

DEFENCE REFORM: MOD'S BIGGEST CHANGE IN A GENERATION

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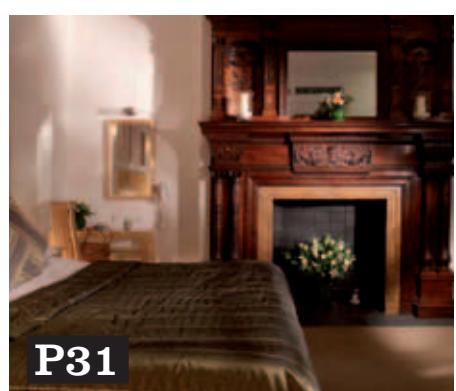
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Correction

In issue 253 in our Armed Forces Day feature, we wrongly identified a naval crew from HMS *Portland* instead of HMS *Neptune*.

EDITOR'S NOTE

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DANNY CHAPMAN

What a week! I write this a day after our initial print deadline. So we're late by a day. In fact, it will be a miracle that this issue gets published at all, but it looks like we're almost there. I'm just awaiting approval from 2nd PUS on an article about Defence Reform that hopefully you will get to read right now.

Part of the mad rush this week has been due to it being holiday season. I wonder will anyone read this issue after all, is there anyone out there not on holiday at the moment? And with my eye not completely on the ball, I let too many staff members go on leave. Silly me.

Not that they don't deserve it. And the people left in the office have done extremely well to get the pages finished. Not least of all our often unsung designer Mark, who quietly (he does argue with me about the design a bit too often for my liking despite his quietness) but skilfully designs each and every page every month. In fact, he

is going on leave now himself for two weeks because he is getting married. We wish him a big congratulations and a well deserved break.

I don't think we could have finished this issue without the help of Eva Okunbor, an intern with DMC for the summer, who was thrown into our mad house for a couple of days to help us proof read and write a page or two.

Of course we've also been constantly updating the MOD's online pages with news on operations in Libya (see Ian's cover story in this magazine for a blue sky view on this). Last week Afghanistan saw responsibility for security in Lashkar Gah handed over to Afghan Forces. Our stories from Afghanistan this month do seem to suggest that the security situation has significantly improved.

During this frenetic activity I also spent 10 minutes talking to 30 odd cadets yesterday about what we do here. One of them asked me how much I get paid for "doing all this". Not enough!

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IN MEMORIAM



Highlander Scott McLaren

Highlander Scott McLaren from D Company, The Highlanders, 4th Battalion The Royal Regiment of Scotland, was killed in Afghanistan on Monday 4 July 2011. He was reported missing that morning and was found later that day after an

extensive search. Aged 20, Highlander Scott McLaren, from Edinburgh, joined the Army in August 2009. Having completed basic training he was then posted to B Company, 4 SCOTS, based in Germany. He deployed to Helmand in April and his multiple was temporarily attached to the 1 RIFLES Battle Group, with whom

he deployed to Checkpoint Salaang. He was at the forefront of the operation to secure Nahr-e Saraj (South) from the insurgency and he played a key part in bringing security to this crucial area of Helmand over the past month

He leaves behind his parents James and Ann, sister Kirsty, and brothers James and Ross.



Lance Corporal Paul Watkins

Lance Corporal Paul Watkins, from 9th/12th Royal Lancers (Prince of Wales's), was killed in Afghanistan on Saturday 16 July 2011. He was fatally wounded when the routine foot patrol to the west of Gereshk he was undertaking with an Afghan National Army company

that he and his Advisory team were mentoring came under contact from enemy small arms fire.

Aged 24 and originally from the Republic of South Africa, Lance Corporal Paul Watkins joined the Army in September 2007. A determined and intelligent soldier, he completed his special-to-arm training at Bovington, the home

of the Royal Armoured Corps, before joining the 9th/12th Royal Lancers in Hohne, Germany.

He deployed to Afghanistan in March as part of the 3rd Battalion The Mercian Regiment (Staffords) Brigade Advisory Group.

He leaves behind his mother Gill, father Rod, and brothers Luke and Simon.



Corporal Mark Anthony Palin

Corporal Mark Anthony Palin from 1st Battalion The Rifles was killed in Afghanistan on Monday 18 July 2011, by an improvised explosive device while guiding a patrol on an operation to clear a cache of IED components they had discovered the night before.

Corporal Palin, aged 33 from Plymouth, enlisted in the Army in 1996, joining the 1st Battalion the Devonshire and Dorset Regiment in Paderborn, with whom he went on to serve in Northern Ireland and Iraq - the latter as a mortar fire controller.

Displaying his versatility and enthusiasm for soldiering, he deployed in April 2011 to

Helmand as part of a Rifle Company, following a posting training recruits at the Army Foundation College, Harrogate.

A prominent personality, Corporal Palin was extremely well liked by everyone who served with him.

He leaves behind his father Paul, brother Matthew, sister Louise, his wife Carla and his young son Lennon.



Senior Aircraftman James Smart

Senior Aircraftman (SAC) James Smart, from No 2 (Mechanical Transport) Squadron, Royal Air Force, was killed in a road traffic accident in southern Italy on Wednesday 20 July 2011.

He was part of a 10-vehicle convoy delivering

vital equipment to UK Forces at Gioia del Colle air base in support of Operation ELLAMY, (the UK mission over Libya).

SAC Smart, aged 22, from Chester, began his military career in the Territorial Army in 2008 prior to joining the Royal Air Force.

During his time as a Mechanical Transport driver

he undertook numerous tasks globally, including in the Falkland Islands and Kandahar Airfield in Afghanistan, where he effortlessly assumed the acting rank of corporal.

'Smarty' as he was affectionately known, was a dedicated and hard-working airman, continually striving to advance his trade skills.





RIDGBACK

Here we see our man in Helmand, Ian Carr, strapping himself in for a bumpy ride around Nad Ali. We think he may have forgotten that there are two more Gurkhas to get in there yet!

LAW IN ORDER

MOD PERSONNEL ARE HELPING MOVE AFGHAN POLICE FROM SOLDIERING TO COMMUNITY POLICING. IAN CARR REPORTS

Wilting in the unfamiliar heat and buckling under the weight of the body armour, I watch dismayed as the gurkha encourages me to follow him. With great agility he scurries up the combat ladder and onto the roof of the compound. My ascent is more measured. The delightful and charming Sergeant is keen to show me the machine gun posts and where he and his men sleep, having pulled the ladder up after them, just in case.

We are looking round a checkpoint a kilometre or so down the road from Patrol Base (PB) Chilli. It is manned by the newly-created Afghan Local Police (ALP); the Gurkhas are training them and live alongside them.

The scheme, which is still in its infancy, was the

brainchild of General Petraeus. It was introduced in order to bring outlying rural areas some semblance of self-defence. The deal is that where a village can provide enough men, the Government will pay for a week's training and supply them with small arms weapons to keep the peace. It is hoped that in time, in addition to providing security to more remote areas, if successful this local police force will prove to be a recruiting sergeant for the more established Afghan National Police.

Opinions vary about the level of risk attached to the plan. Lieutenant Commander Shar Mohammad of the elite Afghan National Civil Order Police (ANCOP), who commands personnel from a compound adjacent to PB Chilli, is in no doubt that it is a mistake. He is sure that it is putting weapons

“They are taking their policing out into the community”



An inspector calls: MDP Inspector Tony Micallef looks in on Afghan police at Checkpoint Noorzai



into the hands of the insurgents and will only serve to make his job more difficult.

However, Lieutenant Colonel Oliver Lee, Commanding Officer of Forward Operating Base (FOB) Shawqat's battle group, 45 Commando, belongs to that group which believes it is a worthwhile and manageable risk. "In Nad 'Ali a straw poll shows that the ALP are very popular, and better than that, we know that the Taliban hate it. They see it as the people turning against them and restricting their freedom of movement in their own backyard," he says.

The next day starts with a short walk out of FOB Shawqat to visit the ANCOP HQ, from where the District Chief of Police (DCOP) commands his police force. This is the heart of the policing operation, providing order and authority to those communities

closer to the district centre, and represents the next step up in terms of trained and professional policing. From here the DCOP commands around 350 Afghan Uniform Police and 170 ANCOP personnel ranging across 13 established police precincts. He refers to them as his soldiers.

Billetted with and partnering the police is International Security Assistance Force's Police Mentoring and Advisory Group, which at the moment is 2nd Battalion The Royal Gurkha Rifles.

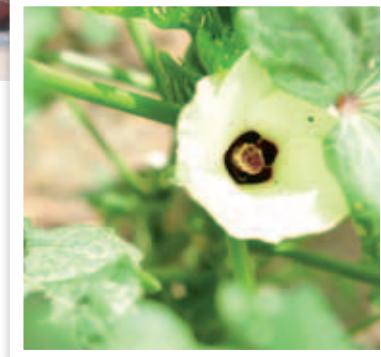
A big development recently introduced and whipped into shape by Colour Sergeant Raj is the operations room, from where the DCOP's orders are planned and put into action. The coordination of operations and intelligence are dealt with through this communications hub. "At first there was no understanding of what an operations room should



No entry: A gurkha protects the gate at Checkpoint Noorzai



Night shift: (Above) Afghan police catch up on sleep having spent the night hunting down Taliban. The police tend to live inside compounds growing their own food and rearing goats for the pot. They air dry the meat in strips (below left)



be, but now they can see the benefits," said Colour Sergeant Raj.

Also on hand to advise and guide is MOD policeman Inspector Tony Micallef. Despite 20 years policing experience, Micallef, who's normal patch is Devonport, has a tough job on his hands. Today I am going out with him to look at some of the police checkpoints around Nad 'Ali. As we set off in the Ridgbacks he tells me about what is on his plate.

"The DCOP is a very capable man, and has strong views about his authority. I have to find ways to get my ideas across without seeming to challenge him or suggest he isn't doing things properly. His favourite tactic is to change the subject. I might make a suggestion and he will start to complain about a lack of petrol. Then days later I may well see he has made the change. So I'll give it a week and then say to him 'I see you have made such and such a change, I'm impressed, good idea'. Then we both smile. Face has been saved."

One of the challenges the Inspector faces is in helping to move the police away from the soldiering role that the situation has so far demanded, and

into a core policing role. "The DCOP is very astute in many things, and has some good ideas about how to get the public engaged with the police, but he sees himself as an army chief and gets involved in operations when he should be back at HQ conducting things from the centre."

But Inspector Micallef knows he has to be patient and pragmatic about bringing in change. "I have to consider what is right for here. Some things I see may completely contravene what I consider to be best practice, but which could be perfectly acceptable here."

For example, in Afghanistan the collection and processing of evidence is not what you would expect to see in a police station in the UK. The treatment of witnesses is different too – they can find themselves held in the cells with suspects. This is just one of the areas where the Inspector hopes to make a difference, but it won't be easy.

"In fact the DCOP sometimes disciplines his own men by putting them in the cells over night. But they seem to accept it as fair," he says, "and maybe here it is acceptable."

Two days later I get an example of the conundrum facing the Inspector. He stops me in the line for breakfast. He is excited by a police success. Based on intelligence received, the DCOP organised a raid which led to the capture and arrest of 25 Taliban. It is great news, but it also illustrates the challenges of balancing the notion of best practice against the concept of "Afghan good enough".

The captured men were interrogated. "They looked totally crushed and dejected," says Micallef. "Then when they were being photographed, holding their weapons as evidence, I noticed one still had a magazine in it, but it wasn't considered dangerous.

"Also, if we had to process that many people in Devonport I'd have to call in help, but the DCOP was quite happy to do it all himself."

Our Ridgback jolts to a halt. We have arrived at the first police compound at Noorzai. Climbing down from the vehicle I realise I've been here before, about five months ago in fact. The reason for that trip was to look at the potential for placing a checkpoint here, to control a crossroads. Now, it is here, and further development work is planned over the next few weeks.

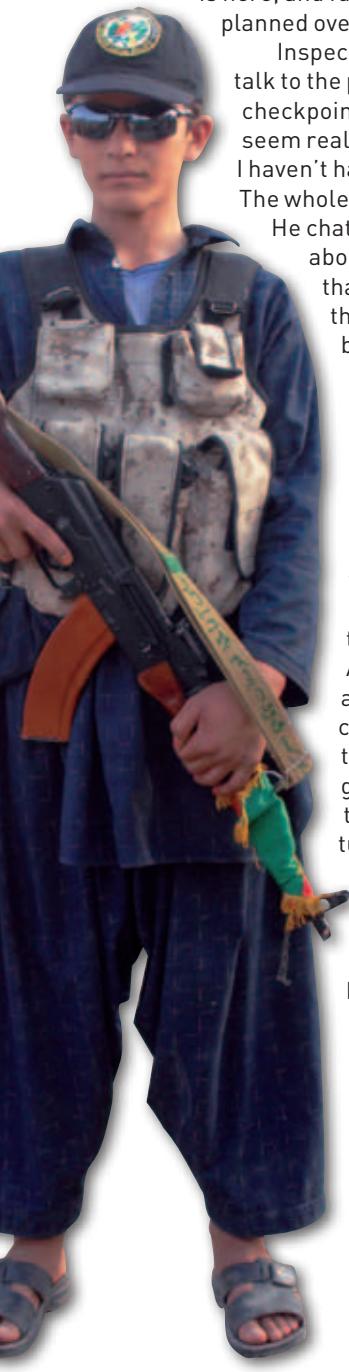
Inspector Micallef goes to talk to the policemen manning the checkpoint. He is impressed: "They seem really happy, that's the first time I haven't had complaints about fuel. The whole set up looks good," he says.

He chats for a while, and explains about promotion, something that tends to raise doubts as they worry that it could mean being moved out of the area.

The Inspector checks that the right number of police are here. Sometimes there are problems with individuals turning up at more than one checkpoint, but it all seems fine, so on we go to Zaborabad.

Here at first sight things look unimpressive. Although the courgette and aubergine rows around the central building are well tended (the police usually grow their own food), most of the police are asleep. But it turns out that there is a good reason for that. Based on intelligence given to them by the locals it seems that they have been out all night hunting down Taliban, and are now catching up on their sleep.

Micallef is actually heartened by this: "It shows that they are taking their policing out into the community. You have to admire their courage."



Some of the police show us old bullet wounds that they have sustained, whether in the course of their duties it's impossible to say, but they are adamant that they will do whatever is necessary to protect their communities and chase out the Taliban, even though many have had their families threatened.

Later, back at ANCOP HQ I ask for a junior officer's take on the situation. A British captain postulates the notion that Zaborabad is a low security threat. He considers the police action as exaggerated: "What they mean is that they have been out in the Dash (phrase for open scrubland or desert) and that is outside their remit."

So, one event, three different views. The police consider their action to be a valid way of combating a security threat, the MDP inspector considers it an example of policing in the community, and the military mind sees the area as low threat.

All are probably correct. But it is a reminder of how difficult it is to really understand the situation here. Nothing is necessarily what it at first appears to be, and, reaching an assessment of what is good or bad really depends on your perspective. **DF**

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WE CAN DO TRANSFORMATION

MOD'S 2ND PUS JON DAY EXPLAINS WHAT SOME OF LORD LEVENE'S RECOMMENDATIONS ON DEFENCE REFORM WILL MEAN AND WHY WE WILL SEE DRAMATIC CHANGES ACROSS DEFENCE. REPORT: LORRAINE MCBRIDE

The Defence Reform Review, published last month, is the biggest root-and-branch change in defence in 30 years. Among the key changes that Lord Levene in his far-reaching review has called for is a smaller, stronger Defence Board, a smaller more strategic head office, cutting the number of senior staff, giving extra powers to the Service Chiefs to run their own budgets, strengthening financial

management and creating a new four star-led Joint Forces Command.

Defence Secretary Liam Fox, who commissioned the report last August, has accepted all Lord Levene's recommendations.

Jon Day supports Lord Levene's recommendations to create a slimmed down Defence Board (MOD's key decision-making body) and clarify the responsibilities of the MOD's leaders and increase their accountability.

"It is necessary because power without accountability is a recipe for bad decision-making," he says. "Under the new system, as the MOD's accounting officer, PUS will personally eyeball TLB holders and say, 'OK you're not performing here, why not and what are we going to do about it?'"

MOD's budget black hole has been widely publicised. A key plank of Defence Reform is to strengthen financial management with a greater focus on affordability.

"A lot of this is about balancing the budget," Jon explains. "If you hold people to account, there has to be a realistic balance between the money they are given and what we ask them to do. Following the SDSR, MOD's budget is broadly in balance, which is an important first step."

Jon believes that MOD is undergoing a culture change. During the Cold War, there was an implicit trade off between capabilities, the speed at which they could be delivered into service and value for money. Since then, because of our commitment to real operations, recent governments have concentrated on getting the right capability into service quickly, which was often at the expense of value for money.

"We are now in different circumstances", he says frankly. "The unprecedented budget deficit obliges Defence and the rest of Government to make major savings to live within the country's means.

"This is a defence issue because if we do not balance our financial books, effective armed forces will become unaffordable. So one of the critical things for everyone in Defence is to focus on value for money in every decision that we make."

Jon Day is a veteran of previous Defence Reviews and reform initiatives, but points out that this review is different because of the financial background. "The fact



that the government has made dealing with the nation's financial problems its absolute priority means that the context for this defence review is tougher than any I have known" he says.

Another of Lord Levene's recommendations is to make the head office smaller and more strategic. Jon says he doubts that bureaucracy will reduce simply because there are fewer staff.

"Sadly, I don't think that is the case," he said. "My strong view is unless we actively reduce our workload, prioritise more effectively and change our culture and behaviour, we will carry on doing the same things we've always done but less well, failing to meet our objectives and piling more pressure on people. A vital part of Defence Reform is to change the way in which we do our business so that we can be effective with fewer people."

Trying to change the behaviours and culture of Defence is a problem that has plagued MOD for decades and Jon Day warns of the danger of not staying the course.

"Each time we have a review, we identify the problems but we don't follow through on what we know is the right thing to do. We somehow lack the stamina to make change enduring. That must not happen this time."

A draft blueprint for the future head office and the relationship with the TLBs will be worked on over the summer for delivery in early September. There will then be a period of consultation to help

Defence Secretary Liam Fox reach final decisions.

"Thereafter, it will be for the TLBs to go away and redesign their own organisations in line with Lord Levene's principles and the blueprint we have provided," Jon Day said.

Defence Reform is part of the broader Transformation agenda which is implementing the SDSR. Transformation covers over 70 workstrands, from rebasing the Army from Germany to the Whole Force Concept. Defence Reform is a key enabler to this programme.

Jon stresses that the Defence Reform agenda is challenging but doable.

"The aim is to implement Defence Reform by April 2013. Some measures will be in place well before then and others will take longer to complete. This is a demanding but realistic timetable. We are very good at reorganising ourselves, we've done it time and time again. As I stressed earlier, it is much harder to change culture and behaviours. That will be really difficult. But we must succeed this time"

Another big test will be keeping MOD's show on the road as radical change is implemented. "You have highlighted a major challenge between now and 2013. Transition needs to be planned properly and given the necessary resources. Part of the blueprint will be about that."

But he makes it plain that the onus is on staff at all levels to identify lower priority activities that we can reduce, postpone or stop doing completely.

"We will provide guidance and top cover but everyone in defence knows things that are less important or unnecessary."

Jon Day is optimistic: "This could be a once in a lifetime opportunity to transform the way in which we work for the better. Defence will be different for everyone by 2013. We should not talk ourselves down. We have the fourth largest defence budget in the world. We can mount complex and enduring operations. We have extraordinary equipment programmes that we are bringing into effect. We can do transformation." DF

REFORM TIMELINE

■ EARLY SEPTEMBER

Produce a blueprint for top structure of Defence that looks at relationship between Head Office and TLBs.

■ DECEMBER 2011

Detailed redesign to be completed.

■ APRIL 2012

New structure to be formed.

■ APRIL 2012 - APRIL 2013

Completion of Defence Reform by April 2013 with full capability by April 2014.

RATIONALISING BUSINESS SERVICES IN DEFENCE

The creation of Defence Business Services (DBS), which stood up in July, is the latest step in the move to modernise and rationalise corporate services within Defence and is a key part of the Defence Reform Programme.

DBS will bring together a range of corporate services that have previously been delivered by different parts of the MOD and from across the Top Level Budgets.

DBS will serve the whole of the MOD through one service delivery organisation managed through one top management structure. The first pillars in this new organisation will be formed by:

- Civilian HR (provided by PPPA and civilian HR staff from the TLBs)
- Finance (principally provided by Financial Management Shared Services Centre) and

- some parts of knowledge and information.

Other areas from within MOD will join progressively: the Defence Vetting Agency is set to join in the Autumn, elements of the Commerical IS function in the summer of 2012 and the Service Personnel and Veterans Agency is likely to join in 2013.

Over the coming months other functions will be considered for joining DBS so that it is best able to become the MOD's centre of expertise for all corporate services.

Indeed the development of the organisation is moving forward apace with three consortia bidding to take on the top management of the DBS. It is believed that commercial management can bring a level of experience and innovation that might best deliver the necessary savings from the department's administrative costs.

However this is not privatisation by the back door. Far from it, as the staff will remain civil servants and be employed on the same terms and conditions as today. The phrase 'In Defence, for Defence' is commonly used to describe this - though DBS will not be prevented from competing for other work across government.

What will the changes mean for staff across the department? Initially the answer is not much. Staff will continue to receive civilian HR, finance and knowledge and information services much as before.

But as the new structure beds down, and the efficiencies kick in, it is likely that staff will find more and more services provided centrally with any local provision delivered by forward deployed staff from the DBS.

THE SOUND OF MUSIC

THERE ARE MANY CAREER OPPORTUNITIES WITHIN THE ARMED FORCES, BUT THERE IS ONLY ONE JOB THAT YOU HAVE TO KNOW HOW TO DO BEFORE YOU ENTER SERVICE.

REPORT BY LEIGH HAMILTON

When troops go on operations, their unit's band often goes with them. In a theatre of war, the power of music can play an extremely important role in improving morale and maintaining the momentum of troops.

But the members of the band go into war not just to play music. As well as providing the vital heartbeat of rhythm for homecoming and freedom parades, hundreds of military musicians deploy alongside their fellow servicemen and women to Afghanistan to provide soldiering support, such as undertaking guard duties wherever they can.

Warrant Officer Class One Oliver Jeans is the Bandmaster of the Band of the Parachute Regiment which, along with the soldiers from 16 Air Assault Brigade, has recently returned home from operations in Afghanistan.

"Our involvement over there was not much marching band at all, but lots of music," WO1 Jeans said. "And our

main contribution was to really focus on enhancing and supporting what is known as the "moral component of fighting power".

"We were looking after the troops' morale, taking music very close to the front lines and providing it to small groups of people, giving them a break from their daily routine. We played the music they like to listen to, so really up to date rock and contemporary pop music."

Although they were in theatre to play an important role, the Para Band also extended a helping hand to their fellow soldiers in other areas, as WO1 Jeans explained:

"We were able to cover some of the guard duties for them in the main operating bases, to give them a little bit of extra downtime and that helps morale immensely. So when the band wasn't working in the musical sense, we were working in other ways."

The work of a military band can take them around the world and even see them performing for royalty. "The Army

is the largest employer of performing musicians in the United Kingdom," WO1 Jeans said. "The job has taken me on non-operational deployments to a lot of places in Europe, including France, Germany, Bratislava and Vienna.

"Just before I started, the Para Band had a lovely deployment to Canada and we used to go very regularly to Arnhem in Holland. The Foot Guards Bands find themselves further afield in places such as Japan, Australia, Canada and America."

And as WO1 Jeans explained, it's tough to get in: "It's the only job in the Army that you have to be able to do before you join the Army.

"If you want to fly Apache helicopters or drive tanks, the Army will tell you how to do that. Musically you have to pass an audition on your instrument before you can start basic training."

However, as WO1 Jeans explained, the day-to-day priorities for military musicians are clear: "Soldier first, musicians second." 

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RAF Benevolent Fund: Help for RAF personnel past and present. www.rafbf.org or call 0800 1692942.

Civil Service Benevolent Fund: Helps anyone who has worked for the Civil Service and their dependents. Advice about support and financial help. www.csbf.org.uk or call 0800 056 2424.

Army Welfare Service: HQ AWS has relocated to Upavon. Confidential support for soldiers and families. www.army.mod.uk/welfare-support/family/default.aspx or call (UK) 01980 615975.

RAF Association (RAFA): Comradeship and care for current and former RAF members. www.rafa.org.uk/welfare.asp.

HIVE: Tri-Service information covering issues like education and health. 167 offices. www.hive.mod.uk.

Royal British Legion: Charity providing financial, social and emotional support to vets and serving, and dependents. www.britishlegion.org.uk or call 08457 725 725.

SSAFA Forces Help: Supports serving personnel, veterans and the families of both. Practical and financial assistance and emotional support. www.ssafa.org.uk or call 0845 1300 975.

Harassment, bullying or discrimination: JSP 763, The MOD Harassment Complaints Procedures, is a guide for Services and civilians. Royal Navy: 023 9272 7331. Army: 94 391 Ext 7922 (01264 381 922). RAF: 95471 ext 7026. Civilians 0800 345 7772 (+441225 829572 from overseas) or email: PeopleServices@pppa.mod.uk.

Matters of conscience and whistleblowing under the Public Interest Disclosure Act. Call 0800 3457772. Select option four.

Confidential support line: Support for Forces personnel and families. Lines open 10.30 to 22.30 every day. UK, 0800 7314880. Germany, 0800 1827395. Cyprus, 800 91065. Falklands, 6111. Anywhere in world, (call-back) +44 (0)1980 630854.

Service Personnel and Veterans Agency: Pay, pensions and personnel support for the Services and veterans, including pensions, the JPA system, and Joint Casualty and Compassionate Centre: 0800 0853600: 0800 1692277 or www.veterans-uk.info

MOD Occupational Welfare Service: Confidential advice on work-related and personal issues. Call 0800 345 7047

Service Complaints Commissioner: To make a complaint or seek advice, contact: SCC@armedforcescomplaints.independent.gov.uk

The Royal Navy's Sea King Mk 7 Force completed their 1000th operational mission in Afghanistan in July. The Sea King helicopter Squadrons from Royal Naval Air Station Culdrose have been operating from Camp Bastion since 2009 and have contributed to the confiscation of significant amounts of Improvised Explosive Device (IED) making equipment, arms, drugs and the detainment of suspected insurgents. Their actions have directly helped to save the lives of Afghan citizens and coalition troops.

Operating in temperatures ranging from minus 10 to 45 degrees Celsius, and, with the ever-present threat of enemy action, the Sea Kings have had various enhancements fitted such as improved engines and different rotor blades. They are night-vision-capable with sophisticated defensive aids.

The Sea Kings operate like flying radar stations. Their job is primarily to provide Royal Navy ships with protection against low-flying enemy aircraft and missiles, using radar to detect an enemy aircraft, feeding the information back to the ship for investigation and, if necessary, controlling the aircraft sent to intercept them.

However, the helicopters are proving effective operating over land, providing wide area surveillance in Afghanistan. Based at Camp Bastion, the aircrew are able to react swiftly to events on the ground, directing coalition aircraft and ground forces to investigate, and in some cases destroy targets. 

DEFENCE IS AN ART, NOT A SCIENCE

CHIEF OF DEFENCE MATERIEL BERNARD GRAY IS A MAN TO BE RECKONED WITH. HE SPOKE TO LEIGH HAMILTON JUST BEFORE THE 3 MONTH EXERCISE RESULT WAS ANNOUNCED

DF: What does your role entail?

BG: Put simply, to acquire all of the equipment to arm our Armed Forces and to support all of that equipment. I run the logistics process for supporting combat operations, Herrick and Ellamy in particular at the moment, but also in support of training programmes as well. I am also the Head of Commercial for the organisation which is a recent change. I am responsible for all of the commercial expertise inside the Ministry of Defence which is mostly in DE&S, but there are also parts in DIO and elsewhere. I also have a role in making sure that the 40 per cent of the MOD budget that goes into equipment is spent wisely and is in balance. All of those responsibilities I carry up to my role on the new Defence Board.

DF: How does your background in Defence journalism, turning struggling companies around financially and your special advisory role to two previous Defence Secretaries in the 90s help you as CDM?

BG: I do have a fairly eclectic background. The significant part is having a good understanding of Defence because I have worked in journalism as an observer on the outside of the MOD and then doing my report for John Hutton. I have been involved in Defence now for nearly 20 years in one way or another. Rather alarmingly I can now see pieces of equipment going out of Service that I can remember coming into Service in the first place. I understand Defence needs and I was very involved in the 1998 Strategic Defence Review.

DF: What did you think of the reaction within MOD to the report you delivered two years ago into the department's procurement process which recommended a need to bring equipment plans into line with likely available resources and a need to improve



equipment programme planning, management and delivery?

BG: Some areas of the report caused particular difficulties because it put its finger on a number of issues that people hadn't really wanted to bring up. Partly also, because people had not recognised the full severity of the situation that the department faced. Another difficulty was the terms in which it was described - I deliberately wrote it in English, which isn't always the way the department expresses itself. If you really understand something, you can explain it in relatively straight forward terms. Some people use jargon or complicated expressions to try to avoid answering the question or to disguise the fact that they don't really understand it. I was determined that a subject as dry as Defence acquisition should at least be expressed in straight forward English.

DF: What is it like to be back on this side of the Defence fence?

BG: I think the expression used is 'now I'm in it'. There are a number of different ways that one can solve the acquisition problems the Department is grappling

with. Part of my task now is to make sure that we have an agreed position which is that the equipment programme was out of balance. As part of PR11 and the Three Month Exercise we are making sure that we're all agreed on the scale of the challenge to the Department. The Materiel Strategy, which we are working on at present, will determine whether DE&S has all the tools it needs to do the job and if not, how to make sure it gets those tools. Gratifyingly in some ways, people are recognising the underlying truths in my report even though they reacted against it at the time of publication.

DF: What are the specific areas that the Materiel Strategy is focusing on?

BG: We are looking first at the boundary of DE&S; what should DE&S do, what should other parts of MOD do, are there currently any tasks that would be better done by a different part of the MOD, are there tasks that are being done by DE&S that we can no longer afford to do as a department because we have less money? There is a scoping piece of work going on to prioritise tasks and determine the

essential components, the desirable components and the luxury items. There is also a skills and structure analysis going on to see whether we have all of the skills we need to do the job. We are looking at how we involve the private sector and crown servants in making sure that the right skills are engaged. We've already re-organised the top of DE&S at board level and the three star officers of DE&S and we are working together to examine these questions. I think we'll be coming forward with recommendations to the Permanent Secretary and Secretary of State towards the end of the year, with implementation next year.

DF: Has the public criticism that the MOD has not got a grip on the way it buys and manages equipment effected the morale in DE&S?

BG: Actually I don't think that morale is that bad right now. But, if the underlying question is whether criticism is the source of low morale, then I'm not sure it's as straight forward as that because you don't go to a doctor to be told everything's alright. The real source of good morale is working in a highly functioning organisation where your contribution is valued. I think sometimes external critics are unfair on the Department. Sometimes the Department has acted as if everything were perfect when it clearly isn't. In my previous experience, if an organisation is not performing well, you usually find there is a real problem at the bottom of it which needs to be sorted out. You need to identify it and tackle it and make some decisions. Even though things may get quite a bit more difficult during that time, you actually find morale improves quite quickly. What people really respond to is good decision making and clear leadership. That makes them feel on the whole that the organisation is sorting itself out. Issuing platitudes that say everything's fine is not the way you get morale up because people at working level absolutely know when there are problems in an organisation. I think you get respect from people for letting the cards fall where they may.

DF: Is it realistic to think that with the current budget restrictions, that the MOD can meet its equipment requirements?

BG: No. In being honest about this I'm not saying anything that the Secretary of State or the Prime Minister have not already said. They've said in a variety of different forums, that it will require real terms increase in the second part of the decade to deliver Future Force 2020 and a big component of that is re-equipping

the forces with replacements to its ageing equipment. So, no we can't at the moment, and part of the Three Month Exercise is to understand both what the equipment needs will be in the second half of the decade and understand what the available resources are to ensure that we don't start building things that we can't afford to finish. We have to focus our resources on understanding what we can afford to do and do that, rather than doing all the things we'd like to do and not finishing anything.

DF: The Defence Secretary has suggested 'buying off the shelf' when it comes to equipment. Do you agree with this?

BG: The acquisition of Defence equipment is quite involved and there are many cases where we have specific national requirements that need to be incorporated into any kind of equipment for any environment. This means that sometimes it's hard to buy things purely off the shelf. However, it is also true that our Armed Forces sometimes specify things to a level which is higher than anyone else in the world and you have to ask yourself if that is justified on every occasion. A specific test for me would be, if we are specifying something which is more capable than the Americans currently use, can we really justify it. That is a particular red flag to me indicating that we might be over-egging it. I certainly think that we need to drive down the cost of acquiring equipment and I think that we need to ask ourselves serious questions about whether our requirements truly differ markedly from our NATO allies and the US. That can play a role in reducing the cost of equipment, but most of the time it's not as simple as buying things from a Defence supermarket.

DF: You've previously said that we can learn a lot from our allies including France, Australia and the US. What do you think we can learn?

BG: I think we can learn and we can teach. I think in areas such as support, we are ahead of some of our allies as we've had to do things such as contracting for availability in order to save money. We have aircraft supplied on the flight line on power-by-the-hour sort of contracts where we've got mixed teams of RAF and civilians working to support those aircraft. My US opposite number for example has expressed interest in understanding this for the support of JSF and other aircraft. How we do it? Are there things they can learn from the UK? We are talking to other allies about various other aspects

of "how we do things". Most of our allies would say we are in advance of them. I'm interested in the example of Israel which a lot of people cite as having a very lean acquisition support model. I am interested in opening conversations with Israel to understand exactly what they do and, if the reports are accurate, how they organise and achieve it?

DF: There have been concerns aired about the Defence Reform Unit recommendation that single Service commands can decide what their budgets will be spent on - how can we be sure that this will work?

BG: Defence Reform has taken a view that you should trust professionals to make decisions about their areas of expertise. It's quite an alarming conclusion if you think they can't. Ultimately, if you give people responsibility for a job, mostly, they rise to the occasion; sometimes people don't and in any organisation, people have to then correct those mistakes. There is significant merit in aligning responsibility and authority to be able to be able to make those decisions, with clear overriding instructions, and measure people on how they deliver against what they were asked to do. We need to make sure that the front line commands have the skills that they need to be able to be good customers. There will be advice on transition and it is inevitable that there will be some bumps along the way.

DF: Why should people choose to stay in Defence as a career?

BG: I think it's clear that in the shape of the Secretary of State and Ministers and the Permanent Secretary and the Finance Director and others, there is a team of people at the top of Defence who are determined to sort through all of the issues that have been there in the past. All are working through making difficult decisions to strengthen the organisation. Clearly, for the whole of the UK economy, life is tough right now and Defence is not immune to that. We need to restructure and refocus our efforts in order to succeed in that. This is an opportunity as well as a threat, in terms of getting to firmer ground as an organisation and it will offer better Defence for the UK which is our principle aim and make sure we're on a better footing for Future Force 2020. There is light at the end of the tunnel and the fact that there are tough things going on right now is potentially an indication that the future is going to be better. I think Defence does provide an interesting, meaningful and rewarding career however turbulent and difficult it is at the moment. **DF**

A ZOOM WITH A VIEW

SURVEILLANCE SORTIES FROM CYPRUS ARE SUPPORTING THE UN MISSION IN LIBYA. REPORT BY IAN CARR

Stepping out of the Global Express, the aircraft of choice for Russian oligarchs and international rock stars, I have more than covered the distance from Heathrow to the east coast of America. I could be in Miami. Yet after a 12-hour flight, I am in fact back exactly where I started, standing on the runway at RAF Akrotiri.

I have just had the privilege of accompanying the five-man crew of a Sentinel on a surveillance mission off the coast of Libya.

Sentinel R1 is a modified version of the executive business jet manufactured

by Bombardier. But instead of the gold taps and marble trimmings favoured by the rich and famous, the interior is stripped back to the bare essentials. The big money has been spent on radar pods and banks of computers.

Luxury items on this trip were confined to a warm mars bar and a blocked toilet – a feature which may have dampened our feet, but did nothing to dampen the spirits of the crew on board.

The only other luxury is the hyper efficient air con, but that is for the benefit of the computer hardware, not the crew. It may be 38 degrees out on the pan, but at 40,000 feet, when it's -50 degrees

outside, and the air con is doing its thing, you really need to be wearing that thermal underwear.

The aircraft is designed to comfortably gobble up long distances at heights up to 49,000 feet on a regular basis; essential qualities for missions like the one I have just been on. When it comes to getting a God's eye view of the world, the closer to God you can fly, the greater the area you can see – and



in Sentinel's case, with extraordinary clarity.

"We can cover a large area," explained Flight Lieutenant Phill, the Air Mission Commander (AMC) (such is the security level of these sorties, only the crew's first names can be used).

"Surveillance using unmanned air vehicles (UAVs) is more like looking down a drinking straw. One of the things we can do is provide the information needed to deploy another asset, like a UAV to take a closer look at something more specific."

As the AMC Flight Lieutenant Phill is the tactical lead for the sortie. Based on what NATO/PJHQ wants him to look at, he plans the mission, and it is the pilots' job to get him to those locations quickly and efficiently, and hold a pattern so he and his two image analysts, Sergeants Simon and Chris, can get eyes on the ground for as long as they need.

"We have a Synthetic Aperture Radar (SAR) to take fixed imagery and a Ground Moving

Target Indicator (GMTI) to track ground movement of, well, whatever we need to," Flight Lieutenant Phill added.

After a couple of hours we enter the no-fly zone. Out of one of the small cabin windows the Libyan coastline can be seen thousands of feet below, through narrow wisps of cloud. Over the headsets we hear American voices asking for aircraft ID. That given, the crew carry on with the task in hand.

A large part of Sentinel's work is to build up, day after day, an understanding of the pattern of life below, so anything out of the ordinary can be spotted and investigated. And it pays to take nothing for granted. "People may think that if we see movement at night it must be Gaddafi's troops or the rebels," says Sergeant Chris, "but we're finding that life for the locals largely cracks on as normal, and it can be very busy at night. We need to know what's normal so we can spot the abnormal."

Because Sentinel can generate a persistent coverage of such a wide area, it provides NATO with a unique capability – which is crucial when you are dealing with a country the size of Libya. Key logistic nodes and pro-regime forces can be identified, combat aircraft can be efficiently deployed, and the risk of misidentifying things on the ground is reduced.

During the sortie the analysts build up what they call a quick and dirty report of what they have seen. On landing, the massive amount of data amassed over the sortie is handed over to a team of analysts

who produce a more detailed report.

But how do the crews manage to keep concentrating during these 12-hour stints? "It helps to keep busy, and we've got reports to write while we go, and we have drills to follow every hour, so that helps," said Flight Lieutenant Phill. And, Sergeant Chris adds, "you can be working like the proverbial one armed paper hanger, but if you are an analyst you tend to be the nosy type, so you don't want to miss anything."

For the pilots, the aircraft's superb automatic pilot system helps take the strain. "It's a real godsend. When you've been flying for 11 hours, or through mucky weather, it takes the edge off, so you are fresh for the landing which is always the most difficult part of the flight," says the captain, Flight Lieutenant Neil, "that's what everyone judges you on."

"It may look like we are doing nothing when we are pootling round in loops, but we are constantly checking things, planning what we would do if there was a problem, so if something does happen, we have already thought that through and know what we are going to do."

"And when we are not doing that we imagine where we could be if we'd flown in a straight line; for example, we are half way through the mission and let's see," he checks the instruments and makes a quick calculation, "yes, we could now be in Milan, or Bucharest." But instead Flight Lieutenant Neil has two more "stops" to make before he can take us home full speed to Miami, or... well we can dream. DF

**“ if you are an analyst
you tend to be nosy ”**

FIGHTING FIT

BUSIER WITH MARINES' STUBBED TOES THAN BULLET WOUNDS ON HER LATEST HELMAND TOUR, MEDIC MAJOR JOHNSTON IS NOW GIVING HEALTH ADVICE TO LOCAL AFGHANS.
IAN CARR REPORTS



Health and fitness: Sergeant Tony Bewick and Sergeant Wayne Harrison don't let the Afghan sun stand in the way of hard training

It's been a traumatic start to the day for Major Jennie Johnston, the medic in charge of Forward Operating Base (FOB) Shawqat's medical aid post. Literally. At dawn she was called from her bunk to attend to an Afghan policeman who had just done his best to split his skull open by falling from the back of a speeding police pick-up truck. It's serious, but the policeman is lucky that treatment is so close to hand.

Trauma is something the Major doesn't see so much of these days. "We've had a couple of road traffic accidents. Two weeks ago I treated an Afghan policeman who had a gunshot wound, and before that an Afghan soldier who'd fallen off a sangar," she said.

This is the Major's second tour. Her last, two years ago, was dramatically different. "Herrick 10 was very challenging with multiple trauma incidents. When I finished that tour I was a little despondent. I found myself wondering if the sacrifices I'd seen were paying off. Would things turn out for the better? I was unsure about how I'd feel about coming back."

But having returned, Major Johnston has seen in real terms how different things are. For the first half of her tour at any rate, her role has been similar to that of a GP.

As the regimental medical officer to the Royal Scots Dragoon Guards, elements of whom, serving under the 45 Commando battle group, are mentoring the Afghan National Army at FOB Shawqat, Major Johnston looks after around 350 people. They include the super-fit Royal Marines, and those transiting through; like the unfortunate BBC cameraman, stricken almost straight away with diarrhoea and vomiting (D and V), condemning him to three days in the isolation tent.

"So far it has been such a contrast to my last tour. Mostly it's been about providing primary care for things like coughs and colds, skin complaints and a lot of muscular skeletal injuries – the Marines like their physical training, they push themselves hard."

Beyond the turned ankles and skinned shins that come as part of life for hard grafting Bootnecks, Major Johnston will keep an eye on how these military athletes fair over the tour.

"You tend to find that as you get to the end of a deployment, the number of cases of illnesses like D and V increase, as the months of hard work can affect individuals' resistance. It will be interesting to see if the exceptional physical fitness of the Marines helps their immune systems to



cope better than other troops." Major Johnston's job also has a pastoral role these days, which is partly why she beds down in the office, not just to be on hand for patients, but to provide emotional support when it's needed. "It's quite a small base for so many people, so I find that the guys sometimes come in here just for a chat and to get away from the pressure cooker of FOB life for a while."

of faecal material around, that's not a good idea." At district level there are examples of good health management, but because of the security threat, until now, communities have not been able to move around and pass on knowledge. "The women are clearly pleased about the security that the Afghan police are maintaining, and grateful that it means they can access education."

Finding a way to pass on tips for simple medical treatments throughout the community is important. At the moment there are four government clinics in Nad 'Ali which are providing this information. Currently people tend to go to the doctor with anything, partly because they now can, and partly because they don't know how to cure simple complaints.

The Provincial Reconstruction Teams are developing a training programme on the health issues of childbirth, and basic medical health education is being introduced in the schools. "Infant mortality and death in childbirth is a serious problem, as are preventable diseases caused by malnutrition. At shuras I have attended, the elders are clearly worried about the health of their women and children," said Major Johnston. "This is a long process, but at least we are making progress." DF

“ I was unsure about how I'd feel coming back ”

Much of the Major's work is advisory, how to avoid fungal complaints in a hot sweaty environment, and the benefits of wearing long trousers when relaxing and the mosquitoes are biting.

"It's been very different and very exciting," she says... avoiding fungal complaints, exciting? Well not that so much, but the change in tempo has meant that the Major has been able to spend more time getting out to the villages to work with the locals, identifying local health professionals (there are currently two qualified midwives and two who are qualified to give vaccinations in the district), looking at health issues and giving locals simple advice. "I especially enjoy engaging with the women. But the level of ignorance in some of the rural areas is a concern. Two days ago I was asking some women how they would deal with a cut. They said they would rub soil into it. Given the amount



Picture: Andy Laidlaw



RWANDA

In 1994 I was posted as a Lance Corporal to 59 Movement Control Squadron (MC Sqn), 29 Regiment Royal Logistic Corps, and was sent as part of a five-man Air Transport Liaison Officer (ATLO) detachment on Op Gabriel in Rwanda with 5 Airborne Brigade as part of UNAMIR.

Anything that came in or out of the theatre by road, rail or air would be booked and processed through us and that included compassionate movements as well as the freight that arrived from the UK.

Initially we lived and worked out at the side of the airfield in Kigali, which had its moments, especially when the USAF C5s would turn at our end of the runway and blow the tent over.

We went out just after the genocide and we were told that around four months earlier the football stadium that we moved into had been the scene of a massive massacre, so that was a bit daunting.

The city itself still didn't have any electricity so it was quite dark and menacing and the local people were just getting over everything themselves, so they were a bit wary of us and of each other.



ANGOLA

Still with 59 MC Sqn, we deployed on Op Chantress in Angola with 9 Supply Regiment as part of UNAVEM, in August 1995. I started the tour with the majority of the squadron in the port at Lobito living in a grain warehouse alongside the Welsh Guards.

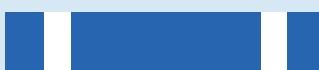
I was then moved to the capital of Luanda, covering the air and seaports. We were responsible for the reception and onward movement of the Russian, Uruguayan and Indian contingents which proved at times to be very interesting.



MY MEDALS

Warrant Officer Class 1 Lynn Hines joined the Women's Royal Army Corps in 1990 and has since travelled the world as a Movement Controller. Interview: Leigh Hamilton.

The thing with movements is that every day is different. One day the Indian Army, who had been unable to restrain their tanks to the deck of their vessel, had improvised and used iron rods passed through the track. These unfortunately were then welded to the deck and what should have been a two-day task of unloading and escorting them through Luanda to their camp suddenly became a week!



BOSNIA

By this point I was a Corporal and was ATLO at Split International Airport in 1996, dealing with larger aircraft, which equated to

200 passengers, three days a week, from the UK.

While my previous tours had been three or four months, this was a six-month detachment so people were coming and going for R&R.

I was chosen to go to Banja Luka to work in the Movement Control Centre for the north part of the operation and I was able to see a different side of life there.



IRAQ

I went out as a Senior Movement Controller (SMC) which meant that I was responsible for all the Movement Controllers within the theatre and movements

for the NSC, so not just the personnel, but for the headquarters as well.

It really was trains, planes and automobiles as well as shipping. Iraq was one of the best times of my career as the only opportunity you get as a Movement Controller to have control of troops as an SMC is when you're at 29 or 24 Regiments.

I could see all my training being utilised and that was when the endless road graphs and road dumping programmes all came together.

The first time I was in Iraq was in 2004 on Telic and I was at FMCC at Shaibah, and in 2006 I was at Basra International Airport.



AFGHANISTAN

Op Herrick was the highlight of my career as the team I was with was the first to move into Kandahar. We literally built our desks, put up our tents and made our own footprint, whereas previously everything had already been established when we arrived.

In Afghanistan we were really thrown into the mix with the suppliers, the posties, the medics and everyone else and we were all trying to fight for real estate and accommodation and establish what we were trying to achieve.

I'd like to think that whatever I put in place when I was there carries on. This tour was easily the best, hardest, most rewarding, most frustrating six months of my career.



LS&GC (LONG SERVICE AND GOOD CONDUCT)

I'm glad to get this as I've kept my nose clean, so it's a very proud moment to get it as not everybody does. I'd like to think that I've behaved well!



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LORD OF THE RINGS

THE ARMED FORCES HAVE BEEN GIVEN 10,000 TICKETS FOR NEXT YEAR'S OLYMPICS AND SEBASTIAN COE COULDN'T BE HAPPIER. REPORT: LORRAINE MCBRIDE

Multi Olympic gold medal winning athlete Seb Coe – now Lord Coe – knows what it's like to be thought of as a hero. And as Chair of the London Organising Committee for the 2012 Olympic Games, he is delighted that – thanks to Tickets for Troops – thousands of heroes from the UK's Armed Forces will have the opportunity to see world-class athletes competing in London next year.

Speaking a stone's throw from the majestic London 2012 Olympic Stadium, at the launch of the Tickets for Troops offer, Lord Coe makes time to give his impressions of the servicemen and women that he has met during his career.

"The Armed Forces are an

extraordinary group of people," he said.

"It is a unique occupation because it demands the ultimate sacrifice and I think it would have been unimaginable if we had an Olympic Games in the UK that in one way or another did not recognise the extraordinary Herculean efforts of all our Armed Services and in particular their families."

Asked if he had a personal message for troops, Lord Coe replies even nippier than Usain Bolt sprinting away from the starter's gun: "Yes," he said. "Don't ever doubt for one moment the admiration and remarkable affection that our Armed Forces are held in this country, both individually and collectively.

"We recognise that it is one of the great British institutions and the job they are

doing out there is extraordinary."

As an Olympian, Seb Coe won four medals, including the 1,500 metres gold in 1980 and 1984. For older readers, Coe will be forever remembered for his athletic prowess, eight world records and fierce rivalry with fellow Brit Steve Ovett that dominated middle-distance running throughout the 1980s, but most of all, for Coe's heroics at the 1980 and 1984 Games.

In 1980, Coe and Ovett arrived in Moscow having met just once before in international competition. And in an 800-metre race that silver medallist Coe later described as "the worst of my

Picture: Terry Seward



Tickets for Troops: Lord Seb Coe announced that 10,000 tickets will be given to the Armed Forces

life," Ovett took gold. But just a few days later, Coe turned the tables in the 1,500m to beat East German Jurgen Straub to gold and push Ovett into third place. Four years on, Coe became the only man ever to defend the Olympic 1,500m title when he beat Steve Cram into second place.

Since retiring from the track in 1990, Coe opted for a career in politics. First as an MP, the Tory peer then served as William Hague's chief of staff between 1997 and 2001. Along the way, Coe was awarded an OBE, topped by a knighthood in 2005 for services to sport, an honorary doctorate and even an appearance on BBC Radio 4's *Desert Island Discs*. More than three decades have passed since Coe struck gold in Moscow when he beat his closest rival Steve Ovett, but in the flesh, he retains his wiry runner's frame.

Now though, as Chair of the Organising Committee for the 2012 Games, Coe is hell-bent on delivering the best Olympic Games the world has ever seen.

As a youngster, did it ever cross his mind to accept the Queen's shilling and join up? "Yes," he affirmed. "I did contemplate it at one stage, but it would have been slightly complicated during the years when I was training full time." Still, he readily acknowledges the British Armed Forces' "massive contribution" to Olympic sport.

Past British Olympians have famously included one-time Army Sergeants Dame Kelly Holmes and Kriss Akabusi, but did their Army training help give them an edge? "No question," nods Coe, "and certainly a little bit of team discipline."

Would he encourage his own offspring - he is a father of four youngsters - to join the Armed Forces? "Absolutely," he replied in a heartbeat. "I have one son who I think might easily end up in the Armed Forces and is actively involved in the Combined Cadet Forces at school."

Lord Coe announced the 10,000-ticket donation to troops at a media launch flanked by Service personnel including Afghan veteran Sergeant Chris Osborne, Princess of Wales's Royal Regiment, who

was champing at the bit for the chance of a ticket. "If I'm successful, I'd love to watch the 100 metres final,"

he smiled. "You and a few million others!" interrupted Lord Coe.

Despite the public backlash over the Olympic ticket allocation with two million sports fans missing out, Lord Coe is unapologetic about the decision to provide 10,000 tickets to the Armed Forces, which he sees as an opportunity to give something back.

"Actually, I don't really want to be too defensive over this," said Coe. "I think it would be absolutely unimaginable not to recognise the work of our Armed Services and particularly the families that stand behind our troops."

Lord Coe urges troops to log on to the website which remains open until 1 November. "Log on and apply," he encouraged. And be quick as there is no shortage of troops who fancy their chances in the lottery.

Private Ben Skelton is a self-confessed Olympics nut. "I'm interested in applying," he said. "I'm particularly interested in swimming but it's great that the Forces are recognised and a fantastic morale-booster. Anything to get the blokes in there so we can support the country like the country supports us."

To apply for one of the Olympic Tickets for Troops log on to ticketsfortroops.org.uk 



KISSING DISEASE

HIGH FEVER? SCRATCHY SORE THROAT OR NURSING A
SORE HEAD? COULD THE ANSWER BE GLANDULAR FEVER?





By Nick Imm, a Naval Surgeon Commander in HM Naval Base, Faslane

Hello from the Medical Centre at HM Naval Base Clyde.

This month, I thought we'd talk about glandular fever. This often affects young people and can be quite debilitating. It's commonly known as the "kissing disease" since it's passed from person to person in saliva, either by kissing or through droplets in the air.

We know quite a bit about this illness. Glandular fever is caused by a virus called the Epstein-Barr virus. The other name for the illness is infectious mononucleosis. The virus infects cells in the salivary glands of the mouth and then goes on to infect white blood cells. The white blood cells multiply and cause the lymph glands to swell up and become rather painful – hence the name.

Most people pick up the virus during childhood, usually without any obvious symptoms or illness. However, people infected during adolescence have a good chance of developing glandular fever. Roughly five per cent of students develop glandular fever.

After an incubation period of about 10 days, the following symptoms are common:

- high fever
- severe sore throat
- lethargy and headache
- muscle and joint pains
- swollen glands in the neck, armpits and groin

Your doctor may diagnose the condition simply from the symptoms but if there is uncertainty a blood test can be used to check.

So, how's it treated? Since it's caused by a virus, antibiotics are not helpful at all in this condition. In fact, giving some types of antibiotics to someone with glandular fever can actually cause a bright red rash.

Simple medication such as paracetamol to reduce fever and pain is very helpful. Patients should rest and drink plenty of fluids, avoiding alcohol. It's sensible to avoid sport and heavy work for at least a month.

You are particularly likely to pass on the infection to other people during the most feverish part of the illness so it's sensible to avoid close contact with others during this period.

Most people recover after about six weeks but it's very common to feel rather low and tearful for weeks or months afterwards. Occasionally, the illness can result in chronic fatigue syndrome.

Rarely, complications can occur, including inflammation of the liver (hepatitis) or pneumonia. These can lead to a hospital admission for treatment.

Research is underway to develop a vaccine against the Epstein-Barr virus but this is not likely to be available for several years.

Stay healthy and I'll see you next month.

■ This is general information only - if you have any medical concerns please see your medic or GP. 



IVF SUCCESS STORIES

TWO BIRTHS AT BENENDEN FERTILITY CENTRE WITHIN A MONTH

The new Benenden Fertility Centre (BFC) at Benenden Hospital has launched with a double success. On 17 February Nell Rae was born to Amy and Simon Jupp, weighing in at 7lbs 5oz. She was followed on 8 March by Amelia Betsy (6lbs 9oz), born to parents Sarah Johnson and James Bricknell.

The IVF treatment centre was officially opened in June by Lord Robert Winston, Professor of Obstetrics and Gynaecology at Imperial College London, and offers a wide range of consultations, investigations and fertility treatments. BFC Director and Consultant Gynaecologist, Mohamed Hefni, is supported by a team of embryology, nursing and administrative staff.

Amelia's parents called in with her a week after her birth. "Amelia's birth is evidence that we are doing the right things clinically, and it was very touching to see her," said Mr Hefni.

While Benenden Healthcare Society members pay the same as non-members for any medication and blood tests, Benenden Hospital offers them a 25 per cent discount on IVF treatment at the BFC. This includes:

- in vitro fertilisation (IVF)
- intracytoplasmic sperm

injection (ICSI)
■ intrauterine insemination (IUI)

Treatments are carried out in the centre's state-of-the-art IVF laboratory. Jane Abbott, Benenden Hospital's Director, said: "We have invested in excellent people and in providing the highest standards of clinical excellence in fertility treatments."

In addition to the Fertility Centre, Benenden Hospital also has an infertility clinic, which offers members consultations with Mr Hefni, blood tests, diagnostic inpatient procedures, ovarian stimulation and follicle tracking by scan. These are core discretionary services, free to members who meet the qualifying criteria.

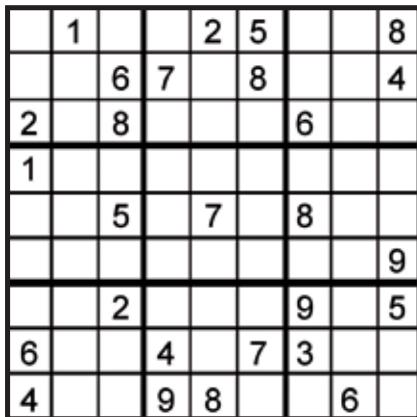
www.benendenhospital.org.uk/benenden-fertility-centre



Benenden
Healthcare Society

This article first appeared in issue 16 of benhealth, the member magazine of leading mutual organisation Benenden Healthcare Society. The Society provides affordable healthcare on a discretionary basis to public sector and third sector workers, including members of the Armed Forces. Visit www.benenden.org.uk for details.

SUDOKU



Fill in the grid so that every row, every column and every 3x3 box contains the numbers 1 to 9



Solution to the July 2011 puzzle

Send in your Sudoku solution and you could win a Maglite torch. Our address is on page 4. For more info, visit www.maglite.com, and for nearest stockist details call Burton McCall on 0116 234 4644.



CHESS



Compiled by:
Carl Portman

AFTER much soul searching I have joined a new chess club. I could no longer continue the round trip of 50 miles and Banbury club is local, so I've been meeting new people and enjoying friendly chess contests.

I have been asked to give a talk on a chess subject and I have elected to talk about strategy for the club player (us minions) as it is so important. Club players are familiar with their own openings and become very knowledgeable about them with the help of computers and training DVDs.

However we can all tend to get a little lost in time when the opening finishes and we enter the deep murky world of the middlegame. All too often we make moves just for the sake of it but we really do need to develop a plan, as any army would.

What is strategy anyway? Kasparov himself said that tactics are the means but strategy is the end. Don't forget that there are times when you have to learn to do nothing with a position. If you push you might lose whereas great masters like Tigran Petrosian used to wait for the first



mistake then spring like a tiger. A good strategy and one that worked many times!

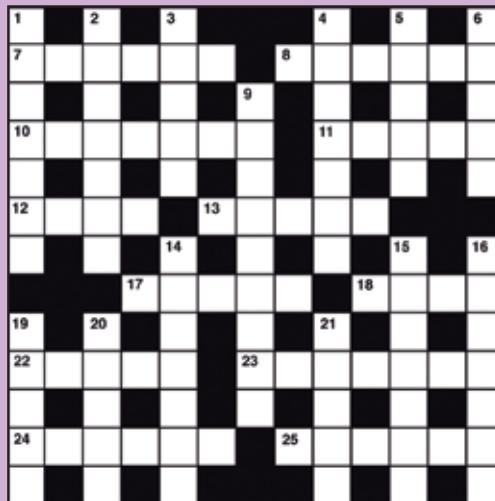
Study the following position from the game Zajontz-Gartner, Lauffen 1994. Black looks to have a pretty strong attack and even threatens checkmate on h1. Alas, it is white to move so how did he turn the tables? Send your answers to me at carl.portman282@mod.uk

The first correct answer out of the hat wins a chess-themed prize. The answer to July's problem was 1.Rh5! Rxh5 (forced) 2.Ra6+ Kc5,d5 or e5 is followed by 3.Ra5+ picking up the rook and winning the game. Winner to be announced. June's winner was Jerry Hendy from DE&S.

TOPICAL CROSSWORD

ACROSS

7. Succulent, spiny plant native to arid regions (6)
8. And 9 Down. Royal who celebrated his 90th birthday recently (4,2,9)
10. This country's Grimsvotn volcano erupted in May (7)
11. Forsyth, the television entertainer who was knighted in June (5)
12. Fourth-longest river in the United Kingdom (4)
13. Major South American mountain range (5)
17. Book of photographs (5)
18. And 21 Down. Singer who married Sam Cooper in June (4,5)
22. See 20 Down
23. Giant warrior killed by a slingshot from the boy David (7)
24. This actor released a 2011 album of songs called 'Let Them Talk' (6)
25. Germany's capital city (6)



DOWN

1. Amsterdam's main airport (7)
2. He resigned as manager of Birmingham FC in June (7)
3. He sacks candidates on the television programme 'The Apprentice' (5)
4. Glass...or acrobat (7)
5. Williams, the great tennis player (5)
6. Bid for a house (5)
9. See 8 Across
14. Material associated with credit cards (7)

SOLUTION (NO PEEKING)

- | | |
|---------------|---|
| ACROSS | 7. Cacti 8. Duke of Wellington 9. Andes 10. Iceland 11. Bruce 12. Osce 13. Andres 17. Album 18. Lily 22. Atlass 23. Goalie 24. Laurier 25. Berlin |
| DOWN | 1. Schiphol 2. McLeish 3. Sugar 4. Thumper 5. Venues 6. Offer 9. Edinburgh 7. Pythons 19. Balls 14. Plastic 15. Miracle 20. Cloud 21. Allen |

15. An event inexplicable by the laws of nature (7)
16. Snakes that suffocate their prey (7)
19. The Labour Party's Shadow Chancellor (5)
20. And 22 Across. David Mitchell's most famous novel which is being made into a film starring Tom Hanks (5,5)
21. See 18 Across

GET A TASTE OF CLEVELAND CHIC IN TOP LONDON HOTEL



Here is your chance to experience a taste of Cleveland chic by winning a one-night stay at one of London's top hotels.

The Cleveland Hotel London is a luxury 'aparthotel' combining the services of a boutique hotel with all the comfort and amenities of serviced apartments.

Ideally located on a tranquil and leafy garden square, the hotel is just a short walk to London's famous Hyde Park and lively West End. It has retained all of its spectacular Victorian period features, yet

its 30 contemporary studio apartments have been beautifully refurbished for the contemporary traveller.

Every room is fully equipped with modern kitchenettes and multilingual staff are on hand 24-hours a-day offering all the services of a boutique hotel.

Guests have complete flexibility, comfort and security making it an ideal choice whether you are travelling for business or pleasure, with an informal and relaxed service.

TO WIN

Just email your name, address and telephone number to dmc-newsdesk@mod.uk by 31 August 2011. Include the phrase Cleveland Hotel in the subject line.

Terms and conditions:

The prize is for one night's free accommodation for two inclusive of breakfast and subject to availability from end of September onwards.



DEFENCE FOCUS & SNO!ZONE MK FAMILY COMPETITION

THIS SUMMER, SNO!zone have teamed up with *Defence Focus* to give one lucky reader and a guest the chance to win some amazing prizes on the real snow slope at SNO!zone Milton Keynes, worth £100 each.

If you want to learn how to ski or snowboard, you can start with our beginners level 1 and 2 joint package, or if you're already at recreational standard (which you'll need to be), you can win up to 10 hours worth of recreational time on our slope. The choice is yours.

To win just email your name, address and phone number to dmc-newsdesk@mod.uk by 31 August, putting the phrase snow in the subject line.

Don't forget, all Armed Forces personnel receive a generous 20 per cent off recreational sessions in the summer, and 10 per cent off recreational sessions during the winter season.





TOGETHER WE FLY HIGHER.

Ready for take-off? Thanks to our British partnerships, more UK Chinooks are ready than ever before. Our Through Life Customer Support (TLCS) programme provides maintenance and engineering support for Britain's Chinook fleet, setting a benchmark for future MoD sustainment contracts. Together, we're taking logistics to new heights. Discover more at boeing.co.uk/together

 **BOEING**