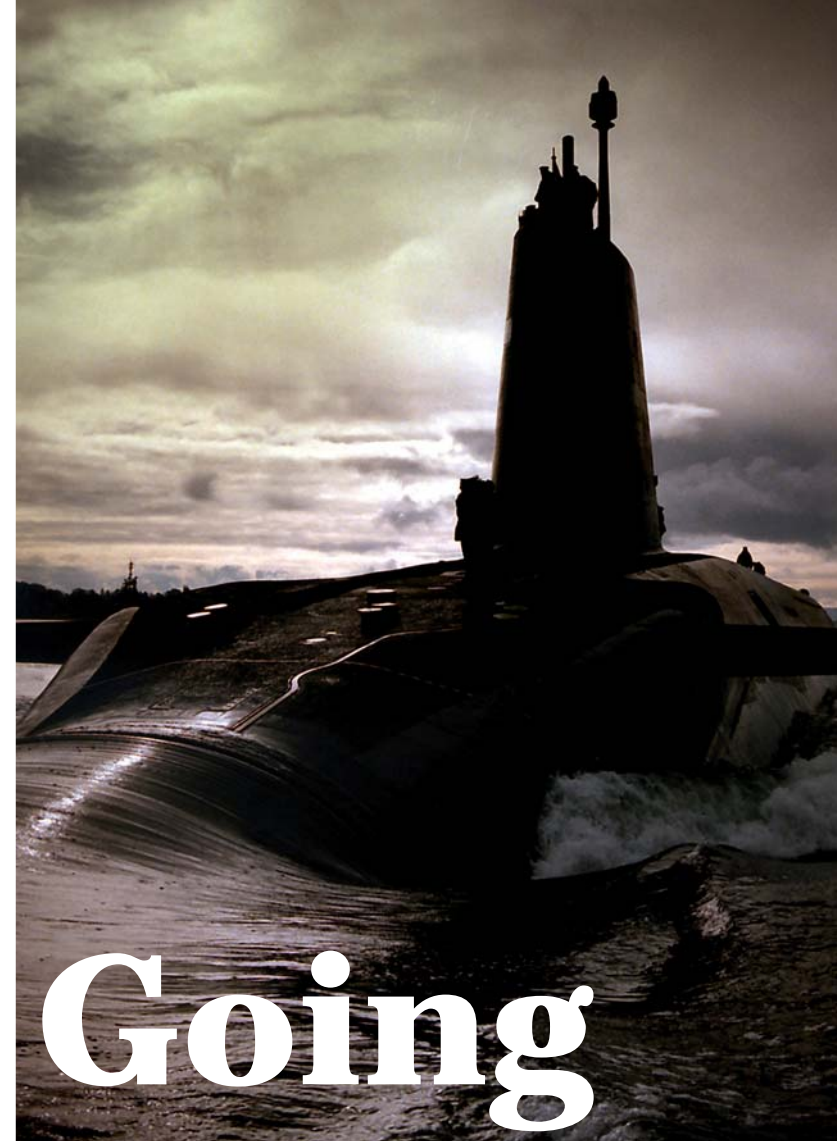
We now have a slightly elderly submarine fleet and have been reducing

its numbers, so having HMS Astute in service gives a real boost.'

The Admiral is pleased at these recent achievements, but recognises there is a huge amount to be done to deliver this massive through life programme. He wants integration of all the IPTs' activities to deliver the most efficient and effective submarine capability to the Royal Navy.

'This is such an exciting time,' he says. 'It's the renaissance of the submarine programme. In terms of opportunities, they're there for the taking, and we can do it with confidence, because we now know what the future is.'

'This is such an exciting time. It's the renaissance of the submarine programme ,



Going nuclear

Submarines, whether they are being introduced, phased out or planned, are never far from the news. Martin White, Director Submarines, explains how the Submarine Cluster handles this most provocative of platforms.



will also bring together work on behalf of Director General Strategic Requirements (DGSR), who is Senior Responsible Owner for the deterrent programme.

The nuclear future

The Defence Industrial Strategy (DIS) is clear that we need to retain an indigenous capability and capacity to deliver, operate and maintain nuclear submarines without significant reliance on offshore expertise. It also makes clear, however, that this would not be at any cost and that without significant reduction in through-life costs the programme might be unaffordable in future.

Central to addressing this challenge is Director General Submarines (DGSM), whose role is to lead a single programme management organisation within MoD embracing all aspects of the through-life cycle – Future Submarines, Attack Submarines, Submarine Support and Disposal, Nuclear Propulsion, Nuclear Weapons and Nuclear Movements, Strategic Weapons Systems, NATO Submarine Rescue, as well as the related safety, commercial and financial disciplines. The importance of this role and its interface with industry was given greater emphasis when the Government's White Paper in December 2006, followed by the Parliament vote, proposed to retain an independent nuclear deterrent for the foreseeable future. With a gestation of some 17 years and a value of around £15-20 billion the future deterrent is a complex and challenging project for both MoD and industry, but it is also one of the most exciting that the MOD has seen in recent years.

In DE&S, the lead role in developing a concept design for the new class of nuclear submarines that will form the heart of the deterrent capability falls to the recently formed Future Submarine (FSM) IPT. Under the guidance of Andy Mackinder, the IPT will co-ordinate the programme of work across the submarine cluster to ensure all strands of the capability are aligned and can be delivered on time and to budget. The team

Research and development

The December White Paper also indicated the government's intention to continue investing in sustaining capabilities at the Atomic Weapons Establishment (AWE). This would ensure we can maintain Trident for as long as necessary, and enable us to develop a replacement warhead if required. The activities supporting AWE's challenging research and development programme fall under four principal headings: computer simulation, hydrodynamics, high energy plasma physics and materials' ageing. Much of the infrastructure at AWE is approaching the end of its serviceable life however, and it has been necessary to invest in replacement capital facilities as well as recruiting the next generation of scientists and engineers.

Chief Strategic Systems Executive

Also taking a central role in the current and future nuclear deterrent programmes is David Jarvis, the Chief Strategic Systems Executive (CSSE), who is dual-hatted as the Director Strategic Weapons Systems (DSWS). As the head of the Strategic Weapons Systems (SWS) IPT he is responsible for providing and managing the current Trident missile system and Trident-related equipment. He and his team are working closely with Director Future Submarines on the SWS requirements for the future successor programme. As CSSE he sits to one side of the Submarine cluster, answering to the Assistant Chief of Naval Staff, and is responsible for assuring all elements are in place to maintain continuous at sea deterrence. In both roles, he works in close partnership with the United States under the Polaris Sales Agreement.

In-service submarines

Important as the successor deterrent programme is, the in-service submarines on which the current Trident nuclear deterrent is carried have to be maintained and refitted. Submarines at the end of their operational life have to be defuelled and, currently, are then stored afloat. All this is managed by the In-service Submarine (ISM) IPT, led by Howard Mathers, with the work undertaken by DML in Plymouth and Babcock Naval Services in Faslane. The recent acquisition of DML by Babcock, and the revised relationship with DGSM that will flow from it, will be key in addressing through-life support costs through the Transforming Submarine Support (TSS) initiative, under the leadership of Howard Mathers working closely with the Naval Base Commanders at Devonport and Faslane.

Reducing costs

Reduced force levels have had an impact on the cost of building the Astute class of SSNs. The recent launch of Astute saw the first new submarine go in the water since HMS Vanguard, a SSBN, in 1998 and the first SSN since HMS Triumph in 1991. This low production rate has pushed up the unit price of a new submarine because the overhead of the build facilities is recovered on fewer hulls. However, the DIS commitment to a 22-month programme for building the seven Astute attack submarines, combined with the decision to proceed with a submarine-based successor nuclear deterrent, has given the Production Submarine (PSM) IPT and its Director, Steve Lloyd, a much needed opportunity to work with BAE Systems in identifying ways of reducing costs. With Astute hulls 1 to 3 ordered almost ten years ago, Astute hulls 4 to 7 are the subject of a modified design,

aimed at overcoming equipment obsolescence and other issues that drive up unit cost, to deliver savings of over £600 million.

Nuclear propulsion

Also key to current and future submarine availability is the work the Nuclear Propulsion (NP) IPT is doing with Rolls-Royce. Led by Tony Johns, the team has developed the Key Account Management concept and derived benefit across the cluster and at Devonport and Barrow. Through the Future Reactor Plant Support initiative, Rolls-Royce and NP IPT have provided for availability and cost reduction. The approach rewards Rolls-Royce and highlights contractually the need for sustainability, not just for the term of the contract but for the next 25 years. Material savings have been demonstrated through this innovative approach whilst offering increased profit margin for Rolls-Royce. Through a joint business planning process, the IPT and Rolls-Royce have gained greater insight to business management for both the buyer and supplier. This is generating new commercial reward and incentivisation for Rolls-Royce, coupled with improved service for the MoD.

Planning for the future

DGSM has programme management at its centre, as well as an enhanced focus on product and technology development. The formation of DGSM also gave us scope to concentrate on managing the skills and experience of our people, creating an organisation where people want to work, and planning for the future by investing in training and recruitment.

Fundamental to achieving our aims is the management of the £1.8 billion a year business as a single coherent programme; a role that falls to



From top: HMS Victorious, Vanguard and Vengeance make a pit stop on the Clyde; HMS Torbay flies her decommissioning pennant as she heads for a refit in Devonport; Astute makes an entrance at her official launch at Barrow

Photos: © Crown Copyright, images from www.defenceimages.mod.uk

The sub story

The UK has 15 nuclear-powered submarines, divided into two classes. Four Submarine Ballistic Nuclear (SSBN) boats act as the UK's strategic nuclear deterrent and 11 Submarine Nuclear (SSN) boats promote peace and security by providing more conventional deterrence.

Submarines are painted black to help them hide better in the dark depths of the sea.

The Royal Navy's first nuclear-powered submarine came into service in 1963. She was called HMS Dreadnought.

Before Astute, the SSBN HMS Vengeance was the last submarine to come into service in 2001.

A SSN measures around 85 x 10 x 10 metres and a SSBN is around 150 x 13 x 12 metres.

The Astute class submarines will be the Royal Navy's biggest and most powerful attack submarines. When stored, they will displace 7,800 tonnes of sea water, equivalent to 65 blue whales or 975 unladen London buses.

Understanding our suppliers

the Director Submarines (DSM) on behalf of DGSM. Our aim is for sustained stability within the programme, including resourcing. We also want to encourage industry to invest and internal customers to plan and resource with much greater certainty. To deliver this we have embarked on an integrated change programme focused on improving submarine capability and availability, reduced costs, and nuclear safety. Cluster coherency and alignment is being addressed via a single plan ('one view') shared across the sponsor and user community and the Submarine Industrial Enterprise, co-ordinated and integrated by DGSM. It also includes IPTs working in alignment to deliver the overall submarine programme, addressing issues like safety, supplier collaboration and integration, training, knowledge management and recruitment. All of these activities are integrated 'through-life'.

So far, we've established a unified and coherent cluster organisation, implemented cluster-level finance reporting and standardisation, adopted a coherent cluster governance structure, delivery and change management reporting, introduced a cluster-wide leadership development programme and developed output-based contracts for key submarine equipment and services. We will continue to embed the organisation design, develop extended demand visibility from the customer through to our industry suppliers, align change within the cluster and key suppliers, and develop a genuine balance of investment strategy at the programme level.

Underpinning this change will be the alignment of financial and performance reporting systems. Also key to our development has been our investment in our future leaders through our leadership development programme. This has challenged our staff to develop the skills and competencies to both manage the day job and deliver transformational change.

As with many other clusters in DE&S, much of our future success will depend on further collaboration, partnering and alliances with our key suppliers, supported by a coherent and consistent approach. In support of this we launched the Submarine Enterprise Collaborative Agreement to provide an overarching framework within which sustained collaboration and incentivisation will be managed. Lessons learned from output-based contracting and closer collaboration with Rolls-Royce have enabled us to engage in a more open and less-confrontational manner with other contractors. These lessons are being shared across the cluster, and we seek to leverage experience from other IPTs and clusters, as our commercial portfolio continues to change to adapt to this new approach.

We need to understand our suppliers in much more detail, not just from an output perspective but also from understanding their ability to 'do the job' and how they conduct their business. This helps us recognise that the supplier is genuinely capable, with an embedded culture and capability to improve their performance, not just for their bottom line but also to serve the MoD's interests through overall cost reduction and service improvement. We have seen marked improvement at Rolls-Royce and BAE Systems through closer integration and alignment. This has been further enhanced by supplier diagnostic activities which support joint business and financial planning through common insights and assumptions. This deeper supplier insight has raised the bar of performance in suppliers and the cluster, and existing skills and capabilities have been challenged. The cluster commercial and technical communities have risen to this challenge, and have displayed a new level of insight and results as part of the wider cluster transformation.

Ops update

Brigadier Jeff Mason, Director Defence Supply Chain Operations and Movements (DSCOM), updates us on how DE&S has been supporting operations.



We've just completed the Iraq Relief in Place and I've been very pleased with our achievement there. 93 per cent of our aircraft have landed successfully in Kuwait within three hours of their arrival time, and 91 per cent of our flights back to the UK. That's comparable with commercial firms and, in some cases, a lot better. In Iraq, we are busy closing down and handing over a number of bases. We've handed over the Old State Building and the Shatt-Al-Arab Hotel and we now only have two UK bases left; the contingency operating base at Basra Air Station and Basra palace. Basra Palace is due to be handed over to the Iraqi army in the next few months. We are still deploying Urgent Operational Requirements and sustaining the force but at the same time we're bringing a lot of materiel back. To date we've brought back about

10,000 linear metres, which equates to about five Roll-On Roll-Off ferries. On Operation Herrick we are two-thirds of the way through bringing the force up to the level we want by November. Our TriStars are still performing well, though routine maintenance and repairs will affect their availability. Our logistic information systems are being used to track kit to our forward locations and we've managed to do that forward of Kandahar airfield. I've been encouraged by our ability to meet our high priority pipeline times for our stores and we are getting good percentages into theatre when they are required. Last month I mentioned that our lower priority demands, those that go by sea, have not been performing so well, but we have now had some pragmatic discussions with Permanent Joint Headquarters and we are increasing our pipeline

times to reflect more accurately the situation on the ground. These hadn't been altered since they were devised two years ago so were impractical and inaccurate. We've also carried out a reverse supply chain study which is now being implemented. This should mean we can get kit back into DE&S and industry more efficiently. In Kosovo and Bosnia there is still important work going on. Last month we started moving about 3,000 linear metres of equipment back to the UK by rail. We've engaged the Disposal Services Authority and they are currently disposing of and selling vehicles and equipment we don't want to bring back to the UK. All our force elements should be out of Bosnia by August and that is also a success story.



Saved by shellfish

Report: Jason Impey

A SPECIAL bandage, partly made from crushed shellfish, is helping save the lives of badly injured troops and civilians in the deserts of southern Afghanistan. The bandages are put directly into wounds and become sticky on contact with blood – helping clots develop and rapidly stopping even severe bleeding. This is a vital capability as rapid blood loss is one of the major causes of combat fatalities.

Carried by many troops as well as medical staff, the easy-to-use bandages, whose active ingredient 'chitosan' is derived from crushed prawn shells, are simply removed by surgeons when their job is done. Made by the medical firm HemCon and managed by the Medical Supplies IPT, they are one of a number of advanced pieces of medical equipment now being used to save lives at the British Field

Hospital in Camp Bastion, Helmand Province – a hospital that is better equipped to deal with severe trauma casualties than many mainstream UK hospitals.

The latest enhanced equipment includes the first British CT scanner in Afghanistan, a range of advanced mobile digital x-ray machines and innovations such as new self-applied combat tourniquets and new rapid drug delivery systems that slash the time it takes to put in a 'drip'. Military medics have also been supplied a special mineral that is poured into wounds to aid clotting.

Trauma specialist Colonel Tim Hodgetts, from the Royal Centre for Defence Medicine, currently based at Camp Bastion Field Hospital said: 'We see a far greater flow of severe trauma patients here than in UK civilian hospitals and it is vital we get it exactly right. The patients here get the very best in terms of both personnel and equipment. I'd say in Bastion we are ahead of the National Health Service in terms of dealing with severe and critical trauma casualties.'



Report: Siobhan Flesher

Defence vehicles on display

Photos: Darren Setter and Andrew Linnett

Like trucks to water: one of the new support vehicles from MAN ERF is put through its paces at Millbrook

The exhibits and equipment at DVD™ 2007 are enough to excite even the most ardent vehicle enthusiast. This major annual event brings together vehicle designers, manufacturers, suppliers and drivers so industry can discover vehicle requirements, and any improvements necessary. This year over 200 exhibitors chose DVD™ to showcase their

theatre early next year.' Other vehicles such as Viking, Bulldog, Mastiff and Vector, which are all proving themselves well on operations in Iraq and Afghanistan, were also being put through their paces. GSV IPT leader Alison Henry was especially excited about the fleet of nearly 7,000 MAN ERF support vehicles worth more than £1 billion over five years. They are about to go into service, improving the delivery of logistics materiel to the front line.

The exhibition hall contained companies responsible for such diverse items as cables, tyres and in-helmet microphones. The number of exhibitors demonstrated the complexity of a seemingly simple task: supplying and

which I learned held armour for just a single truck.

Many of the vehicles could be tried out by visitors. As promised, the off-road circuit was exciting, providing a variety of terrain to show the vehicles at their best. I was driven around in three vehicles – the 650kg 'Weevil', a three-tonne Pinzgauer Vector and the 27-tonne DROPS truck. The metre-deep mortar holes, small lake, and one-in-one slope were handled expertly by vehicle and driver for a surprisingly smooth ride. The previous evening more than £15,000 was raised in a charity auction and raffle. The items included a mountain bike, signed football shirts and tickets for England's rugby world cup match against Samoa in France in September. A third of the money raised will go to a charity chosen by each IPT.

I found my first visit to DVD™ interesting and informative, which is impressive given I knew nothing about military vehicles. The awe-inspiring event emphasises the importance and intricacy of military vehicles and all their accompanying equipment.



New equipment: the Supacat/DML MWMIK in the Bedfordshire countryside

equipment and services. Organised by the Specialist and Utility Vehicles, Engineering Systems Support and General Support Vehicles IPTs in association with Millbrook, the event took place at the Millbrook Proving Ground in Bedford

A highlight was the debut of MWMIK, the Army's new long-range patrol vehicle. Speaking at the event, Lord Drayson, Minister for Defence Equipment and Support, said: 'These vehicles are well-armed, swift and agile and will boost our capability with some serious firepower. MoD and the Treasury have worked hard to get these powerful vehicles to our troops in quick time, and they will start going out to

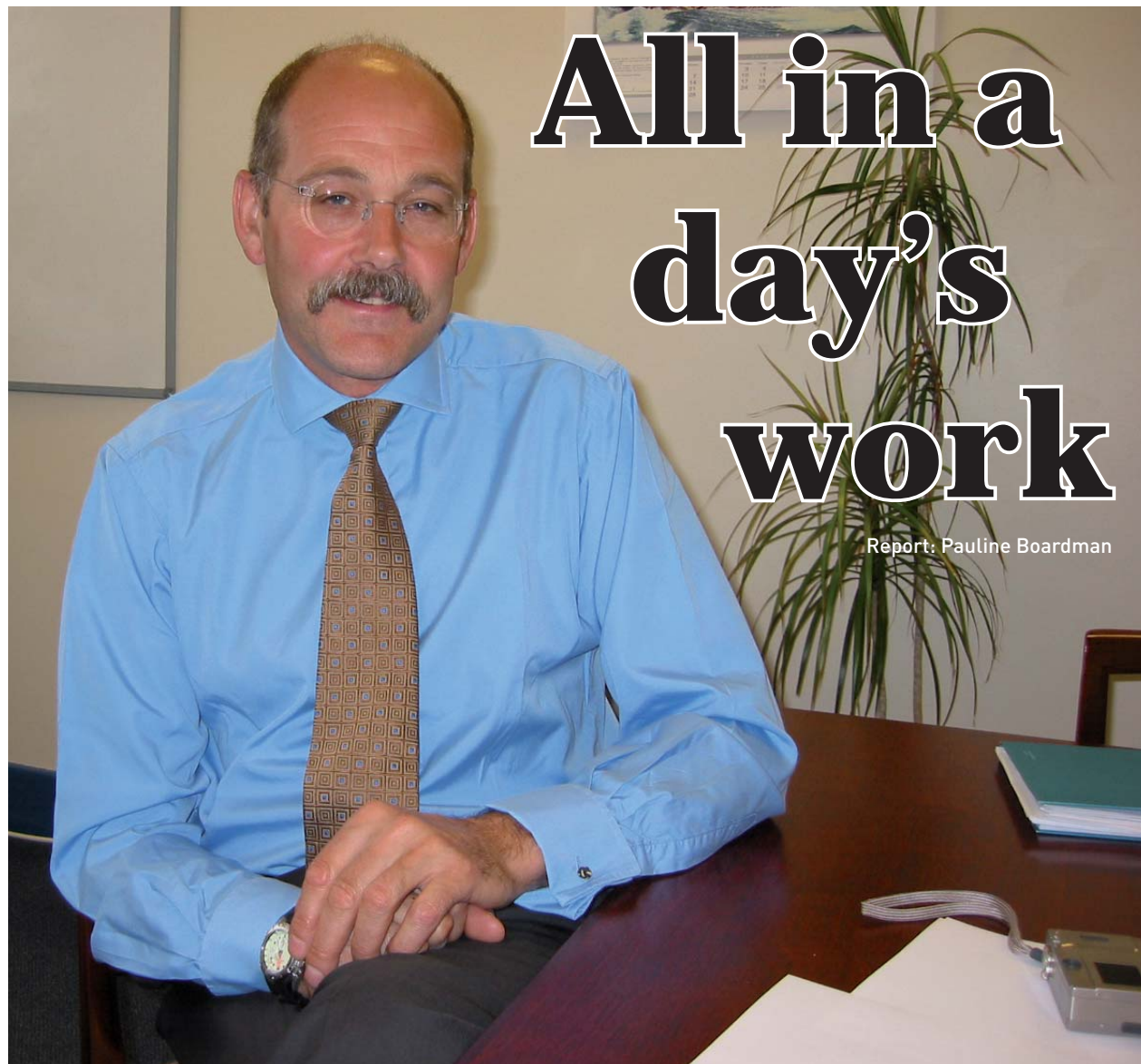


On display: just some of the vehicles available for the crowds to see

supporting vehicles. Outside were displays of other vehicles that do not immediately spring to mind as military, such as JCBs, fire appliances and aircraft fuel tankers. Crucial pieces of equipment such as tents of varying sizes, and uniforms were also on display. I walked past huge containers



Steady ride: a Pinzgauer vehicle takes the mortar holes with ease



Want commercial advice on everything from printer cartridges to utility vehicles? Grant Morris is your man.

Pens, paper and nuclear facilities don't have much in common but giving expert advice on all of them is all part of the daily routine for Grant Morris. Despite this diverse responsibility, he explains his purpose as Director General Commercial (Project Delivery) quite succinctly: 'I need to make sure that the major projects DE&S is involved in are commercially viable.'

Grant works closely with Amyas Morse, Defence Commercial Director, to meet this objective and to ensure DE&S projects run smoothly. Grant's task is clearly a varied one, and one of the biggest projects currently occupying

him is the Army's Future Rapid Effects System (FRES).

'The team has just selected three utility vehicles to start trials during the summer, with the results coming out in November,' Grant says. 'We are currently looking at the supporting issues for these vehicles; how we bring in all the bits and pieces that are to be fitted to them, and how the whole family of FRES vehicles and their systems work together. I'm essentially looking at the commercial strategy that underpins all that.'

Other major projects on Grant's plate include the future nuclear facilities at Devonport, which is

'fundamentally important' because it will provide the facilities for future submarines as well as those for de-equipping old ones. Also at Devonport, Grant is working closely with the Warship Support Modernisation initiative team. This work is proving challenging because of DML's ongoing sale to Babcock.

'Normally we would have put in place a contract lasting five years,' Grant explains. 'However, because of the sale we are negotiating a deal, which will mean we can put a short-term contract in place and see how things run before we agree a longer-term deal. I'm doing the negotiation

6 The reverse auctions for stationery were a real triumph for collaboration in government ,

myself and the contract is due to be placed in July.'

Aside from these major platform projects Grant has been working with the Office Supplies Category Management Team, the Office of Government Commerce (OGC) and Group Supplies Ltd, on four reverse auctions for stationery products that will save the government more than £100 million over four years. Half of these savings will be from MoD budgets. The contracts have now been let and from October 2007, Lyreco UK Ltd will be supplying stationery, Office Depot UK will be supplying paper and Orion Media Marketing will be supplying magnetic media and electronic office supplies. Grant sees this achievement as a real landmark.

'The reverse auctions for stationery covered seven government departments: HM Revenues and Customs, the Home Office, the Metropolitan Police, the Treasury, Department of Constitutional Affairs, OGC and HM Prison Service,' he says. 'We held four auctions covering general stationery products, paper, printer cartridges and magnetic media, including CDs and DVDs. The auctions themselves are quite intense events, for example the stationery one lasted from 1030 am until 1230 am and included 2,432 bids. It also broke records by saving £6.4 million an hour; the highest hourly saving at a single auction. I think that's a real triumph for collaboration in government.'

As with any job, away from the practical tasks of negotiating with industry and making sure projects are set on the right path, Grant also has to make sure the governance is correct. This means taking a key role in the new DE&S Investment Board:

'There are many legacy DLO

and DPA projects still running so the Investment Board is currently meeting every two weeks,' he explains. 'In preparation I meet Integrated Project Teams and Cluster Commercial Directors to talk through issues like the risks involved in the projects, incentivisation mechanisms, pricing strategies and any other outstanding issues. I then have to decide whether I am content with the project or whether it needs more work before the Chief of Defence Materiel (CDM) approves it and it can go to the MoD Investment Approvals Board.'

Grant sees this process as very much in its infancy, and is keen to stress that this is just the beginning. He is working with the head of the Commercial Project Enabling Team to introduce a more rigorous process. He says: 'We are still finding our feet, and we need to ensure CDM and Amyas Morse get the commercial assurance they are looking for. At the moment, the governance is working, but we do need to develop it.'

Forming a fixed backdrop to the project work and governance is the Defence Industrial Strategy (DIS). It is two years old in December and Grant believes it has been a great help to industry, signalling to them what the MoD expects. He also thinks it's been very useful for the commercial area: 'Now, we not only look for whether projects are commercially sound, or whether they've got proper pricing

mechanisms, we also make sure they are consistent with the DIS. Industry mustn't think that the behaviours outlined in the DIS are rigid and prescriptive because it's up to all of us to realise we've got to improve and change as we go.'

Grant will be leaving his post later this year to take up a Commercial Director's post in the NATO Eurofighter and Tornado Management Agency (NETMA) in Munich, but he is still looking forward to further improvements in DE&S's work with industry.

6 I think the future will give us more clarity on what we mean by partnering ,

'I think the future will give us more clarity on what we mean by partnering. Amyas has been looking at our work with major suppliers and we will be developing a common understanding of these relationships with these companies. There is a multitude of IPTs working with companies like BAE Systems and Rolls-Royce and we need to put a sensible framework in place to help us work with them more efficiently.'

More generally, Grant sees DE&S learning valuable lessons from what the commercial area has already put in place and continually evolving to meet the needs of the future. He cites the future nuclear facilities contract as a prime example: 'It has a completely different commercial construction, compared to the more traditional contract,' he explains. 'The results are really encouraging and I think that's driving the right kind of relationship. The contract includes a lot of key performance indicators on joint behaviours, rather than simply focusing on time and cost, and I think that is probably the way we should be working in the future.'

Biography

Grant graduated from the University of Bath in 1974 with an honours degree in Mechanical Engineering. He then joined the Royal Corps of Naval Constructors and attended Britannia Royal Naval College Dartmouth and Royal Naval Engineering College Manadon before spending some time at sea on HMS Bulwark. Since then, Grant has filled a variety of posts, mainly in the procurement area and in 2001 he attended the Royal College of Defence Studies. He was awarded the OBE in 1994 for work in Army logistics.

Grant is married with three children and is a keen traveller, sailor and scuba diver.

Managing equipment from cradle to grave is an increasingly hot topic for DE&S. Commodore Steve Brunton explains.



Through-life thinking

‘Let’s dispel some of the myths about through-life capability management (TLCM),’ says Commodore Steve Brunton. As the MoD’s TLCM team leader he’s charged with overseeing the rollout of TLCM throughout the MoD, and is making clear this is not just another piece of tiresome bureaucracy.

‘What we’re trying to achieve here is the MoD having an affordable, properly managed programme for the purchase, sustainment and eventual disposal of the equipment it needs, now and in future. This programme will take account of the changes in modern warfare and how it will continue to change, and the needs of the recently published Defence Industrial and Technology Strategies. Our business needs to adapt, and take a longer view. Finding new, more appropriate ways of working will be key to embedding TLCM in everyday working practice.’

TLCM is one of the Defence Acquisition Change Programme’s ten workstreams, arising from Tom McKane’s report, published in July 2006. DE&S will be at the forefront of its delivery, and with Steve’s team, has already made inroads. He explains that he is working closely with the DE&S team managing the Phase 4 of DE&S’s merger this year. Steve’s aim is to create a more standardised approach, with a clear distinction between capability

planning and programme delivery, and therefore capability management groups have been formed, replacing the former capability working groups. Steve says: ‘This isn’t about having lots more groups, lots more meetings and lots more bureaucracy. We’re finding many of these groups existed in some form anyway, and we’ve reduced the numbers significantly. We started with about 80 capability working groups and now that’s reduced to some 47 capability planning and management groups, each with considerably fewer members.’

The capability planning groups incorporate the five key budget areas which have to work together to deliver new and enhance systems to the front line. The five players are: the User (Front Line Commands); the Sponsor (DCDS(EC)); the defence research community; MoD Centre (the RP community) and DE&S as the delivery agent. DE&S Cluster One Stars or, in a minority of cases, senior IPT leaders will attend those groups. For the separate issue of capability delivery another standardised structure is being instigated and this is being done with DE&S. Steve hopes to see a much better approach to the gathering of data and information by these groups, and the strategies and plans associated with them. In effect linking the through-life management plans to capability plans.

This common approach will allow the MOD Unified Customer visibility of programme and project delivery for the majority of DE&S projects and how it delivers the capability required. Focal points have been established within DE&S Clusters who will work closely with Steve’s team to take TLCM forward. TLCM also requires a subtly different relationship with industry.

‘Clearly the equipment and service delivery relationship is something DE&S has been doing with industry for many years. The commercial development of this must be addressed, and I know the MoD Commercial Director, Amyas Morse, is already doing so. Industry also has something to offer the MoD in our early thinking about where we’re heading in the future in terms of capability. This is a difficult, but important aspect of TLCM to be developed over the coming year.’

Steve is all too aware of the challenges facing DE&S in not only taking forward TLCM, but also continuing to organisationally and culturally merge.

‘It’s an enormous organisation, and instilling commonality of purpose is a task that shouldn’t be underestimated. In a year’s time, however, I’d like to think that we’ll have matured the new capability planning process and have a more standardised management process on programme delivery. There’s now a real opportunity to create coherence and consider the long-term implications of what we procure. Traditionally we have done very well in most projects. My aim is to ensure that through-life thinking and planning enable this best practice to occur everywhere in acquisition, and all projects to deliver to time, cost and, most importantly for the front line, quality.’

Mary O’Gorman, Director Business Change, describes TLCM as one of the key pillars of the Defence Acquisition Change Programme.



‘It’s really important people in DE&S understand what this means for their work - whether they are in an IPT, a functional area or more directly involved in delivering to the front line. Commodore Steve Brunton is uniquely placed to explain the subject, having led one of the two capability pathfinders before taking up his recent role in leading the development of TLCM.’

Have your say

DE&S people give their personal thoughts on through-life working.



Lieutenant Paul Jarman
Abbey Wood

‘Through-life working is a very positive thing. This message needs to be clearly communicated to enable a better understanding of the through-life working concept and the benefits it can realise. I work in a partnership team developing the Combat System for Astute Boat 4 where we have an excellent relationship with industry and through-life working will enhance that. However, I still think the process doesn’t have enough exposure and a greater focus on through-life working is needed. The formation of DE&S will help, but it’s still early days and the process is evolving.’



Mark Batters
Abbey Wood

‘Through-life capability management is an opportunity to obtain a coherent view of our capability programmes and projects across defence which will aid in making the best decisions that will stand the test of time. For the future, we need to introduce standard through-life management processes which when in place will enable MoD to make decisions within and across capability areas. Within DE&S the challenge is to understand how our individual roles fit into the through-life working process and we’ve still got a way to go with that.’



Allan Solley
Brampton

‘If people work to through-life concepts and regularly maintain them, then through-life working can be a valuable tool. A robust and regularly updated through-life plan can help stakeholders make plans for when a project or capability needs to change direction or be updated. However, I think through-life working in DE&S can still be improved, for example some teams seem to have different standards to others, which can prove complicated. The formation of DE&S will certainly help, if the combined experience from the user, support and procurement communities is used.’

Do you want to voice your opinions and feature on this page? Next month we’ll be seeking people’s views on the new face-to-face brief. We’d love to hear from you so if you’d like to contribute call Pauline Boardman on 9355 72101 or 01225 472101 by 20 July.



Lt Commander Iain Denholm
Abbey Wood

‘I see through-life working as critical. It is the vehicle by which platforms, especially older ones, will be managed more effectively. In the past, platform policy documents and so on have gathered dust in cupboards. A through-life management plan, however, can give real benefits by outlining costs, profiles, identifying capability cliff edges, and informing investment decisions points so they are based on facts rather than anecdotal information. I hope DE&S moves further towards through-life working because it will make life much easier for the sponsor, users and IPTs. At last we will all be talking the same language.’



Richard Dear
Abbey Wood

‘I agree with the whole approach of through-life working. I feel that in the past, because of the separate approaches taken to procurement, sustainment and disposal, the customer didn’t get the best service, and the costs involved weren’t transparent to all. Now we can look at the whole picture from start to finish, can streamline processes and have sight of all the costs. There’s still a way to go, but there’s a distinct shift in attitude. We are sharing the responsibility now, and that’s exactly as it should be.’



Allan Brocklebank
Wyton

‘In the Airborne Delivery area we’ve been operating on a through-life basis for nine years. Some of our suppliers are still in the steam age, assuming that the ‘War Office’ will continue to buy and hold stuff in the quantities we once did. Under through-life working however, we are moving towards ‘just in time’ and availability-type contracts. We’re also slowly modernising our equipment as business cases stand up to scrutiny on a whole-life costing basis. We have come a long way these last few years and I see the next logical step as integration with the front line commands.’

What's on the agenda

Val Hudspeth provides the latest news on the HR Agenda

THIS MONTH we are covering three projects in detail, with a brief progress update on some other projects as well.

The Reward and Recognition Project is currently undertaking some

motivational analysis and data collection on what motivates staff within DE&S. A number of stakeholder meetings and workshops have been taking place which you may have participated in, and there has also been an opportunity for people to have their say via an online survey.

The Role of Military in Acquisition (ROMIA) is currently being scoped and will be looking at criteria for employing military in acquisition and setting up a military acquisition stream looking at roles, succession plans, career maps and skills for all military acquisition posts.

The third project is **Succession Planning**. Jacqui Marshall and Lieutenant Colonel Carol Prosser are working with the Management Board and senior managers to identify the first wave of critical posts for the DE&S Succession Plan. The next stage will be to draw up skills profiles for these posts. The plan will be populated in the autumn.

Finally, early design work is underway for the new talent management scheme which replaces the Acquisition Leadership Development Scheme (ALDS) and Management Development Programme (MDP), and leadership development. A pilot resource pool for commercial staff is due to start in July under the **Resource Pool Project**. The plan is to build on the pilot and extend established good practice and similar innovative approaches to other areas of the business during 2007/8. (Further information about flexible deployment is contained in HR Bulletin No2).



New recognition for 'world class' DE&S specialists

DE&S NOW has delegation to run a Fellowship Scheme for 'world class' specialists, usually at Band B level. Within DE&S, there are a small number of 'world class' specialists, usually in the areas of technical safety and certification, who need to maintain exceptionally high levels of expertise in their fields to meet the exacting standards placed on them. We need to encourage people to continue to develop their expertise to fill these roles, and to recognise that, when they do, we often need them to remain in one post for much longer than the norm instead of developing their career through the usual routes.

There will be two levels of membership, Fellow and Senior Fellow, and selection for the scheme will involve nomination through a Two Star senior manager, followed by sift and interview by Director General Human Resources, Director General Safety and Engineering and a senior functional specialist. The selection process will concentrate on the relevance of the particular expertise to the MoD, other government departments, and the UK; the impact if it is not maintained; and the suitability of the individual nominated.

Report: Dinah Ashley of Human Resources



Members of the Fellowship Scheme will receive a recruitment and retention allowance of £5,000 per annum for Fellows, and £10,000 for Senior Fellows. In addition they will get a Fellowship Allowance of up to £3,000 per annum to fund their professional development activities. Funding will have to be found within the relevant Basic Level Budget. Members will be required to submit an annual report to their Skills Champion, outlining the professional development activities they have undertaken. Membership of the scheme will be reviewed every three years. Look out for further details in a DE&S HR Information Notice due to be published very soon, and which will seek nominations. For more information contact Dinah Ashley on 9352 30679 or 0117 913 0679.

A wealth of information

These are the HR Information Notes that have been produced since DE&S formed. They are there for your information and you can find them on the defence intranet

- 1/2007 - Procedure for raising DE&S HR information
- 2/2007 - Chief of Defence Materiel Commendation Scheme
- 3/2007 - DE&S Team Excellence Awards 2007
- 4/2007 - Interchange Guidance for DE&S Personnel
- 5/2007 - DE&S Corporate Induction
- 6/2007 - Bulk Transfers - DLO/DPA Merger
- 7/2007 - Recruitment and Retention Allowances in DE&S
- 8/2007 - Special Bonus Scheme - Guidance on payment for personal development activity in DE&S
- 9/2007 - 360 degree Feedback for Band Bs
- 10/2007 - Personal Training and Development Plan
- 11/2007 - Revised flexible working hours agreement for staff at Abbey Wood and Ensligh

Preparing to reach Band B

Jonathan Evans, Director General Human Resources (right), gives us some insights into Band B Assessment Centres.



SEVERAL PEOPLE have raised questions about the Band B Assessment Centres and whether they favour generalists at the expense of specialists such as engineers and commercial. Therefore I decided to meet with Maureen Doherty from the People Pay and Pensions Agency (PPPA), responsible for the centres and Alan Walker, Deputy Director Procurement, also an assessor. Both gave useful insights into the centre, and Alan's view was particularly important as he is an engineer by training, has worked in a number of functions and now sits in Commercial.

The process is demanding and objective, and every year between 400 and 600 people apply for about 100 positions. The competition is tough and the centres must be rigorous. The centres assess against the Band B competences which apply across all Band B jobs, regardless of any professional discipline.

It is difficult to find evidence to support the view that one professional background does better than another, but there is ample evidence that those who prepare properly do significantly better at the centres. Managers have a key role to play in ensuring their people are well-prepared, including being honest and straightforward about how an individual is doing in their current role. The PPPA site has past assessment exercises on it and anybody can visit and undertake practice papers. There is also a useful section on lessons learnt, drawn up by assessors and past candidates. The exercises are designed using real examples drawn from across the MoD and developed by managers from all functions. The assessors are from across MoD including a number from DE&S, but more DE&S assessors would be welcome.

The PPPA Career Consultancy Service is able to offer coaching and

skills analysis support to further help in preparation.

Further research is continuing to determine if technical people are at any disadvantage and whether there should be some weighting to overcome this. The work is being supported by the MoD Personnel Director, and should be completed in time for the assessment centres next year. However, if you want to undertake the assessment in the next round, the sooner you start thinking about it and preparing the better your chance of success. Talk to your manager and talk to the PPPA, it will be a great place to start.

The French connection

HR opens up the interchange agenda

Report: Mark Skinner, HR Corporate Team



Les liaisons international: Mark Skinner has been working on interchange issues with our French counterparts

I was fortunate enough to experience some of the French capital's bonhomie upon visiting Délégation Générale pour l'Armement (DGA, our effective counterpart) in Paris during May. I conducted a whistle-stop tour with Jacqui Marshall, Director HR Plans, to discuss joint international HR initiatives, including the future interchange of staff, while taking the opportunity to meet and hear the concerns of some of our current international secondees.

Amongst many HR topics addressed, we were interested to learn how the current interchange process works (and in some cases doesn't) and where there are opportunities for improvement for both management and the individual. These can be broadly categorised as setting up more

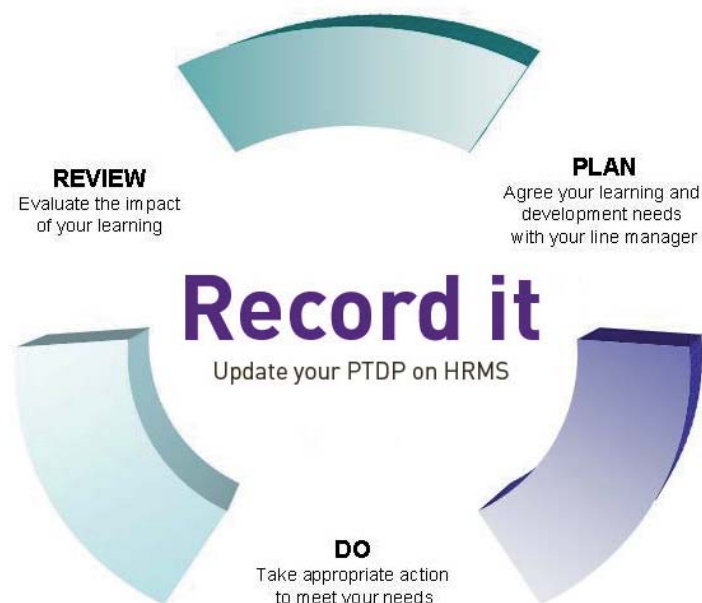
robust interchange arrangements with a continuing responsibility for line managers to manage performance throughout the agreed term; proactively keeping in touch and contributing to the direction of staff during interchange; and managing staff back into the DE&S organisation. All of these need to be arranged to maximise skills transfer which, to date, has not always happened.

The above issues will be addressed by two complementary projects, UK and international, aimed at achieving a more efficient and effective process. This is driven by the DE&S skills agenda and is consistent with the needs of our sister international organisations and our supplier base. It is a real chance to move our HR agenda forward jointly.

Many line managers will have had experience of signing up to interchanges. Such staff placements can be both inward and outward to the MoD and include arrangements as loans, secondments or exchanges, depending upon business need. A robust business case is always required and more details of this process can be found in the recently issued HR interchange guide on the defence intranet. For more information contact Mark Skinner on 9355 68771 or 01225 468771 or e-mail Mark.Skinner415@mod.uk.

Upskilling update

Personal training and development plans (PTDP) are an essential enabler to making upskilling a reality. By now everyone in DE&S should have agreed their PTDP with their line managers and put the details onto HRMS. But judging by the data we are including in this month's update we are not quite there yet. It is important to remember that agreeing your development needs is just the start of the process (see the diagram on the right). And don't forget to update HRMS at each stage of the process.



How are we doing?

(Data taken from HRMS. Figures as at 31 May 2007)

Post profiles completed	48%
Personal profiles completed	57%
People who have identified a new development need since 1 April 2007	10%
Number of training days completed since 1 April 2007	7,174

Using HRMS to meet everyone's development needs

By identifying your development needs in HRMS you are providing the organisation with useful management information that enables the delivery of training to be tailored to meet specific requirements. For example, Keith Herman from the Bath training centre has been using HRMS information to identify where it would be useful to provide additional courses at Enleigh for the benefit of staff based in both Bath and Bristol. This has included courses on, amongst others things, selection interviewing, new to managing people and equality and diversity.

Tip of the month Recording the duration of development activities

All development activities should be recorded in PTDPs no matter what their duration. For activities that are less than one day individuals will need to make sensible judgements based on the following guidance.

Up to 2 Hours	0.2 day
Above 2 hours – 3 ½ hours	0.5 day
Above 3 ½ – 6 hours	0.7 day
Above 6 hours – 7 ½	1 day

Some activities, such as studying for a qualification or on the job training, may take place over several months. In this case the activity start and end dates may be months apart but the actual duration of the activity will be much shorter, and needs to be accurately recorded in HRMS. Further details can be found in a DE&S HR instruction to be issued shortly and on the Upskilling team webpage.

Did you know?

The news and information page on the Dblearning website www.dblearning.dii.r.mil.uk gives details of courses which have late availability.

DE&S Skills Directors appointed

AN IMPORTANT step in achieving the HR Agenda was taken in June when Tim Flesher, Chief of Corporate Services, appointed Skills Directors for DE&S. Skills Directors will ensure we have a workforce with the necessary civilian and military skills to meet business needs. They will provide the DE&S single point of accountability and responsibility for their job family. They will also develop and sustain professionalism, aligned with a quality assurance role for the training and development activities they sponsor.

Initially eight Skills Directors have been appointed, who between them cover over 70 per cent of the DE&S population. They are listed in the table opposite.

Further information about Skills Directors, including their terms of reference, can be found on the defence intranet, together with a summary of the key skills stakeholders and their responsibilities. For further information contact Lieutenant Colonel Stuart Weatherall of the Skills Framework team on 9355 68089 or 01225 468089.

Job family	DE&S skills director
Programme & Project Management	Director Through-life Project Management - Dr David Marsh
Logistics	Director General Joint Supply Chain - Major General Malcolm Wood
Commercial/Procurement	Commercial Director Project Enablement Team - Daren Gregg
Engineering	Director General Safety & Engineering - Rear Admiral Ian Tibbitt
Resource Management	Financial Services Development Group Team Leader - Rob Young
Human Resources	Director HR Plans - Jacqui Marshall
Corporate Support	Director Secretariat - Barry Burton
Information	Director General Infrastructure, Safety and Security Chief Technology Officer - Commodore Adrian Whyntie

Perspective on the project management licensing scheme

The Project Management Licensing Scheme was rolled out in April 2007 with the aim of increasing Project Management Professionalism across DE&S. So far 50 Project Management Licences have been issued. One of the new licence holders is Tony Ashton, the Future Business Group Team Leader, who provides his perspective on the process.

THE LICENSING process itself is easy to understand and use. The initial online assessment of my knowledge and experience could be done directly at my desk, and the feedback report gave me useful information about the level of license that was appropriate for me, as well as the areas that I needed to "brush up" on before moving to the next stage.

As a potential Level 2 Licensee I needed to gain the Association of Project Management Practitioner

Qualification. This meant attending a three-day assessment centre, where I had to demonstrate my Project Management knowledge and expertise. I feel that this thoroughly tested my skills and having passed the assessment, I have now been presented with a Level 2 Project Management Licence.

The scheme has helped me consolidate my knowledge about Project Management and I feel it will benefit both me and my team. I would



Tony Ashton: Project Management expert

certainly recommend it to other project managers.'

For information about Project Management Licensing contact Ali Sotodeh on 0117 91 34148. Or you can search for 'Licensing' on the defence intranet.

Do you need to share data across MoD infrastructures or with industry?

DCP - the MoD preferred shared working environment



INFORMATION SYSTEMS & SERVICES

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Available on Information Manager module until end 2007



The DECS Collaboration Programme (DCP) includes:

- A dedicated MoD support team
- Security accreditation to UK restricted
- Alignment with DII
- Joint user forum events and website
- Benefits analysis
- Pre and post service sales support
- Leading COTS packages: SPS, Powersteering, K2 and Meridio

For more information contact:

Alan Watts
DCBA IPT
01225 846711
alan.watts795@mod.uk

Sarah Hunt
DCP Engagement Manager
0870 238 2771
sarah.hunt@capgemini.com



MINISTRY OF DEFENCE

Equipment check

A regular look at what equips our armed forces. This month - the Desert Hawk unmanned aerial vehicle.

Desert Hawk is an unmanned aerial reconnaissance system developed by Lockheed Martin for the Force Protection Airborne Surveillance role, and is in use by the United Kingdom's Royal Artillery and the United States Air Force. Operated by a crew of two, it is constructed from mould-injected expandable polypropylene, is lightweight, portable and easy to use. There is no need for a runway either, as Desert Hawk can be operated from a 100 metre square clearing.

The 'aircraft' is launched by a bungee cord like a model aeroplane, flies using a small electric motor and is controlled with a portable computer system by operators on the ground. Missions are programmed in advance, using a touch-screen interface on the computer.

It is also a very flexible system, having the ability to orbit a target autonomously and can loiter over an area of interest sending back live video. If necessary the mission can be changed while airborne by updating the computer system. Desert Hawk has both day and night time (thermal imaging) capability. The equipment can be used for a variety of tasks, such as force protection for convoys and patrols, route clearance, base security, reconnaissance or target tracking.



On operations: Desert Hawk in Afghanistan

- Length:** 32 in (81 cm)
- Wingspan:** 52 in (132 cm)
- Max altitude:** 500 ft (150 m)
- Range:** 6.2 miles (10 km)
- Ceiling:** 500 ft (152 m)
- Endurance:** 1 hour

Past and present



Top: Back in the day - Carol just before she started work in 1959 at the age of 15
Bottom: 'Mum' - Carol at Basil Hill in 2007

When Carol Boon of Information Systems Support started her career in 1959, the Royal Naval Store Depot (RNSD) at Copenacre was known as the Admiralty. Carol was just 15 and recalls having to get into work early to make sure she got a space for her bike in the shed. A bank clerk used to visit from town once a week to cash any cheques or collect deposits and after a number of years all staff were offered a £100 incentive to have their wages paid directly into the bank, meaning wage packets were phased out over time.

'I also remember having to call my D Grade (then E0) Mr or Mrs, and I wouldn't dare speak to the C1 (then SEO) unless he or she spoke,' Carol said. The dress code for females also sticks in her mind, with women not being allowed to wear trousers. During her time Carol has seen young clerical assistants reach Grade 3s and 4s, and the installation of the first computers.

On 21 January 2000 it was agreed

it was no longer cost effective to keep Copenacre open since all stores had been outloaded. Carol explains: 'After 50 years of naval occupation staff were relocated to Abbey Wood in Bristol or Foxhill in Bath. For many of us that was a very sad time.'

However, Carol soon realised that there was, and still is, life after 50 years of RNSD. The Copenacre site reopened later that year as the Defence Communication Services Agency. Carol now works at the Basil Hill Site on the other side of Corsham and said: 'I'm now commonly known as 'Mum' amongst the younger members of staff. After all, they have to have someone on site to sew the buttons and badges on their uniforms and to make the odd cake when required don't they! So many years and so many memories and now it's almost time for me to throw in the towel, but not before I've seen another change of name for the site - to DE&S. Will I miss it all? Of course I will.'



SHEF struggles

I CONSIDER the situation regarding SHEF (Safety, Health, Environment and Fire) on the defence intranet to be unacceptable. As a SHEF coordinator I'm in the process of reviewing our new arrivals' induction pack, which includes all aspects a new person needs to be aware of, including SHEF information. When I came to search for information on SHEF on the intranet there are no links whatsoever. I recognise that for an experienced SHEF practitioner it is possible to drill down and after a mere four pages the links that provide the answers become visible. However, less experienced people, including new line managers, would, in my opinion, struggle to find the information required. Is there any chance of introducing a link for SHEF under 'S' in the alphabetical listing in the contents section? The benefits to not only DE&S, but the MoD, in fostering a positive health and safety culture are there to be reaped. We all have a duty under the Health and Safety at Work Act and any help the intranet can provide would, I'm sure, be very welcome.

A Kilding, Wyton

Response from Dr Adrian Ferrier, SHEF Team Leader

THE FORMATION of DE&S has resulted in the creation of a Chief Environment and Safety Officer (CESO) organisation formed from the former DLO SHE Team and the Acquisition Safety and Environment Group (ASEG). It resides under Director General Safety and Engineering, and the current CESO is Duncan McDonald. We constantly seek ways of improving the communication and management of occupational and

equipment safety and environment information and policy. We have noted Mr Kilding's comments, and to enhance the visibility of both occupational and equipment safety and environment issues the DE&S home page on the defence intranet now contains a link to the CESO(DE&S) page. This has further links to respective subject areas and should act as the DE&S's main point of entry on these subjects.

No more bureaucracy?

In Mary O'Gorman's article on page 16 of the June issue she talks about making working in DE&S easier and less bureaucratic.

I know it's still early on in this 'year of optimisation', but are there any examples Mary can give of where bureaucracy is now being stripped out? *name and address supplied*

Response from Mary O'Gorman, Director Business Change

AS YOU say, it's still early days for stripping out bureaucracy – particularly as it potentially covers such a vast range of activity. And, it does get quite subjective – what might add value from one person's perspective, may be a waste of effort from someone else's. The intention is to improve our key processes so that people can get on with their jobs much easier. That will take time to get right. In the meantime, we need to reduce, if not completely remove, requests for information and briefing that isn't used. We all have a part to play here. Those



If you have opinions on anything in DE&S News or something that is happening at work, we'd love to hear from you. Please send your letters to Caroline Wickham Smith, Spur 5, E Block, Enleigh, Bath, BA1 5AB or email caroline.wickhamsmith139@mod.uk.

who set the requests need to really think about whether the information is already available before asking for it to be generated. And, those who receive the requests need to challenge the requirement if they can't see the point of it, or if the request could be met from existing sources. If you have any examples of bureaucracy that you think need stripping out, please let me know.

Let's train ourselves

WHEN I heard staff were to get a mandated six days training per year I thought 'great, let's see what I need to improve on'. It now turns out we were being misled. If I attend a section away day or conference, then that counts towards my six days, and if my line manager does a training day and tells me what they did, then that can be counted too. In this way I could easily rattle off my six days and not be 'trained' at all, just benefit from hearsay. Why can't we re-introduce our own training organisation? When I worked for the Navy (Chief of Fleet Support) we had our own team of trained trainers who gave excellent instruction on a range of subjects. These trainers were taken from within the organisation so had the benefit of working at the 'coal face', and were able to aim the courses at the right level. Isn't it about time we thought about training ourselves in this way? *name and address supplied*

Response from Dr Liesl Neale, the upskilling project team leader

IN SETTING the target of a minimum of six days training per year for everyone the Board is looking for line managers to interpret the target sensibly and use it to deliver real skills improvement.

The challenge for line managers and individuals is to identify the most cost and time effective way of meeting an individual's learning and development needs, and the needs of the business. This might be a formal training course but other options (e-learning, seminars, coaching etc) are available and should be considered. Whatever the chosen route the process is the same: there needs to be a clearly defined development need, and before starting the development intervention, clear learning objectives and outcomes should be identified. Afterwards an evaluation should be undertaken to assess the impact of the learning and transference of the knowledge gained back into the workplace.

Last year a study on DPA/DLO training delivery looked at what was the most effective and efficient option for delivering training across DPA and DLO. This concluded that the training providers within DPA/DLO should transfer to the Defence Academy, as this enabled stronger links to be forged between acquisition education and training, and the application of common standards.

Hell's kitchen

I REALLY enjoyed the articles about Afghanistan in the June issue. It's good to see how the work we're doing here in DE&S supports those in the front line. From the photographs, the meals produced by the catering team out there look excellent. I wondered what the kitchen facilities are like and are they air-conditioned? If not, what sort of temperatures do the chefs have to endure? It can get hot enough in a UK kitchen, let alone one in Afghanistan. *N Gliddon, Enleigh*



Response from Lieutenant Ben Roberts, Defence Food Services IPT

THE MILITARY catering facilities found within the operating bases in Afghanistan are compromised from Temporary Deployed Accommodation, which are prefabricated modular tents. They are generally not climate controlled, however some dining

halls do have the luxury of being air-conditioned. Currently in Camp Bastion, with outside temperatures often reaching 48 degrees, the temperatures endured by the chefs regularly hit 60 degrees plus.

Mad about the boy



A STIR has been caused in the office on publication of the latest DE&S news (issue 3). Certain members of staff have been what can only be described as swooning. What could have caused this sudden interest? Well, it's probably the very 'fit' looking soldier on the front cover! He seems to have amassed a bit of a fan base in these parts. For this particular individual Corsham could just have become a much scarier place than his current location. He has certainly brightened up what has been a very depressing summer so far. More of the same please! No, there's no chance I'm giving my name, I shall exercise my right of anonymity on this one thank you very much unless my slightly flushed cheeks give me away first.

A flustered admirer, Corsham

JUST HAD to let you know that everywhere I go the June edition of DE&S news is being brandished – I've even seen it pinned up. Everyone is talking about the image on the front cover. Even though it might not be quite the reason why DE&S news should be picked up, nevertheless it's attracting attention – a bit like the Olympic logo one could say. Your challenge will be to find another image for the next edition that will attract so much attention. *Another flustered admirer, this time from Andover*

Response from Andrew Linnett, DE&S photographer

I AM pleased my photograph has invoked such a positive reaction! The photo was taken while on assignment in Afghanistan and the soldier in question was working at Camp Bastion with the Royal Logistic Corps.

Providing a vital service

MY NAME is Andrew Watson, I am a driver with Eddie Stobart international. I'm currently sat loading in Building E3 at Bicester for a load to Dülmen, and while waiting I've been reading DE&S News issue 3. I'd like to say that I found it informative and useful.

I served in the RAF from 1988 to 1994 and served on Operation Granby in the first Gulf conflict. At that time I never really thought about supply; it just seemed that if I needed something it was there! But having been with Stobart for the last year, mostly doing MoD transport either to Dülmen or direct to units, I've come to realise just how vital a service the Defence Storage and Distribution Agency (DSDA) is.

Today it may just be service packaging, tomorrow it could be an important piece of kit that makes the difference to troops on the ground in Iraq or Afghanistan. So I take my job very seriously and always try to make timed or red star urgent movements on target.

I look forward to the next issue of DE&S News with interest and maybe one day we may just see Eddie Stobart and its drivers mentioned as an important part of the defence supply chain. Thank you.

*Andrew Watson,
Eddie Stobart International*

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Tornado team training

RAF, MOD and BAE Systems staff from the Tornado IPT have taken part in a three day team training event in the Lake District. The indoor and outdoor activities were designed to cater for all levels of ability and included planning, provisioning, transport, photography, entertainment, report writing, financial planning and control, and catering. Split into ability groups, and supported by mountain leaders from the RAF Leeming Mountain Rescue Team, the first day involved tackling a variety of mountain walking routes. For those who weren't such keen walkers the second day offered mountain-biking in Grizedale Forest and sun-soaked rock climbing and abseiling in the Langdale Valley. During a period of uncertainty and organisational change within the IPT, the event helped hugely in the development of the close, trusting relationships with industry partners, ensuring continued support and delivery of the Availability Transformation: Tornado Aircraft Contract (ATTAC) and ROCET contract.



On top of the world: the IPT takes a breather

Exercise blazing saddles



From coast to coast: after a well earned rest the team prepare to continue their ride

A FIVE-MAN team from the Air Launched Munitions Engineering Development and Investigation Team (ALM EDIT) have completed the coast-to-coast cycle from Cumbria to Sunderland, in just four days. Sergeant Graham Lambe, Sergeant Nick Parsons, Sergeant Mark Schofield, and Sergeant Steve Hawkins, with Chief Technician Benny Goodman in support, completed the challenge in association with Youth Services Directorate, Boston, and involved four young people from the Boston area. The aim was to create a sense of teamwork, resourcefulness, and achievement within these young people, as well as provide training and development within the team.

Awards



Peter Wheddon: World Duathlon silver medalist

CYCLIST PETER Wheddon, Defence Nuclear Safety Regulator at Abbey Wood in Bristol, has won a silver medal in the 50-54 years age group at the World Duathlon Championships in Gyor, Hungary. A duathlon consists of a ten kilometre run, a 40 kilometre bike ride, and a further five kilometre run. The World Championships were supported by 40 nations and a total of 960 athletes. Peter also won silver in the European Age Group Duathlon Championships, and has now been offered a place in the Great Britain team.

IN RECOGNITION of 27 years of loyal service at Chicksands and Henlow, Iris Rainbow has been awarded the Imperial Service Medal. Before her retirement, Iris worked in the Operations Support Branch of Engineering Operations at Henlow.



Robert Anstee (left): Young Procurement Professional

ROBERT ANSTEE of the Defence Information Infrastructure Project Team has been honoured for outstanding achievement at the annual Government Opportunities magazine Excellence in Public Procurement Awards, part of National Public Procurement Practitioners Day (N3PD) 2007. He was presented with a highly commended award in the Young Procurement Professional category, in recognition of his outstanding contribution towards improving efficiency and saving money.

Your chance to win



Rules: Participants must be over 16 years old.

THIS MONTH two lucky people can win a tour of the Airbus A380 Wing Assembly Facility in Broughton, North Wales, courtesy of EADS. With a floor area equivalent to 12 full-size football pitches, wing production for the new super-jumbo Airbus A380 at Broughton is housed in one of the largest new factory buildings constructed in the UK in recent years. Both the size of the building itself, and vast scale and complexity of the aircraft wings contained in this modern facility, generate a sense of wonderment and awe from those already familiar with the aerospace industry and newcomers alike. Each measuring around 45 metres along its longest edge, the wings for the A380 are the largest ever designed and built for a commercial aircraft. Airbus is an EADS company. To win this exciting prize, please answer the following question and complete the sentence below it in no more than 20 words:

Which airline will be the first to operate scheduled flights with an A380?

I would like to visit the A380 wing manufacturing facility because.....

Send or e-mail your entries to Melanie Tanner, Corporate Communications, Spur 5, E Block, Enleigh, Bath, BA1 5AB, melanie.tanner272@mod.uk by 24 August. The names of the winners will be published in the September issue.

Results of the May issue's 'spot the difference' competition, sponsored by Millbrook



WELL DONE to everyone who spotted the six differences in the two photos. The answers are circled on the left. The winner was Alan Wood from Information Systems and Services at Foxhill in Bath. He wins a trip to Millbrook Proving Ground in Bedfordshire where he will accompany one of Millbrook's professional drivers and have the chance to experience some challenging terrain in a range of vehicles.



Charity news

MALCOLM ROWLAND of Information Systems and Services started an epic challenge on 7 July in memory of his wife, Barbara. He hopes to conquer Mont Blanc with sponsorship in support of Cancer Research UK. He is embarking on a week's alpine mountaineering, culminating in a two-day summit bid of Mont Blanc in France, reaching 4,807 metres. Malcolm's wife sadly died from Acute Myeloid Leukaemia in 2005. This year would have marked the couple's 25th wedding anniversary and is the main motivation behind Malcolm's challenge, ensuring Barbara's memory will live on. He aims to raise £4,000 through sponsorship. Anyone wishing to make a pledge can contact Malcolm at dcsavcm-dev@defence.mod.uk or malrow7@ntlworld.com or via <http://www.justgiving.com/montblanc2007>.



Malcolm Rowland: conquering Mont Blanc in memory of his wife

WARRANT OFFICER Dave Britland, Flight Sergeant Rhona Mitchell, and Pete Lamont from Information Systems and Services have cycled the 880-mile journey from John O'Groats to Land End raising £5,000 for Cancer Research.

ADRIAN CRAWFORD, Supplier Engagement Team People Team Leader, will travel by bus from Bristol to Fort William before climbing Ben Nevis during the week beginning 14 July. Along with three colleagues, Adrian won't be allowed access to any coaches, just local buses, and will be in fancy dress for the climb. The team hopes to raise sponsorship for 'The Cold Weather Group', a small charity which trains and organises volunteers to assist in a night centre for the street homeless. If you would like to sponsor Adrian please email him directly at PFG-ODTL@dpa.mod.uk.

STAFF FROM the Artillery Systems IPT have presented £1,000 to St Peter's Hospice in Bristol, in the form of two secure finger print recognition laptops to support the nurses in visiting patients' homes. Money was raised by holding Easter and Christmas raffles, book and cake sales, and a Grand National sweepstake.



Help for the hospice: finger print recognition laptop provided by the Artillery Systems IPT



007 would be impressed: Abbey Wood staff resplendent in their finery at their annual summer charity ball in Bristol

OVER 200 military and civilian staff from Abbey Wood in Bristol danced the night away at Ashton Court to help raise money for the Bristol Children's Hospice and BLESMA, the forces' limb charity. The annual event, this year themed on James Bond's Casino Royale, entertained guests with games, casino tables, and even Aston Martin simulators.

Queen's birthday honours

Congratulations to the following people who received awards in the Queen's birthday honours this year:

KCB

Air Marshal Barry Thornton CB – Chief of Materiel (Air)

CB

Air Vice-Marshal Nigel Bairsto MBE – formerly Director General Defence Logistics Transformation

CBE

Rear Admiral Ian Tibbitt – Director General Safety and Engineering
Colonel Gordon Lane – formerly Engineer Systems Support Integrated Project Team
Air Commodore David Foster – Director Defence Logistics Policy
Paul Lester – CE VT Group

OBE

Commander Richard Thompson – formerly Joint Combat Aircraft Integrated Project Team
Kim Wrighton – Ultra Electronics

MBE

Warrant Officer 1 (D) Neil Brunton – formerly Underwater Warfare Systems Integrated Project Team
Warrant Officer 1 (AET) Simon Hancock – Mobile Aircraft Support Unit
Chief Petty Officer (CIS) Sara Moseley – formerly Defence Spectrum Centre
Major Jason Donnachie – formerly Defence Fuels Group
Major Michael Ford – DST Priming Equipment Packs
Warrant Officer 2 Stephen John – formerly General Support Vehicles Integrated Project Team
Flight Lieutenant Grahaeme Colledge – Air Refuelling and Communications Integrated Project Team
Squadron Leader Elisabeth Lamonte – Directorate of Operations
Wing Commander Ian Thomson – Harrier/Jaguar and Survival Integrated Project Team
Jon Watson – Avionic and Air EW Integrated Project Team
Graham Moore – Marshall Aerospace
Peter Whalley – Kellogg Brown and Root Ltd.

MSM

Warrant Officer Peter Hainsworth – Typhoon Integrated Project Team
Warrant Officer 2 Dale Hinds – formerly Bowman and Tactical Communications and Information Systems IPT

More details about these individuals' achievements can be found on the defence intranet, search for Queen's Birthday Awards for DE&S 2007.

SUDOKU

Name:
Address:
Telephone:

Fill in the grid so that every row, every column, and every 3x3 box contains the numbers 1 to 9. The solution will be printed in the September issue.

9	1	8	2	6	7	5	4	3
4	3	2	8	5	1	6	9	7
6	7	5	9	3	4	1	8	2
7	9	1	5	8	6	2	3	4
5	2	4	7	9	3	8	6	1
3	8	6	1	4	2	7	5	9
2	6	9	3	7	8	4	1	5
8	5	7	4	1	9	3	2	6

3	9			1			4	8
8	4		9		5		6	2
		9	1		8	2		
	2						5	
		1	6		4	3		
5	8		7		1		2	3
2	1			8			9	7

The correct solution to May's Sudoku

Winner: Trevor Mews of RAF Wyton

SELEX Communications in the United Kingdom...

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- > Our IFF technology has been embodied in the Collision Warning System selected to enhance safety of the Royal Air Force's Tornado GR4 platforms
- > Our airborne communications systems feature on many of the UK's key fixed and rotary wing assets

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Safety



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