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Introduction

The MOD buys a wide variety of products and services, ranging from clothing and food to satellite communication systems; from construction of buildings to provision of staff; and from musical instruments to medical-related products and services. We are British industry’s single largest customer, spending in the region of £19.4 billion a year. This amounts to 40-45% of total Government spend with third parties.

The information provided by the Doing Business with Defence Outreach Team (previously the Defence Suppliers Service) in this edition of the Doing Business with Defence Handbook presents an overview of how we do business. Current and potential suppliers will also find a number of links to where they can discover further information about commercial opportunities with the MOD/Defence.

If you have not previously done business with the MOD/Defence and would like to do so in the future, please take some time to familiarise yourself with the information in this brochure. This information is continually being updated in the soft copy version which can be accessed online: www.contracts.mod.uk/doingbusinesswiththemod.

The hard copy version is available from the Doing Business with Defence Outreach Team.

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MOD contract opportunities

The MOD is the single largest customer for UK industry

Registration on MOD DCO is absolutely free and brings you access to the following features:

- Access to MOD defence contracts and awards database
- 24/7 Online Search
- Bespoke Daily Email Alert
- MOD Defence Contracts Bulletin (MOD DCB)*

MOD DCB is the only official paper source of MOD contract opportunities and brings you:

- All UK MOD Contracts worth over £118,133
- News and Reports
- Important MOD Announcements
- Special Feature Articles

Find out more about MOD DCO or register FREE at:

www.contracts.mod.uk

* Available through annual subscription
The DEFEENCE EQUIPMENT AND SUPPORT (DE&S) organisation (a bespoke trading entity) is responsible for the procurement and support of ships, submarines, aircraft, vehicles and weapons, with staff working across the UK and abroad within operating centres, naval bases and project and delivery teams.

The DEFEENCE INFRASTRUCTURE ORGANISATION (DIO) supports our Armed Forces by building, maintaining and servicing the infrastructure needed to support defence.

Other organisations include TEAM LEIDOS, logistics specialists in the procurement and inventory management of food, fuel, clothing and medical and general supplies.

The size and complexity of many of our projects means we need to work closely with our Key Suppliers* to ensure delivery of the Defence programme. We advocate the use of competition wherever appropriate both in our direct contract opportunities and throughout the supply chain. Opportunities therefore exist for suppliers of all sizes, from large established defence contractors through to innovative small businesses, to get involved in our procurement activity both as a prime supplier and as a sub-contractor.

(* MOD’s current Key Suppliers are Airbus, AWE, Babcock, BAE Systems, Boeing, Capita, HP, Leonardo, Lockheed Martin, MBDA, QinetiQ, Rolls-Royce, Serco and Thales.)

Why choose us

We believe that the variety of our procurement activity coupled with the size of our spend makes Defence an attractive place to do business. However, we recognise that the size of the Department can be daunting for prospective suppliers, especially smaller businesses working with us for the first time.

To address this we have launched a number of initiatives to make life easier for our suppliers:

- We spend over £19 billion a year with UK industry.
- We are making it easier for smaller businesses to find opportunities and compete for contracts by introducing a new supplier portal.
- We are committed to continuously developing our commercial expertise and seeking innovative solutions for our customers.
- We are making public sector procurement simpler and more transparent, eg by introducing a new short form for terms and conditions and by publishing our pipeline of future requirements.

We use competition as our default position. However, there will be times when this may not be possible for the protection of our national security. We advertise our requirements widely and use several channels to help suppliers access public sector contract opportunities (further information is detailed below).
Our commercial policy priorities

We are committed to delivering the best value for money in our procurement activity, and we are seeking to improve this further by:

- Improving access to our market for new, innovative suppliers and particularly smaller businesses. We want at least 25% of our procurement spend to go to SMEs both directly and indirectly by 2020.
- Increasing visibility of our future contract opportunities through a published pipeline and advertising both direct and sub-contract opportunities in one place through enhancements to the Defence Contracts Online (DCO) portal.

How we procure

The European Union Public Procurement Regulations drive UK law for public sector procurements and alongside MOD procurement policy provide the overarching control framework for all procurements.

This means that, as a public sector organisation, we procure in a different way to industry, eg we have competition as our default position, we set objective tender selection criteria, we are fair and transparent, and we will be held accountable for procurement decisions in a way the private sector is not. Our principles include non-discrimination (on grounds of nationality), equal treatment (of all suppliers), transparency (we act in a fair and non-discriminatory manner) and mutual recognition (of equivalent documents and standards).

Our procurement activity is consistent with the CADMID (Concept, Assessment, Demonstration, Manufacture, In-Service and Dispose) cycle.

Opportunities for businesses

There are exciting opportunities for new, non-traditional companies and suppliers in adjacent sectors to do business directly with the MOD and indirectly with our Key Suppliers at sub-contract level. The programmes we support are detailed in the Defence Equipment Plan; these include equipment/infrastructure and the defence estate.

We advertise tender and contract opportunities valued over £10,000 online and free of charge in the Defence Contracts Online (DCO) portal (see further information below). For sub-contracting opportunities we suggest you also engage with defence contractors’ websites.

Our contract opportunities which are subject to the EU Public Procurement Regulations and valued at or above the EU thresholds, and which are not exempt from advertising, are advertised in the Official Journal of the European Union (OJEU) (see further information below) as well as in the DCO portal.

Requirements valued at below £10,000 are often one-off projects bought in accordance with our internal policy for low value purchasing (known as Joint Service Publication 332). JSP 332 is intended as a guide, designed to be used by staff responsible for low value purchasing and the electronic purchasing card.

We recognise SMEs have a great deal to offer in promoting economic growth. We want to encourage innovation in our business and attract new and non-traditional suppliers to the defence supply base both directly with MOD and with our Key Suppliers. Our customers have put innovation high on their agenda and we expect this to be reflected in their future requirements. SDSR 2015 identified innovation as a central theme reflecting the changing global security and technology landscape. Technology is creating both threats to and opportunities for the UK’s security and prosperity, and innovation is vital to maintaining our military advantage.

We have set up a new Innovation Fund (£800 million over ten years) to encourage better collaboration with industry, academia and allies; target new providers to boost the competitive advantage of UK Defence; and find answers to our most pressing national security questions from across sectors at pace.

Organisations supporting innovative ideas from suppliers include:

- Defence and Security Accelerator
- Defence Growth Partnership
- UK Defence Solutions Centre
- Innovate UK

The Defence and Security Accelerator (formerly the Centre for Defence Enterprise), which forms part of the Defence Science and Technology Organisation (DSTO), is one of the leading co-investors in the Innovation Fund. It is a centre of excellence for delivering encouragement, advice and support to suppliers developing new technologies and products. DASA is recruiting partnerships in a number of innovative areas.

INNOVATION IN THE DEFENCE SUPPLY CHAIN

We want to encourage innovation in our business and attract new and non-traditional suppliers to the defence supply base both directly with MOD and with our Key Suppliers. Our customers have put innovation high on their agenda and we expect this to be reflected in their future requirements. SDSR 2015 identified innovation as a central theme reflecting the changing global security and technology landscape. Technology is creating both threats to and opportunities for the UK’s security and prosperity, and innovation is vital to maintaining our military advantage.

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- Defence Growth Partnership
- UK Defence Solutions Centre
- Innovate UK

The Defence and Security Accelerator (formerly the Centre for Defence Enterprise), which forms part of the Defence Science
and Technology Laboratory (Dstl), focuses on innovations which can provide advantage to defence and national security to protect the UK from its adversaries.

DASA funds the development of suppliers’ innovative ideas and provides support through to potential application. The Accelerator will also fund innovations for defence and security which support economic growth and prosperity in the UK.

Contact details:
Defence and Security Accelerator
GO1, Building 5, Porton Down
SALISBURY, Wiltshire SP4 0JQ
T: +44 (0)30 6770 4236
E: accelerator@dstl.gov.uk
(Please email for the quickest response.)

DEFENCE GROWTH PARTNERSHIP (DGP)

The Defence Growth Partnership is a unique collaboration between UK Government and leading companies from the UK defence industry. It has been formed to meet the challenges of increased international competition for defence business, and has created a collaborative environment to enable the UK to offer the very best solutions to defend customers, tailored to meet global customer needs, including the MOD.

Contact details:
ADS
Salamanca Square, 9 Albert Embankment
LONDON SE1 7SP
T: 020 7091 4500
E: dgp@adsgroup.org.uk

UK DEFENCE SOLUTIONS CENTRE (UKDSC)

The UK Defence Solutions Centre was established as an independent entity in 2015 and works to make the UK defence industry more successful in exports through:

- Better alignment with UK Government.
- Better collaboration within the UK value chain.
- Stimulating innovation and investment from a broad range of sources.

Created as part of the implementation plan for the Defence Growth Partnership (DGP) and jointly funded by Government and industry, UKDSC works closely with the Department for International Trade’s Defence & Security Organisation (DIT DSO), the UK Government and the best of the defence industry, academia and Research & Development (R&D).

Contact details:
UK Defence Solutions Centre
Cody Technology Park – Building A2
FARNBOROUGH GU14 0LX

INNOVATE UK

Innovate UK is an executive non-departmental public body, sponsored by the Department for Business, Energy and Industrial Strategy (BEIS).

They work with companies to de-risk, enable and support innovation and run competitions for funding in different industry sectors, including the Small Business Research Initiative (SBRI), and an open competition for applications from any sector. They also run ‘connecting services’ including business advice for SMEs.

SMALL BUSINESS RESEARCH INITIATIVE

SBRI brings together Government challenges and ideas from business to create innovative solutions.

The information at https://gov.uk/government/collections/sbri-the-small-business-research-initiative#sbri-overview provides details about how the SBRI programme works. It also gives examples of public sector bodies and businesses that have taken part.

It is aimed at:

- Businesses that might want to apply to an SBRI competition and find out how it works and how other businesses have benefited.
- Public sector organisations that might be interested in benefiting from running an SBRI competition and getting Innovate UK help to do it.

CONTRACTING, PURCHASING AND FINANCE (CP&F) TOOL

We are currently developing a replacement system for our procurement tools. The CP&F system will provide a single end-to-end capability by providing significant change opportunities for the MOD and its suppliers in terms of improved contract visibility. It will enable a more efficient, effective and reliable process as well as providing timely management information.

All existing paper processes will be replaced, providing a significant step towards the Government directive that all procurement action is to be electronically conducted by 2017.

Release 2 functionality incorporated both our purchasing (P2P) and payment (DFMS) systems into one tool (CP&F). With Release 3 we will be incorporating the processes of demand capture and contract management into CP&F and retiring ASPECT from service.

Release 3 will also allow for project teams and contract stakeholders to manage their key performance indicators and deliverables on the system, including the ability to monitor and report on them to ensure contract performance is maintained.

Unlike the big bang approach of Release 2 where all MOD TLBs went live at the same time, Release 3 will be a phased eight month roll-out. Adoption is currently scheduled to begin in April/May 2018 with assistance from the CP&F Business Transformation team. Work is currently underway within the team to establish a plan of action.
TENDERING FOR PUBLIC SECTOR CONTRACTS

We advertise our tender and contract opportunities widely.

Different ways to sell

Search for opportunities to sell goods or services to the public sector through:

- the Digital Marketplace
- Contracts Finder for contracts worth over £10,000 with the Government and its agencies
- the Small Business Research Initiative (SBRI)
- your local Enterprise Europe Network
- Tenders Electronic Daily (TED) for high-value public sector contracts in other European Union (EU) countries
- your local council or public sector organisation – contact them about how to become an approved supplier
- newspaper and trade magazine advertisements

Scotland, Wales and Northern Ireland have their own procurement websites.

For questions about procurement rules and procedures contact the Crown Commercial Service (CCS):

CCS Supplier Support
T: 0345 010 3503
Monday to Thursday - 0830 to 1730 / Friday - 0830 to 1700

DIGITAL MARKETPLACE / G-CLOUD

Public sector organisations, including agencies and arm’s length bodies, can use the Digital Marketplace to find people and technology for digital projects.

If you want to sell services through the Digital Marketplace, you need to apply to be on the relevant framework (agreement between government and suppliers).

You can buy or sell:

- cloud services (for example content delivery networks or accounting software) through the G-Cloud framework
- digital outcomes, digital specialists and user research services through the Digital Outcomes and Specialists framework

You can also buy access to physical data centre space through the Crown Hosting Data Centres framework.

Get Digital Marketplace help: enquiries@digitalmarketplace.service.gov.uk.

CONTRACTS FINDER PORTAL

We use the Government’s Contracts Finder portal; here central government departments and other public bodies advertise tender and contract opportunities valued at £10,000 and above. Access to Contracts Finder is free of charge at www.gov.uk/contracts-finder.

You can use Contracts Finder to:

- Search for contract opportunities in different sectors.
- Find out what’s coming up in the future.
- Look up details of previous tenders and contracts.

You can create an account to get email updates and save your searches. You can still search and apply for contracts without an account.

DEFENCE CONTRACTS ONLINE (DCO) / SUPPLIER PORTAL & DEFENCE CONTRACTS BULLETIN (DCB)

The Supplier Portal is a key commitment of the MOD’s SME Policy, and aims to make ‘doing business with defence’ more simple and straightforward. Building on the initial launch on www.gov.uk, the content of the Defence Contracts Online Supplier Portal has been comprehensively refreshed, and now better reflects the needs of non-traditional suppliers, including SMEs, who will not be familiar with MOD terminology.

The portal will bring a wide range of supplier-focused information, including current and future opportunities and support to innovation, together in one place at www.contracts.mod.uk, provided by BiP Solutions. The intent is to simplify how suppliers find information on doing business with Defence. The Supplier Portal will be developed incrementally, with the addition of new material including a platform to enable defence suppliers to advertise sub-contracting opportunities, making it easier for potential new suppliers to gain entry to our market.

Communication Channels

To complement the Supplier Portal, we are expanding our range of communication channels. For example we are implementing a new Twitter channel @defenceproc, which will be used to highlight supplier events and contracting opportunities.

These initiatives directly support the Government’s Growth and Enterprise agenda, and will enable us to deliver our vision of a vibrant, sustainable and competitive UK industrial base.

Advertisement of MOD Tender and Contract Opportunities

We also advertise our publishable tender and contract opportunities valued over £10,000, online and free of charge, in the Defence Contracts Online (MOD DCO) portal. Access and registration to the MOD’s opportunities in the portal is free of charge. The MOD DCO portal can be accessed via the www.contracts.mod.uk website.

To register your company on the portal, you should visit the Supplier Registration page and submit your details. You will then be given a unique user
ID and log-on to access, free of charge, all the MOD’s publishable tender and contract opportunities valued at £10,000 and above.

Through an optional subscription service on MOD DCO, provided entirely independently of the MOD by BIP Solutions Ltd, potential suppliers will have access to UK, European and global opportunities via BIP’s Defence Contracts International (DCI) and Tracker services, relating to:

- defence
- security
- emergency services
- humanitarian aid
- counter terrorism
- homeland security

Information about these opportunities is provided by BIP Solutions Ltd, a publisher, who is entirely independent of MOD.

Requirements valued below £10,000 are not advertised in the MOD DCO portal and are often one-off projects bought in accordance with our internal policy for low-value purchasing (known as Joint Service Publication 332). JSP 332 is intended as a guide, designed to be used by staff responsible for low-value purchasing and the electronic purchasing card.

GUIDE TO MOD DCO / MOD DCB CONTRACT NOTICES

MOD Prior Information Notices (PIN) / MOD Requests for Information (RFI)

These sections provide information on how to effectively seek engagement with industry on requirements which are exempt from the Official Journal of the European Union (OJEU) procedures, prior to the formal contract notice. These are used to advise the market of forthcoming procurements. RFI forms may be used to obtain information (such as ROM costs) which, in turn, may inform procurement strategy decisions.

Contract Notices / Voluntary Transparency Notices

The contract notices are specifically designed for competitive requirements and are one of the key features of MOD procurement. They seek expressions of interest. PIN forms are to be used to advise the market of forthcoming procurements. Contract Bidders Notices list the names, addresses and contact details of the companies that have been invited to tender. Contract Bidders Notices are published in the Contract Bidders Notice section of MOD DCO / MOD DCB.

MOD Competitive and Non-Competitive Contract Awards

These sections provide notification of the award of a contract for either a competitive requirement or a non-competitive requirement.

Addendum

Amendments to contract notices previously published in MOD DCO / MOD DCB made after their original publication are included in this section.

Sub-Contract Opportunities

This section allows MOD prime contractors and private sector organisations to advertise any sub-contract opportunities valued at over £40,000 arising from their prime contracts with MOD.

Dynamic Pre-Qualification Questionnaire (DPQQ)

The Dynamic Pre-Qualification Questionnaire (DPQQ) is an application in the MOD DCO portal that allows MOD commercial staff to create an electronic PQQ that is issued as part of the contract notice. The purpose of the contract notice is to alert potential suppliers to MOD of forthcoming tendering opportunities so that they can express an interest in bidding for them if they wish to do so. Potential suppliers can express an interest by completing the DPQQ online.

The benefits of the DPQQ for both MOD and industry are:

- saving up to 28 days by combining two parts of the procurement procedure; this will be of particular benefit to SME companies
- reducing the effort to create a PQQ as the templates are already loaded on the MOD DCO portal
- reducing the effort to complete the PQQ as suppliers can store information on their capabilities on the MOD DCO portal which can be used for other PQQs

The DPQQ will also:

- simplify current processes for the benefit of both buyers and suppliers
- standardise, as far as possible, the pre-qualification process for suppliers, while allowing buyers to tailor the questions to meet the specific requirements of the procurement
- remove costs for paper, printing and postage
- remove duplication: a ‘do it once’ ethos for suppliers to complete once and reuse
- reduce inconsistency: MOD commercial staff will use standard agreed templates
- increase transparency of the selection process and approach to evaluation
- increase efficiency by encouraging MOD commercial staff to only seek necessary information

A Supplier Guide is available to all suppliers when logged into the MOD DCO portal. There are FAQs on www.contracts.mod.uk/faq. More in-depth information can be obtained from www.contracts.mod.uk/delta/help/faq.html or from the Help Desk, Tel: 0845 270 7099 or Email: support@contracts.mod.uk.

ADVERTISING INDUSTRY DAYS AND INDUSTRY BRIEFINGS WITHIN MOD DCO / MOD DCB

A key feature of MOD procurement is the involvement of industry at an early stage in the acquisition process. As part of early engagement with industry, MOD and DE&S teams conduct Industry Days in order to give information to potential suppliers about possible future purchases and contract opportunities and to share MOD’s understanding of its requirements.

Industry Days and Briefings are advertised in the Announcements section of MOD DCB, on the MOD DCO portal and in Defence Online.
Our contract opportunities valued at, or above, the EU threshold, and which are not exempt from advertising, are advertised in the Official Journal of the European Union (OJEU) as well as in MOD DCO and, for those preferring a magazine format, in the Defence Contracts Bulletin (MOD DCB), available from BiP Solutions Ltd on subscription and published every two weeks.

The term ‘Journal’ is misleading, as production of the hard copy version ceased in 1997; it can now be accessed online via Tenders Direct.

Around 2500 new notices are advertised every week – these include invitations to tender, prior information notices, qualification systems and contract award notices. Purchasing Authorities can use the eProcurement portal, myTenders, to publish OJEU and lower value tenders.

The Official Journal comprises three series:

- The L Series contains EU legislation including regulations, directives, decisions, recommendations and opinions.
- The C Series contains EU information and notices including the judgments of the European Courts; calls for expressions of interest for EU programmes and projects; public contracts for food aid; etc.
- The supplementary S series contain invitations to tender which can be found at Tenders Direct.

Supplement S contains invitations to tender for the following:

- Contracts for works, supplies and services from public sector organisations in all EU Member States.
- Contracts from utility companies operating in the water, energy, transport and telecommunications sectors.
- Contracts from EU institutions.
- European Development Fund contracts (ACP countries).
- Phare, Tacis and other contracts from Central and Eastern Europe.
- European Investment Bank, European Central Bank and European Bank for Reconstruction and Development financed projects.
- European Economic Area contracts (Norway, Iceland and Liechtenstein).
- Government Procurement Agreement (GPA) from Switzerland.
- Notices concerning European economic interest groups (EEIGs).
- Public contracts for air services.

All three series of the OJEU are published every working day (five days a week). Approximately 160,000 invitations to tender are published each year, of which more than 14,000 are from the UK or Ireland.

The Publications Office of the European Union (L’Office des publications de l’Union européenne, or OPOCE) is responsible for the production of the OJEU. OPOCE is based in Luxembourg and employs a staff of 655.

Tenders Electronic Daily (TED)

What is TED?

TED (Tenders Electronic Daily) is the online version of the Supplement to the Official Journal of the EU, dedicated to European public procurement.

TED publishes 460,000 calls for tenders per year, for about 420 billion of value.

How can I benefit from TED?

TED provides free access to business opportunities from the European Union, the European Economic Area and beyond.

Every day, from Tuesday to Saturday, a further 1700 public procurement notices are published on TED.

You can browse, search and sort procurement notices by country, region, business sector and more.

Information about every procurement document is published in the 24 official EU languages. All notices from the EU’s institutions are published in full in these languages.

Why should I register on TED?

- To personalise search profiles, according to your needs.
- To get email alerts based on your search profiles.
- To personalise RSS feeds for your websites and RSS readers.
- To search in the TED archive, up to five years behind.
- To access the machine translation feature for all notices.

Official Publications Office contact details:

European Union
Publication of Supplement to Official Journal of the European Union, 2 rue Mercier, L-2965, LUXEMBOURG
T: 0032 2504 2810
E: info@eda.europa.eu
W: www.eda.europa.eu
OTHER PUBLIC SECTOR PROCUREMENT WEBSITES

Scotland, Wales and Northern Ireland have their own dedicated public sector procurement websites.

- Public Contracts Scotland
  
  **Contact: Customer Services**
  10 Queens Road, ABERDEEN AB15 4ZT
  T: 0800 222 9003
  W: www.publiccontracts.scotland.gov.uk

- Sell2Wales
  
  **Contact: Technical Helpline – for support for Sell2Wales website issues**
  T: 0800 222 9004
  
  **Contact: Business Wales Helpline**
  T: 03000 603000
  W: www.sell2wales.gov.uk

- eSourcing NI

EUROPEAN DEFENCE PROCUREMENT

The MOD is a member of the European Defence Agency, an intergovernmental agency of the European Council.

The EDA’s Defence Procurement Gateway provides defence-related business opportunities and information at the EU and national level.

The EDA supports the Member States and the Council in their effort to improve European defence capabilities.

Work is ongoing and is focused on:

- Access to markets.
- Information and funding.
- Defence research and technology.
- 'Cluster building'.
- Business innovation.
About SC21

SC21 is a change programme designed to accelerate the competitiveness of the aerospace and defence industry by raising the performance of its supply chains.

International competition, together with the challenges posed by the defence industrial strategy, necessitates rapid improvement in the effectiveness of our supply chains. At the same time, industry must ensure that it delivers competitive solutions for customers while maintaining profitable business growth.

What are the benefits of committing?

SC21 has seen companies benefiting from a large range of benefits and savings, including:

- Reduced overheads from implementing business excellence and lean principles through the Bus Ex and Man Ex tools.
- Operational improvement with minimal costs to the business.
- Increased competitiveness.
- Leaner production.
- Cost reduction.
- Lower set-up times.

However, the real evidence can be seen in the benefits brochure which was developed as a result of a direct survey, sent to all signatories for feedback.

Through participating in SC21, your business will also understand better how the industry will be changing in the future and you will be kept aware of developments in the sector and the activities regarding your colleagues on the SC21 programme.

What does it cost to participate?

It costs nothing to subscribe to SC21. However, to fully engage in the change programme will require the commitment of some resources, but the benefits will easily outweigh the cost. The estimated cost is £5000-£7200, depending on whether you are an SME or a large enterprise.

What is the lead time?

Delivery is typically 10-12 days, depending on whether your business is new to the programme or is being re-certified. After you submit your award request, it will take about three weeks to be approved.

Contact details:

ADS Group Limited
Salamanca Square, 9 Albert Embankment
LONDON SE1 7SP
T: +44 (0)20 7091 4500
F: +44 (0)20 7091 4545

CROWN COMMERCIAL SERVICE (CCS)

What we do

The Crown Commercial Service brings together policy, advice and direct buying; providing commercial services to the public sector and saving money for the taxpayer.

We’ve brought policy, advice and direct buying together in a single organisation to:

- Make savings for customers in both central government and the wider public sector.
- Achieve maximum value from every commercial relationship.
- Improve the quality of service delivery for common goods and services across government.

We work with over 17,000 customer organisations in the public sector and our services are provided by more than 5000 suppliers.

Who we are

We operate as a trading fund under the Government Trading Funds Act 1973. Our offices are in Liverpool, Norwich, Newport, Leeds and London.

Our responsibilities

We are responsible for:

- Managing the procurement of common goods and services, so public sector organisations with similar needs achieve value by buying as a single customer.
- Improving supplier and contract management across government.
- Increasing savings for the taxpayer by centralising buying requirements for common goods and services and bringing together smaller projects.
- Leading on procurement policy on behalf of the UK government.

Our priorities

Our priorities are to:

- Grow our wider public sector business to help more customers achieve value for money, with a target of delivering savings of between £200 million and £250 million across the wider public sector.
- Help save government departments even more money, with an overall target of between £240 million and £330 million.
- Implement our digital transformation programme, which will help to improve our service delivery and support the launch of the Crown Marketplace.
- Continue to lead on the Government’s commercial policy and a range of other initiatives, including the delivery of three manifesto commitments relating to government spend with SMEs, signing strategic suppliers up to the Prompt Payment Code, and supporting the delivery of apprenticeships in the UK.
- Further strengthen our capability, including continuing our operational review and implementing a new wider learning and development offer and a programme to upskill strategic category teams as part of the knowledge transfer component of the Commercial Accelerator Programme.

If you would like to find out more, contact the CCS Supplier Support Team on 0345 010 3503 or visit their website at www.gov.uk/government/organisations/crown-commercial-service.
**MOD IMPLEMENTATION OF THE CYBER ESSENTIALS SCHEME**

We have a requirement for all potential suppliers for requirements that cover the transfer of MOD identifiable information (as defined in DEFCON 531) from a customer to a supplier or generation of information by a supplier specifically in support of an MOD contract, to have a Cyber Essentials certificate in place by contract start date, at the latest, and for it to be renewed annually.

While the requirement is only to achieve Cyber Essentials, as post CSM implementation any contract attracting a cyber risk of Low, Medium or High will need to achieve Cyber Essentials Plus (as a minimum) suppliers may wish to consider achieving that level straight away.

**Contact details:**
E: ISSDES-DCPP@mod.uk

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**MYSTERY SHOPPER SERVICE**

The Mystery Shopper scheme:

- Provides a clear, structured and direct route for suppliers to raise concerns about public procurement practice (even when attempts at resolving issues with a contracting authority or a first-tier supplier have failed) and provides feedback to enquirers on their concerns.
- Takes a proactive approach through spot checks on procurement documents.

This enables us to:

- Identify areas of poor procurement practice so we can work with the contracting authority to put them right, and help ensure similar cases do not arise in the future.
- Take action to reduce the likelihood of similar issues arising in other authorities.
- Identify examples of good practice that we can share with other authorities.

The scheme covers:

- Central government departments.
- The wider public sector (e.g., local authorities, NHS trusts or education establishments) in England; we do not investigate procurement carried out by devolved bodies in Scotland, Northern Ireland and Wales.
- Prime contractors working on government contracts – we will work with contract managers to address feedback about unfair practices and other issues in the supply chain of government contracts.

The Mystery Shopper scheme also carries out spot checks on procurement processes as well as continuing to deal with referrals raised by SMEs and other concerned suppliers. This extension of the Mystery Shopper scheme was announced in the report Small Business GREAT Ambition.

The Mystery Shopper team examines procurement documents, typically from online portals, and discusses their findings with the contracting authority responsible for the procurement. Cases are selected at random from a spread of organisations, either looking at general procurement issues or focusing on particular aspects of the procurement. The team will publish the results of cases in line with the Government’s commitment to transparency.

The results of cases are published regularly on the Mystery Shopper results page. See also the Mystery Shopper progress reports.

Use the service by sending an email to MysteryShopper@crowncommercial.gov.uk or by telephoning the helpdesk on 0345 010 3503.

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**ACQUISITION SYSTEM GUIDANCE (ASG)**

The Acquisition System Guidance defines how we conduct, govern and control our defence acquisition process. It is a main enabler for improving our delivery to the Armed Forces and for producing greater value for money for the taxpayer.

**How to access the ASG**

The ASG is now available via registered access (link below). Please complete the registration form to get a log-on account. Once you have activated your account you will be able to browse the ASG. You will be sent an email to activate your account.

If you experience any difficulties in registering or accessing the ASG then contact us via email.

**Contents of the ASG**

The ASG provides the information, guidance and instruction that set out how the MOD conducts acquisition business. It includes:

- The Acquisition System Operating Model (ASOM) and Acquisition System Handbook (ASH) set out the principles for acquiring equipment, logistic support and information services.
- Capability management which includes the Defence Operating Model (DOM), the Finance and Military Capability Operating Model (FOM), the Generic Capability Management (GCM) model and the Capability Management Practitioners’ Guide (CMPG), requirements and acceptance and urgent operational requirements where you’ll find information on capability planning, capability delivery, capability generation, User Requirements Documents (URD), System Requirements Documents (SRD), integrated test, evaluation and acceptance and more.
- System Of Systems Approach (SOSA) where you’ll find information on the SOSA principles, SOSA operating model and SOSA rulebook.
- Portfolio, Programme and Project Management (P3M) where you’ll find the MOD’s portfolio, programme and project management guidance/methodologies as well as the MOD project management standard and information on Through-Life Management (TLM), through life finance, earned value management, planning and scheduling, assumptions management, risk management, configuration management, performance management and more.
- The commercial toolkit where you’ll find guidance on aspects such as contracting methods, contract administration, pricing and tendering as well as an archive of DEFCONs and Defence Forms (DEFFORMs).
- Logistics where you’ll find the governing policies of the Support Solutions Envelope (SSE), as well as guidance on Integrated Logistic Support (ILS), reliability and maintainability and inventory management.
- Safety and environmental protection including information on related safety and environmental protection legislation, policies, standards and management and more.
- Sustainable procurement where you’ll find information on embedding sustainable procurement in the acquisition lifecycle, sustainable defence estate procurement and more.
- Engineering including systems engineering, lifecycles, design reviews, standardisation and managing quality. You’ll also find sector-specific and cross-cutting information including maritime, land, air, information systems, communications and Human Factors Integration (HFI).
- Defence science and technology, modelling and simulation and technology management where you’ll find guidance on science and technology, Technology Readiness Levels (TRL), System Readiness Levels (SRL) and more.
- Planning process.
- Approvals and scrutiny which includes approvals guidance.

**Contact details:**
If you experience any difficulties in registering or accessing the ASG then please contact:
E: dpas-aofteam@mod.uk
INTELLECTUAL PROPERTY RIGHTS (IPR)

Intellectual Property – Statement of MOD Policy

Intellectual Property (IP) arises from any intellectual pursuit and covers a diverse range including inventions, designs, software, technical reports, know-how and confidential information, as well as books, music, architecture, films and photographs. Intellectual Property Rights (IPR) comprise the legal framework to protect IP – patents, registered designs, trademarks, copyright and the law of confidence are the more familiar examples. It has been reported that for 70% of UK businesses, IP assets are more valuable than physical assets.

Exploitation of MOD IP and access to others’ IP are essential if MOD’s mission is to be achieved. MOD has developed the approach to its right to use others’ IP to take account of changing circumstances, in particular towards procurement. MOD rights to use others’ IP through contracts are secured using standard defence conditions which are supplemented where appropriate with bespoke conditions.

We have judged it appropriate to bring together in one document the principles of MOD’s approach to IP to form a top-level statement of policy and to ensure that MOD’s approach is understood by its own staff, industry, academia and others.

The Policy Statement – which does not introduce any change in MOD’s approach – comprises a number of Principles and Policies which, among other things, set out clearly MOD’s approach to the acquisition of user rights in, or in some circumstances ownership of, intellectual property arising from contracts it funds, and how it will treat other (background) IP owned by its contractors and suppliers.

Key points of the Policy Statement include:

• A statement of industry ownership of IP created under MOD contracts with specific exceptions set out.
• Recognition that MOD-funded R&T work should be fully exploited not only for defence purposes but also for the benefit of the wider UK economy.
• Reinforcement of the policy to protect and enforce MOD’s IP and emphasis of the serious view taken of any deliberate or careless wrongful disclosure of IP.
• Recognition of the need for incentives to encourage the commercialisation of MOD-owned IP.
• An assurance that MOD will only seek delivery of such information from contractors that it genuinely needs for its business purposes.
• Recognition of the need to respect investment by industry.
• A declaration that MOD will only disclose commercially sensitive information where it has the right to do so and then only with arrangements in place to protect the value of the information (this does not affect MOD’s position under the Freedom of Information Act).
• Refreshment and reinvigoration of our approach to the use of intellectual property in international co-operation, particularly by ensuring that international arrangements provide a proper balance for disclosure or use of UK-origin IP and avoiding arrangements which introduce undue risk from an IP perspective.
• Recognition that, whenever possible, MOD should consult with industry before entering international arrangements likely to lead to the disclosure of industry-supplied information.

SECURITY CLEARANCE

Getting a Security Clearance

First, you need a sponsor. Individuals must be sponsored to apply for a security clearance. If you are a Civil Servant or serving in HM Forces, this will be arranged when it is decided that you need to undergo clearance. If you are a contractor, you will not be sponsored unless the company that is employing you (or you yourself, if you are a consultant) are contracted, or are in the process of being contracted, to work on one or more specific MOD classified projects.

If the company is List X, it will be able to sponsor your clearance itself. If you are employed by a company that is sub-contracted by a List X main contractor, the List X firm will also be able to sponsor you. If there is no List X sponsor, the MOD authority responsible for placing the contract will sponsor your clearance.

For further information about List X status, contact: E: DESPSyA-SecurityAdviceCentre@mod.uk

SINGLE SOURCE REGULATIONS OFFICE (SSRO)

What we do

Assuring value, building confidence

The SSRO regulates the UK Government’s procurement of ‘single source’, or non-competitive, military goods, works and services. It is the independent statutory regulator of single source defence procurement, issuing statutory guidance, assessing compliance and determining how the regime applies to individual contracts.

Our principal statutory aims are to ensure that good value for money is obtained for the UK taxpayer in expenditure on qualifying defence contracts, and that single source suppliers are paid a fair and reasonable price under those contracts.

The Single Source Procurement Regime came into force in December 2014, following Parliamentary approval of the regulations relating to the Defence Reform Act 2014 (‘the Act’).

Our responsibilities

We are responsible for:

• Keeping the Single Source Contract Regulations and Part 2 of the Act under review, encouraging compliance with the legislation and demonstrating that single source can be a credible alternative where it provides value for money and competitive procurement is not viable, and appropriate oversight is in place.

Contact details:
Copyright & Intellectual Property Group
Polar 2 #2244
MOD Abbey Wood
BRISTOL BS34 8JH
• Providing the Secretary of State with its assessment of the appropriate baseline profit rate, capital servicing rates and funding adjustment for each year. Following the SSRO’s recommendation, the Secretary of State determines the rates and adjustment for that year.
• Providing opinions and legally binding determinations in response to referrals from the MOD, contractors and sub-contractors.
• Publishing statutory guidance on the determination of penalty amounts to be used by the MOD in issuing penalty notices, and acting as the appeal body for penalties.
• Assessing compliance with reporting requirements and publishing an annual Compliance Report to measure industry and MOD compliance with their duties and obligations under the Act and Regulations.
• Providing independent insights into single source defence contracts, relevant to value for money and fair pricing, that enable prices to be estimated, contracts negotiated and projects managed in a more informed and effective manner.

The SSRO also provides guidance on the preparation of reports by industry.

This includes:
• Publishing statutory guidance on what costs are ‘Allowable’ under qualifying defence contracts: the Single Source Cost Standards.
• Providing a full set of Defined Pricing Structure templates that cover 16 military equipment types, and enable recording of key component costs of a contract.
• Publishing reporting templates and user guides that set out the reporting requirements for primary contractors.

Contact details:
Single Source Regulations Office
Finlaison House, 15-17 Furnival Street,
LONDON EC4A 1AB
T: 020 3771 4767
E: enquiries@ssro.gov.uk
Trade Bodies and Associations

Listed below are some of the Trade Bodies and Associations with whom MOD works closely and who are able to represent their members’ views, where appropriate, on aspects of defence procurement related matters.

**ADS**

**A**DS is the premier trade organisation for companies in the UK Aerospace, Defence, Security and Space sectors. Membership is made up of 1000 UK registered businesses.

ADS activities are focused around the following key areas:

- Influencing the policy debates of most importance to our industries.
- Supporting UK manufacturing and our industries’ supply chains.
- Encouraging investments in technology and innovation.
- Supporting business development opportunities.
- Increasing member value through a range of services.
- Enhancing the profile of our industries.

Farnborough International Limited (FIL), which runs the Farnborough International Airshow, is a wholly owned subsidiary of ADS Group Ltd.

**Contact details:**

LONDON

ADS Group Limited
Salamanca Square, 9 Albert Embankment, LONDON SE1 7SP

T: +44 (0)20 7091 4500
F: +44 (0)20 7091 4545

FARNBOROUGH

ADS Group Limited
Show Centre, ETPS Road, Farnborough Aerodrome, FARNBOROUGH, Hampshire GU14 6FD

T: +44 (0)20 7091 4500
F: +44 (0)20 7091 456

SCOTLAND

ADS Scotland
Phase 2, 2 Crewe Road North, EDINBURGH EH5 2XS

T: +44 (0)131 343 8931

NORTHERN IRELAND

ADS Northern Ireland
Bombardier Aerospace, Airport Road, BELFAST BT3 9DZ

T: +44 (0)7827 669577

TOULOUSE

ADS Toulouse SARL
Aeropole Batiment 2, 5 Avenue Albert Durand, 31700 Blagnac, FRANCE

T: +33 (0) 3460 6929
F: +33 (0) 3460 6930

INDIA

ADS India
UKIBC Bangalore Business Centre, Prestige Blue Chip, No 9 Hosur Road, Nr Dairy Circle, Bangalore 560 019, Karnataka, INDIA

**JAPAN**

ADS Japan
Shiba Koen Plaza, Building 8F, Shiba 3-8-9, Minato KU, Tokyo 105 0014, JAPAN

**AEROSPACE WALES FORUM**

The Aerospace Wales Forum is the trade association for all companies operating in the Aerospace and Defence sector in Wales and exists to provide the best service we can to assist our members by promoting your company in our capabilities database and giving you access to events, networking opportunities and industry expertise.

**Contact details:**

Aerospace Wales Forum Ltd
Suite A5, Waterton Centre, Waterton Industrial Estate, BRIDGEND CF31 3WT

T: +44 (0)1656 655210
T: +44 (0)1656 655217
E: enquiries@aerospacewales.aero

**BUSINESS WALES**

Whether you’re a UK business looking to expand or an international business looking for a UK/European base, Wales should be on your shortlist. This is where you can find out why you should invest in Wales.

Businesses that come to Wales will have easy access to the UK market, with its population of 65 million. But crucially, they have access to a supportive devolved government, which has the ability to make things happen quickly.

Call the Business Wales Helpline on 03000 603000. The Business Wales Helpline is available via email, Live Chat and phone, from Monday to Friday, 8:30am to 5:30pm except on public holidays.

**Contact details:**

Wales Office
Welsh Government, QED Centre, Main Avenue, TREForest CF37 5YR

**CONFEDERATION OF BRITISH INDUSTRY (CBI)**

With over 50 years of experience, we are the UK’s most effective and influential business organisation.

We provide our members with the influence, insight and access they need to plan ahead with confidence and grow. We represent their views as we work with policymakers to deliver a healthy environment for businesses to succeed, create jobs and ultimately, drive economic growth and prosperity.

It is our purpose to help businesses, like yours, create a more prosperous society.

The CBI speaks on behalf of 190,000 businesses of all sizes and sectors. Together they employ nearly 7 million people, about one-third of the private sector-employed workforce.

With 13 offices around the UK as well as representation in Brussels, Washington, Beijing and Delhi, the CBI communicates the British business voice around the world.

We provide our members with three core benefits:

**Influence**

By harnessing the collective strength of our members, we create a formidable force – keeping business at the heart of policy in Westminster, across the UK, the EU and overseas. We successfully shape the pro-enterprise policies that firms need to seize opportunities and tackle barriers to growth.

**Insight**

With the largest policy team outside Whitehall, we provide members with a wealth of cross-sector expertise to help their companies grow – from market-leading surveys, forecasts and analysis to practical support and advice on policy changes and the issues that impact on business success.

**Access**

Our unrivalled networks enable members to meet and hear from senior business and political leaders, potential customers and suppliers. And our local, national and international meetings and events put members in touch with each other to share ideas, experiences and new market opportunities – providing them with the connections they need to compete and prosper.

The CBI is a not-for-profit, non-political Royal Charter company that is run by its members for its members.

**Facts:**

- Founded in 1965
- Offices in London, Beijing, Brussels, New Delhi and Washington DC
- 13 regional offices
- We speak for 190,000 businesses, employing 7 million people – about one-third of the private-sector workforce
- 100 economic and policy specialists
- Market leader in economic surveys and forecasts

**Contact details:**

CBI
Cannon Place, 78 Cannon Street, LONDON EC4N 6HN
T: 020 7395 8122
E: enquiries@cbi.org.uk
EEF

EEF propels bottom-line success and innovation, serving as the voice of UK manufacturing to government, media and abroad.

Through our business support services, we ensure our manufacturers are competitive, sustainable and future-focused. Our members-only discounts, events and advice keep manufacturers compliant, safe and efficient.

Our policy team not only campaigns on behalf of manufacturing, but releases regular studies, reports and insider news on vital industry issues. From our state-of-the-art training centre to sites across the UK, our certified experts deliver training courses which can be tailored to the needs (and locations) of individual businesses.

Contact details:
T: 0808 168 5874
E: enquiries@eef.org.uk

FARNBOROUGH AEROSPACE CONSORTIUM (FAC)

FAC (Farnborough Aerospace Consortium) is a business-winning trade association with national and international members. It is the longest established aerospace and defence trade body in the UK, providing support to some 300 companies located in southern England – the heart of the UK’s aerospace industry.

Through its unrivalled experience and expertise, FAC acts as an enabler for business between large primes and the supply chain, particularly Small to Medium Sized Enterprises. It enables its members to become more competitive and increase their market share through facilitating local and international trading, technology transfer and development, sharing of best practice and training, plus lobbying at national level on key issues facing the sector.

The FAC recognises the consequences and impact of globalisation. It is committed to the long-term strategic growth of the aerospace and defence sectors, ensuring the region continues to excel on a global scale.

Mission Statement

‘Enabling members to improve their business winning opportunities and capabilities’

FAC aims to make a significant contribution to sustaining a prosperous aerospace and defence industry in the UK by:

• Being a leading aerospace and defence trade body
• Supporting and championing the cause of the aerospace and defence industry
• Providing a brokering service to help members win new business.
• Developing for all relevant sectors an effective contract-winning and collaborative working mechanism to win and undertake work.
• Being recognised internationally as a key portal for investment and business winning aerospace and defence opportunities in the UK, particularly for SMEs.
• Being recognised by academia and research establishments as a key route to the aerospace and defence industry
• Being accepted by government and the industry as the principal voice of SMEs in the aerospace and defence industries in the UK.
• Working with appropriate partners to establish an effective learning and skills programme to attract and retain people in the aerospace and defence industries and to develop the skills of the existing and future workforce.
• Developing funding sources for FAC and its members including membership services, consultancy and winning and managing Government projects/initiatives.
• Establishing good communications with the media to promote the aerospace and defence industries.

Contact details:
Farnborough Aerospace Consortium
The Council Offices, FARNBOROUGH
Hampshire GU14 7JU
T: 01252 375600

FEDERATION OF SMALL BUSINESSES (FSB)

As experts in business, we offer our members a wide range of vital business services including advice, financial expertise, support and a powerful voice in government. Our mission is to help smaller businesses achieve their ambitions.

Mission and Corporate Objectives

Our mission is to help smaller businesses achieve their ambitions.

Our corporate objectives are:
1. To be recognised as the most influential and trusted business organisation.
2. To value diversity and inclusion in everything we do.
3. To be fully representative of the whole UK smaller business community.
4. To provide the most valued package of business benefits and services.
5. To provide the most effective network for smaller businesses across the UK.

Established over 40 years ago to help our members succeed in business, we are a non-profit-making and non-party-political organisation that is led by our members, for our members.

Members get an exclusive package of great value business services including advice, financial products and support. These cover a wide range of benefits such as tax, legal and HR, local network groups, business banking and mentoring.

We don’t only provide fantastic membership benefits – FSB is also the UK’s leading business campaigner, focused on delivering change which our members think is quite good, considering that we don’t actually make any aircraft in the Midlands.

Contact details:
Midlands Aerospace Alliance
UWSP Business Innovation Centre,
Binley Business Park, COVENTRY CV3 2TX
T: 024 7643 0250
F: 024 7643 0251
E: info@midlandsaerospace.org.uk

NDI

NDI is in the business of helping the UK defence, aerospace, space and security sectors compete globally.

NDI delivers intelligence-led business opportunities to our members, supply chain development services, a range of training provided by EEF – the manufacturers’ organisation, and specialist business support services.

Additionally, NDI is the sectors’ membership body, representing and promoting the industry, helping members’ interests and helping them make business connections around the world and with each other.

Supply chain consulting and training

NDI provides intelligence-led business opportunities to our members. In addition, we understand the requirement for companies to continually organise and train in order to compete in the marketplace. This often involves learning and thorough preparation in business disciplines which are new or unfamiliar. To help achieve this, NDI provides a series of business support services to

Contact details:
Federation of Small Businesses
Sir Frank Whittle Way,
BLACKPOOL FY4 2FE
T: 01088 2020 888
E: customerservices@fsb.org.uk

MIDLANDS AEROSPACE ALLIANCE (MAA)

The Midlands Aerospace Alliance (MAA) was formed in 2003 to support and represent the aerospace industry across the Midlands region.

More than 50 people serve on the MAA board or one of our three working groups – a number maintained since 2004. This network lies at the heart of the MAA’s success.

We became a Company Limited by Guarantee (non-profit limited company) in 2005 and invited Midlands aerospace companies to join as formal members. Later that year we held our first elections to broaden board representation.

In 2009 the MAA moved from Pera in Leicestershire to its current offices in Coventry.

The MAA works closely with the UK’s other regional aerospace alliances and the national body ADS.

The MAA has more member organisations than any regional aerospace alliance in the world – bar one. France’s Aerospace Valley (which runs from Toulouse to Bordeaux).

We would like to think this is quite good, considering that we don’t actually make any aircraft in the Midlands.

Contact details:
Midlands Aerospace Alliance
Sir Frank Whittle Way,
BLACKPOOL FY4 2FE
T: 01088 2020 888
E: customerservices@fsb.org.uk

NDI
help members operate effectively across defence, aerospace, space and security.

Using the additional resources of EEF – the manufacturers’ organisation, as well as third-party specialists, we are able to offer access to a range of experts who can advise and offer practical tutoring.

**Contact details:**
To get in touch or to sign up for our e-newsletter, please contact us:
NDI
Broadway House, Tothill Street
LONDON SW1H 9NQ
T: +44 (0)208 45 111 1141
E: enquiries@ndl.org.uk

### NORTH WEST AEROSPACE ALLIANCE (NWAA)

The North West aerospace cluster is the largest in Europe and contributes over £7 billion to the UK economy, accounting for one-quarter of UK aerospace turnover.

The North West Aerospace Alliance (NWAA) was formed in 1994 to represent and support the aerospace industry across the North West of England. NWAA represents approximately 25% of the UK aerospace industry with over 220 member companies and a combined turnover in excess of £7 billion.

NWAA has developed considerable technical expertise to support aerospace companies through the delivery of over £20 million of supply chain improvement programmes such as Aerospace Supply Chain Excellence (ASCE), Growing Autonomous Mission Management Applications (GAMMA) and the National Aerospace Technology Programme (NATEP).

**What we do – Represent, Influence, Shape, Engage**

The North West Aerospace Alliance is the key industry organisation in the region, representing and uniting companies and organisations involved in the aerospace sector supply chain.

**Our Mission**

*To provide a fully integrated support structure for North West Aerospace companies*.

The NWAA is responsible for shaping the industry through strategic thinking and delivery, by driving innovation and providing supply chain excellence and other business support programmes.

**How we do it – Promote, Develop, Support**

The NWAA achieves this through working with key stakeholders within the industry to develop products, services and supply chain development programmes that will shape the industry for the future.

**Contact details:**
North West Aerospace Alliance
Units 9 & 10, South Preston Office Village,
Cuerden Way, PRESTON,
Lancashire PR5 6BL
T: 01772 648800

### MOTORSPORT INDUSTRY ASSOCIATION (MIA)

The Motorsport Industry Association (MIA) is the world’s leading trade association for the motorsport, high performance engineering, services and tuning sectors. As an industry that is constantly having to deal with rapid development, it’s our role to globally represent the specialised needs of our members.

**The ‘Concept Team’**

The original concept was proposed by founder and original CEO, Brian Sims. In April 1994, leading personalities from the world of British motorsport joined forces and formed their own trade association. The aim was to promote motorsport as an industry – and arguably, one of the UK’s most successful.

**The international network**

Today, we have nearly 350 members operating across an international network of business contacts. Collectively, our member companies transact more than £5 billion of motorsport business worldwide and the good news is that this network continues to grow. As the only Accredited Trade Organisation (ATO) for motorsport, in partnership with the Department for International Trade (DIT), we deliver international trade activities on every continent. Members also come to us for investment, funding and export advice.

*Here’s a flavour of what we can provide:*

**Representation**

Our members come from the many diverse sectors of motorsport: high performance engineering and tuning companies; race and rally teams; governing bodies; motorsport services; research organisations; race circuits; universities and colleges. Our aim is to represent members and endorse the industry’s positive profile. We will speak on behalf of sectors or as a whole when needed and since the MIA is also a member of the Confederation of British Industry (CBI), our members gain access to the UK’s ‘Voice of Industry’.

Political support is crucial. As joint secretary of the All Party Motor Group, we are at the heart of discussions that affect the industry’s long-term economic prospects and collaborate closely with both the UK and European Parliaments.

**Promotion**

Working with the UK’s Regional Development Authorities, we help those regions that are committed to motorsport industry development.

We’re justifiably proud of the work we’ve undertaken to promote and encourage energy-efficient technologies in motorsport. We took the international lead with our ‘Cleaner Racing’ initiative which was first conceived back in 2001 and spawned various conferences over the years.

**Business development**

We’re committed to helping our members establish business and collaborative opportunities. We organise networking dinners and events with sought-after speakers and key influencers in their fields of expertise.

We encourage cross-sector collaboration between motorsport, automotive, defence, marine and aerospace through our Technology Transfer conferences and events. Knowledge-sharing across disciplines has proven to work when resolving critical issues.

For members looking to discover new markets and develop fresh opportunities, we also provide sources of research as well as liaising with many government agencies regarding the development of international trade and motorsport investment.

**Contact details:**
Motorsport Industry Association
Federation House, Avenue E,
Stoneleigh Park, KENILWORTH
Warwickshire CV8 2LG
T: +44 (0)24 7669 2600
F: +44 (0)24 7669 2601
E: info@the-mia.com

### SCOTTISH SUPPLIER DEVELOPMENT PROGRAMME (SDP)

The Supplier Development Programme (SDP) is a business support initiative using training and information to improve the competitiveness of Scottish local businesses.

SDP is a partnership of local authorities and the Scottish Government (third sector) working together to bring your business support in all aspects of tendering. By assisting businesses to become tender ready for public procurement we improve all-round efficiency, sustainability and market potential.

By helping businesses become more able to tender for contracts we improve their prospects when competing throughout the UK where there is an annual public spend of £240 billion. We deliver this support through our training and events which are all listed on our Events Calendar. Once your business is registered you can access all of the support for free.

The international marketplace, particularly the EU, offers our businesses extensive opportunities.

**Business support and assistance from SDP Partner Councils**

Local authorities can provide support to SMEs that is relevant to procurement issues, business development and growth. The support available is dependent on which local authority area your business is based in. Use your local contact to find out more: **Meet the team**

The Supplier Development Programme national team is hosted by South Lanarkshire Council and based in Hamilton, South Lanarkshire.

The team consists of:
- Programme Manager: Gillian Cameron
- Programme Assistant: Elizabeth Bailey
- Development Officer – Digital: Fran Goldie
- Development Officer – Events: Sarah Gorman

The team can be contacted at: info@sdpscotland.co.uk
SOCIETY OF MARITIME INDUSTRIES (SMI)

The Society of Maritime Industries (SMI) is the voice of the UK’s maritime engineering and business sector promoting and supporting companies which design, build, refit and modernise ships, and supply equipment and services for all types of commercial and naval ships, ports and terminals infrastructure, offshore oil and gas, maritime security and safety, marine science and technology, maritime autonomous systems and marine renewable energy.

SMI provides a wide range of activities both internationally and in the UK for the benefit of the maritime engineering business community. The members’ interests are represented by our six councils which focus on the markets in offshore energy, marine science and technology, commercial maritime operations, ship building, repair and equipment, naval platforms, systems and equipment, maritime autonomy, maritime security and safety, and ports and terminals infrastructure.

Our activities follow our objectives of presenting members with business opportunities, assisting with research and innovation, lobbying government and NGOs to improve the business environment, facilitating network opportunities and providing marketing and other services.

Contact details:

Society of Maritime Industries
Great Guildford Business Square, 30 Great Guildford Street, LONDON SE1 0HS
T: 020 7628 2533
E: info@maritimeindustries.org
W: www.maritimeindustries.org

TECHUK

TechUK represents the companies and technologies that are defining today the world that we will live in tomorrow.

More than 900 companies are members of techUK. Collectively they employ approximately 700,000 people, about half of all tech sector jobs in the UK. These companies range from leading FTSE 100 companies to new innovative start-ups. The majority of our members are small and medium-sized businesses.

TechUK is committed to helping its members and the sector grow. It does this by helping members to:

Develop markets
• techUK works with its members to identify and advance innovation in the key markets representing the most significant opportunities for growth both domestically and internationally.

Develop relationships and networks
• techUK helps companies broaden their network, build connections and deepen relationships with potential customers, partners and suppliers.

Reduce business costs
• techUK works with our members to identify and help shape key public policy issues to optimise our industry’s economic potential – both domestically and overseas.

Reduce business risks
• techUK affords unique insights into key issues to help members make more informed decisions – and ensure a competitive edge in their markets.

Contact details:

TechUK
10 St Bride Street,
LONDON EC4A 4AD
T: 020 7331 2000
F: 020 7331 2040
E: info@techuk.org

UKCEB

The UKCeB mission is to transform secure information-sharing for through-life collaboration in defence acquisition and support.

Via the Joint information Group (JIG), UKCeB activities support the Defence Suppliers Forum, the major conduit for MOD-industry relationships, chaired by the Secretary of State.

UKCeB key points include:
• A not-for-profit membership organisation that provides a trusted forum for UK MOD and industry to improve secure collaboration in areas of common good, such as identity & Access Management (IdAM).
• Under governance of a Joint Information Group (JIG) comprising MOD and industry with a Concept of Operations (ConOps) comprising a Coherence Community and Project Teams that are supported by an Engagement Team, a Communications Team and a Programme Manager.
• Membership of 120-plus companies from Tier 1 multinationals to Small and Medium-sized Enterprises (SMEs).
• A unique Team Defence perspective that is end-to-end and through-life where industry is both supplier and co-user of information services with the MOD.

Secure information-sharing is essential for organisations to work efficiently and effectively across the Team Defence Supply Chain and Support Network, while retaining protection and audit for sensitive information. The focus of UKCeB is on improving collaboration ‘across the boundaries’ between organisations in defence, including the MOD.

Collective member activities are coordinated by a UKCeB Task Force. UKCeB facilitates coherence, common solutions (including interoperability) and development and exploitation of corporate memory.

Team Defence
• Team Defence is a shorthand reference for organisations that collaborate securely across the defence enterprise to achieve end-to-end delivery of materiel and services, including support through life. Team Defence is holistic and includes users (eg the MOD, Allies, Other Government Departments and contractors) and industry suppliers. The latter spans multinational prime contractors and niche SMEs, securely collaborating across the defence supply chain and support network.

The role of industry in Team Defence is broadening as it undertakes a greater share of running operations on behalf of the MOD. Through a need to drive efficiency, both industry and the MOD are interested in standardisation and use of so-called ‘Common Off The Shelf’ or COTS technology products. With its Team Defence construct, UKCeB promotes awareness that ‘embedded industry’ suppliers are often ‘co-users’ with the MOD of Information and Communications Technology (ICT) products and services. Hence, the UKCeB promotes shared understanding of good practices and facilitates a range of holistic Team Defence contributions in areas such as requirements specifications, scenario planning and policy development.

Exploiting the common good

UKCeB facilitates activities to exploit the business benefits from adopting improved ‘common good’ capabilities for Team Defence. The focus is around the business requirements for secure collaboration. Enabling technologies, policies, processes and standards need to be in harmony to enable straightforward and cost-saving methods of interworking. Examples of UKCeB areas of ‘common good’ include email, identity and access management, collaborative working environments, competencies and professional qualifications.

UKCeB brings together organisations in the defence supply chain and support network – along with the MOD, to advance understanding of secure collaboration capabilities. Members work to coordinate in-step adoption of capabilities across Team Defence in a manner that maximises the value of investments.

This consensus approach includes development and use of common standards and processes and exploitation of mutually beneficial enabling technologies. Such work can have an enterprise-wide impact that delivers huge benefits and savings.

UKCeB is a ‘self-help’ organisation whose challenging work harnesses the contributions of membership organisations for the common good. A diverse membership, comprising industry and the MOD, supports a unique ‘Team Defence’ perspective that recognises the need to handle valuable information securely across organisations and international boundaries and among parties that at times are collaborating and at other times are competing.

UKCeB operates as a non-profit distribution body comprising more than 100 member organisations (and around 600 registered active website users) including defence and aerospace companies, suppliers of ICT products and services, the MOD and related trade associations techUK and the ADS Group. Some members have Lead Sponsor status which entitles them to participate in governance and formulation of strategy. Many members are companies that are sub-contractors and/or are SMEs providing niche products and services. While by no means exhaustively representative, UKCeB provides a collective ‘Voice of Industry’ – for instance in consultations with the MOD.

UKCeB has a non-partisan role in bringing together the right people to address issues of common value and concern in a “neutral” forum. It is a torch bearer for the use of global standards and promotes practical initiatives such as the secure communications tools emerging from the Transglobal Secure Collaboration Program (TSCP).
As a catalyst for change, UKCeB was instrumental in the start of TSCP as well as other initiatives involving consultation across the defence industry. For instance, the unusually named ‘Green Box’ activity operates within MOD Supply Chain Information Services (SCIS). It is a joint MOD/Industry activity that reviews MOD requests for services in order to provide early expert guidance on requirements that are often complex and affect multiple suppliers. This provides confidential, neutral multi-industry input to benefit the ‘intelligent buyer’ at an early stage of requirements specification.

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WEST OF ENGLAND AEROSPACE FORUM

The West of England Aerospace Forum (WEAF) is a membership trade organisation that is passionate about all aspects of aerospace and defence. Our member and partner base represent a very wide spectrum – from SMEs to global corporations.

As one of the largest aerospace and defence associations in Europe, we are able to provide a strong voice for our members, as well as representation and access to prominent regional, national and international decision makers in industry and government.

By providing support and new opportunities for our members, we strive to improve efficiency and effectiveness in the supply chain, and bring stakeholders together to create one cohesive community.

WEAF Services
Becoming a member of WEAF provides many benefits that support your business and the aerospace industry as a whole.

Representation/Influence
• Championing aerospace in the South West and one of the largest aerospace alliances in Europe.
• Representing the interests of the South West aerospace community and able to influence key decision makers in industry, government and academia.
• Providing a voice for SMEs to ensure effectiveness in the supply chain.

Support
• Business improvement and professional development services covering business, skills, innovation and technology.
• Marketing and support services covering exhibitions, material and administration.
• Offering a wide variety of high quality events.
• Helping SMEs understand the international and domestic market.

Connectivity
• Connectivity and networking through member and business partnerships.
• Bringing industry stakeholders together to provide one cohesive community.
• Helping to improve efficiency and effectiveness in the supply chain.
• An enabler, facilitating the pace and growth of the industry.

WEAF Projects
WEAF continually seeks to deliver and support key projects vital to the future sustainability and growth of the aerospace sector, both nationally and in the South West.

Projects are normally either part of the national Aerospace Growth Partnership strategy and agenda, focusing on Technology, Skills, Manufacturing, and Supply Chain Competitiveness, or can be part of Local Enterprise Partnership funded activities, which WEAF helps to align with the national aerospace strategy.

Currently, WEAF collaborates within the Federation, consisting of ADS and the other Regional Aerospace Alliances, to deliver two specific projects in the South West – Supply Chains for the 21st Century (SC21) and the National Aerospace Technology Exploitation Programme (NATEP).

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DE&S Operating Centres

SHIPS OPERATING CENTRE

MARINE SYSTEMS SUPPORT TEAMS

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WARSHIP SUPPORT (WSpt) TEAM

Warship Support (WSpt) is a one star lead pillar under Director Ships Spt and is responsible for managing support for a large proportion of in-service Royal Navy vessels, including Frigates, Destroyers, Landing Platforms and Minehunter Countermeasure Vessels. WSpt is also responsible for managing the Minehunter replacement programme (MHC). The primary role of this team is to provide available, capable and safe ships as efficiently as possible.

In addition, WSpt is the lead for the Surface Ship Support Programme (SSSP), the Babcock Marine Terms of Business Agreement, maintenance management and technical documentation, as well as defining Future Support Policy.

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COMMERCIALLY SUPPORTED SHIPPING (CSS) TEAM

As an integral part of the DE&S Ships Operating Centre, the Commercially Supported Shipping (CSS) Team provides through-life capability management for ships and boats and exploits best practice in the maritime industry to support global defence operations.

The CSS portfolio includes the In-Service Support and new acquisition programmes for the Royal Fleet Auxiliary (RFA), Ice Patrol, Fishery Protection, Hydrographic, Training Ships and the Small Boats Flotilla. CSS will contribute to the support and sustainment of maritime expeditionary forces operating on and from the sea, joint forces on land, military data gathering in support of the deterrent and of wider operations, together with craft which support maritime training and which maintain the security of UK Territorial Waters, both at home and abroad.

The Salvage and Marine Operations team is also part of CSS. The entire team works together to develop and sustain a highly professional workforce of civilian, RFA and military staff, committed to operational support and continuous improvement.

IN-SERVICE SUBMARINES (ISM) TEAM

ISM is responsible for the material safety, availability and capability of in-service submarines through the provision of operator guidance, the specification of maintenance and of alterations and additions.

The team specifies contracts, project manages overhauls (carried out at Devonport and Faslane) and accepts the submarines off contract on their completion. Responsible for decommissioning and disposal of all submarines, the team is also responsible for the provision of a submarine rescue service.

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WARSHIP SUPPORT (WSpt) TEAM

SUBMARINES OPERATING CENTRE

IN-SERVICE SUBMARINES (ISM) TEAM

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SUBMARINE PRODUCTION TEAM (SMP)

The Submarine Production Team (SMP) consists of a mixture of both civilian and Royal Navy personnel based in Abbey Wood and at the Prime Contractor’s site at Barrow-in-Furness.

The role of the team is to deliver Astute Class capability which includes the delivery of seven Astute Class platforms, the provision of bespoke Astute Class training through an ACTS PFI arrangement to ensure that the crews are trained to operate and maintain the platforms, and the initial Support Solution to ensure that the Astute Class platforms can be supported as they move from build and transfer to In Service routines.

The team’s main objectives are:

- Deliver capability to the Fleet
- Maintain an affordable seven-boat Astute programme
- Improve productivity through the delivery of the Submarine Enterprise Performance Programme (SEPP) underpinned by commercial arrangements
- Sustain production and deliver transition to In-Service Submarines

About the Astute Class

The MOD is committed to delivering seven Astute Class submarines, as confirmed in the 2010 Strategic Defence and Security Review (SDDR).

The Astute Class submarines provide a unique and critical defence capability, including anti-submarine and anti-surface warfare, protecting the UK’s nuclear deterrent, land attack and intelligence gathering. Royal Navy submarines have made a vital contribution to the defence of the UK and our interests overseas, and the Astute Class will continue in this role for many years to come. They are the biggest and most advanced attack submarines ever ordered by the Royal Navy. They have improved capability for worldwide operations, much greater firepower, better communications, and a higher standard of crew accommodation than earlier classes of submarines. With advanced stealth technology, the Astute Class has been designed to be quieter than any of her predecessors and very hard to detect.

The Prime Contractor for the Astute submarine programme is BAE Systems Maritime – Submarines. Their shipyard facility in Barrow-in-Furness remains the UK’s centre of excellence for submarine design, construction, integration and commissioning.

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FUTURE SUBMARINES PROJECT TEAM (FSM PT)

The Future Submarines Project Team (FSM PT) is charged to deliver a new class of Ballistic Missile Submarines (SSBN) to replace the four Vanguard Class SSBNs currently in service.

In March 2007, Parliament voted to support the Government’s plans to renew the UK’s independent strategic nuclear deterrent through the replacement of the four Vanguard Class ballistic missile submarines (SSBNs), with a class of new ‘Successor’ SSBNs.

Following early concept work, the MOD announced, on 18 May 2011, the start of a five-year long £3 billion Assessment Phase, the main purpose of which was to refine the design of the submarine and capture the associated costs leading up to an investment decision in 2016.

In July 2016 Parliament voted to take the necessary steps to maintain the current posture by replacing the current Vanguard Class submarines with four Successor submarines.

On 21 October 2016 the Queen approved the name HMS Dreadnought for the Successor First of Class.

As of 3 April 2017, the Dreadnought Programme became part of the Submarine Delivery Agency (SDA), marking the start of its transition to Executive Agency status by April 2018.

For more information, visit: https://www.gov.uk/government/policies/uk-nuclear-deterrent

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NUCLEAR PROPULSION PROJECT TEAM (NP PT)

The Nuclear Propulsion Project Team (NP PT) works collaboratively with its industry partner Rolls-Royce to support the Naval Nuclear Propulsion Programme (NNPP) by delivering safe, reliable and militarily effective Naval Reactor Plant (NRP) throughout the life-cycle via a number of projects that are at different stages of the CADMID cycle.

These projects aim to support the Front Line Command’s availability requirements by:

- Optimising the use of time in upkeep/maintenance.
- Managing equipment and NSRP spares to meet submarine programmes.
- Minimising NSRP operating constraints.

The NP PT supports the Successor nuclear deterrent submarine programme through the management of technology development, concept design analysis and capability sustainment initiatives for future nuclear propulsion plant. The NP PT is committed to doing everything it can to reduce the cost of MOD nuclear ownership.

The Head of the NP PT is also the Naval Reactor Plant Authorisee (NRPA). The role of the NRPA is to ensure the safe operation of the Naval Reactor Plant at sea and for the control and management of the NRP design requirements through life.

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DE&S SM NP PT Business Manager
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NAVAL BASES

HMNB CLYDE

HM Naval Base Clyde, at Faslane, some 25 miles north west of Glasgow, is home to the United Kingdom’s Submarine Force and the strategic nuclear deterrent.

RNAD Coulport, eight miles from Faslane, is responsible for the storage, processing, maintenance and issue of the Trident Weapon System and the ammunitions task for all submarine embarked weapons.

Responsibility for the day-to-day management of the functions of HM Naval Base Clyde is vested in Naval Base Commander Clyde, who is also Authorised of the Nuclear Site.

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HMNB DEVONPORT

Devonport Naval Base, home to the Royal Navy in the South West, is the centre for the Royal Navy’s amphibious capability and the home to the Hydrographic Surveying Squadron, HMS Protector (Ice Patrol Vessel), four Trafalgar Class Submarines and seven Duke (T23) Class Frigates. It is also the principal base for Flag Officer Sea Training and his sea-riding staff.

Over 300 years the Devonport site has evolved into the largest base of its kind in Western Europe, and is today a key defence asset as a Main Operating and Support Base for the Royal Navy. Comprising HMS Drake, significant industrial facilities and a range of military and non-military lodger units, of which Flag Officer Sea Training is the largest, it is supported by a number of key industrial providers including Babcock Marine and Technology, Interserve Defence Limited and Serco.

Today, the Devonport site is characterised as a Base, Barracks, Port and Dockyard. Devonport Naval
PORTSMOUTH

Portsmouth is the home of the Royal Navy and the base-port for the following ship classes: Queen Elizabeth Class Aircraft Carriers, Type 45 Destroyers, Type 23 Frigates, River Class Off Shore Patrol Vessels, Hunt Class Mine Counter Measure Vessels and P200 patrol boats. Naval Base staff work closely with BAE Systems to deliver the Fleet’s needs in functions such as fleet maintenance, logistics, communications, base support and personnel. This shared approach is embraced under the banner of Team Portsmouth, a one-team approach to the way business is conducted.

In addition, Portsmouth Naval Base is also home to HMS Nelson naval barracks; providing lodging facilities to Royal Navy personnel serving at the base and on-board Portsmouth-based ships; the 1710 Naval Air Squadron, the Naval Historical Branch, the Royal Marines School of Music and Portsmouth Historic Dockyard.

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LAND CONCEPT AND ASSESSMENT (LCA)

The Land Concept and Assessment (LCA) Team is focused both on launching new vehicle and major equipment projects in a coherent manner to meet the customer’s requirement and on delivering a number of existing service provision contracts in an efficient manner.

Concept and Assessment Output Delivery Areas (ODAs) include: Mechanised Infantry Vehicle (MIV); Multi-Role Vehicle Protected (MRV-P); Challenger 2 Life Extension Programme (CR2 LEP); Future All-Terrain Vehicle (FATV); Project MITER; and a number of infrastructure projects. In-service ODAs include the C Vehicle Private Finance Initiative (PFI), Defence Manual Handling Equipment (DMHE), Protected Plant and PHOENIX II Global White Fleet Service (GWFS). Additionally, LCA is responsible for Land Open Systems Architecture delivery.

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VEHICLE DEMONSTRATION AND MANUFACTURE (VDM)

The Vehicle Demonstration and Manufacture (VDM) Team consists of three primary Output Delivery Areas (ODAs): AJAX, Warrior Capability Sustainment Programme (WCSP) and CTAI 40mm Cannon.

AJAX is a medium weight, multi-role AFV with substantially better firepower, mobility and protection than any of its peer vehicles worldwide. Its introduction will see a step change in how the Army is able to collect, process and distribute information and intelligence. WCSP will see the current in-service Warrior platform upgraded to improve its fight ability, lethality and electronic architecture. The improvement will see integration of a fully stabilised turret incorporating the new 40mm cannon. The programme will also extend the Out of Service Date from 2025 to 2040.

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VDM Chief of Staff
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Vehicle Support (VS)

The Vehicle Support (VS) Team is responsible for the in-service support of all fighting and logistical vehicles used by the Front Line Commands. Our Armed Forces rely on us to support their demanding and often dangerous roles, whether they are training, at readiness or deployed on operations.

The responsibility is managed through several delivery areas, covering Operational Support (light and heavy cargo vehicles and transporters), Protected Mobility (heavy and medium variants, tactical mobility platforms and route proving systems) and Armoured Track Vehicles. VS also manages the Service Provision Contract with Babcock Defence Support Group.

The focus is to deliver more efficient and effective support solutions to Performance, Time and Cost, supported by enabling functions and striving to exceed the expectations of our customers in every aspect of our work.

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VS Chief of Staff
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ENQUIRIES
SOLDIER, TRAINING AND SPECIAL PROGRAMMES (STSP)

The Soldier, Training and Special Programmes (STSP) Team consists of a Programme Management Office (PgMO) and three programme areas: Dismounted Close Combat (DCC), Training & Simulation Systems Programme (TSSP), and Special Projects Search & Countermeasures (SPSCM).

The PgMO is made up of a number of different functions. In a customer-facing capacity the team undertakes planning and synchronisation. They are also responsible for providing day to day business management support along with financial scrutiny and governance for the whole of the STSP group.

The DCC programme delivers equipment to those engaged in dismounted close combat. The programme is made up of five areas of delivery: Surveillance and Target Acquisition; Lethality; Command and Battlespace Management; Survivability; and Mobility.

The TSSP programme delivers training systems and services in the Land Environment to enable the Armed Forces to successfully prepare for Operations and Exercises. It strives hard to deliver the right product at the right time to users and to deliver at the right price for the Customer.

ARTILLERY SYSTEMS (ARTY SYS)

The Artillery Systems (Arty Sys) Team is responsible for Through Life Delivery and support of 15 projects, both in-service and procurement, from sensor to shooter.

The team is grouped into:

- Surveillance & Target Acquisition Systems – responsible for the Acoustic Sound ranging Programme (ASP), Lightweight Counter Mortar Radar (LCMR), Mobile Artillery Monitoring Battlefield Radar (MAMBA) and Man-portable Surveillance and Target Acquisition Radar (MSTAR). This group is currently procuring the Dismounted Joint Fires Integrator (D-JFI), a suite of equipment that provides enhanced precision targeting information for Fire Support Teams as well as life extension programmes for MAMBA, ASP and MSTAR.
- Command, Control & Targeting Software Applications – manages the Fire Control Battlefield Information System Application (FC BISA) and the NATO Armaments Ballistic Kernel. It is currently procuring the Defence Targeting Toolset which will provide a suite of targeting software to enhance rapid and effective communication between target acquisition and weapon systems as well as FC BISA v4.0 which will improve FC BISA functionality and allow digital fires ensuring that the UK maintains interoperability with allies.
- Indirect Fire Platforms – responsible for the 105mm L118 Light Gun and 13Pdr Guns used on ceremonial duties.
- Precision Artillery – responsible for the Multiple Launch Rocket System (MLRS) and the GPS Guided Multiple Launch Rocket System (GMLRS).

OPERATIONAL INFRASTRUCTURE (OI)

The Operational Infrastructure (OI) Team consists of four ODCAs: Infrastructure (domestic, technical and HQ accommodation systems, force protection engineering and expedient surfaces); Utilities (deployable power, fuel and water purification systems); Workshops (containerised technical systems, hand tools, test and measurement services, garaging/workshop systems and ancillaries); and Bridging (a range of solutions to cross both dry and wet gaps in both benign and hostile environments).

MARITIME AND ANTI-AIR WEAPON SYSTEMS (MAWS) TEAM

The MAWS Project Team is responsible for the support and sustainment of the Sea Viper and Long Range Radar capabilities on the Royal Navy's Type 45 Destroyer.

AIR DOMINANCE AND SUPPRESSION (ADS) PROJECT TEAM

The Air Dominance and Suppression (ADS) Project Team was formed by the merger of the former Air to Air Missile (AAM) and Surface Attack (SA) Project Teams in November 2014.

The ADS Project Team is responsible for:

- Meteor is the next generation Beyond Visual Range Air to Air Missile developed to meet the requirements of six nations (France, Germany, Italy, Spain, Sweden and UK) that will equip Typhoon, Lightning II and Rafale aircraft, and in service on Gripen aircraft. Meteor will offer a multi-shot capability against long-range highly manoeuvring targets in a heavy electronic counter measures environment.
- AMRAAM is a US-supplied air-to-air missile that has been in RAF service since 1998. This missile is fully integrated onto the Typhoon; it is fast, relatively small and light-weight, with reasonable capabilities against low-altitude targets.
- ASRAAM is a heat-seeking short-range air-to-air weapon that is in operational service with the RAF’s Tornado and Typhoon aircraft and Australian F/A-18s, and is undergoing integration on the Lightning II. ASRAAM’s unique capabilities enable it to defeat short-range missiles, existing or planned, in close-in combat.
• **Sidewinder** is a short-range air-to-air missile which has been withdrawn from service. The Sidewinder Tactical Missiles are in use for pilot training on Hawk T1 and Hawk T2 aircraft.

• **Rangeless Airborne Instrumented Debriefing System (RAIDS)** is a missile-like pod (not a weapon) that allows for flight missions to be accurately debriefed.

• **SPEAR Capability 3** is a new 100kg class weapon being developed to be the primary air-to-ground armament for Lightning II from 2021, and optimised for internal carriage. SPEAR Capability 3 will provide the capability to destroy/defeat a wide range of targets at range, including mobile and re-locatable targets, in all weathers day and night, in complex environments under tight rules of engagement (ROE).

• **Storm Shadow Weapon System (SSWS)** provides the RAF with a stand-off, precision strike capability that is deployable day or night in most weather and operational conditions against heavily defended and high-value targets. It is launched from Tornado GR4/4A and, soon, Typhoon aircraft.

• **SPEAR Capability 4** is the Mid-Life Refurbishment (MLR) project for the SSWs. A Memorandum of Understanding is in place to continue co-operative working with the French during demonstration and manufacturing.

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**INTERNATIONAL GUNS, MISSILES AND ROCKETS (IGMR) PROJECT TEAM**

The International Guns, Missiles and Rockets (IGMR) Project Team is responsible for the acquisition, in-service management and disposal of all general munitions in support of all three Services.

Within the inventory, IGMR manages over 700 different explosive natures as well as several hundred non-explosive items.

**Contact details:**

**IGMR Project Team Business Manager**

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**COMBAT AIR OPERATING CENTRE**

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**JOINT PROPULSION TEAM (JPT)**

JPT is the focal point for the MOD’s relationship with Rolls-Royce. This small project and commercial team is co-located at Rolls-Royce in Bristol together with elements of Combat Air engine teams.

It has commercial responsibility for the Typhoon and Tornado engines and is the MOD lead for tackling cross-platform issues and for driving continuous improvement.

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**JPT Team Leader – Wally Waldron**

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**UNMANNED AIR SYSTEMS (UAS) TEAM**

The UAS Team is responsible for UAS acquisition policy and standards, safety and engineering discipline, future research and development, and providing guidance to industry on all matters UAS from within DE&S.

**Contact details:**

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**DEFEENCE GENERAL MUNITIONS (DGM) PROJECT TEAM**

The Defence General Munitions (DGM) Project Team is responsible for the acquisition, in-service management and disposal of all general munitions in support of all three Services.

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**TORPEDOES, TOMAHAWK AND HARPOON (TTH) PROJECT TEAM**

The Torpedoes, Tomahawk and Harpoon (TTH) Project Team is responsible for the acquisition and support of the UK’s Spearfish heavyweight and Sting Ray lightweight torpedoes as well as the Tomahawk Land Attack Missile (TLAM) and Harpoon missile and their respective weapons systems.

This spans all activities including development, manufacture, in-service support, inventory management and disposal. Spearfish provides the Royal Navy’s frontline anti-submarine and anti-surface capability; Sting Ray is deployed from the Royal Navy’s frontline anti-submarine and management and disposal. Spearfish provides manufacture, in-service support, inventory systems.

For both TLAM and Harpoon it is through Foreign Military Sales cases with the USA Government.

The Project Team is currently responsible for the following projects: Spearfish, Sting Ray, TLAM, Harpoon and Maritime Patrol Aircraft weapons – the Mk54 lightweight Torpedo and Air-Launched Harpoon missile.

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**TTH PT Business Manager**

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• **Anti-Structures Munition (ASM)** for the Army  
• **Javelin Missile for the Army**  
• **Exactor 2 for the Army**  
• **Next Generation Light Anti-Armour Weapon (NLAW)** for the Army  
• **20/30mm Cannons and Automated Small Calibre Gun for the Royal Navy**  
• **Force Protection Measures for the Royal Navy**  
• **General Purpose Machine Gun mountings for the Royal Navy**  
• **4.5” Mk8 Gun for the Royal Navy**  
• **Gun Fire Control Systems for the Royal Navy**  
• **Phalanx (20mm) Close-In Weapon Systems for the Royal Navy**  
• **Hellfire Missile for JHC**  
• **Rotary-wing Guns and Rockets for JHC**  
• **Mausier Cannon for the RAF**  
• **M3M and M134 for JHC**  
• **Paveway Bombs for the RAF**  
• **Bomb Fuses for the RAF**  
• **Practice Bomb for the RAF**  
• **Miniguns for the Royal Navy and RAF**  
• **Laser Sighting Systems for the Royal Navy**  
• **Killer Tomato Targets for the Royal Navy**  
• **Electro-Optic Systems for the Royal Navy**  
• **Ceremonial Guns for the Royal Navy**
UK MILITARY FLYING TRAINING SYSTEM (UKMFTS) PROJECT TEAM

The UKMFTS Project Team is part of the Combat Air pillar within the DE&S organisation. UKMFTS is a Major Defence Change Programme to deliver a world-class flying training system for all UK Military Aircrew.

UKMFTS will deliver a coherent, flexible and integrated flying training capability catering for the needs of the Royal Navy, the Royal Air Force and the Army Air Corps. The flying training system takes aircrew from initial training through elementary, basic and advanced flying training phases to their arrival at their designated operational aircraft. The focus for UKMFTS is to achieve a holistic system based on capability and service delivery; it is not solely about the provision of aircraft platforms. It also offers an opportunity to modernise the flying training processes for all three services, realise efficiencies and, since training is currently spread across several organisations, take advantage of potential economies of scale.

The MOD appointed Ascent Flying Training Ltd, a joint venture of Lockheed Martin and Babcock International, in May 2008 as its Training System Partner to work with the MOD over the life of the project to deliver incrementally the total aircrew training requirement. To date the MOD and Ascent have contracted for the Fast Jet, Rear Aircrew training requirement.

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Ascent contact details:
Commercial Director – Andy Baker
T: 0044 (0)1454 771649
M: 0044 (0)7921 894266
E: andy.baker@ascentflighttraining.com

UKMFTS PT contact details:
DES UKMFTS-HdComrc
T: 030 679 87424 (from inside UK); from outside UK: 0044 (0)196 789 0000, wait for message and dial *, then enter 030 679 87424 and #
E: DESUKMFTS-HdComrc@mod.uk

Currently some of FAST’s main responsibilities include providing on-going support to Tornado in Afghanistan and continuing to bring Typhoon into service, as well as the objectives listed below:

- Support and sustain FAST platforms and equipment through life;
- Develop a highly professional and motivated FAST workforce;
- Deliver an affordable and funded equipment and support programme for FAST within Approvals;
- Build more effective and constructive relationships with our Stakeholders, including MOD, industry and international partners;
- Ensure FAST platforms and equipment; safety, airworthiness and governance is fit for purpose; maintain an efficient, structured and optimised organisation to meet FAST outputs.

FAST staff are based in approximately 20 locations worldwide. The list below shows the main locations in which FAST staff work.

**Defence Equipment & Support (DE&S)**
Abbey Wood South
BRISTOL BS34 8JH

**RAF Coningsby**
LINCOLN LN4 4SY

**RAF Marham**
KING’S LYNN
Norfolk PE33 9NP

The UKMFTS Project Team is part of the Air ISTAR Programme Team, is based in Abbey Wood and RAF Waddington and manages the Foreign Military Sales case, through which this new system has been delivered, and the Sustainment & Follow-on Development Memorandum of Understanding (MoU), that provides through life support, both with the United States Government. The team also plays a role in supporting the sponsor and user across several Defence Lines of Development that provide, sustain and improve the overall military capability being acquired through the Airseeker programme.

**Contact details:**
Air ISTAR Deputy Head Programmes (Airseeker) – Bill Chrispin
T: 030 679 80787 (from inside UK)
T: 0044 (0)30 679 80787 (from outside UK)
E: desas-airistardefphdprogairskr@mod.uk

AIRSEEKER PROJECT TEAM

The Airseeker Project Team delivers into RAF service the US Rivet Joint aircraft and associated ground and training systems, together with a cooperative support package.

The Project Team, part of the Air ISTAR Programme Team, is based in Abbey Wood and RAF Waddington and manages the Foreign Military Sales case, through which this new system has been delivered, and the Sustainment & Follow-on Development Memorandum of Understanding (MoU), that provides through life support, both with the United States Government. The team also plays a role in supporting the sponsor and user across several Defence Lines of Development that provide, sustain and improve the overall military capability being acquired through the Airseeker programme.

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T: 0044 (0)30 679 80787 (from outside UK)
E: desas-airistardefphdprogairskr@mod.uk

STRATEGIC TRANSPORT AND AIR-TO-AIR REFULLENG (STAAR) PROJECT TEAM

Voyager is one of MOD’s Private Finance Initiative (PFI) projects through a 27-year PFI service contract with AirTanker (shareholders: EADS, Rolls-Royce (RR), Thales, Cobham and Babcock Group) for the provision of an advanced air-to-air refuelling (AAR) and passenger air transport (AT) capability for the RAF. AirTanker are providing a fleet of 14 new aircraft based on the Airbus A33-200 – powered by Rolls-Royce Trent engines.

The Voyager contract also includes the provision of all necessary infrastructure at RAF Brize Norton, including a state-of-the-art two-bay hangar, training facilities, maintenance, flight operations, fleet management and ground service to enable worldwide AAR and AT missions. The AT service commenced in May 2012 (with one aircraft available), and full peacetime AAR Capability was achieved in May 2014, with the full capability of a fleet of 14 aircraft available by September 2016.

**Contact details:**
Bob Allen
Walnut 2c #1231
Abbey Wood South, BRISTOL
T: 0044 (0)117 913 7187
E: desstaar-performance-info@mod.uk
C-130J PROJECT TEAM

The C-130J Project Team (C-130J PT) forms part of the Air Support Operating Centre within the DE&S organisation.

It comprises a mixture of MOD civilians and Service personnel. The Team is responsible for the provision of logistic support and capability enhancement to the RAf’s fleet of Hercules C-130J aircraft. The C-130J is supported by the long-term Hercules Integrated Operational Support (HIOS) contract with its industry partners that are intended to provide support until the platform’s out of service date.

Contact details:
C-130J Business Manager
T: 030 679 82219 (from inside UK); from outside UK: 0044 (0)196 789 0000, wait for message and dial *, then enter 030 679 82219 and #
E: DESC130J-BusMgr@mod.uk

C17 AND CSAT PROJECT TEAM

CSAT

The CSAT element of the Project Team supports two BAE 146-100 CC2 and two BAE 146 CMk3 aircraft based at RAF Northolt in London. The BAE 146 CC2 is capable of carrying up to 30 passengers. The BAE 146 CMk3 is capable of carrying approximately 90 personnel in an Air Transport role. All aircraft continue to provide outstanding performance in support of current UK and worldwide operations and tasking, as well as current theatre operations.

Operated by 32(TR) Squadron, the 146 is used to transport high-priority personnel and equipment in support of Military Commanders. Other roles include Ministerial and VIP transport into theatre as well as providing humanitarian aid and compassionate repatriation of Service personnel to the UK.

The CSAT team provides timely engineering and logistics support to 32(TR) Sqn. In addition, the CSAT team links with the respective aircraft design organisations and EASA in order to ensure airworthiness.

C17

The C17, CSAT and AE Project Team (PT) support eight Boeing C-17 Globemaster III aircraft based at RAF Brize Norton in Oxfordshire. Capable of carrying some 70 tonnes of freight over a distance of 2400 nautical miles (4445km), it also has the advantage of being able to carry out as many as 28 personnel using a palletised seating arrangement or 34 personnel using a sofa seating arrangement.

Operated by 99 Squadron, the C-17 Globemaster III aircraft provides strategic and outsized cargo airlift. It also provides humanitarian aid and repatriation of Service personnel to the UK. The aircraft is also used for aero medical purposes, and has the capacity to transport 130 military personnel using a palletised seating arrangement that can be installed onto or removed from the aircraft as and when required. The C17, CSAT and AE procure support for 99 Squadron personnel to provide operational and immediate level maintenance. Five-yearly depot level maintenance and C-17 Virtual Fleet upgrades / enhancements are provided to the PT via US Foreign Military Sales (FMS) arrangements and, since delivery the UK fleet flying hour total stands in excess of 100,000 hours.

FLIGHT SIMULATION AND SYNTHETIC TRAINERS PROJECT TEAM (FsAST PT)

Flight Simulation and Synthetic Trainers Project Team (FsAST PT) is responsible for the acquisition and integration of air environment synthetic training for all three Armed Services, from concept through to disposal phases.

Contact details:
FsAST Commercial
T: 0117 913 1203 (from inside UK)
T: 0044 (0)117 913 1203 (from outside UK)

C400M PROJECT TEAM

The A400M Project Team is responsible for the delivery of the UK’s A400M Atlas transport aircraft to its RAF customer during the period 2014 to 2019. A400M is a collaborative programme involving the UK, Germany, France, Spain, Turkey and Belgium that is contracted through OCCAR (Organisation Conjointe de Co-operation en matiere d’Armament) for the Design / Development / Production of the aircraft itself and its Initial Support phases. The aircraft entered UK service in September 2015.

The A400M Project Team is also responsible for through-life aircraft support, maintenance and capability upgrade of the RAF aircraft, and in late 2016 the UK concluded a national support contract with Airbus with a duration of ten years. This in 2016 the UK concluded a national support contract for the C-130J Business Manager.

Contact details:
Senior Commercial Manager – A400M Project Team
T: 030 679 35883 (from inside UK)
T: 0044 (0)117 913 5883 (from outside UK)
E: DESA400M-CM@mod.uk

ISTAR OPERATING CENTRE

AIR DEFENCE AND ELECTRONIC WARFARE SYSTEMS (ADEWS)

ADEWS sits within D ISTAR under PDG 3 and is based at RAF Henlow. We are responsible for Ground Based Air Defence Sensors, Ground Based Electronic Warfare Training Systems (Spadeadem) and non-MARSHALL Airfield support systems.

We are responsible for all activities including development, manufacture, in-service support, through-life management, inventory management and disposal.

We currently support the following equipment:

Raders
T101 Radars, T102 Radars, T92 & TPS 77 Radars

EW
AD-Weapon Tracking Systems, Emulators, Simulators and Support Systems
Radios, CYFAS Controller, Synchronous Digital Hierarchy (SDH) in Gibraltar & Falkland Islands, T101 Radar Voice Recorder, Telebrief, ARIP, School of Air Battlespace Management (SABM) Simulator at RAF Boulmer

Contact details:
Business Support Manager – Jo Connolly
T: 01462 851515 x4092
E: DESADEWS-BusMgr@mod.uk
Commercial Manager – Hazel Beck
T: 01462 851515 x6071
E: DESADEWS-ComrclMgr@mod.uk
**SITUATIONAL AWARENESS COMMAND & CONTROL (SACC) DELIVERY TEAM**

The SACC team is responsible for the procurement and in-service support of Airspace Battle Management (ABM) and Tactical Data Link (TDL) equipment and systems.

The ABM portfolio includes:
- Support to fixed and deployable Air Command and Control (C2) systems, and a number of related data link systems. Projects include the UK and Falkland Island Air C2 system (UCCS and FCCS), the deployable Tactical Air C2 systems (TACC), Air Defence Systems Integrator (ADSI), Air Defence Ground Environment Datalink Buffer Systems (ADLBS), Ship Shore Ship Buffer (SSSB) and Control & Reporting Centre System Integrator (CSCI).
- Delivery of projects to sustain, replace and improve ABM equipment in line with MOD requirements.

The TDL portfolio includes:
- Support to In Service Tactical Data Links across a number of MOD platforms including Link 11, Link 16 and associated TDL network management tools and services including Interoperability Testing and the Joint Network Management System (JNMS).
- Delivery of projects to sustain, replace and improve TDL equipment in line with MOD requirements.

**CHEMICAL, BIOLOGICAL, RADIOLOGICAL & NUCLEAR DELIVERY TEAM (CBRN DT)**

The Chemical, Biological, Radiological and Nuclear Delivery Team procures, supports and maintains a CBRN Protection capability for the three Services, as specified by Head of Special Projects and CBRN Capability and in close coordination with Dstl Porton Down.

This covers chemical, biological and radiological detection, identification, decontamination and respiratory protection.

**SPECIAL PROJECTS CISR (SPCSR)**

**Contact details:**
- **SPCSR Commercial Manager**
  - T: 030 679 29087 (from inside UK); from outside UK: 0044 (0)196789 0000, wait for message and dial *, then enter 030 679 29807 and #
  - T: 030 6770 2690
  - E: gwyn.evans270@mod.uk

**SPECIAL PROJECT COMMUNICATIONS & FORCE PROTECTION DELIVERY TEAM**

The SPCFP Delivery Team is responsible for the procurement, integration and support of complex force protection and communications systems for land operations. The core of its work is managing requirements in electronics, countermeasures, surveillance and comms.

**Contact details:**
- **SPCFP Delivery Team Senior Commercial Officer**
  - T: 030 679 30756 (from inside UK)
  - T: 0044 (0)117 913 0756 (from outside UK)
  - E: DESPCFP-Comclri@mod.uk

**LYNX-WILDCAT PROJECT TEAM**

The Lynx-Wildcat Project Team exists to support the Army Battlefield Reconnaissance and Navy Maritime Attack helicopter capability now and in the future.

It is part of the DE&S Helicopters Operating Centre and is responsible for the support of the Lynx Mk9A, Wildcat AH Mk1 and Wildcat HMA Mk2 helicopters until their respective out of service dates.

**Contact details:**
- **Lynx-Wildcat Business Performance Manager**
  - T: 0044 (0)1935 702285
  - E: DESLynx-Wildcat-BusPerfMgr@mod.uk

**PUMA 2 GAZELLE PROJECT TEAM (P2G PT)**

The Puma 2 Gazelle (P2G PT) team provides operational and in-service support to the Puma and Gazelle helicopter fleets, including the function of Engineering Authority and the management of Logistic and Maintenance support to both fleets operated by Joint Helicopter Command (JHC).

Responsibilities include repair and overhaul, spares, technical engineering support such as airworthiness and safety management, and other in-service support. The team was responsible for the Acquisition Programme to deliver the Puma Life Extension Programme (LEP). This programme involved major system upgrades including digital cockpit, more powerful engines and an up-rated tail rotor as well as the associated changes to support arrangements including training. Full Operating Capability was achieved in January 2016.

**Contact details:**
- **Business Manager – Gill Clayton**
  - Puma 2 Gazelle Project Team, Yew 0a NH1 #1037, DE&S Abbey Wood South, BRISTOL BS34 8JH
  - T: 030 679 88015 (from inside UK); from outside UK: 0044 (0)196 789 0000, wait for message and dial *, then enter 030 679 88015 and #
  - E: DESP2G-BusMgr@mod.uk

**APACHE PROJECT TEAM**

The DE&S Apache Project Team has delivered all 67 UK Apache Attack Helicopters to the Front Line Customer – Joint Helicopter Command.

The Project Team is responsible for sustaining the capability of the Apache helicopter fleet through life by the provision of logistic support, maintenance and project delivery. The Prime Contractor for Apache Mk1 is Leonardo MW Ltd.

**Contact details:**
- **Apache Business Manager – Martin Cooper**
  - T: 0044 (0)1935 702103
  - E: DESApache-BusMgr@mod.uk

**SPECIAL PROJECTS MULTI-AIR PLATFORM PROJECT TEAM (SPMAP PT)**

Special Projects Multi-Air Platform Project Team (SPMAP PT) is part of Director Helicopters Operating Centre within DE&S. It faces the unique challenge of managing the largest number of
Further information can be accessed via the Team Leidos website www.leidos.com/lcst and details of current contract tenders are available on www.Leidos-Supply.uk.

The following teams are part of Team Leidos:

**DEFENCE CLOTHING TEAM**

The Defence Clothing Team is responsible for maintenance of the clothing inventory for the Armed Forces and associated civilian staff and MOD agencies, through production planning based on customers' requirements, procurement and stock management. The team is also responsible for the procurement of Physical Training and Adventurous Training Equipment for the Armed Forces.

Staff within the team are responsible for product development and customer liaison and maintain a direct link to operational theatres on all aspects of operational clothing. Acquisition teams, including Commercial, Finance and specialist Technical staff, with responsibility for work wear and personal protection equipment, and for Parade and Ceremonial clothing, place and manage the contracts relating to clothing and equipment requirements.

**MEDICAL DELIVERY TEAM (Med DT)**

Med DT is responsible for providing timely and integrated medical, dental and veterinary supplies, equipment procurement and support to the UK Armed Forces and other customers during peace, training, operations, transition to war and war-fighting worldwide.

The team has two principal delivery arms. The first is the Inventory Management section, which commodity manages over 40,000 medical items including consumables (eg bandages and scalpels) and pharmaceuticals. The second is the Medical Projects section, which procures and provides through life support for all medical, dental and veterinary equipment, including Urgent Operational Requirements (UORs).

**GENERAL COMMODITIES AND SUPPLIES (GCS) TEAM**

The General Commodities and Supplies (GCS) Team is comprised of three sub-teams: General Supplies (including Batteries), Defence Food Services and the Oils, Lubricates and Gases Team. Responsibilities range from Inventory Management to Contract Tendering and Contract Management activities.

**GENERAL SUPPLIES TEAM**

The General Supplies Team is responsible for the provision of general supplies to the MOD, a large number of products (over 25,000 individual items) ranging from chemicals to timber and adhesives to fasteners.

**DEFENCE FOOD SERVICES (DFS)**

Defence Food Services (DFS) is responsible for the provision of food and catering services to the UK Armed Forces on operations, on exercises and in a limited number of barracks. This includes worldwide food supply and operational ration packs.

**OILS, LUBES AND GASES TEAM**

The Oils, Lubes and Gases Team is responsible for the provision of Lubricants, Greases and Fuel Additives; Gases (Industrial, Medical, Refrigerant and Specialist); Pollution Control Sorbents; Fuel Sampling and Testing Equipment for UK Armed Forces units.

**STORAGE, DISTRIBUTION AND FREIGHT**

The Team Leidos Storage, Distribution and Freight Team is responsible for the identification, evaluation, selection, implementation and ongoing management of third-party transport providers covering movements of all types of freight, from parcels and pallets through to large military vehicles and oversized loads, incorporating courier, standard freight and Special Types General Order (STGO) services. The Team manage agreements that enable the movement of all classifications of products throughout the world, utilising surface freight (road, rail and sea), air freight and multi-modal arrangements, working closely with internal and external stakeholders.

The team currently manages the existing MOD freight contracts and continues to drive forward a large-scale benchmark and tendering exercise which will transform the way transport services are procured for the MOD. This includes baseline identification, market research, carrier identification, carrier evaluation, tender management, on-boarding of suppliers and subsequent ongoing performance management activity.

In addition, Team Leidos is prepared to provide a deployed service in support of expeditionary operations and is expected to deploy personnel into the Theatre of Operations under the Total Support Force (TSF) construct.

**GLOBAL REMOVALS**

Team Leidos successfully operates the MOD Global Removals Management Service (GRMS) contract, responsible for the movement of the personal effects of personnel from across the UK military and civil service communities. In terms of throughput, GRMS regularly delivers in excess of 25,000 consignments per year, ranging from single or multiple boxes through to full house moves to all corners of the world. In addition, at any given time, there are approximately 3000 long-term storage consignments also managed under the requirement.

Delivered through using a range of industry accredited global suppliers and utilising a bespoke, client-facing management information system, GRMS responsibilities include the receipt, planning, execution and quality control services for all local, national and international moves for entitled personnel.

**Contact details:**

Ross Middleton, Leidos Europe Ltd – Stakeholder Communications, Customer Relationship Management Team
8 Monarch Court, The Brooms, Emersons Green, BRISTOL BS16 7FH
T: 0044 (0)117 332 8614
M: 0044 (0)7812 255172
E: Ross.P.Middleton@Leidos.com
W: www.leidos.com/uk
The British Forces Post Office (BFPO) has a long and distinguished history of providing an efficient and effective Postal and Courier Service in support of the UK Armed Forces and their dependants worldwide. The BFPO is committed to delivering a modern, technology-based, end-to-end (E2E) postal service, as a seamless extension of the UK mail system, which is customer-focused, demand-led and continuously improving.

Working closely with Royal Mail Group, BFPO provides an international official, private and commercial mail distribution service of letters, packets and small parcels to members of the UK Armed Forces, their dependants, Other Government Departments (OGDs), contractors and other authorised users. The BFPO service is well supported by a comprehensive range of counter services, available at Post Office branches in the UK and at those overseas locations served by Forces Post Offices. BFPO prides itself on its bespoke automatic letter and parcel sortation systems, as well as the very latest in screening equipment. In addition to the work of the Defence Postal Service (DPS), BFPO is also responsible for the safe and secure movement of all Protectively Marked Material (PMM) via the Defence Courier Service (DCS), for a range of customers, including the MOD, the Foreign and Commonwealth Office, OGDs, and List X Companies.

Operating from a modern, secure facility at RAF Northolt, with excellent transport links to central London and the M25/M40 motorways, BFPO is a Department for Transport and Civil Aviation Authority regulated Air Cargo Agent. The organisation is staffed by a qualified, experienced, loyal workforce, comprising both military and civil service employees, who understand the importance of the BFPO service to the welfare of the UK Armed Forces.

Working within MOD Income Generation regulations, BFPO is keen to maximise use of its irreducible spare capacity, and companies are welcome to approach BFPO directly with any enquiries or expressions of interest.

Contact details / BFPO enquiries:

Tel: 0044 (0) 20 8589 3313
Email: DESBFPO-HQ-CommsSec@mod.uk
Website: www.gov.uk/british-forces-post-office-services
DEFEENCE SCIENCE
AND TECHNOLOGY
LABORATORY (DSTL)

What we do

The Defence Science and Technology Laboratory (Dstl) provides solutions to the problems of defence and security by delivering high-impact science and technology.

Who we are

Dstl is an Executive Agency of MOD, run along commercial lines. It is one of the principal government organisations dedicated to science and technology in the defence and security fields.

Who we work with

Dstl works mainly with MOD, but because of our expertise and facilities, particularly in the wider area of UK defence and security, we work across government for more than 40 government departments and agencies.

We work with our partners in industry, academia and allies, using science and technology to help to solve defence and security issues.

We are charged by MOD to steward S&T capabilities – both inside Dstl and throughout the supply chain – so that the right capabilities are ready and available now and in the future for the UK's defence and security.

Our priorities

We help MOD to implement the recommendations of the National Security Strategy and the Strategic Defence and Security Review 2015, in particular to:

- Identify and monitor national security risks and opportunities.
- Protect the UK and our interests at home, at our border and internationally, in order to address physical and electronic threats from state and non-state sources.

DEFENCE AND SECURITY ACCELERATOR (DASA)

What we do

DASA finds and exploits innovations which support the defence and security of the UK faster and more effectively, and generate economic value for the UK. We will become the go-to place for government, private sector, third sector and academia to find solutions to defence and security problems and needs.

Who we are

DASA was announced in the Strategic Defence and Security Review 2015 and is a key component of the Defence Innovation Initiative. Hosted by Dstl with a cross-government remit, it is formed with personnel from MOD, Dstl and the Home Office with experience of working in government, academia, the Armed Forces and SMEs. We aim to be the vanguard for finding ways to innovate, and will role-model a new innovation culture across defence and security.

Our role

Our role is to find and exploit innovations which support the defence and security of the UK. With access to the £800 million Defence Innovation Fund, DASA finds new opportunities through outreach, scouting, market intelligence and networks. From an idea on a page through to ready to use products, technology or services, we provide government customers an end to end service.

Our priorities

Our priorities are to:

- Build our networks and find innovative ideas.
- Accelerate the development of solutions to real-world problems.
- Maximise pathways to exploitation.

Who we work with

Anyone with a good idea can submit it to DASA for a quick decision, and may secure funding, support, technical advice and mentoring, and be introduced to potential users. We welcome interest from sole traders, SMEs, large organisations and academia globally, and work closely with industry and government.

For more information on DASA, the Open Call and other themed competitions, visit https://www.gov.uk/government/organisations/defence-and-security-accelerator or join our LinkedIn group at https://www.linkedin.com/groups/858186.

Contact details:
Defence and Security Accelerator
G01, Building 5, Porton Down, SALISBURY, Wiltshire SP4 0JQ
T: 0044 (0)30 6770 4236
E: accelerator@dstl.gov.uk

Our locations:

Headquarters
Porton Down, SALISBURY, Wiltshire SP4 0JQ
(Alternative postcode for some sat-nav systems: SP4 0JG)
T: 01980 613121 (Central enquiries)
T: 01980 613000 (Switchboard)
E: centralenquiries@dstl.gov.uk

Dstl Alverstoke
Crescent Road, GOSPORT, Hampshire PO12 2DL
T: 01980 613121 (Central enquiries)
T: 01980 613000 (Switchboard)
E: centralenquiries@dstl.gov.uk

Dstl Portsdown West
Portsdown Hill Road, FAREHAM, Hampshire PO17 6AD

Dstl Fort Halstead
SEVENOAKS, Kent TN14 7BP
(Alternative postcodes for some sat-nav systems: TN14 7BT or TN14 7BX)

Dstl Alverstoke
Crescent Road, GOSPORT, Hampshire PO12 2DL

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Who we are

Dstl is an Executive Agency of MOD, run along commercial lines. It is one of the principal government organisations dedicated to science and technology in the defence and security fields.

Our priorities

The two parts of our role are:

1. Delivering science and technology for defence and security
   - Maximising impact and value from the science and technology portfolios.
   - Supplying specialist science and technology services which must be done in government.
   - Providing expert and impartial advice, analysis and assurance.
   - Integrating science and technology delivered by industry, academia, wider government and its allies.

2. Stewardship of defence and security science and technology capabilities
   - Ensuring the required capabilities are available now and in the future in line with the science and technology strategy.
   - Bringing together the right people, relationships, infrastructure, knowledge and licences to practice.
   - Maximising the effectiveness and efficiency of our science and technology infrastructure and assets.
   - Working with industry, academia, wider government and its allies to access and build capability.

Our role

The two parts of our role are:

Who we work with

Dstl works mainly with MOD, but because of our expertise and facilities, particularly in the wider area of UK defence and security, we work across government for more than 40 government departments and agencies.

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We are charged by MOD to steward S&T capabilities – both inside Dstl and throughout the supply chain – so that the right capabilities are ready and available now and in the future for the UK's defence and security.

Our locations:

Headquarters
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Crescent Road, GOSPORT, Hampshire PO12 2DL
T: 01980 613121 (Central enquiries)
T: 01980 613000 (Switchboard)
E: centralenquiries@dstl.gov.uk

Dstl Portsdown West
Portsdown Hill Road, FAREHAM, Hampshire PO17 6AD

Dstl Fort Halstead
SEVENOAKS, Kent TN14 7BP
(Alternative postcodes for some sat-nav systems: TN14 7BT or TN14 7BX)

Dstl Alverstoke
Crescent Road, GOSPORT, Hampshire PO12 2DL

DEFENCE AND SECURITY ACCELERATOR (DASA)

What we do

DASA finds and exploits innovations which support the defence and security of the UK faster and more effectively, and generate economic value for the UK. We will become the go-to place for government, private sector, third sector and academia to find solutions to defence and security problems and needs.

Who we are

DASA was announced in the Strategic Defence and Security Review 2015 and is a key component of the Defence Innovation Initiative. Hosted by Dstl with a cross-government remit, it is formed with personnel from MOD, Dstl and the Home Office with experience of working in government, academia, the Armed Forces and SMEs. We aim to be the vanguard for finding ways to innovate, and will role-model a new innovation culture across defence and security.

Our role

Our role is to find and exploit innovations which support the defence and security of the UK. With access to the £800 million Defence Innovation Fund, DASA finds new opportunities through outreach, scouting, market intelligence and networks. From an idea on a page through to ready to use products, technology or services, we provide government customers an end to end service.

Our priorities

Our priorities are to:

- Build our networks and find innovative ideas.
- Accelerate the development of solutions to real-world problems.
- Maximise pathways to exploitation.

Who we work with

Anyone with a good idea can submit it to DASA for a quick decision, and may secure funding, support, technical advice and mentoring, and be introduced to potential users. We welcome interest from sole traders, SMEs, large organisations and academia globally, and work closely with industry and government.

For more information on DASA, the Open Call and other themed competitions, visit https://www.gov.uk/government/organisations/defence-and-security-accelerator or join our LinkedIn group at https://www.linkedin.com/groups/858186.

Contact details:
Defence and Security Accelerator
G01, Building 5, Porton Down, SALISBURY, Wiltshire SP4 0JQ
T: 0044 (0)30 6770 4236
E: accelerator@dstl.gov.uk
DEFENCE INFRASTRUCTURE ORGANISATION (DIO)

The Defence Infrastructure Organisation (DIO) plays a vital role in supporting our Armed Forces by building, maintaining and servicing the infrastructure needed to support defence.

Responsibilities
We are responsible for enabling defence people to live, work, train and deploy at home and overseas. Our vision is to equip defence with a significantly smaller, more efficient, better quality estate.

Priorities
DIO’s Strategic Objectives are:
1. To maintain and sustain a safe, sustainable and secure estate.
2. To lead the development and drive the implementation of Defence Estates Optimisation to provide a smaller and more efficient estate, enabling defence to achieve Government housing and disposal targets in this Parliament.
3. To improve delivery performance as well as ‘user’ experience. In particular, to ensure sustainable improvements in service from DIO’s primary industry partners along with delivery of its capital projects and programmes within agreed cost, quality and time schedules.
4. Build a culture of professionalism, continuous improvement, effective engagement and high performance by creating an exciting and challenging working environment.
5. Refresh the DIO transformation strategy.

Who we are
We are led by Chief Executive Graham Dalton, supported by an Executive Management Team comprising: James Franklin (TMP Chief of Staff); Gordon Kennedy (Hd Bus Assurance & Risk); Craig Hooper (Director of Estate Optimisation); Major General Nick Cavanagh (Director of Strategy & Planning); Ian Sale (Interim Chief Finance Officer); Sean Balmer (Commercial Director); Geoff Robson (Chief Operating Officer); Tony Gaiani (Director of Project & Programme Delivery); Richard McKinney (Acting Director of Service Delivery); Tony Gosling (Director of Data Analytics & Insight); Nik Doyle (Director of Transformation & Change); and James Colman (Head of Strategic Stakeholder Engagement & Communications).

DIO Procurement Activity
DIO is currently developing and procuring contracts to deliver the following major Programmes:

- The Clyde Programme – A number of projects with a combined value of £1.3 billion over a period of ten years. The programme includes a wide spectrum of project types ranging from relatively simple standalone new-build projects in lower security areas (e.g. accommodation and training facilities) to highly complex refurbishment projects on nuclear infrastructure in high security and operational areas. All works are located in either Faslane or Coulport.

- Army Basing – A joint Army and DIO programme which sets out location changes for the Army and confirms the drawdown of all units from Germany by 2020. This will affect most areas of the Army as more than 100 units will either relocate, re-role, convert or disband during this time. The Government has committed £1.8 billion to the programme to be invested in infrastructure across the UK. This includes funding for accommodation improvements and will provide about 1500 new homes for Service families, 4500 new single living accommodation bed spaces and working, technical and training infrastructure. This will provide crucial jobs for local economies and quality accommodation and facilities for troops and their families.

- Project HESTIA – In the UK, DIO currently delivers Soft FM services through more than 80 contracts with industry partners at a cost of around £250 million a year. The HESTIA programme aims to consolidate Soft FM services into seven regional contracts, each in their own right with a project with a core set of standardised Soft FM services to defence sites within the UK including:
  - Catering for entitled personnel.
  - Retail and leisure where provision is justified or is provided as a retail opportunity by the contractor.
  - Cleaning and associated services including window cleaning, laundry, dry cleaning, tailoring, cobbling, domestic assistance and portable ablutions.
  - Waste management.
  - Hotel and mess services encompassing single living accommodation (less accommodation bookings for junior ranks SLA).

- Defence Estates Optimisation – The strategy has been developed in partnership with military leaders and sets out where investment will be concentrated and where sites will be sold to deliver a significantly smaller estate which is more efficient and better enables military capability.

- Future Procurement Group (FPG) FOP – Future Overseas Procurement – Future Overseas Procurement (FOP) is an initiative aimed at the provision of resilient, flexible and agile infrastructure support service capability across UK Defence’s overseas estate. Infrastructure support in this context includes Hard Facilities Management (HFM), Soft Facilities Management (SFM), training area support, capital works projects, accommodation and stores management. The commercial arrangement(s) are to provide experience gaining opportunities for military personnel and must have global reach, with support required worldwide.

This will be undertaken in 2 phases:
- In line with the procurement for HFM in the UK by NGEC, the intent is to tender for a provider to deliver core services with the ability for injected low value works using NEC3 Terms and Conditions. This will provide coherence across the MOD estate in the UK and overseas. Phase 1 of FOP includes the Permanent Joint Operating Bases (PJOb’s) and Germany/Europe and additional services eg Professional Services to be provided worldwide.
- Phase 2 of FOP is a framework arrangement which aims to provide an efficient process by which DIO can deliver projects from its Capital Infrastructure Programme (CIP) on the Overseas Estate. It is anticipated that there will be sub-contracting opportunities for both the prime and framework contracts (Gibraltar, Cyprus, Ascension Islands and Falkland Islands).

- Future Procurement Group (FPG) FDIS – Future Defence Infrastructure Services – FDIS will consider the future delivery of Facilities Management (FM) across UK to the single Services and wider Defence community to maintain and sustain a safe, sustainable and secure estate.

The requirement is currently delivered through a significant number of contracts and other ‘in-house’ means. This includes the current NGEC Prime arrangements which are due to start to expire in 2019 and the HESTIA arrangements, which on current planning are not due to expire until at the latest 2024.

- Future Procurement Group (FPG) UGP – Unarmed Guarding Project – The Unarmed Guarding Project (UGP) is an initiative aimed at fully exploring and developing options for maximising MOD Guard Service (MGS) value for money in the provision of its service delivery to MOD. The intention is to run a commercial competition for a Prime Contract through either a bespoke tender exercise or the CCS Framework Arrangement to identify a preferred commercial solution for provision of guarding services. In parallel with this activity, internal efficiencies will be applied to the current in-house arrangements with an improved In-House Option being put forward as the Value for Money Benchmark (VMBM). The As-Is position is to be taken forward as the baseline against which both the preferred commercial solution and VMBM will be benchmarked to determine the most economically advantageous option. Bidders from the competitive tender exercise will be made fully aware in advance that the VMBM will form part of the overall assessment.

Existing DIO Contract Vehicles with Supply Chain Opportunities

National and Regional Primes
The award of two National Primes: National Housing Prime (NHP) and National Training Estate Prime (NTEP), and four Regional Primes: (Scotland & Northern Ireland; South East; South West and Central).
Agencies, Other MOD Teams, Government Departments and Organisations

The National and Regional Primes have been awarded as follows:

- **NTEP** – Awarded 9 May 2014 – ISD 1 November 2014 – Valued at £322m – Won by Landmark.
- **NHNP** – Awarded 9 May 2014 – ISD 1 November 2014 – Valued at £152m – Won by CarillionAmey.

The Prime Contracts are designed to provide planned and reactive maintenance including grounds maintenance and a 24/7 helpdesk for estate users. The primes also have the capability to deliver additional professional services, low value capital works and capital projects up to a value of £3.93 million.

The contracts have been awarded on a five-year basis, with the option to extend up to an additional five years.

**National and Regional Frameworks**

The delivery of projects through a series of seven Framework Arrangements (National Framework; East Midlands and East of England; Scotland; South East; South West; West Midlands and Wales; and North East, North West and Yorkshire and the Humber).

The National and Regional Frameworks have been awarded as follows:

- **National Framework** – Awarded 13 December 2013 – Valued up to £700m over 7 years – Won by Balfour Beatty, Carillion, Kier Graham Defence, Galliford Try Construction Limited (formerly Miller Construction) and Wates Construction.
- **East Midlands & East of England** – Awarded 11 November 2013 – Valued up to £400m over 7 years – Won by Henry Brothers, Interserve Construction, Balfour Beatty Group Ltd (formerly Mansell Construction Services), Morgan Sindall Plc, Shepherd Construction.
- **Scotland** – Awarded 9 December 2014 – Valued up to £250m over 7 years – Won by Henry Brothers (Magherafelt) Ltd, Galliford Try Construction Ltd, Interserve Construction Ltd, Kier Graham Defence Ltd, Lend Lease Construction (EEMA) Ltd.
- **South East** – Awarded 8 January 2016 – Valued up to £400m over 7 years – Won by Henry Brothers (Magherafelt) Ltd, Galliford Try Construction Ltd, Kier Construction Ltd, Morgan Sindall Plc, VolkerFitzpatrick Ltd.
- **South West** – Awarded 8 January 2016 – Valued up to £700m over 7 years – Won by HBDW Ltd (a joint venture between Henry Brothers (Magherafelt) Ltd and Dawson Wam Ltd), Galliford Try Construction Ltd, Kier Construction Ltd, Morgan Sindall Plc, VolkerFitzpatrick Ltd.
- **West Midlands & Wales** – Currently on hold dependent on demand – Award date TBA.
- **North East, North West & Yorkshire and the Humber** – Currently on hold dependent on demand – Award date TBA.

The Regional Frameworks deliver construction projects up to a value of £12 million.

The National Framework sits across the whole of the UK and will deliver higher value, cross-region programmes of complex projects up to a value of £50 million.

The Framework contracts are awarded on a four-year basis with the option to extend for an additional three years subject to meeting performance metrics.

Framework contractors can bid for jobs in competition without the need for expressions of interest or pre-qualification questionnaires. This makes the whole procurement process more efficient, minimising the time and expense of tender preparation. The frameworks have also introduced a performance review system incentivising contractor performance and encouraging continuous improvement. These new systems enable DIO to demonstrate value for money through competition, incentivised contractor performance and faster routes to contract. Obviously the earlier we can provide the finished product to the Armed Forces the better.

The Primes and Frameworks cover a whole host of services, from maintenance of artillery ranges to household repairs and from replacing runways to building new accommodation blocks.

The NGEC team has worked with industry to explore options for greater involvement of smaller and local businesses across all contracts. In order to meet the high standard demanded across the defence estate and deliver value for money, the NGEC contracts have been constructed to provide greater levels of competition and this will generate further opportunities for Small and Medium Enterprises to participate in the supply chain process.

Preparations for these contracts have taken years of hard work to ensure that the contracts provide the best quality service for military personnel while delivering value for money for the taxpayer. We will be working closely with the winning bidders to prepare for the contracts to come into force.

For more information on Procurement and Supply Chain Opportunities within DIO please follow the link: https://www.gov.uk/government/publications/dio-procurement-plan-2017

**Contact details:**

**Commercial Manager (DIO Projects)**
Marlborough Lines, IDL 448, Monxton Road,
ANDOVER SP11 8HJ
T: 01264 383191 (Civ)
T: 094391 3191 (Mil)
F: 01264 383073
E: samantha.mepham733@mod.uk

**DEPARTMENT FOR INTERNATIONAL TRADE DEFENCE & SECURITY ORGANISATION (DIT DSO)**

The Department for International Trade’s Defence & Security Organisation (DIT DSO) is an integral part of DIT and works closely both with industry and the MOD, Home Office and Other Government Departments to promote the export of UK defence and security equipment, products and services in the best possible way.

The defence and security sectors are an important part of the UK economy, contributing billions of pounds in exports each year and providing tens of thousands of jobs in the UK. In 2016 the UK achieved, on a ten-year rolling basis, around 17% share of the global defence export market. The UK is also the fifth largest exporter of security goods and services. The UK has a 34% share of the global cyber security market.

**DIT DSO supports the UK defence, security and cyber security sectors by:**

- Identifying business opportunities in conjunction with MOD and industry at an early stage.
- Building relationships with overseas governments – the core customers for UK defence products and services – to maximise UK prospects in established and emerging markets.
- Providing overseas customers and UK defence and security companies with access to the MOD, the Armed Forces and wider government specialist support.
- Supporting specific industry-led overseas marketing campaigns.
- Promoting UK industry as a trusted supplier at all levels of the supply network.
- Providing a conduit through which UK advice and expertise can be offered to overseas customers.

The two DIT DSO Regional Directorates (RDs) offer assistance and advice on specific markets and opportunities with respect to both defence and security, co-ordinate government support and provide a single point of contact for customer countries:

- **RD1** – Americas, Pacific and East Asia
- **RD2** – Africa, Europe, Middle East, Central and South Asia

The Operations Directorate comprises a number of teams working in the following areas:

- Analysis of the global defence and security markets
- Government to Government and Defence Growth Partnership initiatives.
- Co-ordination of participation in UK and overseas defence and security exhibitions.
- Military-led Export Support Team.
The **Small Business Unit**, an integral part of the DSO Events Team, specialises in dedicated support for SME companies that are looking to win defence and security business overseas.

**Key Account Management (KAM) & High Growth Potential (HGP) Companies Teams** – The KAM Secretariat has a formal relationship with 16 UK defence and security prime contractors. KAM Sec provides DSO with an overview of the companies’ strategic intentions in the export market which allows DSO to allocate its resources accordingly, as well as proving a forum to discuss additional strategic issues such as the Defence Growth Partnership and Government-to-Government engagement.

DIT DSO’s HGP advisers have developed an engagement model to help identify, develop and establish relationships with companies that are new to DSO and have defence export potential, mainly focusing on Medium Size Businesses (MSBs – companies that fall between the SME/ KAM categories), but also other larger firms with defence divisions and some exceptionally promising smaller firms.

**Contact details:**
- RD1: 020 7215 8038
- RD2: 020 7215 8232
- Strategic Market Development (DGP): 020 7215 0382
- Military Advice/Support: 01980 845361
- Market Analysis: 020 7215 8246
- G2G: 020 7215 2602
- Events: 020 7215 8239
- Small Business Unit: 020 7215 8204
- KAM: 020 7215 4734
- HGP: 020 7215 8196

**DEFENCE ELECTRONICS COMPONENTS AGENCY (DECA)**

**What we do**

We are a trusted MOD and industry partner with a highly professional team that aims to provide benchmark support services as the principal in-house government organisation dedicated to maintenance, repair, overhaul, upgrade and procurement in the defence avionics, electronics and components field.

**Responsibilities**

**We are responsible for:**
- Assuring MOD’s UK on-shore access to electronic and component maintenance, repair, overhaul, upgrade and procurement capability services.
- Developing and growing profitable business streams through the supply of defence electronics and components products and services.

- Focusing on supporting the UK’s Armed Forces by maintaining and developing the skills needed to ensure delivery to our customers on the front line.
- Securing best value in our services for the British taxpayer.

**Priorities**

Our priorities are to:
- Operate effectively and efficiently as a standalone MOD Executive Agency to sustain the DECA business and provide a reasonable return to MOD.
- Provide lean, agile and flexible responses to support MOD’s current and evolving operational requirements throughout the UK, overseas and in-theatre.
- Develop and expand capability and capacity to meet the evolving needs of UK’s Armed Forces.
- Achieve cost reductions and savings to defence through efficiencies, productivity improvements and improved delivery across all areas of the business.
- Support a ‘business excellence’ culture focused on airworthiness, quality, safety and environmental performance.
- Continually strive to be a highly professional team delivering benchmark services to defence and industry customers.
- Expand into other markets and work in partnership with industry to be recognised as a proactive leading supplier in the international defence electronics and components community.

**Who we are**

As a ‘trading’ Executive Agency of MOD, DECA is run along commercial lines with funding for DECA’s activities being generated entirely by payments for delivery of services provided to its MOD and private sector customers. Over 40% of DECA volume comes from commercially sourced revenues.

DECA currently has an annual turnover of circa £25 million and employs approximately 430 staff across its Sealand Head Office and Main Operating Centre in North Wales, a site in Stafford and various deployed locations across the UK.

**Contact details:**
- DECA Headquarters
  - Welsh Road, Deeside, Flintshire CH5 2LS
  - E: decainfo@deca.mod.uk

**UK NATIONAL CODIFICATION BUREAU (UKNCB)**

The UK National Codification Bureau (UKNCB) logs every item used by the three Services. Suppliers can find out here what they need to do to be included.

Codification creates a detailed catalogue of everything our Armed Forces use on a daily basis – not just weapons systems and hardware, but spares, clothing, medical items, food and anything else the Services need to operate effectively.

Technical descriptions of every item are stored on a central system along with who makes and supplies it. This system is run by the UK National Codification Bureau (UKNCB) in Glasgow and is integral to the success of the defence supply chain.

The UKNCB uses the NATO Codification System (NCS), the biggest and most comprehensive codification and cataloguing system in the world. 64 countries are members of the NCS and its 17 million NATO stock numbers. It provides a common ‘language of logistics’, boosting the effectiveness of our Armed Forces, reducing costs and facilitating both national and coalition operations.

**Benefits of codification**

The UKNCB documents technical data and descriptions for every item of supply and allocates NATO stock numbers based on form, fit and function. This information is stored on the Item of Supply Information System (ISIS) and includes details of manufacturer, supplier and any other relevant information and the benefits/advantages of codification are detailed further in JSP 886 Volume 2 Part 4.

This procedure is specific to codification requests directly submitted by project teams (or by manufacturers/design authorities on their behalf) to the UKNCB for equipment procured and supplied to/used by the UK Military and managed within the Support Chain Process (SCP). Commercial codification to industry in support of commercial ventures is currently suspended.

The codification process is not expensive and is carried out within a target date of 45 working days. If it’s needed faster for operational reasons then it can be done in 24 hours.

**NATO codification**

The NATO codification system is used by the British Army, Royal Navy and RAF. All items of supply going through the military supply chain must be NATO codified. A 13-digit NATO stock number (NSN) is allocated to an item which is used to identify it throughout the supply chain. NSNs are catalogued on the ISIS database.

Codification Policy is set by AC/135 and all participating countries follow the same guidelines.

There are many codification databases. America has FEDLOG, the French have SORPRANO; Germany has NCORE and the Spanish have SICADMIL, to name but a few. In the UK we use ISIS.

The three Services each have their own stores management systems which in turn control several satellite inventory management systems. The Army has Stores System 3 and systems like OLIVER; the Royal Navy has CRISP and systems such as Oasis, and the RAF has SCCS and systems such as MJDI POC.

Using the Army as an example, when an item is introduced into service the Army applies to have the item codified. Along with the record on ISIS, NCB also creates a supply management data form (SMD) which is sent to SSS, prompting the creation of a record on the stores system.

If commodity managers or users of the item discover a mistake that needs correcting or simply want to amend or add a reference the Army can let us know using an e-tasking form. We update ISIS which automatically generates an ‘up-issue’ of
the SMD which will update Stores System 3. This process can be repeated as many times as is necessary to keep ISIS and Stores System 3 in sync and up to date. The Royal Navy and RAF stores systems work in exactly the same way. ISIS also reconciles regularly with the three main stores systems in order to bring any inconsistency to the attention of commodity managers. Codification, in addition to providing an invaluable common supply language within the supply chain, is essential for maintaining effective and efficient stores management systems, helping to deliver logistics solutions to the front line.

Suppliers and source data
To start the process, suppliers need to submit source data. This could be the technical drawing for the item or the manufacturer’s catalogue or specification. Source data is important so that only authenticated data regarding the item of supply is unique. The extent of data required for full codification is governed by the requirements of the item identification guide (IIG) used and the complexity of the item.

Data should include the following, where applicable (list is not exhaustive):

- Name of the design control authority.
- Design control authority’s drawing/part number or standard/specification reference (indicating definitive or non-definitive).
- The item name. Where the approved item name (AIN) refers to inherent properties, eg ‘Tube Assembly, Metal’ or ‘cable, power, electrical’, or the AIN definition specifies properties, eg cable, power, electrical is defined as ‘…working voltage of the item must be 300 volts or more…size of each individual conductor must be No 18 AWG (0.75 Sq mm) or larger…’, this information must be supplied for the AIN to be used.
- Nominal dimensions of length, width, height and diameter, with tolerances if applicable.
- Basic material (from which item is fabricated) and surface treatment (finish by which item is plated/dipped/coated), with their associated standards/specifications. See Note 1 below.
- Electrical characteristics, nominal voltage, current and/or rated power of the item, rated resistance, capacitance or inductance.
- Nominal pressure and temperature ratings, or operating frequencies.
- Data should show distinguishing features, eg colour, shape, style, holes or slots, etc.
- Include markings that indicate the primary purpose, function or application of the item.
- Where items are threaded, include the size, type, class and direction.
- Common mechanical parts, such as nuts, bolts, screws, washers, etc should include all key dimensions, as these items are the most difficult to differentiate.
- Assemblies should include parts lists and known NSNs of constituent parts. Cable assemblies should include cable core type and electrical ratings.

Note 1: The Design Control Authority is not required to disclose particulars of proprietary processes, manufacturing techniques or proprietary material specifications.

Single item ownership
In accordance with JSP 886 policy on single item ownership, UKNCB now records only one IMC, DMC or SMBI code in the CSU field to identify the item owner.

Where a second user group has an interest in that item they must contact the existing owner to either agree supply of the item through existing arrangements or to negotiate transfer of ownership, establishing business agreements. Failure to carry out this process will result in users’ future demands being cancelled.

For further information please refer to JSP 886 on single item ownership which includes contact details for the single item ownership working group and the policy owner.

Auto NCAGE system
UKNCB is responsible for the maintenance of the MOD’s Item of Supply Information System (ISIS). ISIS contains data relating to all materiel, spares, stores and services supplied to UK MOD. Each organisation listed within ISIS is allocated a five-digit code known as an NCAGE code (NATO Commercial And Government Entity), which holds name, address and contact details.

Where previously applications for NCAGE codes and updates to details were processed by UKNCB, the automated system allows the user to search for existing NCAGE codes and create new codes if required.

Each organisation listed has access to our system to check on the accuracy of their details and, if required, update them (address and contact details only). Amendment to NCAGE code details is now the responsibility of the NCAGE holder, who will be assigned a username and password for the new system. However, any changes to the name of the NCAGE record should be sent to DESSEOCSCP-NCB-CustSvc@mod.uk. It is beneficial to MOD suppliers to ensure their data is accurately recorded to allow continued procurement of defence equipment and spares and also to ensure payment for equipment/services provided.

Training
UKNCB can no longer deliver the ‘Codification and ISIS’ training course. All training modules are currently being reviewed and will go online in a new UKNCB training portal which is currently under construction.

Contact details:
UK National Codification Bureau
Rm 2.4.23 Kentigern House, 65 Brown Street,
GLASGOW G2 8EX
D: DESSEOCSCP-NCB-CustSvc@mod.uk
C: DESSEOCSCP-NCB-ComrdSalesQry@mod.uk

For any E-ISIS or ISIS Web account enquiries or problem-reporting, call:
GTN: (9) 4561 2116
Civilian: 0141 224 2116
For new codification and updates to existing NSNs, call:
GTN: (9) 4561 2259
Civilian: 0141 224 2259

For NCAGE and NSN enquiries, call:
GTN: (9) 4561 2250
Civilian: 0141 224 2250
For commercial codification enquires, call:
GTN: (9) 4561 2231
Civilian: 0141 224 2231

UK DEFENCE STANDARDIZATION (DSTAN)

UK Defence Standardization is responsible for UK MOD standardization policies, standards, procedures and guidance on standardization issues both nationally and internationally.

DSTan is part of the Director Technical organisation within Defence Equipment and Support (DE&S).

DSTan’s responsibilities
DSTan provides performance specifications that support the delivery of military capability.

It delivers the following services:

- Maintenance and development of a healthy and relevant portfolio of UK Defence Standards (Def Stans), providing associated standardization advice and guidance including the status, development, selection and application of UK Defence Standards.
- Provision of standardization management support and assistance to project teams both to develop their ‘Standardization management plan’ and implementing the intelligent selection and use of standards.
- Negotiates, influences and agrees NATO and EDA standardization policy and procedures in support of UK MOD military operations.
- Provision of standardization policy (in JSP 920) which is consistent with government, NATO and EDA/EC policy.
- Provision of MOD standardization input to cross-government standardization committees.
- Management of national ratification of operational and materiel NATO Standardization Agreements (STANAGs) in support of UK MOD military operations.
- Provision of online access to unclassified UK Defence Standards, NATO STANAGs and Allied Publications (APs).
- Provision of access to UK Defence Standards, NATO STANAGs and APs that are not available to download (above Classified).
- Provision of access to other standards (beyond UK Defence Standards and STANAGs) via the Standards On-Line (SOL) framework and demand orders.
- Facilitates and delivers on the MOD and commercial licences for the distribution of Defence Standards, STANAGs and APs, generating revenue for DIPR.
- Provision of advice, guidance and training on the SOL capabilities, such as watchlists.
• Maintains and protects Secretary of State’s intellectual property rights in his trademarks.
• Monitoring the implementation of STANAGs and APs in MOD contracts, to aid in assessing the effectiveness of the NATO Standardization Agency Organization.

Contact details:
UK Defence Standardization
Kentigern House, Room 1138, 65 Brown Street,
GLASGOW G2 8EX
T: 0044 (0)141 224 2531 (Helpdesk)
E: enquiries@dstan.mod.uk

MINISTRY OF DEFENCE POLICE (MDP)

The Ministry of Defence Police (MDP) Headquarters and training centre is based at Wethersfield, an 800 acre site near Braintree, Essex. The Force (about 2600 strong) supplies armed protective policing across the Defence Estate, in particular at the nuclear weapons establishments at Aldermaston in Berkshire and at the nuclear submarine base at Faslane on the west coast of Scotland.

Specialist roles within the Force include marine policing at the Naval Bases (Portsmouth, Plymouth Devonport and the Clyde); police dog handlers; and a Criminal Investigation Department (CID).

Contact details:
Procurement Manager – Chris Savage
Bldg 1070, Rm 125, MDP Wethersfield,
BRAINTREE CM7 4AZ
T: 01371 854796 / 94667 4796
E: Chris.Savage875@mod.uk

DEFENCE MARINE SERVICES (DMS)

Defence Marine Services (DMS) is part of the ACNS(Spt) business area within Navy Command and manages two PFI contracts for:

• Provision of Marine Services within SD Marine Services Ltd (SDMS).
• Provision of Marine Support to Range Safety and Aircrew Training with Smit International (Scotland) Limited (Smit), who are part of the Boskalis Westminster Group.

Users include Navy Command, Land Forces, Air Command, Centre, Defence Infrastructure Organisation and Chief of Joint Operations (CBF Cyprus and CBF Gibraltar).

Marine services are provided through a 15-year service provision PFI contract with SDMS that was let in 2007.

Marine services embrace a wide range of waterborne and associated support activities, both in-port and out-of-port:

• In-port activities take place at the Royal Navy’s major bases at Portsmouth, Devonport and on the Clyde, and include tugs for ship movements, ferry operations, movements and explosives, lightering and barges.
• Out-of-port activities include the provision of support to military exercises; UK and worldwide maritime trials and training; including NATO Submarine Rescue System (NSRS) training, support to maritime ranges, BUTEC to Kyle of Lochalsh; and the maintenance of some 350 moorings and navigational marks around the UK and in Gibraltar and Cyprus.

SDMS manages, operates and maintains around 110 vessels to deliver these services and support additional commercial tasks providing third-party income for the MOD. The contractual arrangements with SDMS provide modern marine services, delivering a fleet of vessels capable of handling current and future warships and submarines at an optimum level of efficiency. Serco also has a fully HSE-compliant dive team for underwater engineering support.

The service for Marine Support to Range Safety and Aircrew Training is provided by Smit (Scotland) Limited and runs until April 2018.

The service provides the following outputs to tri-Services users at seven locations around the UK coast:

• Provision of a range safety craft service on seven DIO live firing ranges.
• Provision of a vessel winching platform for an RAF SAR training establishment and a number of Joint Helicopter Force units.
• Provision of a ferrying service and safety boat for tri-Service aircrew sea survival drills.
• Provision of marine target towing for RAF fast jets (MITT), and Navy Command Maritime Sniper Training (MST).
• Provision of craft for Navy Command boarding exercises, simulation of arms and drug smuggling activities and force protection exercises involving both Fast Attack Craft (FAC) and Fast Inshore Attack Craft (FIAC).

Smit manages and operates a total of 14 fast patrol type craft in support of Range Safety and Aircrew Training.

Facilities exist within the contracts for new work, large or small.

Contact details:
Business Manager
T: 0044 (0)23 9272 6160
E: navyspt-dmsbusmngr@mod.uk

SALVAGE AND MARINE OPERATIONS (SALMO)

The Salvage and Marine Operations (SALMO) Team is a key element of the MOD’s worldwide marine capability. It provides salvage, towing, heavy lift, operational moorings, port clearance, marine warranty assurance, underwater engineering and management of the UK’s military wreck inventory.

In addition to the MOD, it also provides these services to Other Government Departments (OGDs), such as the Department for Transport, the Foreign and Commonwealth Office and the Home Office.

Contact details:
Deputy Team Leader Salvage Operations
Martin Watts
T: 0044 (0)30 6798 1974
M: 0044 (0)7887 625433
E: Martin.Watts607@mod.gov.uk

DEFENCE MEDICAL SERVICES (DMS)

The primary role of the DMS is to ensure that Service personnel are ready and medically fit to go where they are required in the UK and throughout the world—generally referred to as being ‘fit for task’.

The DMS encompass the entire medical, dental, nursing, allied health professionals, paramedical and support personnel. It is staffed by around 7000 regular uniformed and reserve medical personnel and provides healthcare to all Service men and women. Personnel from all three Services, regulars and reservists, work alongside civil servants and other supporting units providing healthcare to Service personnel serving in the UK, abroad, those at sea, and in some circumstances family dependants of Service personnel and entitled civilians. It also provides some aspects of healthcare to other countries’ personnel overseas in both permanent military bases and in areas of conflict.

The range of services provided by DMS include primary healthcare, pre-hospital emergency care, dental care, hospital care, rehabilitation, occupational medicine, community mental healthcare and specialist medical care. It also provides healthcare in a range of facilities, including medical and dental centres, regional rehabilitation units, field hospitals, and in Ministry of Defence Hospital Units (MDHU) alongside the NHS. It also provides a defence aeromedical evacuation service.

The Surgeon General (SG) is the three star professional head of the DMS and the Process
Owner for end to end defence healthcare and medical operational capability. He is accountable to the Defence Board, reporting routinely through the Defence Operating Board and Service Personnel Board, both of which he attends as required.

The SG is responsible for:

- Defining the boundaries and processes, organisational structures and composition of forces, and the standards and quality needed, to deliver advice on health policy, healthcare and medical operational capability in consultation with top level budget holders.
- Setting the overall direction on all clinical matters relating to the practice of medicine within the military.
- Setting and auditing the professional performance of all medical personnel.
- Setting and auditing compliance by military organisations across defence.
- Developing the science of military medicine to develop approaches and treatments that will best counter threats to the health and well-being of Service personnel.
- Providing deployable medical operational capability.
- Building and maintaining the medical infrastructure and cadre or people.
- Delivering a comprehensive healthcare system that provides the appropriate timely healthcare to Service (and other entitled) personnel.
- Ensuring coherence of health plans between Defence and the NHS.
- Chairing the Defence Medical Service Board, the forum for providing strategic direction and guidance to the DMS.

The current SG is Surgeon Vice Admiral Alasdair Walker.

Contact details:
Cdr Lee Hazard RN – Surgeon General’s Department
JFC (JW), Northwood HQ, Sand Lane, NORTHWOOD, Middlesex HA6 3HP
E: sgacsmedocapcap-medecso2@mod.uk

FOR FIRMS WISHING ANY FURTHER ADVICE OR GUIDANCE ON DOING BUSINESS WITH THE MOD:
Doing Business with the MOD Team
(formerly Defence Suppliers Service)
Strategic Supplier Management Team
PO Box 1 22119
MOD Abbey Wood
BRistol
BS34 8BH
Helpdesk
T: 030 6793 2843 / 2844
F: 0117 913 1911
E: defconrceio-dshelpdesk@mod.uk

FOR ADVICE ON THE DEFENCE INFRASTRUCTURE ORGANISATION:
Enquiries regarding DIO may, in the first instance, be sent to:
DIO
Kingston Road
SUTTON COLDFIELD
West Midlands
B75 7RL

PUBLISHERS OF MOD DEFENCE CONTRACTS BULLETIN:

BIP Solutions
Medius
60 Pacific Quay
GLASGOW
G51 1DZ
T: 0141 332 8247
F: 0141 331 2652
E: enquiries@bipcorporate.com
W: www.bipsolutions.com

TO REGISTER ON CONSTRUCTIONLINE:
Constructionline
PO Box 6441
BASINGSTOKE
Hampshire
RG21 7HN
T: 0844 892 0313
F: 0844 892 0315
W: www.constructionline.co.uk/join-today/

FOR ADVICE ON MARKETING AND SELLING DEFENCE PRODUCTS AND SERVICES OVERSEAS:
Department for International Trade
King Charles Street
Whitehall
LONDON SW1A 2AH
T: 020 7215 5000
E: enquiries@trade.gsi.gov.uk
W: www.gov.uk/government/organisations/department-for-international-trade

FOR ADVICE ON MOD’S CENTRAL BILL-PAYING PROCEDURES:
Defence Business Service – Finance
Payment Helpdesk
1st Floor
Walker House
Exchange Flags
LIVERPOOL
L2 3YL
T: 0151 242 2000
E: DFMBWSSC-contactpoint1@mod.uk

FOR ADVICE ON MOD’S CENTRAL BILL-PAYING PROCEDURES:
Defence Business Service – Finance
Payment Helpdesk
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Walker House
Exchange Flags
LIVERPOOL
L2 3YL
T: 0151 242 2000
E: DFMBWSSC-contactpoint1@mod.uk

FOR ADVICE ON GENERAL ENQUIRIES ON STANDARDIZATION MATTERS, AND TO REQUEST DEFENCE STANDARDS:
UK Defence Standardization
Room 1138
Kentigern House
65 Brown Street
GLASGOW
G2 8EX
T: 0141 224 2531
E: enquiries@dstan.mod.uk
W: www.gov.uk/government/organisations/department-for-international-trade

FOR ACCESS TO SCIENTIFIC AND TECHNICAL INFORMATION AND REPORTS:
Defence Science and Technology Laboratory
Dstl Knowledge and Information Services
Dstl Porton Down
Salisbury
Wiltshire
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T: 01980 613121
E: centralenquiries@dstl.gov.uk

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F: 0141 331 2652
E: enquiries@bipcorporate.com
W: www.bipsolutions.com

QUALITY ASSURANCE:
Defence Quality Assurance
Elm 1c, #4127
MOD Abbey Wood
BRistol
BS34 8BH
T: 030 679 32681
F: 0117 913 3968
E: DstTech-CNEPOCM-Pol-Helpdesk@mod.uk
The Directory of Prime Contractors contains brief details of the MOD's Prime Contractors who were paid £5 million or more by the MOD in Financial Year 2015/16. The Prime Contractors listed below have current contracts with the MOD covering a wide variety of products, services or work requirements.

The MOD recognises its tier one Prime Contractors will have existing supply chains and it wants to help companies, particularly SMEs, to identify opportunities that will emerge across the defence supply chains. In order to assist Primes in fulfilling their Prime Contract obligations with the MOD, sub-contract requirements may from time to time arise from these contractors’ Prime Contracts with the MOD, which may be of possible interest to SMEs.

The Directory, which is not an exhaustive list of all the MOD's Prime Contractors, contains a very brief description of the types of work that these Prime Contractors are involved in, together with contact and website details. Companies of all sizes, but particularly SMEs, which are interested in the possibility of becoming sub-contractors to the MOD, may wish to approach some of these Prime Contractors, where appropriate, to discuss possible future business opportunities.

### Directory of Prime Contractors

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Contact Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>3M UNITED KINGDOM PLC</td>
<td>+44 01280 360036</td>
</tr>
<tr>
<td>AIRBUS HELICOPTERS UK LTD</td>
<td>+44 011865 842827</td>
</tr>
<tr>
<td>AIRBUS DEFENCE &amp; SPACE LTD</td>
<td>+44 01348 773000</td>
</tr>
<tr>
<td>AECOM INFRASTRUCTURE &amp; ENVIRONMENT UK LTD</td>
<td>+44 01935 810325</td>
</tr>
<tr>
<td>AEGEON ARMS LTD</td>
<td>+44 01935 813225</td>
</tr>
<tr>
<td>AIF</td>
<td>+44 020 8399 8555</td>
</tr>
<tr>
<td>AIL</td>
<td>+44 020 8399 8571</td>
</tr>
<tr>
<td>ALLSTAR BUSINESS SOLUTIONS LTD</td>
<td>+44 0330 340540</td>
</tr>
<tr>
<td>AMEC (AGL) LTD</td>
<td>+44 08705 360036</td>
</tr>
<tr>
<td>AON UK LTD</td>
<td>+44 020 7960 7500</td>
</tr>
<tr>
<td>ATMATIC LIMITED</td>
<td>+44 01635 212400</td>
</tr>
<tr>
<td>ATLAS ELEKTRONIK UK LTD</td>
<td>+44 01372 740055</td>
</tr>
<tr>
<td>ATLAS INDUSTRIES UK LTD</td>
<td>+44 01865 713100</td>
</tr>
<tr>
<td>ATLASS LIMITED</td>
<td>+44 01372 740055</td>
</tr>
<tr>
<td>ATOS IT SERVICES UK LTD</td>
<td>+44 01935 813225</td>
</tr>
<tr>
<td>AVIATION REQUIREMENTS LTD</td>
<td>+44 01935 813226</td>
</tr>
<tr>
<td>AVIATION TRAINING INTERNATIONAL LTD</td>
<td>+44 01935 813225</td>
</tr>
</tbody>
</table>

### List of Companies

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Contact Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>3M United Kingdom Plc</td>
<td>+44 01280 360036</td>
</tr>
<tr>
<td>Airbus Helicopters UK Ltd</td>
<td>+44 011865 842827</td>
</tr>
<tr>
<td>Airbus Defence &amp; Space Ltd</td>
<td>+44 01348 773000</td>
</tr>
<tr>
<td>Aecom Infrastructure &amp; Environment UK Ltd</td>
<td>+44 01935 810325</td>
</tr>
<tr>
<td>Agility Logistics Ltd</td>
<td>+44 01935 810325</td>
</tr>
<tr>
<td>Agustawestland</td>
<td>+44 01935 810325</td>
</tr>
<tr>
<td>Airwave Solutions Ltd</td>
<td>+44 01935 810325</td>
</tr>
<tr>
<td>Aktron Computers Plc</td>
<td>+44 01935 810325</td>
</tr>
<tr>
<td>ALC (SpC) Ltd</td>
<td>+44 01935 810325</td>
</tr>
<tr>
<td>Alert Communications Ltd</td>
<td>+44 01935 810325</td>
</tr>
<tr>
<td>Associated Energy Group LLC</td>
<td>+44 01935 810325</td>
</tr>
</tbody>
</table>

### Contact Information

- **T:** Telephone number
- **F:** Fax number
- **E:** Email address
- **W:** Website URL
COONEEN DEFENCE LTD
23 Cooneen Rd,EVELENTOWN,
Co Tyrone BT75 0NE United Kingdom
T: +44 (0)28 892 1401
F: +44 (0)28 892 1448
E: info@cooneen.com
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AIRCHARTERING LTD
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W: www.chapman-freeborn.com
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CHERMSIDE DEFENCE LTD

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W: www.citigroup.com

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W: www.clh.com

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Middlesex HA1 3EL United Kingdom
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C: Catering and support services

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W: www.catering-services.co.uk

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DL1 2YR United Kingdom
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W: sales@cookdefencesystems.co.uk

CORONA ENERGY RETAIL LTD
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WITFORD WD17 1AW United Kingdom
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F: +44 (0)870 242 9665
E: mail@coronaenergy.co.uk
Energy suppliers

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F: +44 (0)1234 752259
E: info@cranfield.ac.uk
W: www.cranfield.ac.uk
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W: www.ebeni.biz

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LUTON Bedfordshire LU2 9PF United Kingdom
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EDF ENERGY CUSTOMERS PLC
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United Kingdom

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W: www.eac.com.cy
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F: +39 30 901 9070
E: info@rrmw-italia.com
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T: +46 8 463 0000
F: +46 8 463 0152
Defence and security company

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SE-581 88, Linköping, SWEDEN
T: +46 13 18 0000
F: +46 13 18 7200
W: www.saabgroup.com
Subsidiary of SAAB

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Severn Trend Centre, 2 Station Street, COVENTRY CV1 2LZ United Kingdom
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F: +32 (0)5142 3799
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The Metropolis Tower 1, 9 North Buona Vista Drive, 070-01 SINGAPORE 138598
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Shell Centre, LONDON SE1 7NA United Kingdom
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Fuel and Lubricants

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249 Jalan Boon Lay, SINGAPORE 619523
T: +65 6265 1066
F: +65 6261 6932
W: www.stengg.com
ST Kinetics is the land systems and specialist vehicle arm of Singapore Technologies Engineering Ltd

SKANSKA UK PLC
Maple Cross House, Denham Way, Maple Cross, RICKMANSWORTH, Hertfordshire WD3 9SW United Kingdom
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F: +44 (0)1923 423961
W: www.skanska.co.uk/en
Construction

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F: +44 (0)1923 221361
E: uk@smithsdetection.com
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