

Supplier Manual

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Chapter One: Foreword Matt Wiles

LCST PROGRAMME MANAGER



Since 1st August 2015, Team Leidos has been delivering the MOD's Logistics Commodities & Services Transformation (LCST) contract. Our remit includes the procurement, storage & distribution of all major commodities including Defence Clothing; Food; Oils, Lubricants and Gases; General Supplies and Medical Supplies & Equipment, plus the storage and freight of Authority Managed Materiel i.e. NSNs that continue to be procured directly by MOD Project Teams.

Our ambition is to modernise the LCS organisation into a streamlined support chain, fully able to meet the changing needs of our Armed Forces. To this end, the first four years of our 13 year contract are focused on transformation. We will be investing in new facilities, including an 850,000 sq ft Defence Fulfilment Centre (DFC) in Donnington and in the upgrade of existing facilities. We will be implementing new IT systems, including JDA Warehouse Management and Oracle Transport Management. And, we'll be developing our people as well as providing a safe working environment for all our team members, suppliers and visitors.

Throughout this transformation journey, and beyond, there will be important changes to our ways of working with suppliers. This Manual aims to bring together information about all of these changes. The chapter from the Storage, Distribution & Freight (SDF) team focuses on The Perfect Delivery. It is followed by information about procurement practices and inventory management from the Commodity Support Services (CSS) team.

All new processes are fully aligned with the requirements of the relevant DEFSTANs and DEFCONs and it is important that they are adopted in a consistent and timely manner to support the transformation process and ensure the perfect delivery. Failure to do this could result in rejected receipts, delayed payments and ultimately, in delays to the delivery of essential items to the Front Line Commands. You will be informed when new processes need to be adopted. In addition, you may also receive communication relating to specific NSNs.

We appreciate you taking time to read and follow the guidelines set out in this Manual. Please share it with all your colleagues, any third party suppliers or external transport providers to ensure everyone understands what will be required going forward in terms of service, product presentation and communication. If you have any queries, please contact your commercial or category contact in Team Leidos.

By working together in this way, we can all share in the benefits of an enhanced support chain as well as delivering World Class service and ensuring that the Front Line Commands get what they need, when they need it.

Matt Wiles

LCST Programme Manager, Team Leidos

Chapter Two:

The Perfect Delivery

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Executive summary

The aim of the Storage, Distribution & Freight (SDF) team is for every supplier and carrier to make a PERFECT DELIVERY every time they visit the Defence Fulfilment Centre (DFC) or any Team Leidos Building. By adhering to the guidelines set out in this chapter you will always make a PERFECT DELIVERY. In return we can ensure that your goods will always be accepted, your delivery vehicles will always be unloaded promptly allowing a speedy turn-around, you will avoid the recovery of any compensation charges, and most importantly, you will know that you are delivering to a safe, secure and efficient operating environment.

WHAT IS REQUIRED TO MAKE A PERFECT DELIVERY?

- ▶ Book in your delivery, with at least 24hrs notice, with the DFC or other Team Leidos building.
- ▶ The allocated delivery time and booking reference must be written on your delivery paperwork.
- ▶ Pre-advise the DFC or other Team Leidos building of the carrier name, delivery vehicle registration, trailer number, driver name and vehicle type.
- ▶ Ensure your delivery driver has a copy of the delivery paperwork, booking reference and delivery time available on arrival at the security gatehouse.
- ▶ Ensure that the type and size of the delivery vehicle is compatible with the operation.
- ▶ Ensure your goods are correctly packed and presented in accordance with requirements.
- ▶ Ensure all your pallets, cases and individual items have the correct labels and barcodes.
- ▶ Ensure your goods are safely and securely loaded, and clearly marked for delivery to the appropriate DFC warehouse or other Team Leidos building. Items must not be obstructed on the vehicle by other customers' deliveries.
- ▶ Palletised goods must be on Wingless Pallet specification and meet British Standards, in addition all pallets must meet ISPM 15 Regulations. Single pallets must not exceed 1,000mm overall height, and 1,000kgs weight. This may vary under exceptional circumstances; requests must be made through the exception process in this instance.
- ▶ Any double-stacked pallets must not exceed 1,000kgs per lift and 2,000mm total stack height.
- ▶ Ensure your delivery paperwork is complete and exactly matches the goods on the vehicle.
- ▶ The delivery driver has the correct personal protective equipment (PPE)



Executive summary

- ▶ Hi-Viz jacket plus Safety Shoes and Gloves as required.
- ▶ The delivery driver must be carrying a valid photo-ID (driving licence (photo card), passport or national identity card) in order to gain access to the site. Mandatory adherence to all Site Rules, Site Health and Safety Guidelines together with being courteous at all times to site team members, contractors and other visiting drivers.

Compliance to these PERFECT DELIVERY requirements is not only beneficial to yourself but also every other Supplier and carrier who is delivering to the DFC or other Team Leidos building, by creating of a safe and efficient operation and allowing the accurate receipt processing of your goods to support prompt in-full payment against your consignment. Your support in achieving this goal is greatly appreciated.



02.01 The Perfect Delivery:

Introduction

WHO IS THIS CHAPTER FOR?

This chapter has been created as a reference document for all Suppliers that supply goods to the Defence Fulfilment Centre (DFC) and other Team Leidos buildings. It contains all the necessary information, processes and instructions that are required to enable Suppliers to successfully deliver their goods and communicate with the DFC or other Team Leidos building.

This chapter is for the supply and delivery of CSS and Authority Managed Materiel (AMM) orders. It is essential that all Suppliers familiarise themselves with the contents of this chapter in order to ensure consistent compliance to the requirements. To achieve this, please ensure this document is shared with all the relevant functions within your business, together with any sub-contracted manufacturing / supply partners, third party logistics providers and transport companies. In the event that you require further clarification on any of the topics covered in this chapter please contact your Project Team, Lead IM or SC Manager.

SUPPLIER COMPLIANCE

Every Supplier and carrier must comply with the content of this chapter for every delivery made, and every item received and processed by the DFC and other Team Leidos buildings. The DFC is a multi-million pound, multi-faceted fulfilment centre operating state-of-the-art technology which together with the other Team Leidos buildings operate processes that require a level of compliance for the presentation of inbound stock in order to operate efficiently:

- ▶ Inbound consignments must be presented in an agreed format to allow prompt processing
- ▶ This is to enable accurate and timely processing of goods from receipt through to dispatch
- ▶ This will minimise risk of delays at Goods Inwards, enabling prompt turn-around of delivery vehicles and will ensure all products can be safely carried and stored within the DFC or other Team Leidos building
- ▶ Allowing the accurate receipt processing of your goods to support prompt in-full payment.

The DFC and other Team Leidos buildings will monitor every vehicle and consignment against a defined set of criteria in order to ultimately establish a delivery compliance scorecard. The delivery compliance scorecard will form part of the overall Supplier Development Programme that will be developed by the CSS team and managed by your Project Team, Lead IM or SC Manager. Further information will follow from the CSS team. Non-compliance adds unnecessary cost and delays to everybody, and will have a detrimental impact on Service to our Customers. Therefore, good process adherence is a benefit to all parties.



Introduction

PRODUCT PACKING CONFIGURATION AND MASTER DATA

For the purpose of this document the following acronyms are used throughout the Defence Network and have the same meaning:

- ▶ UI /UOI (Unit of Issue)
- ▶ D of Q (Denomination of Quantity)

For every NSN there will be an agreed Product Packaging Configuration (PPC):

- ▶ Number of UOI in the first level of packaging which may be the pre-packed quantity (PPQ) e.g. 10
- ▶ The number of UOI per PPQ (e.g. inner case or pack) e.g. also 10 as the items are already defined by the MOD as having a PPQ
- ▶ The number of UOI in any other intermediary packaging levels greater than the PPQ e.g. outer case may have 100 UOI within it, made up of 10 UOI, in 10 inner cartons
- ▶ The number of outer cases per layer
- ▶ The number of layers of outer cases per pallet
- ▶ Dimensions and weight for each hierarchy of packing case
- ▶ Dimensions and weight for a full pallet.

The PPC forms an integral part of the master data, which is used by both the warehouse management system and the order management system. It is therefore vital to have 100% adherence to the PPC.

Any deviation will have a significant impact on the storage and downstream operation, and may result in compensation charges being recovered from you. All proposed changes to the PPC must be discussed and agreed in advance with your Project Team, Lead IM or SC Manager before any NSN in a different format is delivered to the DFC or other Team Leidos building. Compliance to the PPC will form part of the delivery compliance scorecard.

NEW PRODUCT INTRODUCTION

All products must have an assigned NSN and an agreed product packing configuration (PPC). Please ensure that any new products have been codified (NSN allocated) and the PPC has been approved by your Project Team, Lead IM or SC Manager before attempting to deliver to the DFC or other Team Leidos building. Any products that do not have an NSN and / or a PPC may be refused by the DFC or other Team Leidos building.

UPDATES TO THE CHAPTER

Periodically this chapter will be updated to reflect any changes in product presentation requirements, communication or operational processes. Always ensure you are referring to the most recent version of this chapter. Each version will be clearly identified on the front cover together with a date stamp on each page footer. The most recent version of this chapter will be available via the Team Leidos' supplier portal. We will send out a link to the portal once it is live and would ask that you use that to check for any changes going forward. It is essential that you familiarise yourself with any updates and share them throughout your business and with any relevant subcontractors.



02.02 The Perfect Delivery: Booking a delivery

Following the receipt of your demand purchase request and confirmation that the order can be met you must book in your pending delivery with the DFC or other Team Leidos building. The DFC and other Team Leidos buildings are unable to accept any deliveries that have not been pre-booked.

DELIVERY TIMES

The DFC is open to accept deliveries between 06:00hrs – 20:00hrs, Monday – Friday. These hours will be flexed to accommodate fluctuations in demand. No deliveries are accepted on weekends or Bank Holiday, except by prior arrangement. Other Team Leidos buildings have specific operating hours, which can be shared at point of booking. Typically these hours are 07:30hrs – 15:00hrs, but there are some exceptions.

HOW TO MAKE A BOOKING

Prior to making a booking please check the delivery address / ship to for the consignment to ensure you are clear on the delivery location. Bookings must be made by telephoning the delivery location (see Appendix C for contact details). Bookings can be made by either the supplier or their logistics / transport provider.

Only one booking is to be made for each physical delivery. Each delivery booking is allocated a time at which the delivery vehicle must arrive and book in with the security gatehouse. Unfortunately we are unable to meet every request for specific times and dates, but those users that book early will have a greater probability of being able to select their preference.

When scheduling a delivery booking you are required to enter the following information:

- ▶ Purchase order number
- ▶ Supplier name
- ▶ NSN (can be added later, but must be at least 12 hours prior to delivery)
- ▶ Total number of pallets (or cases if non-palletised)
- ▶ Confirmation of unloading requirements (rear only, side only, rear or side)
- ▶ Carrier name
- ▶ Security details (can be added later, but must be prior to the vehicle arriving at the site).

A booking request cannot be made if the above information cannot be provided. Once your booking request has been accepted you will receive a unique booking reference and confirmation of the appointed date and time for delivery. This information must be noted on your delivery paperwork.



Booking a delivery

All consignments must be booked in at least 24hrs in advance of the required day of delivery (i.e. to request a 14:00hrs delivery on Wednesday, you must book no later than 14:00hrs on Tuesday). Exceptions can only be accepted if they have been pre-agreed via the PT or at the request of Team Leidos.

SECURITY DETAILS

As part of the booking process you must provide the following details for the delivery vehicle:

- ▶ Name of driver (and any authorised passengers in the vehicle)
- ▶ Vehicle registration
- ▶ Trailer number.
- ▶ We recognise that this information may not be known at the time you make the booking, but it must be provided prior to the vehicle arriving at the security gate-house.
- ▶ In addition, the delivery driver must carry a valid photo-ID. Only the following types of photo-ID are accepted:
 - ▶ Driving licence (with photo)
 - ▶ National driver card
 - ▶ Passport
 - ▶ National identity card
 - ▶ Military ID card.

No other forms of ID will be accepted as proof of identity. Failure to provide this security information, or the driver failing to comply with security requirements, will result in the delivery vehicle not being allowed access to the site until further security checks are completed. This may result in extensive delays for the delivery vehicle and even the possible refusal of your delivery. In addition, we reserve the right to check the validity of drivers' licenses at any time.

DFC or other Team Leidos building must be pre-advised when making the delivery booking request of any delivery which contains specialist goods e.g. hazardous goods, drugs, weapons, chemicals etc.

For all 3rd Party Deliveries (TNT, Parcel Force), Suppliers are still responsible for booking in a vehicle to Site. Where the driver's details may not be known at the time of booking, Suppliers are to ensure contact is made with the 3rd party and details of the driver are forwarded to the DFC/ Receiving warehouse (by Email or Phone).

AMENDMENTS AND CANCELLATIONS

Amendments and cancellations must be made through the same route used to make the booking.

Amendments to NSN details – if you need to change the quantity and / or goods being delivered this can be done at any time prior to the scheduled delivery time. Please note the physical delivery and delivery paperwork must always match exactly.

Amendments to delivery time – if you need to change the agreed delivery time, this has to be done 24hrs in advance of the scheduled delivery day. You are unable to change the time on the day of delivery (see Section 4: Delivery Punctuality).



Booking a delivery

Cancellations – in the event you need to cancel and rebook a delivery for a new day, this can only be done 24 hours in advance of the original scheduled delivery day. Failure to cancel will be recorded as a non-compliance.

HIGH PRIORITY DELIVERIES

If a consignment is being delivered on a high priority basis at the sole request of your Project Team, Lead IM or SC Manager then you **MUST** make phone and email contact through the route used to make the booking to arrange the delivery booking. The requirement for a high priority delivery will be confirmed with your Project Team, Lead IM or SC Manager. The bookings desk will agree a delivery time and issue a unique booking reference.

MULTIPLE VEHICLE DELIVERIES

In the event that 2 or more vehicles are required to make a delivery, then a separate booking must be made for each vehicle. Each vehicle will be allocated an individual booking reference and delivery slot time. It is essential that the correct paperwork is assigned to each respective vehicle load, and is correctly presented at the DFC or other Team Leidos building.

Changes to booking slots required, for example as a result of changes to the quantity of items being delivered, must be made at least 24 hours before the delivery time. Failure to cancel slots that are no longer required will be recorded as a non-compliance.

MULTIPLE SUPPLIERS PER VEHICLE

In instances where a carrier wishes to make single delivery to the DFC or other Team Leidos building that consists of consignments from multiple suppliers, it is recommended that the delivery booking is made by the carrier.

FIXED BOOKING SLOTS

The DFC and other Team Leidos buildings operate with a limited number of fixed booking slots. Fixed booking slots are allocated, at the discretion of the DFC and other Team Leidos buildings, to Suppliers and carriers in recognition of their significance in respect of supply volume and frequency of delivery.

The Supplier or carrier will be allocated a pre-agreed fixed delivery time slot and Dock Door at the site. You are still required to book the delivery in with the DFC using the booking system as described above, however you will be assigned your fixed booking slot delivery time and issued with a unique booking reference number which is to be quoted on your delivery paperwork. This must be completed at least 12 hours before the delivery time.

In the event that the fixed booking slot is not required for a particular designated day then the delivery appointment must be cancelled. Cancellations must be made at least 24 hours before the delivery time. Failure to cancel will be recorded as a non-compliance.

Fixed booking slots will be reviewed every 3 months when new slots may be allocated or existing ones withdrawn as a result of:

- ▶ Review of Suppliers / carriers delivery compliance scorecards
- ▶ Future changes in business activity levels.



02.03 The Perfect Delivery

Delivery window punctuality

DELIVERY STANDARD

Each delivery booking is allocated a time at which the delivery vehicle must arrive and book in with the security gatehouse. Vehicles must plan to arrive at the DFC or other Team Leidos building within their allocated booking window. Failure to arrive within the allocated booking window will be recorded against the suppliers' delivery compliance scorecard. Deliveries which are delayed due to exceptional circumstances will not be classified as being late, provided that the site has been pre-advised through the route used to make the booking.

It is requested that vehicles do not arrive more than 30 minutes in advance of their booking window as parking on the site is not permitted for security reasons. Vehicles that arrive early may be refused entry, and asked to return at their allocated time.

In the event of a late running vehicle, the site must be contacted through the route used to make the booking and advised of the delay, together with revised estimated arrival time. The site will review the goods in planning and advise whether the revised delivery time is acceptable. On occasions where it is not possible to accept a late running vehicle, the site will request for the delivery to be re-booked.

When liaising with the site please quote the unique booking reference together with supplier name and the scheduled delivery time. Failure of a vehicle to arrive where a booking window has been allocated will result in the recording of a non-compliance, and could also result in compensation charges being recovered.



02.04 The Perfect Delivery:

Arrival at the DFC or other Team Leidos building

Please refer to Appendix B for the full address details.

SECURITY GATEHOUSE

On arrival at the site, the driver must report to the security gatehouse. Drivers will need to present the following:

- ▶ Delivery booking time
- ▶ Booking reference
- ▶ Copy of the delivery paperwork.

It is recommended that the delivery time and the booking reference are clearly written on the delivery paperwork, and that the driver has ready access to the paperwork. In the event of any discrepancy it is the responsibility of the driver to rectify and re-present the information to the security gatehouse. Your vehicle may be turned away from the gatehouse and asked to return once the driver is in possession of the necessary information. This is to prevent any congestion and allow free access to other vehicles wishing to enter the DFC or other Team Leidos building.

Vehicles arriving more than 30 minutes early to their scheduled booking time may not be allowed access to the site for security reasons. Any delivery which contains specialist goods e.g. hazardous goods, drugs, weapons, chemicals etc. must also comply with the following:

- ▶ Cartons and pallets must be marked in accordance with statutory regulation
- ▶ Delivery driver must advise the office when handing in the delivery paperwork
- ▶ Dangerous goods note is attached to the appropriate delivery paperwork.

SECURITY CHECKS

Once the above checks have been completed, the security gatehouse will also verify that the following matches the pre-advised information:

- ▶ Driver name (and any authorised passengers)
- ▶ Carrier name
- ▶ Vehicle registration
- ▶ Trailer number.

In the event that this information does not correspond, the vehicle will be delayed until the discrepancy can be resolved. The driver will be asked to present a valid form of photo-ID in order to confirm their identity. Only the following forms of photo-ID can be used:

Arrival at the DFC or other Team Leidos building

- ▶ Driving licence (photo card)
- ▶ Drivers ID card
- ▶ Passport
- ▶ National identity card
- ▶ Military ID card.

Failure of the driver to be able to present a valid photo-ID will mean that the vehicle will not be given access to the DFC or other Team Leidos building. As a result, your delivery will be refused and will need to be re-booked. This failure will be recorded against your delivery compliance scorecard, and could also result in compensation charges being recovered.

All vehicles and individuals entering, departing and whilst on site are liable to be searched. Any search will only be conducted by authorised civilian or MOD personnel, and it is expected that drivers will comply with this request.

DRIVER PPE REQUIREMENTS

Safety and welfare is of paramount importance to all visiting drivers, contractors and team members at the site. As such, all drivers must be able to demonstrate to the security gatehouse that they have the following mandatory PPE (Personal Protective Equipment) required for the visiting the site.

- ▶ Hi-Viz vest or jacket To be worn at all times
- ▶ Safety shoes
- ▶ To be worn if drivers are required to offload product away from the dock levellers
- ▶ Protective gloves
- ▶ To be worn when attending to their vehicle or load.

Failure of the driver to be in possession of the any of the above PPE items will result in the vehicle being turned away from the security gatehouse. This will result in your load being refused, and a failure recorded against your delivery compliance scorecard. Please advise all your carriers of the above mandatory PPE requirement. Unfortunately, no PPE can be loaned to a visiting driver.

SPECIALIST GOODS

For deliveries of pharma, protectively marked (crypto), small arms & small arms spares (Section 5) and hazardous goods, vehicles must comply with all current regulatory requirements. Please note, some specialist warehouses i.e. B9 (Classified), B47 (Crypto) and B54 (Armoury) are subject to further inbound security checks at the warehouse point of entry including the use of safari gates, and off-loading within a secure area. This may add time to the delivery process.

ENTRY TO THE SITE

Once the booking in process and security checks have been successfully completed the gatehouse will instruct the driver to either:

- ▶ Proceed to the vehicle parking area on site, park up and report to the office
- ▶ Proceed directly to a nominated unloading bay and report to the office before preparing for unloading.

The gatehouse will issue the driver with a visiting driver's badge together with a briefing card containing a map of the site, the site rules and the health and safety instructions. The gatehouse will run through the content of the briefing card with the driver. Whilst on site the driver must also adhere to the speed limit and any one-way driving routes. The briefing card and visiting driver's badge are to be returned to the gatehouse upon exiting the site



02.05 The Perfect Delivery:

Delivery documentation

DOCUMENTATION REQUIREMENTS

Each delivery consignment must be accompanied with original supplier delivery paperwork. There must be a minimum of two copies of the delivery paperwork, one for retention by the site and one to be returned to the delivery driver.

Prior to unloading the delivery the driver must hand the delivery paperwork to the office. The driver must ensure that any Dangerous Goods Notes, CMR, GDP / GMP, Certificates of Conformity or any other legal documents are attached to the delivery notes for the respective consignment. Delivery paperwork must be written in English and include the following:

- ▶ Supplier name, address and contact details
- ▶ Delivery address (specifying building)
- ▶ Purchase order number
- ▶ Delivery note number
- ▶ NSN for each product
- ▶ Description of goods
- ▶ Total number of pallets or shipping cartons
- ▶ Total quantity of units per NSN
- ▶ PPQ and UOI/D of Q/UI for the goods
- ▶ Total weight of consignment Also, if relevant:
- ▶ Best before dates
- ▶ Use by dates
- ▶ Cure dates
- ▶ Manufacture dates
- ▶ Certification dates
- ▶ Charging dates
- ▶ Batch numbers
- ▶ Delivery booking reference
- ▶ Details of any special instructions (e.g. temperature requirements, hazards, pharma details etc.)

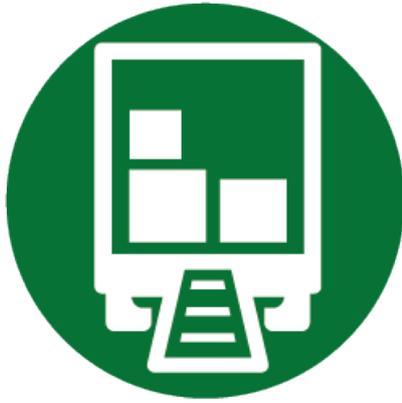


Delivery documentation

All delivery paperwork will be signed UNCHECKED by the site. Any subsequent delivery errors will be advised to suppliers within 5 business days of delivery. Carrier consignment manifests and carrier PDAs will be signed by the site. However, in the event of a potential claim, the DFC or other Team Leidos building will only accept signed original copies of the suppliers' delivery paperwork or equivalent electronic evidence as Proof of Delivery (POD). It is therefore recommended that you advise your carrier to obtain a signed copy of the delivery paperwork.

Where delivery paperwork is attached to the consignment, it must be placed in a clear document pouch that has the words 'DOCUMENTS ENCLOSED' written upon it. The pouch must be securely attached to the outside side of the 'lead' package of the consignment and must not obscure any labels or barcodes on the pallet or carton. Any supplementary documentation or manuals must either be contained within the packaging or securely attached to the outside, and clearly marked.

It is the responsibility of the delivery driver to obtain a signed copy of the delivery paperwork. Failure to provide delivery paperwork or where the delivery documentation is either incomplete or fails to match the consignment, may mean that your goods may be refused by the DFC or other Team Leidos site. Any such non-conformances will be recorded on your delivery compliance scorecard, and could also result in compensation charges being recovered.



02.06 The Perfect Delivery: Vehicle unloading

REPORTING TO THE OFFICE

The security gatehouse will advise each driver whether to proceed directly to a designated unloading bay or alternatively to a parking bay. At the DFC all vehicles be must be reversed parked into the respective bay. The driver must switch the engine off, secure their vehicle and report to the office following the designated pedestrian walkway and hand in the delivery paperwork. The office will issue further instructions:

- ▶ Where the vehicle is on an unloading the bay the driver must hand over all sets of the vehicles keys before unloading will commence
- ▶ Where the vehicle is in a parking bay, the driver will be notified when to move onto the allocated unloading bay.

The office will check that the items listed on the delivery paperwork are due for delivery. Any goods which are not due for delivery will not be unloaded and will require re- delivery at the correct future date.

UNLOADING BAYS

The sites operate four types of unloading bays:

- ▶ Dock level bays – for rear unloading (minimum deck height of 1,200mm)
- ▶ Ground Level bays – for side unloading
- ▶ Parcel bay – manual off-loading of small parcel consignments (transit type vans only)
- ▶ Ramps.

DRIVER RESPONSIBILITY

The driver must at all times follow instructions as directed by the site team member. When undertaking any manoeuvring on site, hazard-warning indicators must be engaged, together with any audio warning device, if fitted.

The driver is responsible for preparing the vehicle for unloading:

- ▶ Opening of rear doors
- ▶ Opening of curtains and release / moving of side posts
- ▶ Removal of any obstruction that may prevent the goods being off-loaded
- ▶ Release and safe stowage of load retention straps.

During the unloading process the driver may be requested by the site team member to move the curtains / posts in order to gain access to another part of the vehicle. Where a trailer is

Vehicle unloading

being dropped in the yard the trailer brake must always be applied. Once unloading has been completed it is the responsibility of the driver to secure the vehicle ready for departure.

DRIVER HEALTH AND SAFETY

Safety is our primary focus. Failure to comply with any of the site H&S policies and site rules will result in the driver being asked to leave the site and your consignment being refused. When preparing the vehicle, it is mandatory for the delivery driver to wear:

- ▶ Hi-Viz vest or jacket
- ▶ Safety footwear (if drivers are required to offload product away from the dock levellers)
- ▶ Protective gloves.

At no time must a driver attempt to climb on to his vehicle (with exception of small parcel delivery vehicles). This can only be done through the use of safety steps, which must be requested from the office.

All sets of vehicle keys must be handed in to the office, and will only be returned once the vehicle is deemed ready for departure.

During the unloading process the driver will be instructed to either stay in the cab or wait in the office, unless otherwise instructed by a member of the site team. At no time must a delivery driver be in close proximity to moving or working MHE.

Drivers are not permitted within the DFC warehouse at any time, unless invited and accompanied by a member of the site team. Other Team Leidos buildings may have areas designated for use by visiting drivers, drivers may not go out of these areas unless accompanied by a member of the site team

UNLOADING – GENERAL FREIGHT AND IRREGULAR FREIGHT

Where a delivery vehicle has been sealed then the seal must remain intact until it is broken by a site team member. In the event that the seal on the vehicle has already broken, the goods in team will record this fact on the delivery paperwork and advise the supplier accordingly.

All delivery vehicles must be in a safe and road-worthy condition, weather and waterproof, free from contamination and odour free. Where curtain-sided vehicles are being off-loaded from the rear, the curtains must remain fully closed and taut in order to provide a safe working environment for the unloader. Vehicles that are to rear off-load must have floors in good condition and be capable of withstanding a pedestrian pallet truck (PPT).

The consignment(s) to be off-loaded must:

- ▶ Be readily accessible on the vehicle (the site will not handle goods for other consignees)
- ▶ Be a clearly marked for the DFC or other Team Leidos building
- ▶ Not have goods for another consignee on top
- ▶ Be capable of being handled by a FLT or PPT.

Upon completion of unloading, a count of shipping units will be undertaken for each consignment / supplier and this number will be written on the delivery paperwork. The delivery paperwork will be signed UNCHECKED, as no detailed checking is undertaken at this stage. Any subsequent delivery errors will be reported back to the supplier within 5 business days of the delivery being made.



Vehicle unloading

The site will not accept any goods that do not correspond to the presented delivery paperwork. Any visible signs of damage during the unloading process will be endorsed on the paperwork and the site reserves the right to refuse badly damaged shipping units, irrespective of the condition of the goods contained within.

Any loose packaging that does not form part of the consignment will be reloaded on the vehicle once unloading has been completed. In the event that a load has moved / collapsed during transit the site will make a decision on whether to unload. Provided the vehicle is safe to drive on the highway, the decision may be for the load to be rejected and the delivery to be rebooked at a later date.

In circumstances where the site is prepared to unload the vehicle where the load has moved/ collapsed you may be re-charged the cost associated with any re-work together with any adverse disruption to the goods in operation. In instances where the site encounters issues with a vehicle or load presentation the incident will be documented (including photographs) and forwarded to your Project Team, Lead IM or SC Manager for sharing with all relevant parties. Poor vehicle and load presentation may result in your delivery being refused, and all instances will be recorded on your delivery compliance scorecard.

UNLOADING – PARCELS (DFC ONLY)

At the DFC there is a dedicated separate ground level parcels door, which is isolated from MHE areas. The driver must report to the parcels goods in desk upon arrival and hand copies of the delivery notes to the site team member together with all sets of keys for the vehicle.

All vehicles must be reverse parked, and hazard indicators activated when manoeuvring. Unloading of the vehicle is the sole responsibility of the driver, all packages are to be lifted from the vehicle and placed in the parcel receipt area as instructed. It is essential that all packages can be lifted by one person (less than 25kgs weight).

Upon completion of unloading, a count of shipping units will be undertaken for each consignment / supplier and this number will be written on the delivery paperwork. The delivery paperwork will be signed UNCHECKED as no detailed checking is undertaken at this stage. Any subsequent delivery errors will be reported back to the supplier within 5 business days of the delivery being made.

The site will not accept any goods that do not correspond to the presented delivery paperwork. Any visible signs of damage during the unloading process will be noted on the paperwork and the site reserves the right to refuse badly damaged shipping units, irrespective of the condition of the goods contained within.



02.07 The Perfect Delivery:

Product and load presentation

This section explains how the DFC or other Team Leidos buildings require your goods to be packed and presented. It covers all levels of the packing hierarchy from the outer shipping unit, to inner cartons and down to individual items (UOI).

These general requirements describe how to present deliveries to Team Leidos to allow their efficient handling through the network. If, as part of the contracting process, specific requirements about presentation have been agreed, they must be followed. If clarification is required, contact your Project Team, Lead IM or SC Manager.

Please ensure you understand how these requirements apply to your goods. Any deviation, unless authorised by your Project Team, Lead IM or SC Manager and the site, will be classified as a non-conformance and may result in your deliveries being refused.

DEFINITION OF PACKING LEVELS

The Reference Documents used within this chapter are:

- ▶ **Defence Standards (DEF STAN) 81-41 Part 1, 6** – refers to Packaging Marking Requirements
- ▶ **DEF CON 129** – Packaging Requirements
- ▶ **Defence Logistic Framework (DLF)** – of which JSP 886 is part.

The terminology for the packing levels used in this chapter is:

- ▶ **Shipping unit:** The outer-most packing unit (pallet, crate or shipping carton)
- ▶ **Shipping carton:** The outer-most carton (contains inner cartons or the items)
- ▶ **Inner carton:** The primary packing case that contains the items
- ▶ **Items:** The individual items (UOI)

Note: how goods are shipped to the DFC or other Team Leidos building will dictate what is defined as the shipping unit. For parcel deliveries where the shipping cartons are not palletised, each shipping carton is also a shipping unit; whereas if the shipping cartons are palletised, the palletised unit becomes the shipping unit.

Product load and presentation

PACKING HIERARCHY – EXAMPLE A



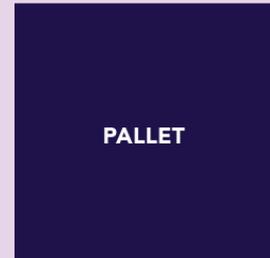
Item
(UOI = 1)



Inner carton
(Contains e.g.
6 × items)



Shipping carton
(Contains e.g.
4 × inner cartons)

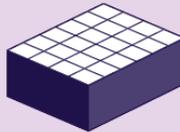


PALLET
Shipping unit
(Pallet of e.g.
8 × shipping cartons)

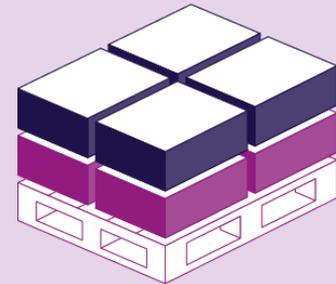
PACKING HIERARCHY – EXAMPLE B



Item
(UOI = 1)



Shipping carton
(Contains e.g.



Shipping unit
(Pallet of e.g.

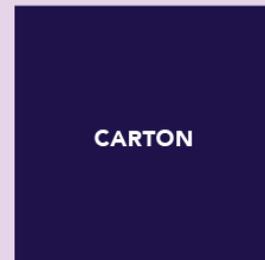
PACKING HIERARCHY – EXAMPLE C (NON-PALLETISED GOODS)



Item
(UOI = 1)



Inner carton
(Contains e.g.
6 × items)

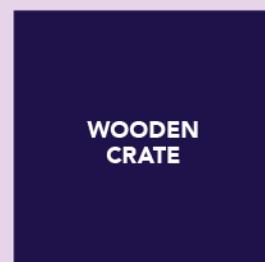


CARTON
Shipping carton
– also the shipping unit
(Contains e.g. 4 × inner cartons)

PACKING HIERARCHY – EXAMPLE D (NO INNER PACKING UNITS)



Item
(UOI = 1)



**WOODEN
CRATE**
Shipping unit
– also the shipping carton
(Contains e.g. 1 × item)

Product load and presentation

PACKAGING STANDARDS

Whatever type and configuration of packaging is used for your goods it must comply with the following minimum requirements:

- ▶ Provide adequate protection throughout the Supply Chain process, in ensuring all goods in transit are:
- ▶ Palletised to the agreed standard (DEF STAN 81/41, DEFCON 129)
- ▶ Secured to the pallet without damaging any goods
- ▶ Goods to be suitably safe to handle
- ▶ Packaging suitable to prevent excess movement in transit, and to prevent damage to goods.
- ▶ Excess packaging should be avoided to prevent disposal issues for the end user
- ▶ Outer and inner packaging must be appropriate for the contents to prevent contamination, leaks or deterioration of the item or packaging over time.

PRESENTATION OF GOODS

All freight being delivered to the DFC or other Team Leidos buildings must comply with the following shipping unit packing requirement in order to facilitate ease of unloading and handling within the goods in area. Goods which do not comply to these requirements may be refused, unless an alternative format has been approved in writing by the Operational team, arranged via your Project Team, Lead IM or SC Manager.

In accordance with DEF CON 129 – Package Marking All Trade Packages must be clearly marked with the letters TRADE in either BLUE (Trade Packages) or BLACK in respect of Export Trade Packages. Commercial Packaging is to conform to Military Packaging Levels (MPL) P, N and J to meet storage requirements.

Type of Freight	Consignment Size	Shipping Unit Packing Requirement
General Freight (including Pharma and Hazardous)	0 – 10 Shipping cartons	Either loose delivered or palletised
General Freight (including Pharma and Hazardous)	11+ Shipping cartons	Must be palletised
Irregular Freight	1 item +	Presented in the agreed format that allows safe unloading from delivery vehicle by FLT or PPT. Goods not packed in a wooden crate or STCC must be securely fixed to either a NATO pallet or a wooden skid, which must remain attached to the item once off-loaded.

Product load and presentation

PALLETISED GOODS – PALLET TYPE AND QUALITY

For commodities, palletised products must be packed on a wooden Winged or Wingless, 1 tonne specification pallet that measures 1,200mm × 1,000mm, and is 4-way entry (or equivalent). The technical specification of the Winged and Wingless Pallet 1 tonne is shown in Appendix F.

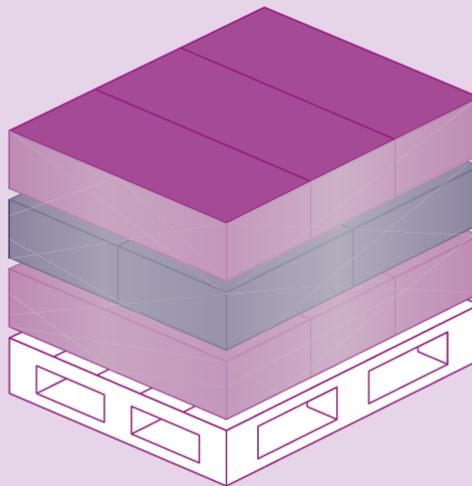
All pallets must be of A Grade, with no visible signs of damage or protruding nails. Suppliers are responsible for sourcing their own Winged and Wingless pallets. All pallets are delivered to the site on a one-way basis as no exchange is given. Goods presented on any defective or sub-standard pallet or media will be refused.

PALLET ASSEMBLY

There are some basic requirements for how goods are to be stacked and wrapped on pallets when delivering into the DFC or other Team Leidos building. This is to ensure pallets are stable and safe to offload from the vehicle and fit to be put-away into the high bay warehouse racking. In the event that the site needs to re-work your pallets, costs incurred may be re-charged.

CORRECT STACKING OF CASES ON THE PALLET

- Cartons layers inter-locked.
- No pallet overhang or underhang.
- Pallet must be securely and evenly stretch-wrapped.
- Goods are secure on the pallet preventing movement.



Correct build and wrapping – pallets will always be accepted by the DFC or other Team Leidos building. All pallets must conform to ISPM15 – DEF CON 129/691 Refers

Incorrect Build and Wrapping – pallets will be refused by the DFC or other Team Leidos building.

- ▶ **Pallet banding** – the use of plastic or metal banding is not permitted to secure cartons to the pallet.
- ▶ **Stretch-wrap or shrink-wrap** – all cartons must be secured to the pallet using either CLEAR stretch-wrap or CLEAR shrink-wrap, so that all labels and barcodes on the pallet and cartons can be read. There must be no loose ends of wrap material hanging from the pallet. Each pallet must be securely wrapped to prevent the cartons from moving either during transit or when being handled within the warehouse.
- ▶ **Pallet overhang/under hang** – all cartons must be assembled on the pallet according to their respective Ti-Hi configuration so that there is ZERO overhang on

Product load and presentation

any edge of the pallet. Carton layers must be built from the outside perimeter edge of pallet inwards, in order to create a stable pallet layers.

- ▶ **Pallet lean** – through the correct build configuration and the use of tensile stretch-wrap (or shrink-wrap) the constructed pallet must be stable and vertical with negligible lean. Upon unloading, any adverse lean will result in the pallet being classified as un-safe and being refused by the Goods-In team.



UNSAFE – INCORRECT PRESENTATION

- ▶ Pallet has insufficient stretch-wrapped.



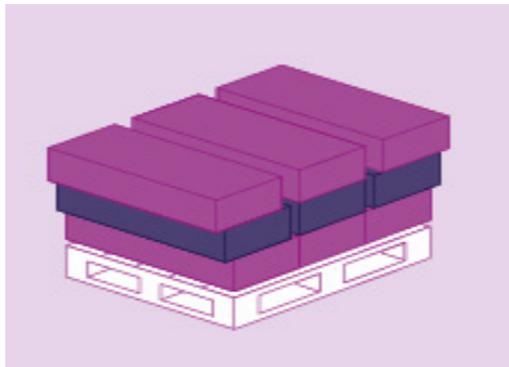
UNSAFE – INCORRECT PRESENTATION

- ▶ Goods are leaning on pallet.



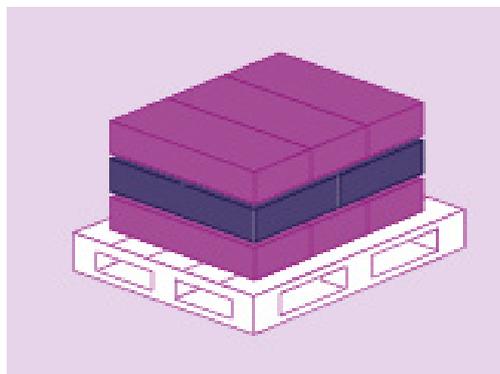
UNSAFE – INCORRECT PRESENTATION

- ▶ Pallet is incorrectly stretch-wrapped.



UNSAFE – INCORRECT PRESENTATION

- ▶ Do not column stack cartons.



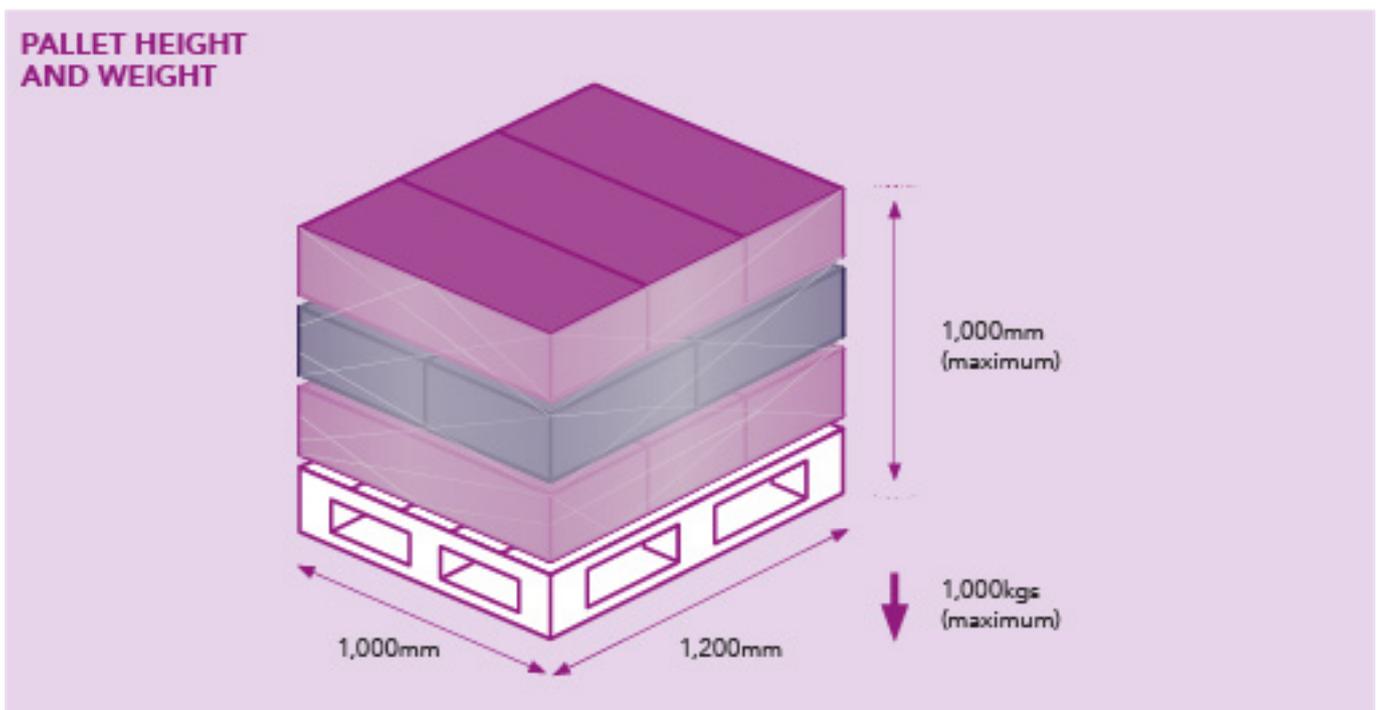
UNSAFE – INCORRECT PRESENTATION

- ▶ Cartons must be placed at outer edge of the pallet, Cartons not secured to pallet.

Product load and presentation

PALLET HEIGHT AND WEIGHT

On our sites, pallets are stored in high-bay APR racking and should not exceed the dimensions or weight shown in diagram x.x below for both safety and operational reasons. Where there is a requirement to breach the 1000mm height – permission is to be sought using the exceptions process. Where a pallet exceeds the height (1000mm) and there has been no exception granted – the pallet may be rejected.



PALLET NSN QUANTITIES

Where possible you should aim to deliver in full pallet quantities per NSN. All full pallets of a single NSN must be assembled in accordance with the agreed Ti-Hi for that product (as defined in the Product Packing Configuration). By adhering to the agreed Ti-Hi configuration, your full pallets will always fall within the maximum weight and height restrictions.

If the quantity to be delivered is less than a full pallet, the pallet must still be assembled to the Ti-Hi configuration but with fewer layers. Where there is insufficient quantity for a complete layer, please place the cartons around the outer edge and form a level top. This will enable pallets to be safely stacked during transport and enable the checking of pallet contents.

Mixed NSN pallets are not accepted, except with prior approval in writing following the exception process. When shipping multiple NSNs of less than full pallet quantity the site requires each NSN to be on a separate pallet. These pallets can be stacked up to a maximum stack height of 2,000mm in height. The stack of pallets may be shrink- wrapped together for transit.

Due to MHE handling restrictions the pallet stack cannot weigh more than 1,000kgs.

If you ship mixed NSN pallets without approval your delivery may be rejected by the site. Where approval has been given for mixed NSNs on a pallet, please ensure that:

- ▶ Total number of cartons for any single NSN across all pallets delivered is less than one full pallet quantity
- ▶ Cartons for each individual NSN are assembled together on one pallet – by layer,

Product load and presentation

and a separator sheet between each layer to define the split between NSN.

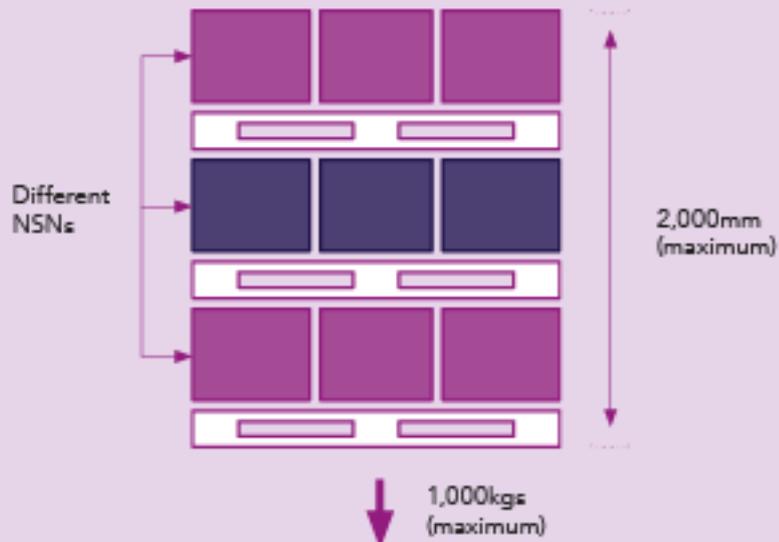
- ▶ Carton labels for each NSN are outward facing, to allow easy identification
- ▶ Overall pallet height does not exceed 1000mm for single pallet/2000mm for stacked pallet (including the pallet)
- ▶ Total weight of the assembled pallet does not exceed 1,000kgs.

Mixed NSN cartons are not permitted. Each shipping carton and any inner cartons must only contain 1 NSN. Mixed Lot / Batch cartons are not permitted. Each shipping carton and any inner cartons must only contain 1 Lot / Batch. To allow easy recognition during the goods in and re-ceiving operation all pallets must be clearly labelled accordingly:

- ▶ **Full pallet** – single NSN, full pallet quantity
- ▶ **Part pallet** – single NSN, less than full pallet quantity
- ▶ **Mixed pallet** – multiple NSN (approved suppliers only).

PRESENTATION REQUIREMENT: STACKED PART PALLETS, WITH 1 NSN PER PALLET

- 1 x NSN per Pallet.
- Cartons have labels facing outwards.
- Cartons built around outer edge of pallet to allow safe stacking.
- Pallets are not stretch-wrapped together.



FULL PALLET



HALF PALLET



MIXED PALLET



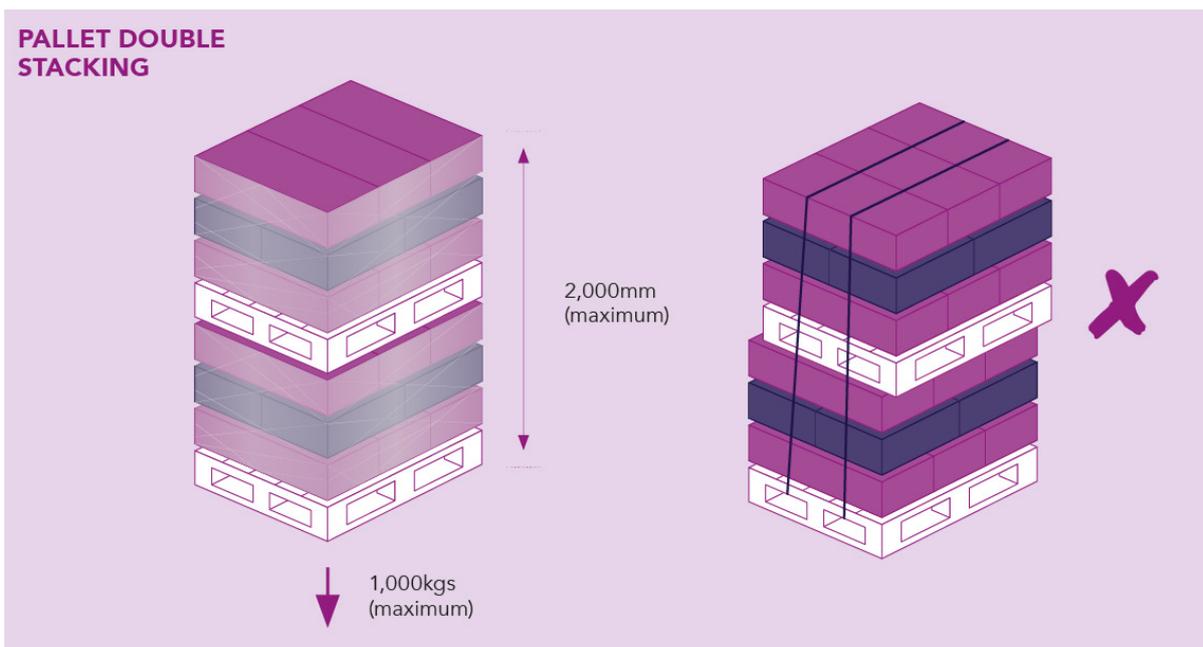
DOUBLE STACKED PALLET

Product load and presentation

PALLET DOUBLE STACKING

It is recognised that in order for suppliers to minimise transport costs there may be a requirement for pallets to be double stacked on the delivery vehicle. Doubled stacked pallets will only be accepted if:

- ▶ The overall height of the double stacked pallets does not exceed **2,000mm**
- ▶ The total overall weight of the double stacked pallets is less than **1,000kgs** (this is maximum weight that a PPT can lift for unloading)
- ▶ The pallets can be safely stacked for transport and will not move or cause crush damage to cartons on the lower pallet
- ▶ The pallets **must not** be joined by stretch-wrap or shrink-wrap, so as to allow ready separation once unloaded
- ▶ Each individual pallet must have its own unique ID, logistics label and barcodes (as specified in this chapter).



LABELS AND BARCODES

Specific labels and barcodes are required to be attached to every Package / Pallet. Packaging Marking and Labelling requirements must be in accordance with DEF STAN 81-41 (part 6) and DEFCON 129 – requirements to meet DEFCON5/5J (P2P) are also included within this document.

SHIPPING CARTONS AND INNER CARTONS – CARTON TYPE AND QUALITY

The quality and type of the carton must comply with contractual specifications (Package Standards P, J and N Refers) but as a minimum it must be fit for purpose to protect the goods during transit, handling and storage, and without being susceptible to crush or bulging when packed and palletised.

Pre-used cartons are not permitted as either outer shipping cartons or inner cartons due to potential structural integrity and contamination issues and possible labelling errors. The term inner carton refers to any primary (and secondary) packing unit within a shipping carton, and includes non-cardboard based packaging such as plastic bags, sacks etc.

Product load and presentation

CARTON PRESENTATION

All cartons are to be suitably sealed (Tape/Glue) sufficiently to prevent the product breaching the packaging during movement and handling. Use of heavy staples is **not** permitted for health and safety reasons. All Packages designed to be handled manually, must meet Health and Safety Handling requirements as defined within DEF STAN 81-41 Part 6. Appropriate warning labels are to be applied – H0949A, H0949B or H0950 (or commercial equivalent)

Metal banding, of any form, on cartons is **not** permitted for health and safety reasons. Cartons **must not** contain dunnage or surplus packaging of any form. Empty Shipping cartons must never be used as dunnage when assembling a pallet. Suppliers are to provide a viewable label without having to breach packaging to look for one

CARTON MARKINGS

Cartons that contain products which may pose a potential health and safety hazard to a warehouse operative must have the nature of the contents and / or hazard clearly written (in English) on the outside of the packaging. The packing and packaging quality must be suitable for the contents. Examples include glass products, liquids and razor wire.

CARTON WEIGHTS

The maximum weight of a single carton must not exceed 25kgs. All cartons weighing more than 3kgs must clearly show the gross weight. Any carton that weights in excess of 15kgs must be marked with an appropriate warning to identify that the carton is heavy.

CARTON NSN QUANTITY

All cartons must contain only 1 NSN. Mixed NSN cartons are not permitted, and will be refused by the site.

- ▶ Shipping cartons must only contain 1 NSN
- ▶ Inner cartons must only contain 1 NSN.

CARTON LOT / BATCH QUANTITY

All cartons must contain only 1 Lot / Batch. Mixed Lot / Batch cartons are not permitted, and will be refused by the site.

- ▶ Shipping cartons must only contain 1 Lot / Batch
- ▶ Inner cartons must only contain 1 Lot / Batch.

IRREGULAR FREIGHT – DEFINITION

Irregular freight is classified as non- general freight and has at least one of the following characteristics:

- ▶ Has a perimeter base in excess of 1,000mm × 1,200mm.
- ▶ Is over 1,000mm in height.
- ▶ Weighs over 1,000kgs.
- ▶ Is housed in a wooden crate or STCC.
- ▶ Is classified as a linear product.

Product load and presentation

PRESENTATION

Goods are to be presented in the format as specified in the contractual terms. Any specific handling requirements must be notified when the booking is made. All goods must be packed so that they can be off-loaded from the delivery vehicle by either a PPT or FLT. Irregular freight will be refused if it requires manual off-loading by either the driver or a site team member.

The item must be securely attached to a Winged / Wingless pallet or wooden skid, and the pallet / skid is to remain with the item once off-loaded. If the items require banding, then only plastic banding can be used. Any items secured using metal banding will be refused.

The gross weight of the freight is to be clearly shown on the outer packaging. Items that are fragile or have an uneven weight distribution must have 'Fork Entry Points' clearly marked on the outer packaging. An irregular freight shipping unit must only contain a single NSN. Mixed NSN shipping units are not permitted as irregular freight shipping units will not be broken down during the goods receipt process for H&S and handling restriction reasons.

The DFC or other Team Leidos building will only accept double stacked irregular freight shipping units where:

- ▶ The overall height of the stack is not greater than 2,000mm.
- ▶ The total weight of the stack is not greater than 1,000kgs.
- ▶ Shipping units must not be banded or stretch-wrapped together.
- ▶ Each shipping unit must have its own logistics label and barcode.

ITEMS COVERED BY GDP

Deliveries of these items will follow the process described for standard NSN deliveries but must also comply product specific requirements.

SPECIALIST GOODS

In addition to complying with all requirements outlined in this section, any delivery which contains specialist goods e.g. hazardous goods, drugs, weapons, chemicals etc. must comply with the following:

- ▶ Cartons and pallets must be marked in accordance with statutory regulation.
- ▶ DFC or other Team Leidos building must be pre-advised when making the delivery booking request.
- ▶ Delivery driver must advise the office when handing in the delivery paperwork.
- ▶ Dangerous goods note must be attached to the appropriate delivery paperwork.
- ▶ Vehicles must be compliant with all current regulatory requirements.



02.08 The Perfect Delivery:

Logistics labels and barcodes

LABELS AND BARCODES

It is a mandatory requirement for every packing level of your goods (Shipping Unit – Shipping Carton – Inner Carton – Item) to have a logistics label and barcode attached as the sites will use barcode scanning technology. Logistics labels and barcodes contain all the necessary information for the site to accurately identify, receipt, process and distribute your goods. The logistics labels and barcodes must not be confused with Carrier Labels/Barcodes.

The logistics labelling and barcode requirements for the DFC and other Team Leidos buildings are based on the industry standard GS1 UK format. See Appendix E for details. The Minimum requirements for barcoding are set out within this chapter and conform to **DEF CON 129, DEF STAN 81-41**. All logistics labels and barcodes must be printed on white labels and not directly onto the packaging. The print quality of barcodes must be sufficient to enable a high percentage of first time scans. Any poorly printed logistics labels and barcodes must be reprinted before dispatch, or your pallets may be refused by the site.

Any labels that are unreadable at point of receipt may result in the pallet being refused by the site – ensure all barcodes therefore are readable prior to shipping. All logistics labels must be in English. The information shown on the logistics label (narrative and barcode format) must match exactly the contents of the pallet, carton or item, to which it is attached. Logistics labels or barcodes must not be manually corrected. Where an error has been identified you must remove the label and replace with a correctly printed label.

Ensure all your packing levels and items meet the logistics labelling and barcode requirements. Failure to do so will be recorded as a non-conformance and may result in your goods being refused or alternatively you may incur compensation charges for any corrective re-work that is required to be undertaken by the site.

Logistics labels and barcodes

Below are examples of logistics labels and barcodes that do not meet the required standard.



Bad data



Bad print quality



Wrinkled label



Damaged Label



Missing Data



Wrong Data



Transport label hiding original



Wrong Location

PALLET LABELS AND BARCODES

Each individual pallet must have a logistics label and barcode securely applied.

- ▶ Single NSN pallets
- ▶ Mixed NSN pallets
- ▶ Full pallets
- ▶ Part pallets.

Where pallets have been stacked into lifts for transport, each pallet must have an individual logistics label and be treated as a separate Shipping Unit. All labels must be clearly visible and readable, without the need to breach packaging, and the barcode readily scanned through any stretch-wrap.

Pallet labels and barcodes must not be obscured by any supplementary labelling made by your Logistics Service Partner or Carrier. All barcodes must have human readable interpretation (alpha-numeric format). Each pallet must have its own unique SSCC ID (Serial Shipping Container Code). The SSCC ID is to be included as one of the fields on the logistics pallet label, and not applied as a separate SSCC label.

Pallets are to have a minimum of 2 logistics labels applied to adjacent sides (long and short side, or two corner labels), to ensure one label is always visible. The size of the logistics label must be a minimum of A5 (148mm x 210mm), as the label needs to contain trade item data. The Logistics labels should be placed between 400 – 800mm from the base of the pallet, to allow easy scanning.

The logistics label must display the following information:

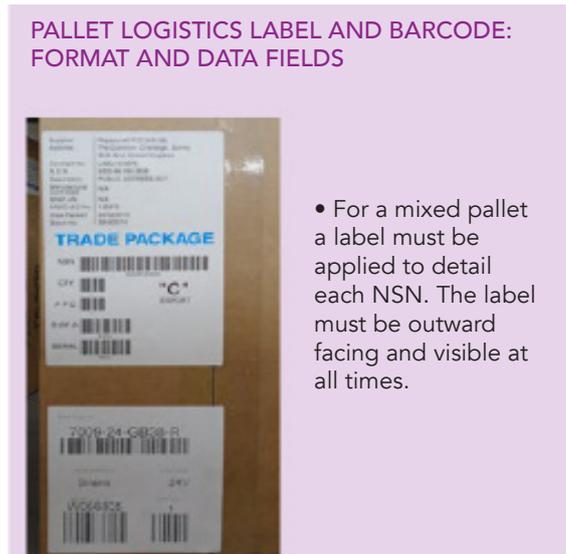
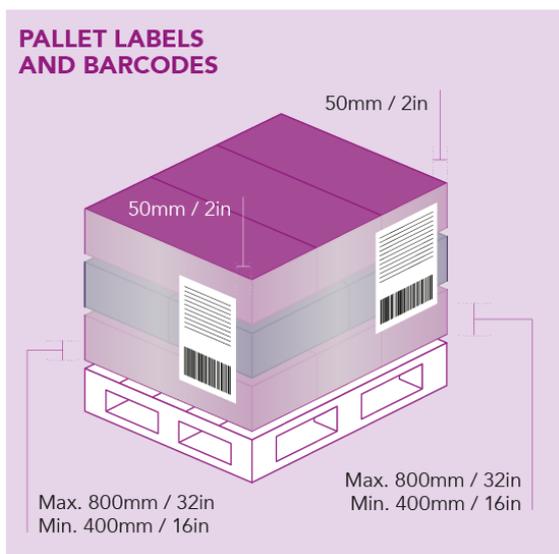
- ▶ Unique pallet ID (SSCC)
- ▶ Supplier name (and address)
- ▶ Delivery address
- ▶ Delivery note number
- ▶ Project / contract number

Logistics labels and barcodes

- ▶ Pallet count and total in consignment (e.g. 1 of 6, 2 of 6.....6 of 6)
- ▶ NSN
- ▶ Product description
- ▶ Quantity of shipping cartons
- ▶ Total UOI quantity
- ▶ Gross weight (kgs)
- ▶ BBE dates (if applicable)
- ▶ Batch or serial number (as appropriate).

The logistics label must contain barcode fields for the following information:

- ▶ SSCC
- ▶ NSN details
- ▶ Quantity / batch / contract number / serial number



IRREGULAR FREIGHT LABELS AND BARCODES

All irregular freight must have a logistics label and barcode attached to each individual shipping unit.

SHIPPING CARTON LABELS AND BARCODES

All shipping cartons, whether loose delivered or palletised must have individual Logistics Labels and Barcode attached. Only 1 label is required to be attached which must be on one of the vertical sides of the carton. The size of the label should be in relation to the shipping carton and the information required to be displayed. In order to facilitate clear visual reading and barcode scanning a minimum label size of the A6 (105mm × 148mm) is required.

Each label, as a minimum, must contain the following information:

- ▶ Supplier name (and address)
- ▶ NSN

Logistics labels and barcodes

- ▶ Product description
- ▶ Contract number
- ▶ UOI
- ▶ Quantity
- ▶ Weight
- ▶ Size (if appropriate)
- ▶ Batch / serial number (as required)
- ▶ BBE date (if appropriate)
- ▶ Calibration or certificate of compliance ref (if appropriate)
- ▶ Barcode format – NSN
- ▶ Barcode format – UOI/UI/D of Q
- ▶ Barcode format – Quantity of items.

The information shown on the logistics label and represented in the barcode must exactly match the contents of the shipping carton

EXAMPLE SHIPPING LABEL



INNER CARTON LABELS AND BARCODES

All inner cartons must have a logistics label and barcode attached. Only 1 label is required which must be readily visible on the packaging. The size of the label should be in relation to the inner carton and the information required to be displayed. In order to facilitate clear visual reading and barcode scanning a minimum label size of the A7 (105mm × 74mm) is required.

Each label, as a minimum, must contain the following information:

- ▶ NSN
- ▶ Product description
- ▶ Contract number
- ▶ UOI
- ▶ Quantity
- ▶ Weight
- ▶ Size (if appropriate)

Logistics labels and barcodes

- ▶ Batch / serial number (as required)
- ▶ BBE / Shelf Life /Date of Expiry date (if appropriate)
- ▶ Calibration or certificate of compliance ref (if appropriate)
- ▶ Barcode format – NSN
- ▶ Barcode format – UOI/UI/D of Q
- ▶ Barcode format – Quantity of items.
- ▶ Barcode Format – Serial Number and / or Batch Number (if required)

The information shown on the logistics label and represented in the barcode must exactly match the contents of the shipping carton.

EXAMPLE CARTON LABEL



ITEM LABELS AND BARCODES

Each item (UOI) must have a label attached which incorporates the necessary barcodes, and as a minimum must contain the following information:

- ▶ NSN
- ▶ Product description
- ▶ Contract number
- ▶ UOI
- ▶ Quantity (if appropriate)
- ▶ Size (if appropriate)
- ▶ Batch / serial number (as required)
- ▶ BBE date (if appropriate)
- ▶ Calibration or certificate of compliance ref (if appropriate)
- ▶ Barcode format – NSN
- ▶ Barcode format – UOI/UI/D of Q Barcode Format – Serial Number Barcode Format – Qty.

Logistics labels and barcodes

The label is to be securely fixed to the item or item primary packaging (where the packaging remains with the item). Ideally adhesive labels are to be used. Where this is not possible due to the physical attributes of the goods, the label can be attached using swing tags. For items where there is insufficient surface area to attach a single label that contains all the information, the information can be logically split across multiple labels (an example is reel of cord – see below).

Some very small items, such as nuts, bolts and washers are exempt from being labelled individually. However, all the relevant labelling details must be shown on the primary pack level (PPQ). Barcode structure format and content as above.

CERTIFICATE OF CONFORMITY / CALIBRATION TAGS

Items that require to be individually fitted with tags confirming calibration or certificates of compliance must have the tags firmly and correctly attached, as specified in the contract. Industrial or heavy lift products may require the tag to be attached using wire in a pre-defined position where it is readily accessible and non- intrusive. Failure to attach the necessary tags or incorrect attachment of the tags may result in your goods being refused, following receipt inspection.

EXAMPLE ITEM LABEL



Single item label



Use of Multiple Item Label due to Limited Surface Area



Label attached via swing tag



02.09 The Perfect Delivery: Non-conforming stock

DELIVERY ERRORS

A delivery error can relate to a complete or partial consignment and is classified as:

- ▶ Incorrect quantity of stock (either shortage or excess)
- ▶ Mismatch between physical goods and the delivery paperwork.

Where the error is identified during the unloading process the delivery paperwork will be endorsed accordingly and the goods in team have the discretion to:

- ▶ **Accept** – All compliant goods but where the delivered quantity is less than the quantity advised on the delivery paperwork
- ▶ **Refuse** – Any goods that do not correspond to the delivery paperwork (excess quantity and incorrect NSN).

Where a delivery error is identified at the time of unloading, the delivery driver is to remain on site whilst the issue is investigated and the appropriate corrective action is taken. Any refused goods, at the time of delivery, must be removed from the site by the delivery vehicle. In some instances, a delivery error may only be identified after unloading. In such cases you will be advised of the error within 5 business days of taking delivery. Where an excess quantity of stock or an incorrect NSN has been delivered, a collection note will be raised for the future uplift of the goods.

REFUSAL OF NON- CONFORMING PRODUCT

A whole or partial consignment may be deemed as non-compliant because of:

- ▶ Incorrect or missing delivery paperwork
- ▶ Incorrect or missing labels and / or barcodes
- ▶ Incorrect BBE dates or batch codes
- ▶ Failed temperature check
- ▶ Presentation of the goods or vehicle fails to comply to the requirements in this chapter
- ▶ Incorrect pre-advised vehicle or driver security Information
- ▶ Delivery driver is unable to present a valid photo-ID
- ▶ Failure to comply with site rules or site health and safety guidelines
- ▶ Damaged products or unsafe load.

Non-conforming stock

Where goods are identified as non-compliant, the site has the right to refuse either all or part of the consignment. Where non-conforming stock is identified at the time of delivery:

- ▶ You will be advised of the issue by your Project Team or Lead IM or SC Manager, who is in contact with DFC and other Team Leidos buildings
- ▶ The site may decide to accept or refuse, depending upon nature of non-conformance The delivery driver must stay on-site until agreement is reached
- ▶ All refused goods must be taken off-site by the delivery driver

The site will not hold any rejected stock for the suppliers' or the carriers' convenience. Non-conforming stock identified after unloading:

- ▶ Will be isolated from the rest of the delivery
- ▶ You will be advised of the Issue by your Project Team, Lead IM or SC Manager within 5 business days of unloading
- ▶ The site will make a decision on whether to accept or refuse in collaboration with the PT
- ▶ Where the decision is to accept, you may incur costs associated with any re-work that needs to be undertaken in order to correct the non-compliance
- ▶ Where the decision is to reject, you will be advised accordingly and a Collection Note raised for the goods to be uplifted. You must collect the non-conforming stock within 10 working days.

DAMAGED PRODUCT

If any visual sign of damage to the goods is identified at the time of unloading, the delivery paperwork will be endorsed accordingly. The goods in team will make a decision, depending upon the nature and magnitude of the visible damage:

- ▶ Refuse the whole delivery
- ▶ Refuse only the damaged goods
- ▶ Accept the damaged goods.

Refused goods will be re-loaded on to the delivery vehicle and must be taken away from site. Damaged products that are accepted will be isolated from the rest of the delivery for future inspection as no detailed inspection of goods / packaging is undertaken at the time of unloading. If the damage is corrected by the site through re-work, you may incur any associated costs. Where the decision is to reject the goods, a collection note will be raised and you must collect the goods within 10 working days.

PRODUCT COLLECTIONS

You will be advised of any goods that require collection. A collection note will be raised and forwarded to you, detailing the goods and quantity for collection. The collection note has a unique reference number which must be used in all communications with the DFC or other Team Leidos building. All goods must be collected from the DFC or other Team Leidos building within 10 working days.

The collection must be made on a vehicle with a specification that can be accepted by the site. Failure to collect the goods within this timeframe may result in the product being sent for secure destruction and you could be liable for compensation charges. You must arrange collection through the route used to make the booking. A unique booking reference number and time slot will be issued which needs to be quoted on the Collection Paperwork, and by the driver when



Non-conforming stock

arriving at the site to collect the goods.

The DFC or other Team Leidos building will prepare the goods for collection in advance of the vehicle arriving. The driver must present the collection note to the goods in department. No goods can be released without the correct paperwork. Both the Team Leidos team member and the collection driver are requested to sign the collection paperwork to confirm the transfer of possession of the goods.



02.10 The Perfect Delivery:

Delivery compliance scorecard

In order to provide our customers with a continuous high level of service it is essential that the DFC and other Team Leidos buildings operate efficiently. In order to achieve this, we rely on all our suppliers to consistently serve the sites in accordance to the guidelines detailed in this chapter.

Every delivery is monitored by Team Leidos and any non-conformance is captured and recorded on your delivery compliance scorecard. Where goods have been ordered by Project Teams, non-conformance will be reported to the ordering PT. The elements that make up the delivery compliance scorecard are:

- ▶ Delivery booking request
- ▶ Pre-advised security details
- ▶ Punctuality against delivery time window
- ▶ Vehicle presentation
- ▶ Load presentation
- ▶ Presentation of goods
- ▶ Correct delivery paperwork
- ▶ Correct hazard data sheets
- ▶ Correct test certificates (calibration and certificates of conformity)
- ▶ Label errors (across all packing levels)
- ▶ Barcode errors (across all packing levels)
- ▶ Packing errors (mixed NSN / Lot / Batch per case)
- ▶ Palletisation – pallet build quality
- ▶ Palletisation – mixed NSN per pallet (un-authorized)
- ▶ Pallet type
- ▶ Packaging damage
- ▶ Product damage
- ▶ Incorrect NSN (including non-codified items)
- ▶ Incorrect description
- ▶ Incorrect UOI
- ▶ Incorrect PPQ
- ▶ Incorrect packaging level



Delivery compliance scorecard

- ▶ Incorrect quantity (shortage or surplus)
- ▶ Incorrect part no / batch number
- ▶ Incorrect serial number
- ▶ Incorrect MATCON
- ▶ Incorrect shelf life / BBE.

The delivery compliance scorecard is shared with the subject supplier and will be reviewed with you on a regular basis through your Project Team, Lead IM or SC Manager.



02.11 The Perfect Delivery:

Site rules

The following site rules must be adhered to at all times. They apply to all carriers making deliveries to the DFC or other Team Leidos building.

- ▶ Report to the gatehouse upon arrival and departure.
- ▶ Drivers must make themselves aware of site safety procedures (driver briefing card issued by the gatehouse upon arrival).
- ▶ All drivers must wear the following PPE when outside their vehicle:
 - ▶ Hi-Viz vest or jacket and safety footwear at all times
 - ▶ Protective gloves when attending to their vehicle and load
 - ▶ Safety shoes if drivers are required to offload product away from the dock levellers.
- ▶ No unauthorised passengers, pets or animals in the cab.
- ▶ No smoking on the site.
- ▶ No photography on site (in-cab video recording devices must be switched off).
- ▶ No use of mobile phones anywhere on site (a phone is available in the goods in department).
- ▶ Drivers must follow instructions from site team members.
- ▶ Vehicle keys must be removed and handed to the office during unloading.
- ▶ Drivers will be instructed to either stay in their cab or wait in the office during unloading.
- ▶ Drivers, visitors or contractors must not be in close vicinity of any working MHE. Drivers are not permitted to climb onto the deck of their vehicle from floor level without the permission of a site team member, and can only be done so through the use of safety steps.
- ▶ Only authorised site staff are permitted to use MHE.
- ▶ Vehicles must adhere to any marked one-way system on site.
- ▶ Overnight parking or the taking of breaks whilst on site is prohibited.
- ▶ All drivers must show respect and be polite to members of the site team, other drivers, contractors and visitors.
- ▶ The site has the right to search individuals and vehicles upon entry and departure from the site.
- ▶ All pedestrians must adhere to the marked walk ways at all times.
- ▶ All drivers must have a basic command and understanding of English.
- ▶ All verbal communication on site is conducted in English.



02.12 The Perfect Delivery: Health and safety

The Safety and Welfare of everyone whilst on site is our primary concern. It is therefore our policy to provide safe and healthy conditions for employees, contractors and visitors alike.

The following H&S instructions and guides are non-negotiable and must be adhered to by everyone whilst working on or visiting the site. Failure to comply will be deemed a serious infringement of policy and depending upon the nature of the incident it may result in the individual (s) being removed from the site, together with being banned from the site in the future.

All H&S incidents will be investigated by the H&S Team and a summary report circulated accordingly.

DRIVER H&S

Drivers must make themselves aware of the site rules and H&S policy. The gatehouse will brief all drivers before entry and they will also be issued with a briefing card. It is mandatory for drivers to wear Hi-Viz vest or jacket when not in their vehicle. The wearing of protective gloves is mandatory when attending to vehicles and loads.

Safety shoes must be worn if drivers are required to offload product away from the dock levellers. Drivers are to take directions from site staff. On-site speed limits must be adhered to all time. When traversing the yard, drivers must keep to the yellow marked pedestrian walkways. Strictly adhere to the one way traffic system where applicable and the speed limit on site. Give way to reversing vehicles at all times. When manoeuvring all vehicles must engage their flashing hazard warning indicators.

CCTV

In order to provide security, CCTV is in use and monitored both within the site buildings the across the DFC or other Team Leidos site. If required CCTV footage will be used to assist in accident, incident and near miss investigation.

FIRST AID

Trained first aid personnel are identified by their Hi-Viz vest. Contact any member of the site team or site security

INCIDENTS AND NEAR MISS REPORTING

All accidents, incidents and near misses must be reported as soon as possible to a senior member of the site team. The site team will document the incident and where required, inform HSE and conduct an investigation

FIRE ALARMS

In the event of a fire alarm, drivers are required to move promptly and safely to the nominated muster point.



02.13 The Perfect Delivery:

ASN: Pre-delivery advice

COMING SOON

As part of the Team Leidos' commitment to continuous improvement, we're developing a solution so that in future delivery bookings will be able to be made by logging onto an on line portal (with the exception of High Priority deliveries). To use the booking system, users will first need to have been registered and to have been issued a unique user ID.

Registration will be via a web portal which will include a section covering instructions for 'New Supplier'. The user will be able to navigate a booking calendar to find the required day and time for delivery. Amendments, cancellations and collection arrangements will also be able to be made via the portal. Once the new system is in place, Advanced Shipping Notices (ASNs) will be required. See future requirements below. Look out for further information in coming months.

FUTURE REQUIREMENTS

An advanced shipping notice (ASN) is an electronic version of a packing note which will inform the DFC or other Team Leidos building that the goods have been packed together with the details and quantity of the goods, how they are packed plus the estimated arrival date. This will enable the DFC or other Team Leidos building to prepare for the delivery and in doing so will greatly increase the efficiency of the stock receipt and put-away process within the warehouses.

ASNs will be required for all deliveries from both UK and International suppliers. You will need to create and transmit one ASN per delivery. The ASN will need to contain all the relevant information for the goods that make up the consignment being delivered. The ASN will need to be received by the site not less than 12 hours in advance of your goods and vehicle arrival.

Once this system is in place, failure to send an ASN, or comply with the format / data content set out below may result in receipting delays or your goods being refused as the DFC or other Team Leidos building will be unable to process receipt of your goods. In future, such failures will be recorded on your delivery compliance scorecard and may make you liable for any associated compensation charges.

The ASN for Authority Managed Materiel (AMM) will consist of NSN, quantity, condition code and unique reference. The ASN for Commodity deliveries will need to include as a minimum:

- ▶ Unique delivery reference.
- ▶ MOD order number.
- ▶ NSN.
- ▶ Quantity per NSN.
- ▶ Delivery date.



ASN: Pre-delivery advice

- ▶ Supplier number.
- ▶ Deliver to building.
- ▶ Serial number details split by NSN per pallet per case.
- ▶ Batch numbers split by NSN per pallet per case.
- ▶ BBE details split by NSN per pallet per case.
- ▶ Pallet number.
- ▶ Cases per pallet.
- ▶ Quantity per case.
- ▶ Condition code per pallet per case.
- ▶ Priority dues out.
- ▶ Details of any special instructions (e.g. temperature requirements, hazards, pharma details etc.)

The ASN references will be required prior to the supplier booking the delivery, but the additional data will be able to be sent later. All details will need to be provided a minimum of 12 hours before planned and booked delivery.

Only those goods that are associated with the booking reference will be accepted by the goods in team. No other goods will be off-loaded or accepted. They will need to be re-presented at their scheduled delivery time. It will be the responsibility of each supplier to ensure an ASN is raised and sent for their respective goods, and the ASN will need to include the booking reference issued to the carrier.

Chapter Three:

Commodity Support Services

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03.01 Commodity Support Services: Introduction to CSS and the Four Pillars

The following diagram shows how CSS fits the Team Leidos structure.



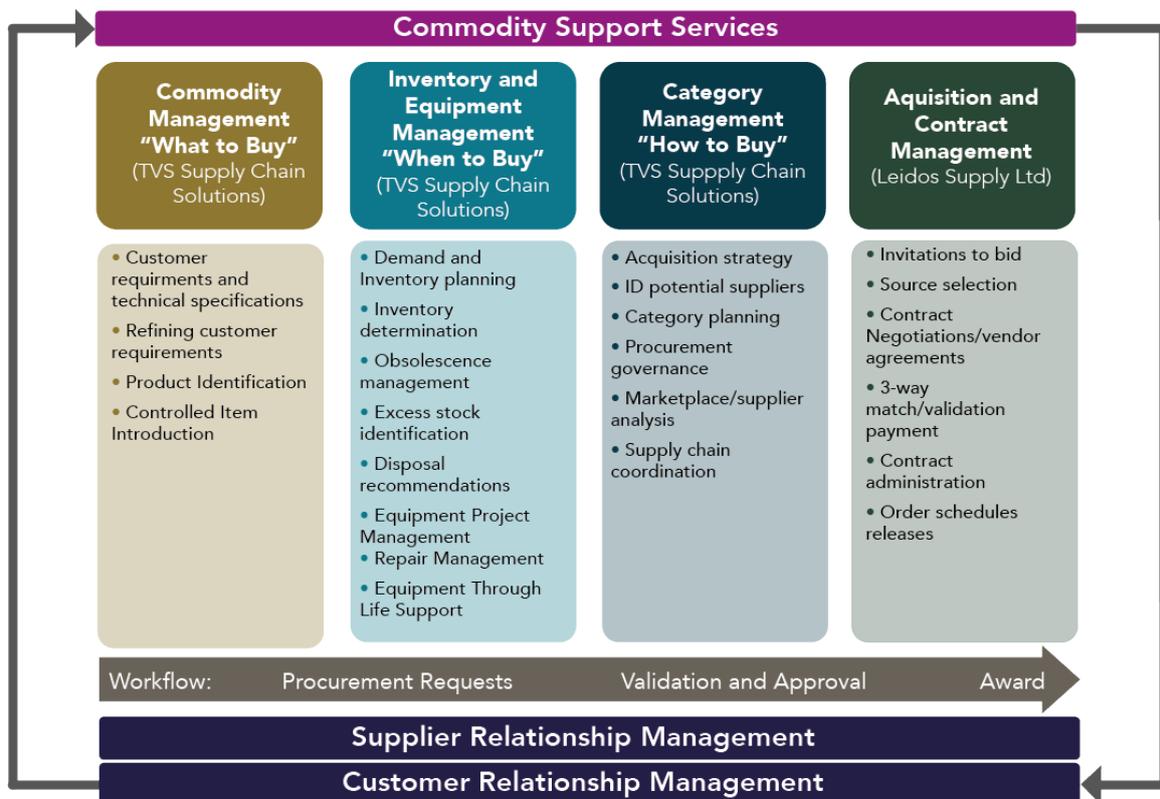
TVS Supply Chain Solutions were chosen as a key sub-contractor to Leidos Europe Ltd because of their proven track record in managing high volume and fast moving inventory.

TVS brings a mature suite of forecasting and resource planning tools (Msys.PDM, Msys.ERP and Msys.DFP) to take over from the myriad of outdated tools and systems currently in use by the MOD. **Leidos Supply Ltd (LSL)** is a new company specifically set up to manage all commodity contracts and related procurement and purchasing activity. CSS is structured around Four Pillars (shown below). More information on each pillar can be found in the sections that follow.

Introduction to CSS and the Four Pillars

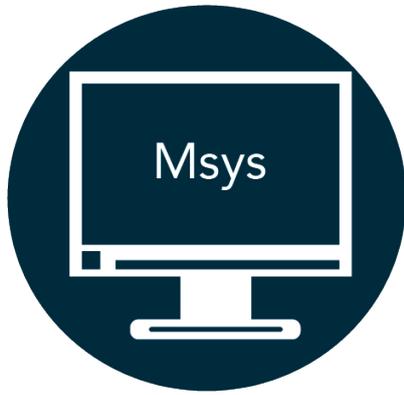
The commodities currently in scope for the LCS(T) contract are:

- ▶ Defence Clothing;
- ▶ Medical Supplies and Equipment;
- ▶ Food Supplies;
- ▶ Oils, Lubricants, and Gases;
- ▶ General Supplies and Batteries



Suppliers wishing to find out more about how to do business with CSS should contact us using the following email address. We will then arrange to put you in touch with the most appropriate contact in order to progress your enquiry.

newsupplierinfo@leidos.com.



03.02 Commodity Support Services: CSS Information Systems

Msys delivers an end to end supply chain solution, utilising a bespoke CSS configuration which includes:

- ▶ **PDM (Product Data Management)**
 - Primarily used in the Commodity Pillar and the Inventory & Equipment Pillar.
- ▶ **ERP (Enterprise Resource Planning)**
 - Primarily used in the Category Pillar.
- ▶ **SIP (Supplier Information Portal)**
 - Primarily used by Suppliers and the Category Pillar.
- ▶ **DFP (Demand Forecast Planning)**
 - Primarily used in the Inventory & Equipment Pillar.
- ▶ **MRP (Material Resource Planning)**
 - Primarily used in the Inventory & Equipment Pillar.

PDM holds all the technical data and literature related to an item. PDM is used to capture item data and build a profile of fit form and function before it is introduced to the purchasing area of the system.

ERP will alert the CSS team with automated messages to contact suppliers when stock positions may be compromised. This will deliver best practice in stock performance to our customers, and to create agility and visibility across the supply chain.

SIP will provide visibility of Purchase Orders placed and item details. SIP is a web enabled portal allowing two way data exchange between Team Leidos and Suppliers. Updates feed directly back into Msys enabling live interaction with CSS to manage open and future orders. The portal will have the following key functionality for suppliers:

- ▶ PO acceptance
- ▶ PO Amendments
- ▶ Short deliveries
- ▶ Date changes
- ▶ Cancellations
- ▶ Delivery Discrepancies
- ▶ Item data control
- ▶ Booking ASN's
- ▶ Future 12 month forecast requirement (*non-committed*)

CSS Information systems

DFP is a forecasting engine generating a time phased forecast with manual intervention by exception, sensitive to seasonality, providing a 24 month forecast and a recommended safety stock to accommodate forecast error

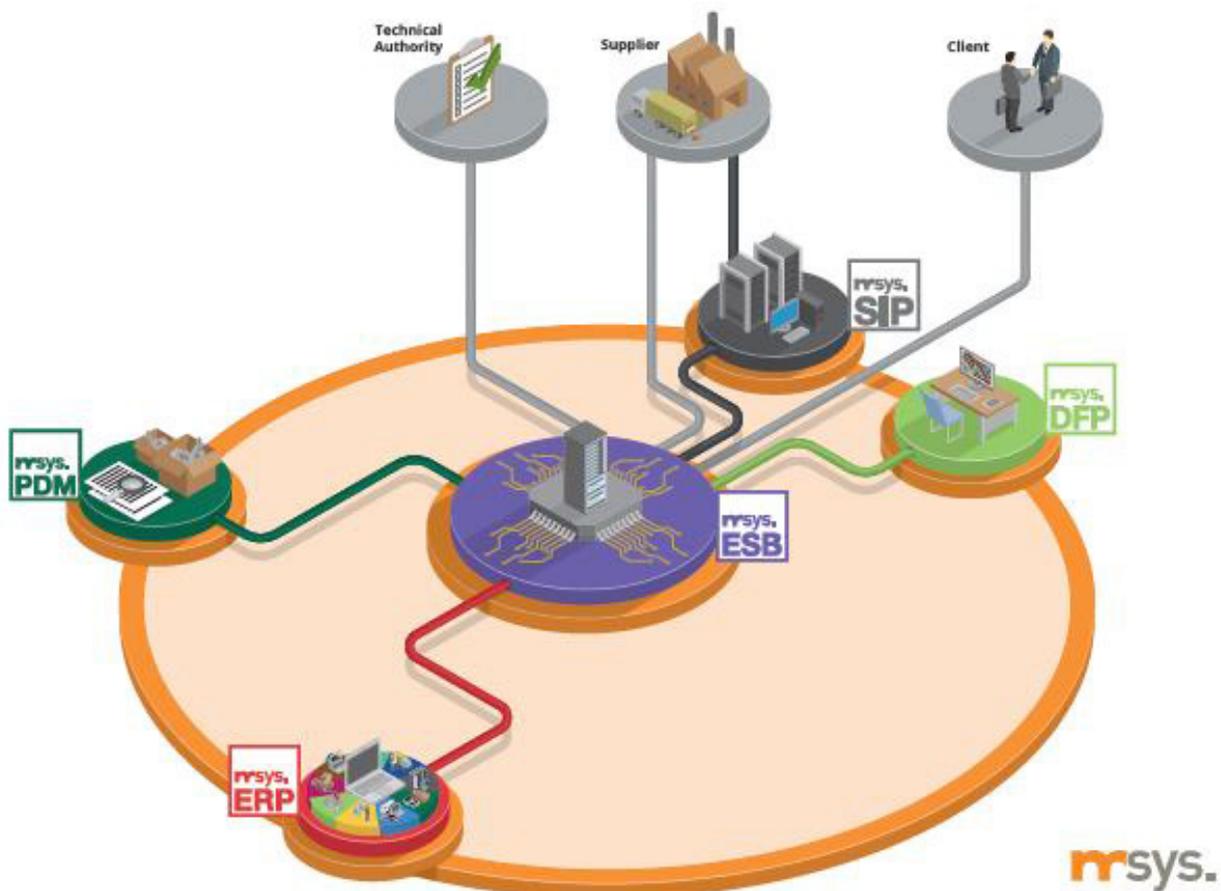
MRP informs automatic procurement based on forecasts and stock position. In some cases this will likely change frequency of purchasing as it will enable CSS to schedule Purchase Orders to meet specific requirements. MRP will inform a 'next 12 months' purchase order requirements plan based upon demand forecast, safety stock, current inventory holding and purchase order commitment, 'released' typically for next 3 months, with consideration to Item lead time. Purchase orders will be issued by LSL through Sage.

Sage ERP X3 is used by LSL for processing purchase requisitions, raising purchase orders (on and off contract), recording receipts, registering supplier invoices and generating supplier payments.

More information on the Sage process can be found in Section 6 below.

Two modules of IBM's **Emptoris** system are used by LSL; Master (VSM) to manage supplier registrations and eSourcing to manage the tendering process. More information can be found in Section 6 below.

The diagram below shows the relationship between the different Msys modules which are enabled through the ESB, an Electronic Service Bus which enables all data interfaces between the modules.





03.03 Commodity Support Services:

Commodity Management Pillar: What to Buy

The purpose of the Commodity Management Pillar within CSS is to determine “what to buy” in terms of piece-part items; more complex equipment procurement is managed through life by the Inventory and Equipment Management Pillar. It is the technical discipline within the business that defines the items of supply required by the MOD. Commodity Management’s tasks are to:

- ▶ Translate the MOD’s requirements into product specifications
- ▶ Identify off-the-shelf solutions or manage new items development to identify optimal solutions that satisfy the MOD and end users’ requirements at an affordable cost of acquisition and ownership.
- ▶ Maintain and provide commodity specific technical expertise to support the MOD’s requirement.
- ▶ Provide clear, accurate and unambiguous product specifications across all commodities so that the other 3 Pillars can plan, source and procure products and services to satisfy the MOD’s requirements.
- ▶ Manage engineering changes in support of item introduction, supersession and obsolescence.
- ▶ Manage and investigate product defect reports and product quality issues.
- ▶ Ensure that all CSS procurement complies with the MOD’s acquisition safety and environmental requirements.
- ▶ Acquire, store and maintain item technical data to ensure that this information is available to end users and for use in contract relet activity.

The Commodity Management Pillar is organised into product types to support the commodities listed in Section 1 above. It also has a dedicated cell to manage Product Quality and Acquisition Safety Management. Supplier interaction with the Commodity Management Pillar will therefore occur as we undertake product and market analysis prior to contract relets and the introduction of new items/capabilities.

The Commodity Pillar is also the area within CSS that Suppliers should approach if they have suggestions concerning the introduction of potential new products or the replacement/improvement of current items. Suppliers who wish to do so, should make contact via the newsupplierinfo@leidos.com mailbox.



03.04 Commodity Support Services:

Inventory Management Pillar: When to Buy

BACKGROUND – WHO WE ARE

Inventory and Equipment Management has the responsibility for Demand Planning, Stock Optimisation, Obsolescence Management, Excess Stock Identification, Disposal Recommendations, Equipment Project Management and Equipment Through Life Support across a range of commodities. Inventory & Equipment Management is based in Emerson's Green, Bristol.

The Inventory & Equipment Management team will recommend how many items to buy and when, using sophisticated demand forecasting and inventory planning systems (Msys) to calculate appropriate safety stock levels, optimum purchase quantities and the best points at which to raise supplier purchase orders. All activities are focused on delivering the Commodity Support Inventory Plan, increasing availability while reducing inventory improving support to our customers and our supply base.

Equipment management will be conducted using a bespoke equipment management system, supporting a team of Equipment Project Managers from initial scoping to confirm equipment requirement through to delivery In-Service. Once In-Service, a team of Equipment Support Managers will provide Through Life Support, managing the support solution through an equipment's life cycle to disposal. Further information is contained within the relevant sections below.

Demand and Inventory Planning will deliver a consistent and reliable Inventory Plan. Msys automated processes manage the demand forecasting for all items, feeding those forecasts and safety stock into Msys Material Requirements Planning (MRP). Managed by exception, a team of Inventory Planners will collaborate across CSS functional pillars to ensure that both qualitative and quantitative information is considered when working through forecast exceptions.

Stock Optimisation will optimise stock levels to meet current and future activity profiles whilst recognising our customer's requirement to minimise stock holdings. Working alongside our customers and suppliers we will identify critical activity and critical items to ensure we take a risk based approach within the supply chain. This will be achieved through regular meetings to conduct stock reviews. This work will include **Excess Stock Identification**, leading to **Disposal Recommendations** to our customers.

Inventory Determination will deliver analysis of future planned events, creating a provisional 'buy list' and an assessment of any impact of future planned events on inventory and supply chain requirements. Events will be identified through horizon scanning, and close collaboration with our customers, confirming requirements.



Inventory Management Pillar: When to Buy

This will be shared with our supply base to confirm their capacity and ability to meet potential future demand requirements.

Obsolescence Management (OM) will consider cost avoidance through a proactive OM strategy, working closely with our suppliers. This will reduce the impact of OM incidents by proactively managing obsolescence earlier the product life-cycle.

Equipment Management Project Managers will manage the acquisition process of equipment through Concept, Assessment, Development, and Manufacture through transition to In-Service. Project Managers work with our customer and supply base to determine the best 'value for money' solution in developing an equipment support solution. Working to a user requirements request, the team deliver capability to our customer on time and in budget. Through life support, from In-Service to Disposal is provided by the Equipment Support Managers.

Ensuring that equipment is supported and maintained whilst in use, managing any modification or upgrades, through to recommending equipment out of service dates, a prompt for the scoping future equipment replacements.



03.05 Commodity Support Services: Category Management Pillar: How to Buy

BACKGROUND – WHO WE ARE

Category Management has responsibility for Category Strategy Maintenance, Commercial Specification Development, Supply Source Management, Purchase Request Management and Inbound Material Control activities related to:

- ▶ Defence Clothing;
- ▶ Medical Supplies and Equipment;
- ▶ Food Supplies;
- ▶ Oils, Lubricants, and Gases;
- ▶ General Supplies and Batteries

Category Management is based across the Team Leidos offices in Emersons Green, Bristol, and MOD Bicester. Led by the Head of Category Management, it is structured into two main supplier facing teams

- ▶ **Category Management Team**, responsible for Category Strategy Maintenance, Commercial Specification Development and Supply Source Management;
- ▶ **Supply Chain Coordination Team**, responsible for Purchase Request Management and Inbound Material Control.

Further information is contained within the relevant sections below.

Category Strategy Maintenance. The Category Management Team is responsible for the initial development and continuing maintenance of the overall Category Strategy as part of the CSS organisation and in consultation with all stakeholders. The team combines the information from our internal systems on buying history and product availability with market intelligence, evaluating the data to determine the best procurement method for each product or commodity group. This is aimed at offering the lowest through life cost whilst meeting the Authority's service level criteria and user requirements.

Commercial Specification Development. The Category Management Team develop and prepare commercial product specifications which clearly define the criteria with which a category of spend is best tendered. This brings together commercial and technical information to support the tender. This is aimed at ensuring that commodities are contracted in line with the top level Category Strategy and provide continuity of supply to the Front Line Commands.

Category Management Pillar: How to Buy

Supply Source Management. Supply Source Management is split into two key elements:

- ▶ Once a Category Strategy has been developed and executed via commercial specifications, Category Management provides ongoing management of the supplier base in identifying areas in which improvements can increase supply chain performance and/ or drive out cost. Continual Improvement tasks are identified and implemented in conjunction with the supply chain and our colleagues within the Commodity, Inventory and Acquisition & Contract Management pillars.
- ▶ The Category Management Team continually seeks out new sources of supply both for new customer requirements and existing categories. We act as the point of contact for engagement with potential new suppliers when outside of a formal tender process.

Purchase Request Management. Our team of Supply Chain Coordinators provide purchase order requests through to LSL in response to both forecasted, planned orders flowing automatically through the Msys system, and via exception management where a request requires manual intervention in order to flow through the system. This process includes identifying sources of supply and seeking quotations for requirements without contract cover

Inbound Material Control. Our team of Supply Chain Coordinators fulfills and manages open POs to the required schedule, using exception messages within Msys to determine the prioritised worklist. The process includes ensuring compliance to the Advanced Shipping Notice (ASN) process, expediting/de-expediting orders and liaising daily with our supply chain to ensure on time delivery.



03.06 Commodity Support Services:

Acquisition and Contract Management Pillar: Leidos Supply Ltd

BACKGROUND – WHO WE ARE

LSL has responsibility for acquisition and contract management activities related to:

- ▶ Defence Clothing;
- ▶ Medical Supplies and Equipment;
- ▶ Food Supplies;
- ▶ Oils, Lubricants, and Gases;
- ▶ General Supplies and Batteries

LSL is based in the Team Leidos offices in Emersons Green, Bristol. Headed by the Director LSL, it is structured into three main supplier facing teams:

- ▶ Commercial Team, responsible for letting and managing commodity contracts
- ▶ Purchasing Team, responsible for Purchase Order Management
- ▶ Supplier Compliance Team, responsible for supplier assurance and invoice management

Further information is contained within the relevant sections below.

CONTRACTS AND CONTRACT MANAGEMENT

- Legacy Contracts.** At Service Commencement Date (SCD) around 180 extant commodity contracts were transferred from MOD to LSL. These contracts remain MOD/Authority contracts and LSL acts as sub-managing agent for these in accordance with the provisions of our contract with LEL. As these contracts progressively expire or are deemed not to deliver best value, they will be replaced by new LSL contracts.



Aquisition and Contract Management Pillar

Key Sub-Managing Agent conditions;

- ▶ It must be demonstrated to LEL's satisfaction that LSL can place orders and make payments electronically;
 - ▶ It must be demonstrated to LEL's satisfaction that LSL has the necessary capability to comply with the terms of the Contract and those of the relevant legacy contract;
 - ▶ Prior written consent must be given by the Legacy Contractor in order to migrate to LSL's system; and amendments to the Legacy Contract(s) must be made to allow LSL to place orders and make payments directly.
- b) **New Contracts.** Since SCD, LSL has tendered and awarded new contracts in its own right, replacing legacy contracts as they expire and putting contracts in place where none previously existed. Under the terms of the LCS(T) contract, commodity contracts must be competed in accordance with EU legislation, mainly through UK Public Contract Regulations (PCR) 2015, although some may be subject to DSPCR (Defence and Security Public Contract Regulations) 2011. These contracts are subject to LSL Terms and Conditions and are let directly by LSL. All contract opportunities are advertised Contracts Finder (CF) and Tenders Electronic Daily (TED).

Contracts are managed rigorously with an emphasis on supplier performance against contract obligations and Key Performance Indicators (KPIs). Regular contract review meetings will be held to ensure that both parties understand and comply with the terms of the contract and any potential issues can be discussed and addressed amicably and in good time. Our approach will be focussed on management through the life of the contract and specific to suppliers, when compared to the MOD ways of working which some suppliers may be used to. More information can be found in the Supplier Relationship Management (SRM) section below.

We take our commitment to Corporate and Social Responsibility (CSR) and Ethical Procurement extremely seriously and expect our suppliers to do likewise, especially with regard to combatting modern slavery issues; our Modern Slavery Statement is available on the portal. CSR/Ethical procurement considerations are taken into account as part of supplier selection as appropriate to the requirement being tendered.

All LSL employees undertake annual training on Ethical Procurement.

TENDERING INCLUDING USE OF EMPTORIS ESOURCING

Suppliers and potential suppliers will see more pre-procurement market engagement by the CSS Category teams, in conjunction with LSL, as it is our intention to ensure that requirements and modern technologies are understood prior to any formal market approaches. This will help us to maximise open competition by making requirements more commercial and widely advertised.

LSL has moved to 'eSourcing', an application supported by the IBM Emptoris eProcurement platform, as the way of working more effectively with our suppliers. The tool can be accessed via <https://www.leidos-supply.uk/> which includes the supplier registration page and other useful information, including guidance and tutorials.

The portal is planned to be expanded in the coming year to make it more of a one stop shop for suppliers regarding how to do business with Leidos. It is essential, if suppliers have any difficulties or queries regarding registration or any technical queries, to contact esourcing-support@leidos.com. For any queries regarding a specific tender, the relevant LSL Commercial



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officer named in the contract notice should be contacted using the eSourcing 'Messaging Centre'.

LSL will be using two Emptoris modules:

a) eSourcing module:

- This module facilitates our tendering process. Tenders will be published, suppliers can submit bids and evaluations will be carried out, all within the module
- By standardising the tendering process through an electronic system, we are ensuring compliance with EU regulations concerning public procurement and reducing the risk of not adhering to the key EU principles of transparency, equal treatment, and non-discrimination of suppliers.

b) Virtual Supply Master (VSM)

- This module facilitates supplier registration and account details
- All suppliers must first register with us, through the LSL portal. Once the proposed registration is validated and accepted, suppliers will then be able to request access to live tenders by contacting us at eSourcing-Support@leidos.com

PURCHASE ORDER MANAGEMENT (SAGE)

LSL uses Sage ERP X3 for processing purchase requisitions, raising purchase orders (on and off contract), recording receipts, registering supplier invoices and generating supplier payments.

Currently the purchase order (PO) process is a manual one whereby POs are emailed to suppliers and supplier invoices are emailed back.

Over the course of the next 12-18 months (from early 2018) we will be transitioning to a fully automated e-purchasing system whereby purchase order requests (PORs) will be generated through TVS' Msys Enterprise Resource Planning (ERP) tool and automatically transferred to Sage via the Team Leidos IS integration tool. Approved POs will be automatically issued and can be collected by suppliers in one of two ways:

- 1) Msys Supplier Information Portal (SIP).** This is a web-based portal which allows suppliers to log in, pick up and acknowledge POs, update delivery details, view estimates of future requirements etc. This is intended to be the default connection method. It is also intended that this will be a portal through which invoices and Proofs Of Delivery (PODs) can be submitted.
- 2) Electronic Data Interchange (EDI).** We envisage this being used by exception for high volume transactions but will depend on supplier connectivity capabilities and preferences (eg AS2, EDI VAN, SFTP). Messages can be either EDIFACT or OAGIS formats.

Suppliers may be able to choose which option to use and this will be agreed and tested as required during the setting up of new contracts and migration of existing contracts. There will be no direct charge to use either although there may be some costs associated with supplier infrastructure etc. The option to email POs will be retained for use in exceptional cases where this is appropriate, for example ad hoc purchases from a supplier or if the electronic interface is unavailable.



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INVOICING AND PAYMENTS

The Authority funds all payments to commodity suppliers; payments are made into an account on the basis of a weekly forecast of payments due to suppliers. We are contractually obliged to 3 way match all payments to suppliers and the Authority will not pay against any supplier invoices which are not 3 way matched and therefore we will be unable to pay our suppliers.

It is therefore essential that suppliers comply with the contractual provision to provide a proof of delivery (POD) with all invoices and that the invoice and POD fully match the Purchase Order. Provided the 3 way match is adhered to and a valid invoice received by Accounts Payable, payments will be made in accordance with the contractual arrangements. We run one pay run each week on Thursdays with the remittance advice emailed to suppliers the same day to confirm when payments are authorised.

SUPPLIER RELATIONSHIP MANAGEMENT (SRM)

During transition our SRM approach is being developed – the plan below contains details of our intentions. The current focus is around deliveries into Team Leidos warehouses in order to minimise non-conformances which will prevent goods being available for issue. (See Chapter 2).

It is worth noting that the Delivery Compliance Scorecard referred to in Chapter 2 is not yet in place and through regular engagements with the Storage, Distribution and Freight (SDF) team, CSS will be helping to develop that process and expand it to include other performance attributes.

Our intention is to:

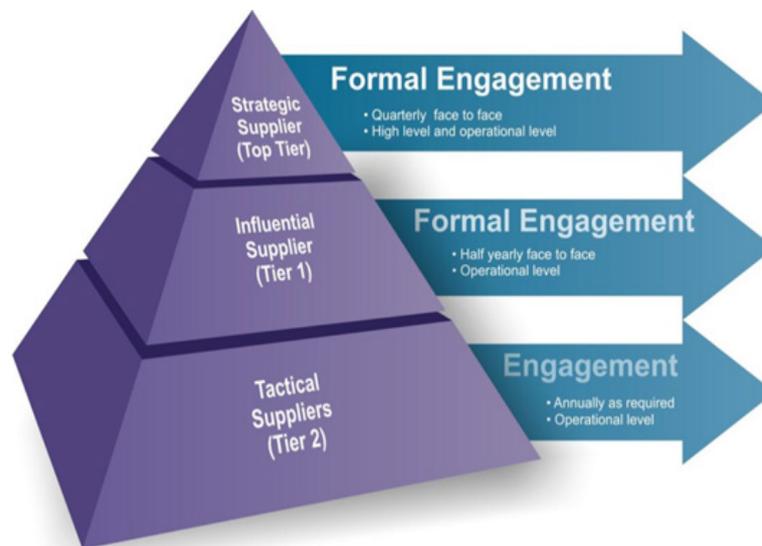
- ▶ Adopt consistent SRM principles across all our product groupings
- ▶ Ensure the right data is provided to our suppliers to enable them to make the right decisions
- ▶ Invite and encourage innovation

We will do this by:

- ▶ Real time, accessible information
- ▶ Developing continuous improvement plans with each of our suppliers

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Engagement will be based on supplier segmentation as described below



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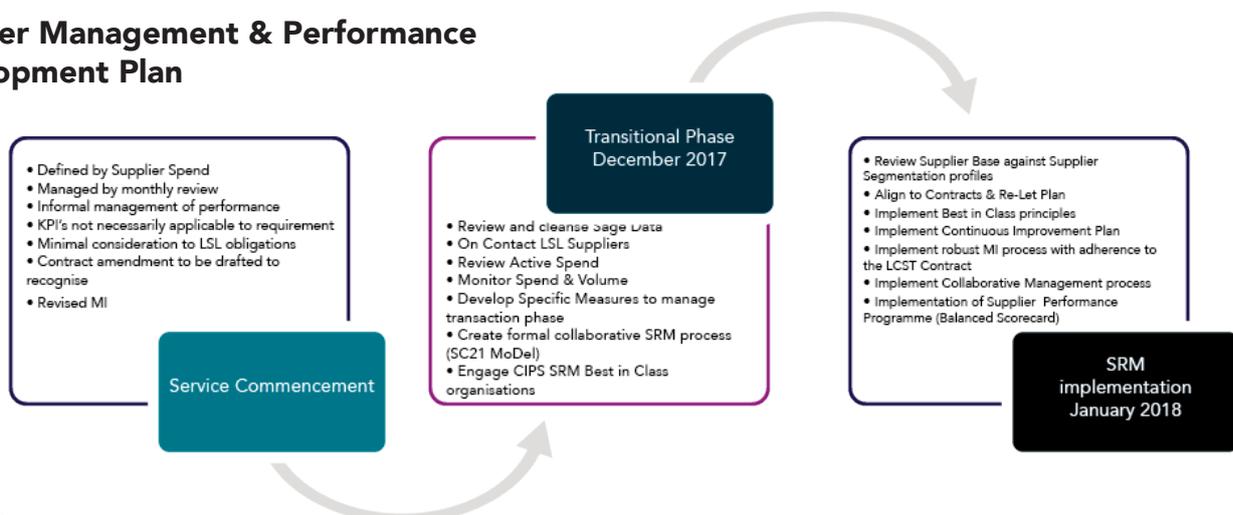
During transition the focus for SRM will be as follows:

- ▶ Sage On-boarded Suppliers
- ▶ On Contract
- ▶ Active Spend
- ▶ Top 20 by combined Value & Volume
- ▶ Criteria review each quarter to evaluate new suppliers within the criteria

Supplier Performance will be managed on a factual basis, through the contract and against the following specific measures:-

- ▶ Number of Defects per Month
- ▶ 3 Way Match Adherence
- ▶ Deliveries impacting On Time In Full (OTIF) performance (Non-Conforming Receipts – NCRs)
- ▶ Audit Compliance
- ▶ Contracted KPIs

Supplier Management & Performance Development Plan





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SUPPLY CHAIN ASSURANCE

LSL has access to a Quality Engineer who will undertake targeted supplier audits in support of SRM. These will reflect supplier performance (e.g. non-conforming deliveries) and any new suppliers in order to confirm readiness for contract implementation. These audits will address a range of subjects including:

- ▶ Supply Chain Management
- ▶ Quality Assurance processes
- ▶ Continuous improvement
- ▶ Health and Safety/Environmental management and processes
- ▶ Business Continuity

The aim is to work with suppliers to identify where systems or processes can be improved to mutual benefit.

These audits will be undertaken in conjunction with LSL Commercial Teams and other CSS representatives and will be supplementary to the day to day contacts with suppliers that the CSS teams have in order to ensure that CSS working with suppliers can deliver the right product at the right time in the right place to meet our Customers' needs. Any requirements for ISO or other accreditation will be included in tender documents as relevant to the specific commodity requirements.

TRADE COMPLIANCE

LSL is a registered commercial trading entity and places utmost importance in complying with all applicable national and international export control and trade compliance regulations. LSL additionally recognises and adheres to all additional regulatory compliance and operational requirements which may be imposed by its customers.

When entering into any contractual supply agreement or trading relationship with LSL, suppliers must ensure that any provision of goods or services is in strict compliance with all applicable national and international export control and trade compliance regulations. If contractually stipulated, suppliers may also be required to adhere to additional regulatory or supply/delivery requirements. Suppliers should be aware that any additional regulatory or supply/delivery requirements can and may be subject to change or amendment at short notice.

If you have any queries, or require further clarification, please do not hesitate to contact your LSL commercial lead in the first instance.

Appendix A: Glossary of terms

Terminology	
ASN	Advanced Shipping Notice. Electronic pre-delivery manifest that details pre- defined information relating to an incoming load. The structure, format and content of the information must be as defined in order for the receiving IT platform to receive.
AMM	Authority Managed Materiel. NSNs that are procured by the MOD Project Teams.
Backhaul	Arrangement where Team Leidos transport collects deliveries from the supplier.
BBE	Best Before End Date – referring to the life of an item. In this document the following additions can be used – Shelf Life, Use By, Cure Date, Date of Manufacture, Date of Expiry.
Carrier	Transport company, Third Party Logistics Provider or Transport division of the supplier.
Commodity	NSNs that are procured by Team Leidos under the LCS(T) contract.
Delivery compliance scorecard	The reporting that will be developed to describe a supplier's delivery performance.
DEF CON	MOD Defence Condition Guide – In this manual all references relate to DEFCON 129, DEFCON 691, DEFCON 5J
DEF STAN	MOD Defence Standards – In this Manual all references relate to DEF STAN 81-41 (Part 1), DEF STAN 81-41 (Part 6)
DLF	Defence Logistic Framework (Includes JSP 886 Supplier Manual). Joint Service Publications 886 is now part of the DLF, both are references within this document
DFC	Defence Fulfilment Centre. New purpose built warehouse and fulfilment centre, located at Hortonwood 50, and comprises of two warehouse – FC1 and FC2.
D of Q / UOI / UI	Denomination of Quantity, Unit Of Issue (UOI/UI) Currently all reference to a Unit Of Order and exist across all MOD documentation – DEF CON/ DEF STAN and DLF. All acronyms are current but have the same meaning. For the majority of items, accounting is by individual pieces, and the D of Q / UOI is "Each". Where multiple accounting is desirable for certain items, a D of Q of 50, 100, Box or Bottle may be used.
Donnington site (MOD Donnington)	Existing warehousing complex at Donnington which consists of warehouses B1, B2, B3, B4, B5, B55, B56.
FC1	Main warehouse at the DFC.
FC2	Annex warehouse at the DFC.
FLT	Fork Lift Truck.
MOD	Ministry of Defence.
NSN	NATO Stock Number – unique code for each unit of supply (item), comprising of 13 numeric digits.

Glossary of terms

PERFECT DELIVERY	A delivery made following the processes and guidelines described in the this chapter that allows materiel to move through the Team Leidos network as smoothly as possible, giving the best service to the Front Line Commands and an efficient supplier payment process.
PPC	Product Packing Configuration.
PPQ	Primary Packaging Quantity. The minimum number of multiples of the Unit of Issue by which an Item of Supply is moved within the Supply Chain.
PPT	Powered Pallet Truck
Surge	An uplift in activity to a level higher than usual operating activity, prompted by, for example, MOD exercises.
STCC	Special to Container Carton (type of carton utilised)
Ti-Hi	Pallet build specification. Ti = number of cartons per layer. Hi = number of layers high.
Tilt Trailer	Curtain-side vehicle that consists of an inner frame or wooden slats which need to be removed in order to gain side access to the load.

Appendix B: Delivery addresses

Name	Address	Postcode
DEFENCE FULFILMENT CENTRE (DFC), DONNINGTON	Defence Fulfilment Centre, Hortonwood 50, Donnington, Telford	TF1 7AE Please note, for Sat Nav purposes use: TF1 7GZ
MOD DONNINGTON	West Gate, MOD Donnington, Telford	TF2 8JT
MOD BICESTER	Buildings D2 – D10 D Site, LS Bicester	OX25 2LD
	Buildings E3/E15/E17/E31 E Site, LS Bicester	OX25 2LD
	Buildings C32/C6/C1/C2/C9/C11/ C12/ C60/B3/B4 & access to G Site C Site, LS Bicester	OX25 2LP
Other Sites		
KINNEGAR	Building 66 Kinnegar Station Holywood County Down	BT18 9JT Tel: 02890 394685
LONGMOOR	Central Stores Apple Pie Depot Longmoor, Liss, Hampshire	GU33 6EF Tel: 01420 534016
RIPON	Building 63 Engineer Park Laver Barracks Clothholme Road, Ripon, North Yorkshire	HG4 2RH Tel: 01765 632357
STIRLING	Building 135, MOD Forthside, Stirling	FK7 7RR Tel: 0131 3108382
WEST MOORS	L Doc West Moors, Winbourne Dorset	BH21 6QS Tel: 01202 654238

Note for DFC / MOD Donnington deliveries only:

- ▶ The access road to the DFC site, Hortonwood Road, is not a suitable parking location.
- ▶ Suppliers are requested to advise their carriers that there is no short term or overnight parking in the immediate vicinity of the DFC or MOD Donnington sites.

Appendix C: Contact list

MOD BICESTER: For all Bicester bookings: 01869 257039

MOD DONNINGTON – DFC: Defence Fulfilment Centre Booking Request Forms can be obtained from and returned to: goodsin.dfc@kuehne-nagel.com

For all DFC booking queries: 01952 953152

MOD DONNINGTON – HIGH ACTIVITY WAREHOUSES

Vehicle Schedule Bookings: T: 01952 673322 M: 07500 123710

Receipts Supervisor: 01952 673322

Receipts Skill Zone 3: 01952 673308

Receipts Manager: 01952 673305

MOD DONNINGTON – LOW ACTIVITY WAREHOUSES

Building	Skill Zone 2 / 3 Contact Number	Warehouse Manager Contact Number	Shift Manager Contact Number
B56 Hazardous	T: 01952 672775	T: 01952 672272 M: 07966 990826	T: 01952 674389
B3 Electrical & technical	T: 01952 672221	T: 01952 672230 M: 07769 235160	T: 01952 674389 M: 07884 266831
B33 Medloc Pharma	T: 01952 674431 T: 01952 674429 M: 07973 903813	T: 01952 674409 M: 07970 587931	T: 01952 674389 M: 07884 266831
B9 Classified	T: 01952 672266 T: 01952 672588	T: 01952 672622 M: 07973 913707	T: 01952 672488 M: 07989 160758
B54 Armoury	T: 01952 672241 T: 01952 672241 T: 01952 672241	T: 01952 672231 M: 07818 017485	T: 01952 672488 M: 07989 160758
B47 Crypto	T: 01952 672110 M: 07818 017489	T: 01952 672111 M: 07811 453095	T: 01952 672488 M: 07989 160758
B1 Heavy lift / crane	T: 01952 672383	T: 01952 672800 M: 07866 777739	T: 01952 672410

Appendix D: DFC specific instructions

CHECK: IS YOUR DELIVERY FOR THE DFC?

- ▶ The Defence Fulfilment Centre (DFC) is a bespoke warehouse and distribution centre that is located at Hortonwood 50, Donnington, on the Western perimeter edge of the MOD Donnington site. The DFC comprises of two warehouses FC1 and FC2.
- ▶ The address for the DFC is: Warehouse FC1 (or FC2), Defence Fulfilment Centre, Hortonwood 50, Donnington,
- ▶ Telford TF1 7AE
- ▶ The DFC operates as a stand- alone operation, and must not be confused with the MOD Donnington site, which will continue to receive, store and despatch goods.
- ▶ It is essential that you have a clear understanding of the delivery address for each of your consignments so you do not confuse the DFC with the MOD Donnington site. There may be occasions where you have deliveries going to both the DFC and a MOD Donnington Warehouse, so please exercise extreme vigilance and care in the processing, preparation and delivery of your goods.
- ▶ Please note that the DFC will not accept deliveries destined for a MOD Donnington warehouse, nor vice versa.
- ▶ The purchase order will detail the correct delivery address (ship to address).

If you have any concerns regarding the delivery address for an order, please check with your Project

PERMITTED TYPES OF VEHICLES (DFC ONLY)

- ▶ The DFC site operates a mix of dock leveller doors (rear unloading) and floor level bays (side unloading). In addition, there is a floor level parcel door suitable for non-LGV 'transit' style vans.
- ▶ For operational and safety reasons there are a limited number of vehicle types that cannot be accommodated by the DFC site. These are listed right.
- ▶ If in doubt whether your vehicle type will be accepted by the DFC please seek clarification from the site using the route used for making your booking.

Permitted*	Not Permitted*
Curtain-side Rigid Vehicles and Trailers	Double Deck Box Trailers
Box Rigid Vehicles and Trailers	Tilt Trailers (unless being rear-off loaded)
Double-deck Curtain-side Trailers	Box Vehicles with Cantilever tail-lift
Drawbars for either side unloading or where the whole load can be accessed from the back of the rear body.	Drawbar vehicles that require separation in order for the front body to be unloaded
Non-LGV vehicles with a deck height of less than 1,200mm that are to be manually off-loaded (loose parcels < 15kgs)	Vehicles with a deck height of less than 1,200mm that requires MHE to off-load from the rear.
Flat Bed vehicles – for side offloading only	

* Please note this refers to DFC site only

Appendix E: Barcode specifications

The Logistic Barcode requirements are defined within:

DEF STAN 81-41 Part 6

DEF CON 129

The logistics barcode requirements for the DFC and other Team Leidos buildings are based on the industry standard GS1 UK format. GS1 UK is a pan-industry body that sets supply chain standards.

The Standard Barcode Requirements is a 13 digit format that is to be used. Examples are identified below.

All logistics barcodes must meet **EAN- 13, EAN-128, Code-39, GS1, Code 128, Code 39, PDF 417 or ITF-14 specifications**. These are consistent with the **DEFSTAN 81-41 Part 6**.

This information on the GS1 website may be helpful <https://www.gs1uk.org/about-us/our-standards/capture>

FOR EXAMPLE:

EAN / UPC



Code 28 Barcode



GS1-128



PDF 417 Barcode



ITF-14



Appendix F: Wingless one tonne pallet specification

STANDARD WINGLESS 1 TONNE PALLET

- Must meet BS ISO 18334 standards
- NSN – 3990-99-551-4301

Reference Documentation: DLF (JSP 886, Volume 3 Part 6) STANAG 2828

THE PALLET IS SUITABLE FOR

- 1) Loads up to a maximum of 1000 kg this pallet is the only pallet to be used for producing standard unit loads of both ammunition and non-ammunition stores. In unit load configuration pallets can be stacked up to 4 high.
- 2) Handling from all 4 sides by fork lift and pallet trucks.

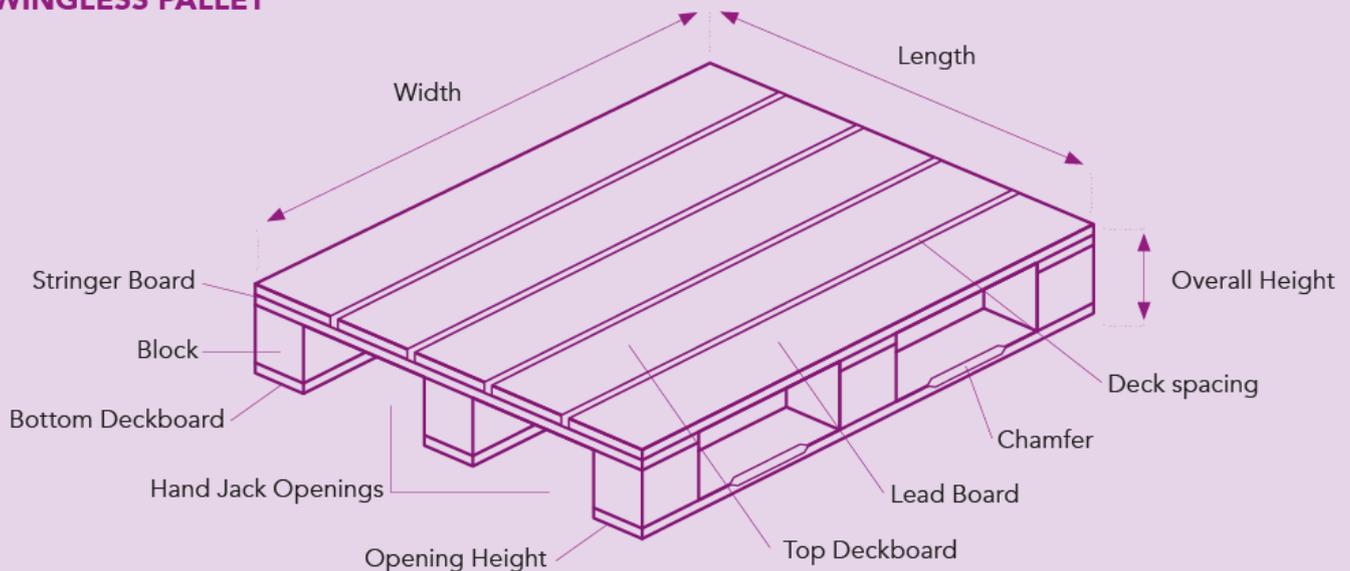
GENERAL DATA

Dimensions: 1,200mm Wide × 1,000mm Deep × 170mm High

Capacity: 1000kg

Unladen Weight: 20kg

STANDARD 1 TONNE WINGLESS PALLET



Note: The Wingless Pallet
With a capacity of 1 Tonne

Notes

A series of horizontal dotted lines for taking notes, spanning the width of the page.

About Team Leidos

Team Leidos is honoured to support the UK MOD's Logistic Commodities & Services Transformation (LCS[T]) programme, a critical effort to enhance and improve the UK's defence supply chain providing essential services such as storage and distribution for the MOD's materiel, including a global freight service and procurement and inventory management of food, packed fuels, clothing, medical materiel and general supplies.

Team Leidos is made up of an expert team of defence and logistic specialists, bringing global expertise to the UK defence industry. Team Leidos is led by Prime Contractor Leidos Europe and supported by sub-contractors Kuehne + Nagel, TVS Supply Chain Solutions, Leidos Supply and Agility who all bring the experience and knowledge of their various fields.

Team Leidos
8 Monarch Court
The Brooms
Emersons Green
Bristol
BS16 7FH
United Kingdom

VERSION 3 | QUARTER 1 - 2018

LCS(T)-TL-SUPPLIER MANUAL-R03C00

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