



DEFENCE ON THE MOVE

THIS SPECIAL FEATURE OUTLINES THE ROLE AND RESPONSIBILITIES OF THE DEFENCE TRANSPORT AND MOVEMENTS AGENCY, AND EXAMINES THE OUTPUTS OF TWO VEHICLE INTEGRATED PROJECT TEAMS.

Launched on 1 April 1999, and bringing together existing single-Service Transport and Movements organisations, the Defence Transport and Movements Agency (DTMA) is a key operational Agency within the Defence Logistics Organisation (DLO) and a vital contributor to the deployment, sustainability and recovery of forces on operations and exercises.



Brigadier Chris Steirn

The Agency is organised to provide a range of transport and movements services to its customers, articulated in Customer Supplier Agreements (CSAs). Head Office is in DLO Andover, and the Agency has outstations throughout the UK with a small presence in Germany and the Netherlands.

The DTMA employs 462 staff, of which 360 are civilian and 102 military. At its head is the DTMA Chief Executive, Brigadier Chris Steirn.

DTMA MISSION STATEMENT

“DTMA is to provide Defence and other authorised users with agreed transport and movements services world-wide in peace, crisis and war in order to support UK military capability current and future.”

Analysing the DTMA’s mission statement provides an insight into the organisation:

- **DTMA is to provide...** It is an order, there is no question about our duty.
- **Defence and other authorised users...** Defence is our priority, but where it makes sense we provide for others too.
- **Agreed transport and movements services...** The services that DTMA provides are agreed beforehand with the customers. This is either accomplished through the use of Customer Supplier Agreements that are signed up to by both parties at the beginning of each year, thus ensuring there is mutual understanding of the services to be supplied, or agreed within contingency plans. The word ‘services’ is important also. DTMA does not just allocate the aircraft, ships, trucks and containers, but also provides some of the back-up organisation in support of these assets – business IT systems such as the Movements, Management and Reservation System (MMARS), commercial expertise in contracting and the financial knowledge to pay the bills.

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- **World-wide...** Our customer, Defence, serves world-wide. In meeting its needs the DTMA works closely with the UK MoD, Permanent Joint Headquarters (PJHQ) Front Line Commands, Allied Air Forces, the Royal Air Force, the Royal Fleet Auxiliary, commercial shippers and their agents, civilian airlines and their brokers, train operating companies and freight-forwarders to ensure that those customers who want anything moved, anywhere and at any time receive exactly the service they require.
- **In peace, crisis and war...** DTMA ensures that all the transport solutions will be equally proficient for any situation the UK Armed Forces must operate in. Our work in peace helps prepare us for surges of demand during operations, thus enabling a smooth transition to war by maintaining an operational focus in peacetime.
- **In order to support UK military capability current and future...** DTMA has created a robust structure that can adapt to changes without compromising its integrity. This structure comprises five Divisions, namely Operations, Finance and Business Planning, Freight, Travel and Corporate Services, and Commercial.

OPERATIONS DIVISION

The Operations Division is divided into three functional areas to ensure the highest level of customer service. Each area is responsible for a specific role in movements planning, acquisition and tasking of transport assets to support the MoD and other users in support of operations, overseas garrisons and exercises world-wide.

The Operations and Plans Section provides a 24-hour responsive capability for all transport and movements matters concerning operations, as well as operational and contingency planning. It also provides external agencies with timely, accurate and coordinated transportation and movements data, guidance and direction. The Division manages the UK node for the NATO movements planning IT system (Allied Deployment and Movement System (ADAMS)). The Duty Movements Staff (DMS) arrange and coordinate the movement of all military compassionate cases world-wide on a 24/7 basis 365 days a year.

The Surface Operations Section is responsible for the acquisition, allocation and tasking of strategic sealift resources, including the four DTMA-operated Strategic Roll-On Roll-Off (RORO) vessels, tankers, container vessels and passenger ships which are chartered for the international commercial market. The section is also responsible for the provision of road and rail movement support to administrative and operational deployments, including the movement of hazardous and non-hazardous goods.

The Airlift Operations Section is responsible for the acquisition and allocation of strategic airlift resources. It is the MoD authority for the tasking of the RAF Air Transport Force (ATF). The Airlift Plans cell allocates the ATF to support operations and the Defence Exercise Programme (DXP) in conjunction with Central staffs, planning up to 12 months in advance. The Airlift Operations cell monitors the current month's airlift programme, and deals with any short-notice bids for, or changes to, ATF tasking. The Airlift Charter cell spends around £50 million a year on ad hoc and planned charter airlift, ranging from whole aircraft, such as the Antonov AN124, to part charters with scheduled carriers.

FINANCE AND BUSINESS PLANNING DIVISION

The Agency's Finance and Business Planning functions are combined into one division, following the broader MoD model of aligning strategic and business planning, monitoring and reporting with finance activities.

The Finance Branch is responsible for providing budget management and financial advice to divisions, and accounting services such as bill verification and accounts payable to the Agency.

Business Planning is responsible for coordinating the Agency's business and strategic planning, monitoring systems and output costing. Fundamental to the delivery of the Key Target outputs placed upon the Agency is the ability to cost the output of each of its 34 services. Understanding the costs of our units of output helps to drive efficiency and inform customers of the cost of their requirements.

FREIGHT DIVISION

The Freight Division is the largest division within the DTMA. It is responsible for arranging the transport and movement of Defence cargo, ensuring that the right items arrive in the right place at the right time in order to sustain all three Services on operations or exercise, or for routine maintenance.

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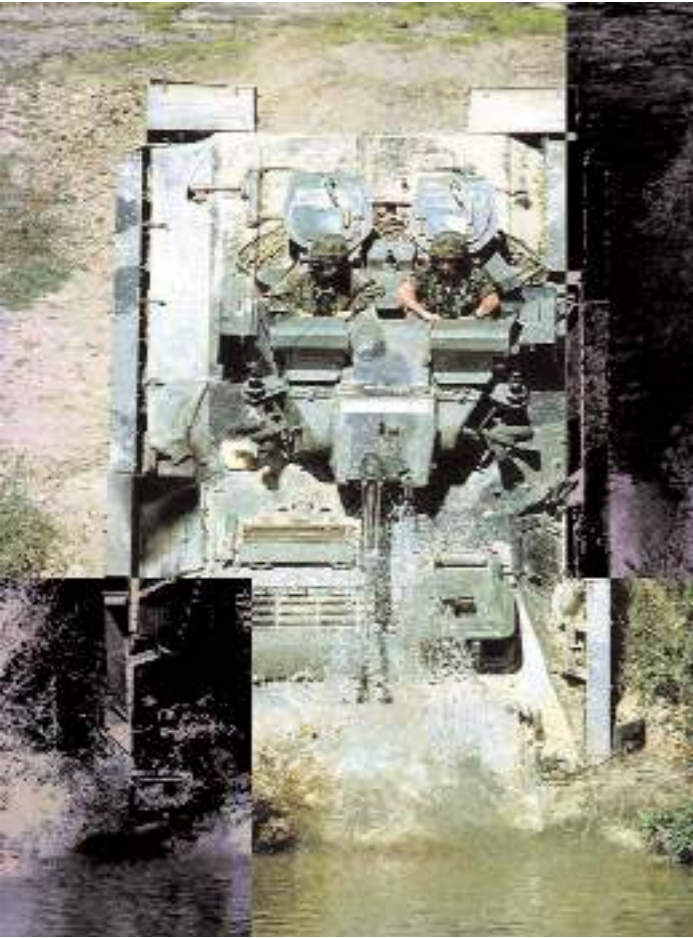
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The Division ensures that the transport element of the MoD's supply chain is sustained and that efficient, robust systems are in place to meet the maintenance and operational demands of the Front Line Commands. The Freight Division utilises both in-house assets and contracted-out commercial assets in order to meet the requirement.

The Defence Freight Distribution Group (DFDG) operates the Defence Freight Distribution Service (FDS). With its network of scheduled trunking routes and delivery windows, interconnected with defence forward transport systems, DFDG ensures the national road transport network provides full coverage for the distribution of MoD freight.

The Air Freight Centre (AFC) manages approximately 98,000 bids for air movement every year, of which 70% is moved by the RAF ATF with the remaining 30% (valued in the region of £3.1 million) managed commercially through an air freight-forwarding contract. Also included is an Air Freight Policy Section providing advice and guidance to consignors and suppliers regarding the movement of freight on RAF ATF aircraft.

The Surface Freight Centre (SFC) of the Freight Division deals with bids for surface and container moves. In-house resources are used whenever possible but contracted-out services complete in the region of 14,000 tasks a year. The SFC staff arrange for the movement of containers and other equipment to meet deployment and routine maintenance shipping and also manage the movement of freight in support of Germany-based MoD customers.

The Freight Division also boasts a small Ex-Works team who specialise in providing transport for the movement of goods from suppliers and manufacturers direct to MoD depots and unit locations. Utilising a mixture of specific transport services and freight parcel carriers, the Ex-Works staff arrange for deliveries in excess of 3600 tasks and £2.1 million expenditure a year. A small freight planning team that supports the remainder of the division manages 16 freight transport contracts worth in the region of £30 million a year.

In line with the DLO Procurement Reform strategy, the contracts for the movement of freight to and from and within NW Europe were recently awarded using a secure electronic reverse auction which enabled tenderers to obtain valuable market information, and for the MoD best value for money.



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TRAVEL AND CORPORATE SERVICES DIVISION

The role of the Travel and Corporate Services Division (T&CS Div) is to provide essential support services to the Agency and, in some areas, to the wider MoD.

This support enables the Agency to deliver its outputs most effectively, and assists the wider MoD in the course of routine, exercise and operational activities. For example, T&CS Div is responsible for the Defence Passenger Reservations Centre in London which provides an e-enabled, multi-modal business travel arrangement capability to MoD Head Office customers and the wider Defence community; for managing the Unaccompanied Baggage contract for service personnel and families; and for system management of the world-wide Air Movements Information System in direct support of the Air Transport Force.

COMMERCIAL DIVISION

The DTMA currently manages 263 different contracts with a life value of over £1 billion, and with an annual spend against these contracts of £250 million. The Commercial Division provides day-to-day commercial support to the DTMA, and is the focal point of contact between the Agency and industry.

A large proportion of DTMA business is conducted via service contracts placed with contractors. Among the services provided under such contracts are those for world-wide freight-forwarding (surface and air), UK and overseas movement of unaccompanied baggage, air travel, ferry/channel tunnel crossings, road haulage, rail movement (passengers and freight), ship and aircraft chartering and a host of other transport/movement-related requirements.

The Commercial Division has primary responsibility for the conduct of contractual transactions with the suppliers of these services, and also provides the focus within the Agency for all matters of procurement and purchasing policy.

A reverse auction, organised on behalf of the DTMA by Group Supplies plc, was successfully carried out recently by exclusive use of the internet. The P2P (Purchase to Payment) process has also bedded down successfully within DTMA. To date the DTMA has 102 users managing 14 contracts with a spend of £6.3 million.

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Suppliers are now feeling the benefits of trading online. Quicker invoice processing leading to faster payment can only cement the already excellent relationship between DTMA and its suppliers. It is expected that more suppliers will be identified over the coming months, increasing the volume of e-business transactions within the Agency.

CONCLUSION

For DTMA, the balance between the conflicting demands of providing financially efficient solutions in peace and a constant requirement to be ready to surge for operations against tight deadlines is handled with care. Utilising supplier base optimisation a wide awareness of the market remains a core skill and our success comes from having a base of suppliers with whom we have developed business relationships based on mutual understanding and trust.

DTMA has successfully faced up to the many challenges presented to it, and we expect many more in the future. As always, we will tackle challenges with enthusiasm, commitment and professionalism whenever they arise, as we continue to achieve our mission of providing Defence and other authorised users with agreed transport and movements services world-wide in peace, crisis and war in order to support UK military capability current and future in the most effective and efficient manner.

For more information on DTMA please contact Gwendolen Keogan on 01264 381125 mil 94391 7125

VEHICLE INTEGRATED PROJECT TEAMS

Until 1 October 2003 there were two Combat Support Vehicle (CSV) Integrated Project Teams (IPTs) within the DPA. These were CSV Heavy (CSVH) and CSV Light (CSVL), which managed vehicle projects from initial concept through to manufacture. Within the DLO there was a CSV Support (CSVs) IPT with responsibility for the in-service management and final disposal of combat support vehicles for all three Services.

From 1 October 2003 these three IPTs were restructured to form two Dual Accountable Through-Life IPTs, hosted by the DLO and based at Andover. The General Support Vehicles (GSV) IPT is responsible for vehicles with a payload of six tonnes and over and tankers. Specialist and Utility Vehicles is a through-life IPT responsible for the procurement (acquisition, support and disposal) of military light vehicles and special project vehicles across the MoD.

Col Carew Wilks, Team Leader of the SUV IPT, explains some of the benefits that it provides since becoming a through-life IPT.

SUV IPT

The SUV IPT provides a whole-life approach to the provision of vehicle capability to military forces.

Key benefits of becoming a through-life IPT are now being realised:

- Coherence to light vehicle acquisition across the CADMID/CADMIT cycle.
- Closer alignment of planning and budgets between the Defence Procurement Agency (DPA) and DLO.
- Greater emphasis on whole-life support solutions.
- In-service experience and knowledge is fed into new procurement.
- A one-stop-shop for specialist and utility vehicle capability within the MoD.
- A single point of entry to the MoD for the vehicle and automotive industry.

The vehicle procurement activity, based in Abbey Wood, is transferring over the coming year to Andover to join up with the in-service management team. Specialist Airfield Vehicle acquisition is delivered from Brampton and spares provisioning from Telford. Responsibility for the cradle-to-grave acquisition of light vehicles will offer excellent opportunities to improve the coherence between new and in-service vehicle programmes. This provides a much improved focus both for the customers and for the suppliers in industry.

An increased emphasis and perspective on through-life management significantly improves the IPT's role as a vehicle gatekeeper, enabling it to take a longer-term view on the selection of platforms for other IPTs. Our acquisition expertise is based on the knowledge and experience of our 150 staff and the success of the transition to SUV relies on their continuing support and commitment.

The SUV IPT has ILS, finance, commercial, materiel management, operations planning and business planning sections, together with four capability-based output teams, namely:

- Utility Vehicles – covering TUL/TUM/TUH and the Operational Utility Vehicle System (OUVS) project.
- Specialist Vehicles – covering bomb disposal, and special and light forces vehicles.
- Airfield Vehicles Branch – responsible for specialist airfield support vehicles.
- Light Support Vehicles – covering white fleet, materials handling, trailers, motorcycles and vehicles for other MoD and government departments.

While DPA team members will relocate from Abbey Wood to Andover in phases over a two-year transition period, the UK White Fleet CMTs will continue to serve their customers from the regional offices.

SUV – FUTURE PROGRAMMES

SUV IPT has an exciting and challenging forward programme of projects funded from a variety of sources, including the MoD's ten-year Equipment Plan (EP), contingency funds for Urgent Operational Requirements (UORs) and Short Term Plan (STP) funds held by the Front Line Commands.

There are programmes in each of the following capability areas:

- Utility and light support vehicles: programmes include OUVS – the IPT's largest project.
- Special vehicles: vehicles for bomb disposal operations and special forces.
- Light forces vehicles: vehicles for the Royal Marines and other light infantry.

Areas of interest to the SUV IPT over the next two to five years are:

- Protected mobility.
- Mobility for expeditionary operations.
- Homeland defence vehicles.
- Whole Fleet Management (WFM) and asset tracking.
- New technologies.
- Health and Usage Monitoring Systems (HUMS).
- Novel drives – especially hybrid electric drives.
- Vetronics – vehicle electronic systems.
- The impact of new vehicle legislation in safety and emissions.

DVD

Defence Vehicle Dynamics (DVD) is the single most concentrated display of defence and emergency vehicles and systems in Europe. It provides potential customers and suppliers with an opportunity to assess the capabilities of the most advanced products from over 100 different manufacturers, in a realistic environment. We are planning that DVD 2005 will again be held at Millbrook Proving Ground near Bedford, on 29 and 30 June.

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Lex Defence represents the following companies currently supporting the British Armed Forces:

Lex Defence White Fleet

Lex Transfleet and Lex Vehicle Leasing established the Lex Defence White Fleet organisation in 2001 to jointly supply and manage the 10-year UK White Fleet contract, which requires the provision of over 14,000 contract hire vehicles, including cars, commercial and specialist vehicles. In addition, Lex Defence White Fleet supplies over 500,000 days of short-term vehicle rental a year to the MoD.

Lex Transfleet

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Lex Vehicle Leasing

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**Lex Multipart Defence**

Lex Multipart Defence provides spares support for the Challenger 2 Tank, through contracts with Alvis Vickers Limited. Spares and components are delivered direct to Armoured Units in the UK and Germany and into the Army Base Repair Organisation (ABRO) for In-Service Base Inspection and Repair (BIR). As an Industrial Prime Vendor for the Non Project Procurement Organisation (NPPO), Lex Multipart Defence is contracted to supply general engineering hardware items to the Royal Navy, Army and Royal Air Force. Lex Multipart Defence is also contracted by MBDA UK Limited for the provision of a warehousing, distribution and repair service for all repairable spares and consumables required for its Rapier weapon system.

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Peter Hardisty, GSV IPT Team Leader, believes there has been a significant change in the DPA's approach to suppliers, with new methods reflecting commercial best business practice and win-win relationships being established with suppliers.

GENERAL SUPPORT VEHICLES (GSV)

Current procurement programmes for GSV include:

- The Heavy Equipment Transporter (HET) project – the pathfinder in terms of applying both Private Finance Initiative (PFI) and Sponsored Reserve concepts to a combat support vehicle project. The HET PFI service was formally accepted into service in July 2003. HET has been used successfully in operations in Iraq where it won praise from drivers in the field and was awarded 'Best Operational PFI Project' at the Public Private Partnership Industry awards in May 2004.
- The Interim Light Equipment Transporter (LET) Trailer project – a Cat D project to procure 60 low-loader trailers to partially replace the existing Trailmaster fleet. Following competitive selection, a contract was placed with Broshuis BV of Kampen, Netherlands, in June 2004, and delivery of the first ten trailers are expected in October this year.
- The Wheeled Tanker project – for the delivery of a bulk fuel and water distribution capability including 15 years of through-life support with a five-year parts and labour warranty and a five-year reliability warranty. The contract for 357 Wheeled Tanker (WT) systems was awarded to Oshkosh Truck Corporation in March 2003 and is unique in the fact that payments will only be made for the delivery of a complete deployable capability. The WT vehicles consist of the 15,000 litre Tactical Aircraft Refueller, the 20,000 litre Close Support Tanker and the 18,000 litre Close Support Tanker (VWater).

Future procurement programmes for GSV include:

- The Support Vehicle (SV) project – a major tri-Service procurement of cargo and recovery vehicles for the distribution of a variety of loads and the recovery of both wheeled and tracked vehicle casualties in varying operational environments. The project is currently in its tender assessment phase prior to announcing the preferred bidder.
- The Future Light Equipment Transporter (FLET) project – providing a complete equipment transporter capability to complement the recently procured HET to support land operations. The IPT is presently developing the detailed requirements for this system and working to identify the most appropriate acquisition strategy.
- The Heavy Load Distribution Capability (HLDC) – planned to replace the current DROPS fleet, load handling systems and flat racks and to address other heavy load distribution capability shortfalls. The project is in its concept phase.
- General Support Tankers (GST) – which will eventually replace the 32,000 litre low mobility fuel tankers currently in-service with the Army and RAF.

The IPT is also responsible for the management of all in-service fuel/water tankers and cargo vehicles with a payload in excess of four tonnes and appropriate spares provisioning. These large, heavily used, and in some cases quite old fleets demand a detailed knowledge and committed team to ensure that the Front Line Commands can continue to enjoy high levels of availability.

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