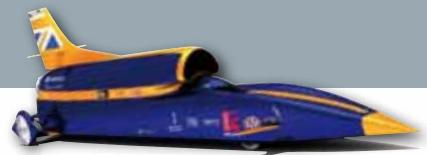


BLOODHOUND: LAND SPEED ATTEMPT



DefenceFocus

Royal Navy | Army | Royal Air Force | Ministry of Defence | ISSUE #265 NOVEMBER/12

BUILDING A BETTER FUTURE

Afghans are putting down the foundations for a better life p13



RE-SUPPLY CHAIN p8

TRIAGE, TRIAGE AND TRIAGE AGAIN





**TOGETHER
WE REMEMBER.**

This Remembrance Day we honour the dedication of UK servicemen and women and their families. Together we remember all they have achieved and sacrificed.



NAVIGATOR



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CORPORAL DEK TRAYLOR (RAF)**

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EDITOR'S NOTE

DefenceFocus

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IAN CARR

I was half-listening to the radio this morning as I was drowsily preparing to pull on a sock.

The debate was about the relevance of Poppy Day. Was the brand being diminished by the Royal British Legion's attempts to glam up the event?

I can't remember who was arguing that organising poptastic concerts and pumping out an ever-increasing range of merchandising was dumbing down the day, but he was giving me the hump.

In an age of celebrity worship, to take good old Poppy Day down a similar route could only result in decorum becoming another casualty of war he was saying.

I had my sock on by now so I could pay more attention. I agreed that we should



at all cost guard against it all getting a bit too sentimental, and worse that the poppy becomes an emblem glamourising war.

Well, I say at all cost, the fact is the Poppy Appeal is the Royal British Legion's biggest fundraiser which, as it says on their website "raised a staggering £40m last year smashing all previous records". You can see how easily Pudsey Bear-like prose can creep in.

But £40m can do a lot of good, and as long as people still put their pounds in the collection boxes who cares about a bit of hype?

For my money, which will be going in the tin, anything that keeps the campaign on people's radar is OK.

Civvies like me are lucky in MOD as we meet more Service personnel than most. We know the type of people who put on a uniform, and we know that qualities like duty and valour have no shelf-life, unlike winners of X Factor.

So, like the campaign, which continues all year, this magazine will support our Service personnel.

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IN MEMORIAM

DEATHS ON OPERATIONS - 24 SEPTEMBER TO 23 OCTOBER 2012

Captain Carl Manley

Captain Carl Manley of the Royal Marines died in Afghanistan on Monday 24 September 2012.

He died at Bagram Air Force Base from what are believed to be natural causes.

Captain Manley, aged 41, was a Royal Marines officer who had served his nation with dedication and courage for more than 20 years.

His Commanding Officer said: "His combination of ferocious work ethic and humility ensured that he made a sustained contribution to ISAF operations on this and his previous tours

of Afghanistan.

A highly valued Royal Marines officer, he will be missed by all those who worked with him."

Captain Manley was devoted to his wife and three children, whose loss cannot be portrayed. Captain Manley's wife said: "To us, Carl was the loveliest husband and father. We can't imagine life without him; we are so very proud of him and everything he has achieved, both professionally and for the family."

"Always smiling, he never had a bad word to say about anyone. Everything he did was selfless, at work and at home. The world has lost a really special person."



THE CALIBRE OF COMMITMENT

BRIGADIER DOUG CHALMERS, COMMANDER TASK FORCE HELMAND, PAYS TRIBUTE TO THE TROOPS OF HERRICK 16

AT A London press briefing, Brigadier Chalmers praised the calibre of belief and commitment of the troops of Herrick 16. He said that it was these qualities which had made it possible to build on the achievements of previous Herricks which had formed the bedrock of the progress. This progress can now be seen in the streets and markets of Helmand.

Brigadier Chalmers talked about the objectives that 12th Mechanized Brigade had set themselves before commencing their six month tour. "It may seem odd, but it was only when I reflected on the objectives that we set, having had long discussions with our predecessors, as we were coming home that I realised to what extent the underlying theme had been about enabling rather than doing," said Brigadier Chalmers.

Describing the tour as a transitional summer, the Brigadier said that it was encouraging how much progress had been made in helping the Afghan National Security Forces to take over responsibility for security. "It felt that this tour, perhaps more than any other, brought together all the elements that had been achieved in previous Herricks and made sense of all the work that has

been done over the years."

Brigadier Chalmers talked about the success and the importance of driving the insurgents away from areas of occupation to the margins of the area of operations.

"The insurgents launched an offensive the intention of which was to get back a foothold in the population and economic centres in Nad Ali. This singularly failed." More important than the strategic failure was the effect that it had in the minds of local citizens who saw the threat squashed, principally by their own forces.

The Brigadier said that the transition process was working effectively and that the objectives to set the right conditions for Nahr-e Saraj to begin the process had been successful and the district would enter the formal stage of transition within the next month or so.

Confidence in the district was growing and as a result 60 per cent of ISAF bases during the tour had been closed.

A lot of progress had been made working with and training the Afghan Local Police who now came within the Afghan uniformed police structure, so issues like pay, fuel provision and scheduled periods of leave were now being sorted out.

In addition there had been substantial

improvement in the development of the institutions of the ANSF with leave cycles now more established the absentee rate had come down.

The Brigadier said that in specialist terms the ANSF capability had expanded. "In terms of countering the IED threat, in two months during our tour, the ANA counter IED teams destroyed more devices than the UK teams did."

Speaking of the insider threat, the Brigadier said "These are the hardest of all casualties to bear. We suffered three incidents on our tour which left seven of our soldiers killed. But the reaction of the Afghans at the scene was deeply rewarding for us reacting instantly in support of our guys. With the people I interact with the genuine sense of shock and simple horror that this had happened I found deeply reassuring and moving."

Brigadier Chalmers said: "Putting this into context, every day several thousand of my soldiers were engaging with the Afghans and when I visited units where an incident had occurred I was impressed by how robust they were in their reaction to this and their sense of commitment and belief in what they were doing remained strong."

WOMEN ON OPERATIONS

Battle face:
Captain Alice Homer
is an officer with
the Royal Electrical
and Mechanical Engineers

WOMEN ON THE FRONTLINE

PORTRAITS TAKEN BY EX RAF PHOTOGRAPHER ALISON BASKERVILLE SHOW WHAT LIFE IS LIKE FOR WOMEN ON OPERATIONS IN AFGHANISTAN



Picture: Alison Baskerville

A unique and thought-provoking photographic exhibition held at the South Bank's OXO tower gallery by The Royal British Legion as part of its Poppy Appeal, portrays what life is like in Afghanistan for female soldiers. Shot by photojournalist Alison Baskerville, the images highlight how women, both British and Afghan, respond to the often austere conditions in which they find themselves and how they maintain their morale and individuality in the face of demanding circumstances.

The images focus mainly on the life of the British Army's Female Engagement Officers (FEOs) who work to build relationships with Afghan women in some of the most dangerous parts of Helmand. As interaction between women and male soldiers is strictly forbidden in these small communities, the FEOs are drawn from female volunteers from across the army and receive specialist cultural and language training.

Baskerville, who worked with the Combat Camera Team, said "I wanted to show an alternative view of what life is like for women on operations. I didn't want to show them as exceptional or different from the men they work alongside, but to give an understanding of the difficulties they face in doing their job." **DP**



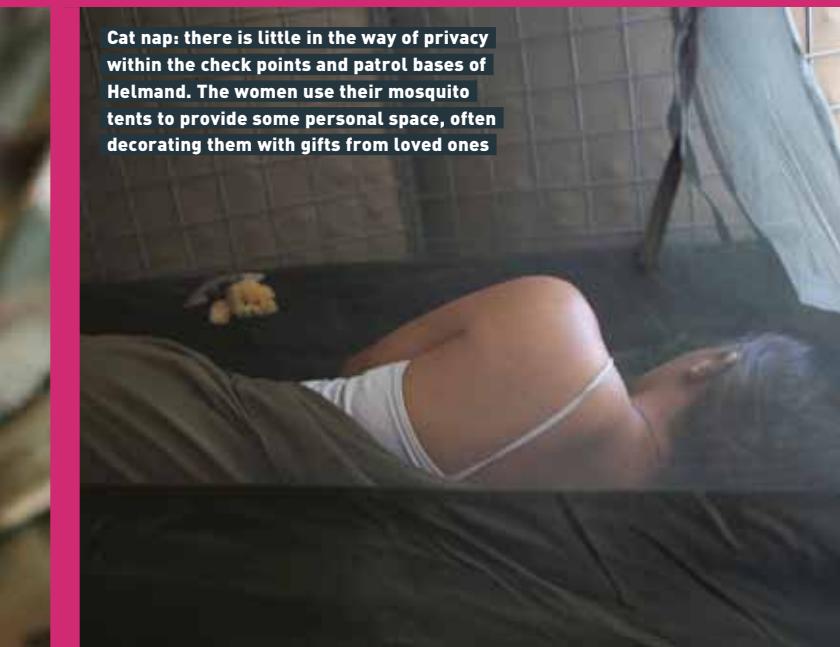
Clean pair of heels: patrol bases within Helmand have limited showering facilities which will often consist of a hosepipe in a tent and only one shower for both men and women.



Foot soldier: Jessica French takes time in between patrols to clean her personal weapon, a 9mm Sig Sauer pistol



Take note: Female Engagement Officer Captain Anna Crossley's language training has helped her to gain access to compounds. On many occasions she pretends to have a 'Helmand husband' to help her gain rapport with the women who do not understand the concept of remaining unmarried



Cat nap: there is little in the way of privacy within the check points and patrol bases of Helmand. The women use their mosquito tents to provide some personal space, often decorating them with gifts from loved ones



Off to work: Harriet (pictured left) is a qualified army vet preparing to head out on a joint patrol with Jess to engage with local Afghan families to train them in basic veterinary care

AFGHAN EQUIPMENT TRIAGE

SORTING OUT THE STUFF RETURNED FROM PATROL BASES IS A SALVAGER'S DREAM WRITES IAN CARR FROM CAMP BASTION'S WARLIKE SCRAP YARD

BATTERY PACK

If you enjoy car boot sales, and your favourite viewing is Scrapheap Challenge, you would love Camp Bastion's Warlike Scrap yard.

There is everything that the confirmed skip diver might hope to find, and more. There are tantalising heaps of empty ammo boxes, bales of barbed wire, printer cartridges, pulleys, pickaxes, wing mirrors, antennae and – well you get the idea. And for the foragers, there are also plenty of mystery items to drool over.

Yet the title is misleading. Warlike Scrap suggests a tangled heap of mangled iron waiting for a man with an angle grinder to come along in a Ford Transit. In fact everything is much more organised and proactive than that.

Unlike a normal scrap yard, this is not just a stockpile, but an organised production line. For here, in microcosm, the processes of the reverse supply chain are being piloted and perfected.

As the Afghan National Security Forces increasingly take responsibility for security, so some ISAF patrol bases are being broken down. As they are, kit and equipment that was in the base is returned to Bastion to await its destiny, which may well be reuse and reallocation. The Warlike Scrap yard is playing an important role in the pilot phase.

"The fundamental driver is getting the best value for the taxpayer, who after all has paid for all this stuff," said Lieutenant Commander Steve Forge S02 Logistics Plans, Joint Force Support.

While the main effort is operations, so the flow is a relative trickle, but at some stage that pace will pick up and the logisticians will be ready for it. Lessons learned in Iraq point to the importance of maintaining a clear chain of responsibility and asset ownership at every step.

Lieutenant Commander Adam Parry is one of the minds behind the model. "What we have devised is the policy for forward consolidation and triage of assets. So, before a base is closed, the right amount of effort has gone into figuring out how it is going to close, and exactly what preparation needs to go into it. Teams of experts from the redeployment support team, such as logisticians, ammunition specialists or medical specialists, will go forward to advise them on how to prepare their kit, and make sure they categorise it properly."

Categorising the kit and making sure that associated items such as spare parts for a vehicle are kept together means that everything can be properly accounted for. It

Scrap value: the driving principle behind the resupply chain is to reuse assets wherever possible



Batteries included: locally employed civilians pack batteries for removal from theatre

also means that items can be appropriately processed; ammo boxes cleaned of any traces of explosive, vehicles given a bio-wash and maintained to agreed operational standards before they move on from Bastion, battle-ready, to wherever their new home might be. At Camp Bastion huge areas of real estate have been identified to receive this kit by category.

"If the commodities are properly sorted they can be worked on at each stage so that we don't just get ISOs stuffed with rubbish, and so that when it arrives at its final destination, at Bicester or Marchwood or wherever, they don't open the doors and have a whole load of rubbish fall out," said Lieutenant Commander Parry. Images of house proud parents opening wardrobes in teenage bedrooms only to be engulfed in an avalanche of dirty laundry and long forgotten bowling balls and tennis rackets

spring all too easily to mind.

"We want units to leave theatre with a clear account and a clear conscience knowing that they have handed their stuff back into the system, so that accounts can be properly closed and so we can satisfy both ourselves, the taxpayer and the Treasury that everything has been done as efficiently and cost-effectively as possible," said Lieutenant Commander Parry.

But it's easy to see how some units, especially when called on to move quickly, can succumb to the temptation to cram everything into a container and leave things to the loggies to sort out at the other end.

"It's all very well us laying the law down, but we can't point the finger at guys living an unpleasant existence, and who might be trying to pack up in difficult circumstances. You can understand their temptation to just throw stuff into an ISO.



AFGHAN EQUIPMENT TRIAGE



Jack it in: Lieutenant Commander Steve Forge salvages some scrap

We know we are not going to get everything back in nice, neat, beautifully labelled boxes – but we are going to try and get as far down that path as we can,” said Lieutenant Commander Parry.

Back in the Warlike Scrap yard the results are encouraging. But the pragmatists have a sneaky feeling that the mixed content lanes are going to be the busiest. “It’s very difficult to get full triage at a forward point in a small location where you

maybe don’t have the room to sort things out, or you have only three ISOs in which to put five different types of asset,” said Lieutenant Commander Steve Forge.

And then there is the universal problem of what is one man’s scrap is another man’s treasure trove. Lieutenant Commander Forge rummages around in a skip that has yet to be sorted through to illustrate what he means. In it are unused bow shackles. “These cost about £25 in B&Q; now there might come a time when we have all the bow shackles we need, but, until then, we will retrieve all we see.” Also in the heap there are pickaxe handles, car jacks and ladders. “Not only do we need to do this, but we need to be seen to be doing it. After all, it’s not our garage we are clearing out, it’s the taxpayers’ garage; we need to be able to explain fully how we have accounted for all this stuff,” he says.

Of course, things like new pickaxe handles are easy enough to identify, and a glance will tell you if it is fit for purpose, but some of the more specialist kit can leave the sorters scratching their heads. But the guys don’t give up that easily. “For example,” said Major Chris Donoghue, S02 Logs Support for Task Force Helmand, “there’s a green box with wiggly wires coming out of it. We don’t know what it is or if it’s of any use so we get subject matter experts in to try and identify things we’re not sure about; we take photos and put out a newsletter to units. It’s

amazing how often we have got something the guys need.”

And then there are the items that are attractive to Criminals and Terrorist Organisations to deal with. Things like old batteries and fire extinguishers may have no commercial value, but they can’t just be scrapped as, ecological issues aside, they could be used as components in an IED. So they need to be either processed to remove the threat, or be taken out of theatre.

Cutting up or crushing the fire extinguishers was a pretty straight forward solution but more of a headache was the tons of old batteries. Even when “empty” they could carry sufficient charge to power an IED switch. So the only option is to remove them from theatre. The problem being that stringent Civil Aviation Authority restrictions apply to the transportation of batteries, because if their terminals come into contact, it constitutes a fire hazard. “We tried all kinds of things, like putting gaffer tape over the terminals, but we worked out that would take about two man-years of effort and around 85km of tape,” said Lieutenant Commander Forge, the man who came up with the eventual solution. Pack the batteries tightly and separate each layer with cardboard – simple, viable, cost-effective, and of benefit to locally employed civilians who do the work. Which, in microcosm, sums up the ethos behind the reverse supply chain at all levels. 



Rounding off: ammo boxes are cleaned and certificated as being explosive free

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from **up there**
to ensure smooth passage
down here

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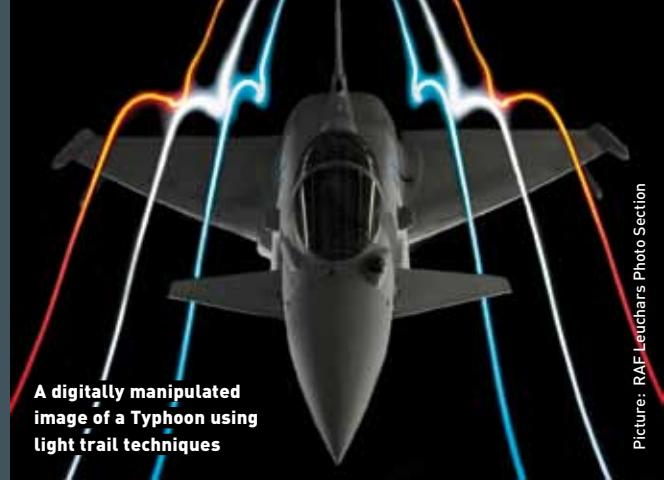
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CEMENTING THE FUTURE

TRANSITION MEANS A NEW
ROLE FOR STABILISATION
WRITES IAN CARR FROM
NAD 'ALI (SOUTH)



Looking at the future: local contractors building accommodation for 100 Afghan National Army soldiers

TRANSITION

It's been a long day, but despite the 3.30am start, it is a pleasant evening at Forward Operating Base Shawqat, sitting at a deal table, sipping coffee under a scrim sunshade, in the inky dark.

Something very large buzzes round the light bulb; it's probably best not to look too closely at what it might be. Apart from that, everything is reassuringly peaceful.

It's a peace that has been hard fought for, but a lot has been achieved here in a relatively short period of time, which is why Nad 'Ali attracts so many high profile visitors. In terms of transition it is seen as a model of success.

A lot has changed in the last three or four years. Once seen as a no-go area, now no ISAF patrols take place within 5km of the base because security is provided by Afghan forces who are beginning to extend their influence into the north.

Once the tide turned against the Taliban, progress was rapid. Two-thirds of

the way through this summer's tour, 22 of the 32 ISAF bases had been closed and the number of ISAF troops in the area halved.

Transition has meant a change of approach not only for the military, but also for the stabilisation process too. "I used to be the Stabilisation Adviser, I'm the Transition Adviser now," says Andy Venus.

It's more than just a name change. "I used to lead on stabilisation, and I had a budget, and I would tell the district governor where he was going to spend my money. Now I advise and mentor him on the political decisions he has to make and on what he's going to do with his money."

Venus draws a comparison to how the military have developed their role. "At first ISAF would create security and take the lead, then they trained the Afghan National Army, now they advise and mentor. Well that's exactly how the stabilisation team's relationship with the government has developed. At first we were recruiting officials, telling them what their jobs were and how to do them. We came along to them and said 'right, here's your budget, and you are going to have schools here, here and here'. We would place the contracts, we'd do it all. Now we don't, they do all of that."

And just as the military had to reach a point of understanding, that the Afghans

must be allowed to solve problems in their own way, so it is on the civilian side.

"It shouldn't surprise us that the Afghans have definite ideas of what they want to do and how – you can see it on the military side and on the governance side too. The thing you have to learn is that if they really want to do something, they may not write things in a plan like we would, but it will happen quickly, and in a way that wouldn't occur to you."

The Afghans' pragmatic and idiosyncratic approach to life, while initially baffling to Western minds, often demonstrates the importance of local context. Take the rebuild of the school at Zhargun Kalay as an example.

"It was destroyed by the Taliban years ago," said RM Major Nick George, OC of the Military Stabilisation Support Team (MSST), who were charged with the task of overseeing the project on behalf of the Americans. "Until a couple of years ago the kids were still being taught under a damaged sloping concrete roof. It was in the district development plan to demolish it and build a new one."

Andy Venus gleefully takes up the tale. "Contracts were placed with a local contractor so we thought, fine, no problems, and the guy goes off to start the



Building relationships:
Staff Sergeant Marc Elliott
with a contractor at a
building project for the
Afghan National Army,
close to Patrol Base Pimon





Strong foundations: contractors work on a building project close to Patrol Base Pimon

demolition, and clear away the debris."

Three days later Andy got a visit from the Battle Group Commander who had just driven through the area only to discover what he considered to be chaos.

"He said to me 'it's an absolute mess down there Andy. The guy is just piling up tons of rubble in the road – it's stretching a good 3km, you'd better get your guys to go and find out what's going on and remind him it's in his contract to get rid of the spoil, he can't just dump it'."

The MSST investigated and found things every bit as bad as the Colonel had described. "But the guy told us 'don't worry, two days, it will all be gone'. And he was dead right," said Major George. The contractor knew that rubble like this is a highly desirable commodity. "The locals swept it up saying 'thank you very much'. They stock it up for the winters to repair walls that the rains wash away."

As transition takes hold in the area of operations and stabilisation moves more into the development phase, the MSST are spending less of their time dealing with compensation claims, for things like compounds and crops damaged by ISAF patrols. Fewer too are the projects that they are leading as the momentum is in getting Afghans to do things for themselves. "We're

working pretty hard to do ourselves out of a job. Our approach is let's try and do nothing because that's how it's going to be in two or three years' time," said Major George.

Staff Sergeant Marc Elliott is the MSST's engineer; he goes out to inspect projects such as police station and bridge builds to make sure everything is sound before contractors get their stage payments. But the team's main focus now is analysing damage to compounds prior to bases being closed down and the land handed back. "We make sure owners are properly compensated, and ensure that the land is fit for farming again," said Warrant Officer Mark Evans.

After three decades of upheaval one of the hardest tasks is identifying who actually owns what. "There are some places where people claim to own it, and they may well have done 30 years ago, but with different power shifts it may have been taken off them and given to someone else who doesn't have any documentation, or the person farming the land may be a tenant and not the actual owner. So making sure you are paying the right person is a big challenge," he told *Defence Focus*.

When the land is handed back you might think that the reaction would be "about time too", but that isn't necessarily the case. "We ask them how they want things, if we've put up buildings do they want us to leave them or return the land to fields – if we leave anything it's taken into account

in the scale of payment he gets. But usually they are just interested in getting farmland back. They all have somewhere to live and land means income. I haven't heard any comments, but with the handovers sometimes you feel they would prefer to keep renting to us. Let's just say they weren't sold short," said WO Evans.

On top of this, the MSST sometimes helps Andy Venus get around and lend a hand cajoling the District Governor and his ministers into visiting the more outlying settlements to the north. Along the way they gently suggest to the DG that when it comes time to allocating money, some of it should be pushed out to benefit these communities. "I mean places like Kopak are always going to be viewed as the Cornwall and Devon of the AO, simply because of how far away they are, but we have made a bit of difference up there with just a bit of friendly persuasion, and proving that it is safe to travel around," said Major George.

Given the chance, people just want to get on with their lives, and as the benefits of transition seep into the locals' mindset, so the influence of the Taliban evaporates. "Confidence is infectious," said Andy Venus, "and as people start doing things for themselves, the momentum builds and you hear them starting to say 'we are not worried about the Taliban anymore'."

So, perhaps these really are the first signs that Major George and his men will get their wish, of doing themselves out of a job. DF

I DON'T THINK GOD IS ON ANYONE'S SIDE

CHAPLAIN-GENERAL REV JONATHAN WOODHOUSE IS HEAD OF ARMY CHAPLAINCY. INTERVIEW: LORRAINE MCBRIDE



Picture: Cpl Steve Blake RLC (Phot)

DF: What inspired you to become a military chaplain?

JW: Two people had a very formative influence on me: an army chaplain visited our college to give a talk on chaplaincy and after, I went up and said: "That's what I should be doing." But he said, "Not yet! You've got to get experience in the church first." Then my brother-in-law who was a serving staff sergeant told me, "From my experience of the army, you should be a chaplain." In some ways, he had more resonance. I'm not from a military family whereas he was a career soldier and not even a churchgoer yet he strongly encouraged me and I sensed God's call to me for this ministry.

DF: Are chaplains soldiers first or men of religion?

JW: No, we would be useless soldiers! We go on operations but we never carry arms; it's British policy that we don't and that's very important to us. It makes some people feel vulnerable but it's a key statement

of what we're about because we're men and women of peace in situations of great pressure and sometimes danger but we don't carry arms.

DF: How challenging is your work?

JW: It's hugely stimulating and fast moving. Our two biggest issues are firstly, spiritual support and pastoral care, and the way which we deliver that across all three Services. Secondly, we have chaplains from all three Services going on operations. Alongside this is our relationship with our sending churches, because they're our authority for serving in the military. Without their say-so whether you're Anglican, Catholic, Baptist or Church of Scotland, if they took our licenses away, we couldn't operate.

DF: In 2012, fewer people are going to church. Is religion becoming increasingly irrelevant?

JW: Because of the issues that we deal with, especially on operations; mortality, relationships, pastoral support, purpose and forgiveness, there's a great call for chaplaincy that isn't necessarily there in the civilian world. We are called on time and time again. We live, breathe, socialise and go on exercise and operations together. We're part of this army and because we deal with powerful issues, the call to us is strong. I don't know of a comparable relationship that a priest or minister might enjoy in their parish, that's as close as we enjoy in the military.

DF: How are chaplains treated by troops?

JW: We like to be addressed as 'Padre' and if anyone calls us 'Sir' we get upset. We have a great advantage in that we can have a different relationship with any soldier or officer. A padre is probably the only person who doesn't want the CO's job but he can bring both to the CO and the Private a listening ear, guidance and an honest appraisal untainted by any ulterior motive and that's very powerful. We listen to people's innermost thoughts that they won't reveal much elsewhere, if at all.

DF: What are your biggest issues in Army chaplaincy?

JW: There is Army 2020 and being in a position where we can deliver our mission to bring spiritual support, pastoral care and moral guidance to soldiers and their families. How many chaplains do we need under Army 2020? How will they be deployed? What numbers of full time and reserves are we going to require, recruit, train and manage. These are my main issues.

DF: So military job cuts will affect Forces Chaplains?

JW: We currently don't have enough chaplains to fill the slots, so trying to gauge the exact lay down of the future army isn't easy but we will be cut by around 10 per cent over the next few years. How will we cope? Because the army is being cut by around 20 per cent, we think that we'll be able to meet the plans that the army has for its future size and structure.

DF: The church is seeing more and more women vicars. Is that trend mirrored in the Armed Forces?

JW: We've got five full-time women chaplains and one reserve army chaplain. One of our women has just been awarded the Joint Commander's commendation for her work with the counter-IED force in Afghanistan and we're all delighted. We need far more women army chaplains. We've tried quite hard and I honestly don't know whether there's a perception that it's not for them. We recently placed our first female chaplain with an infantry regiment and she was outstanding. Women have particular pastoral gifts. There are more in the Church of England being ordained so we'd like more female chaplains in the army, thank you.

DF: Is it possible that you could have female Chaplain-General in the next 20 years?

JW: If the chaplain has the particular skill set, there is no reason why not. It's a post that's open to any denomination regardless of gender or denomination.

DF: In war films, chaplains traditionally reassure soldiers that God is on their side, but logically he can't be on everyone's side? What's your take?

JW: I don't think that God is on anyone's side. It's up to us to be on God's side and seek out the way he wants us to live. In certain circumstances soldiers are allowed to use lethal force as a last resort but there are very clear rules of engagement. We minister to people who may be called on to use lethal force and that brings a creative tension. War is always the last resort.

DF: How can chaplains reconcile their faith with the use of lethal force?

JW: There is a long tradition going back to Augustine that in certain circumstances, a nation state is allowed to take life within constraints, but it's very clear that war is a last resort. In the 14th century, when soldiers came back from war, there would often be a confession with the chaplain to recognise the enormity of what they'd done. Chaplains deal with forgiveness and mortality because we're all human and some soldiers will need to deal with them. We're there to do that.

DF: When troops lose a comrade or a widow loses her husband, is it more likely to reinforce or rock faith?

JW: It varies hugely as the grief process differs between individuals and from family to family. Therefore a chaplain has to be very aware that this is a long-term process. A lot continues to happen with bereavement or serious injury long after funerals and anniversaries. There can be delayed grief for those seriously injured or touched by traumas. Chaplains have a hugely significant role in ministering to folk in this situation.

DF: Are you involved with discussing faith with religious leaders in Afghanistan?

JW: We engage with their religious community at a pretty low level in terms of friendship and support. Our main role is ministering to British troops.

DF: What are the high points of being a chaplain?

JW: There is an enormous sense of adventure and a fantastic opportunity to work with people from all walks of life. It's rare in a parish to find the mix of people that we get in the army from people with difficult backgrounds to those of huge privilege; to be able to minister to people from all backgrounds is a huge blessing. 

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SIXTY TO NOUGHT IN ONE SECOND

BREAKING THE LAND SPEED RECORD IS ALSO ABOUT BEING ABLE TO DECELERATE QUICKLY WRITES IAN CARR

If you are a speedy reader, in the time it takes you to get to the end of this sentence, Wing Commander Andy Green driving his supersonic car at full tilt could cover a measured mile – twice.

Frankly the statistics surrounding the Bloodhound SSC land speed record attempt are ridiculous. Look at any aspect of the project and your mind will boggle. If all goes well on the time trial in South Africa in 2013 and 2014, according to the team's communications director, Richard Knight, the seven-and-a-half-tonne car will go from 0 to 1,000mph in 55 seconds. "When it makes its run it will go from zero to 1,050 and back to zero in 120 seconds, at which point it will be 20km away from where it started, and in that time the three-foot diameter wheels will have rotated 20,000 times, pulling 50,000 g's at the rims," he said.

The old joke about the perfect land speed car being just a rocket with wheels on doesn't get close to Bloodhound. Take that rocket, bolt on an engine from a Typhoon fighter jet, and add an F1 Cosworth engine – just to force fuel into the rocket, oh yes, and some groundbreaking technology to stop the car at the other end, and you are nearer the mark. Each stat makes you scratch your head and ask yourself "can that be right?" Well, go and look for yourself on the website, it's all there – in fact the team would argue that encouraging people to do that is just as important to the project as smashing the current land speed record.

When he spoke to *Defence Focus* two years ago at the Farnborough Air Show, current land speed record holder Wing Commander Andy Green said, "Education is the primary aim of what we are doing. We are raising the profile of engineering and making it real. It would be inexcusably self-indulgent to do all



(Above) Stop that:
three breaking
systems slow down
the Bloodhound SSC

(Below) Sand barrier:
what Bloodhound
might look like
speeding along the
track in South Africa

this just to drive a car at 1,000mph." Two years on, at a press facility at Wellington Barracks, days before the first testing of the rocket engine system, the enthusiasm and the message are still full on.

"We are showcasing British technology on a global scale to inspire a generation, and, I'm delighted to say, pulling a lot of cutting-edge technology into the MOD and into British industry," said Wing Commander Green. "We need to produce a legacy, the next generation of scientists and engineers to develop things such as better low carbon emissions energy generation. It is difficult to get a 12-year-old excited about designing bridges, but get them thinking about how to take the loads off a car like this and we can





develop a technologist for the future."

And it seems to be working. Thanks to its association with the project, Swansea University has had a 30 per cent growth year-on-year in science, maths and technology graduate applications, and more than 5,000 schools have signed up to Bloodhound's education programme to make use of the wide range of resources they provide to inspire school study projects.

It is because of this commitment to promote science, technology and mathematics, particularly in the defence industry, that MOD has signed a concordat with the Bloodhound project.

"MOD is a major employer of engineers and scientists," Philip Dunne, Minister for Defence Equipment, Support and Technology, told *Defence Focus*. "We, like everybody else in this country, are struggling to attract high quality young people to take up those career options. Our aim, in doing this, is to inspire generations of kids to take up maths and hopefully pursue it through science, then consider engineering or science as a career, and provide a window for schools to think of the MOD as a place where engineers and scientists have a role to play."

"Right now we have an economy that needs to grow faster. We need to encourage



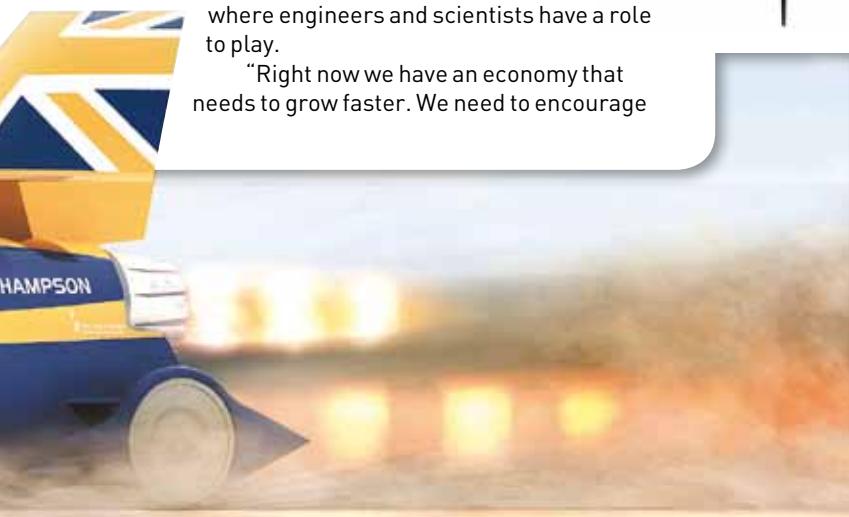
British manufacturing and I see Defence Exports as playing an important role in stimulating growth."

Part of the deal is that teams of five Royal Electrical and Mechanical Engineers will put in six-month stints through to the end of the project to assist in the construction and maintenance of the car. The first tranche of soldiers who have been brought in for their range of trade disciplines joined the Bloodhound team at the beginning of September.

Warrant Officer Class 2 Mark Edwin will be working on the cabling for the various systems.

"The fact is, it's a vehicle, albeit a very, very fast one, and we are vehicle technicians, so we understand the layouts and the mechanics," he said. "There's a lot of issues with it on the aviation side; I come from an aviation background, so that's all familiar. We also have the technical management skills sets; the main thing is, although it is a car, it's got to be built to aviation standards, and that's where we come in, making sure that the working practices and standards are right."

So what made WO2 Edwin, Staff Sergeant Neil Gallagher, Lance Corporal Graham Sargeant and Craftsman Rob Fenn want to get involved? They answer in unison, like the roar of a rocket engine. "IT'S THE LAND SPEED RECORD! A once-in-a-lifetime experience..." Then WO2 Edwin says: "When I have grandkids in the future, I'll be able to say to them 'you know that first car to do 1,000 mph, well I helped build it'. That would be massive." So it looks like the urge to inspire a generation, thanks in part to the Army and the RAF, is well underway. DF





Just one more:
the facilities at
South Cerney
prove popular

Match fit: a quick game
of football on one of the
passenger's playstations

CHECKING OUT THE CHECK IN

A GOOD START TO A JOURNEY IS A BOON FOR TROOPS GOING ON TOUR WRITES IAN CARR WHO VISITED THE JOINT AIR MOUNTING CENTRE

Hands up if you know where troops depart from in the UK to start their tours of duty in Afghanistan. Full marks if you said Brize Norton.

Now, for the tiebreaker, where do they check in? If your answer is again, Brize Norton, you are out by about 30 miles. In fact, all units comprised of more than 50 passengers, wherever their destination might be, whether they are going on operations or on exercise, are processed by the Joint Air Mounting Centre (JAMC) at South Cerney in Gloucestershire.

There's a good reason why the check in and the aircraft steps are separated by 50 minutes of dual carriageway and country roads. It's all about taking the pressure off the busy air terminal while making sure that the passenger experience is as pleasant as it can be.

"Much of the infrastructure at Brize was designed in the 70s," Flight Lieutenant Tom Cousins, OC of the JAMC told *Defence Focus*. "And of course the tempo of today's operations and exercises is different. Our role is to take some of the pressure away

from Brize Norton and identify and rectify any problems with passengers or freight before it affects departure times."

Easing the load on the airport's infrastructure, and the passengers' patience, by making use of the space and facilities at South Cerney makes perfect sense, especially since Brize has absorbed the capabilities that were once based at RAF Lyneham.

There may still be grizzled campaigners with horror stories of 11-hour report times with no break for a fag, but all that is a thing of the past. Today's travellers can expect a much slicker and more comfortable boarding experience.

Amenities might not quite rival those

of the passengers with the imperative to get the aircraft away on time," said Flight Lieutenant Cousins. "The ramifications of delaying an aircraft are massive."

Once passengers have checked through into the departure lounge they are what the JAMC calls security clean. So when the time comes they are transferred from South Cerney, by coach, right to the steps of the aircraft at Brize Norton. "Effectively, we are an air terminal without a runway. All of the air transport security checks are conducted by the RAF Police at the JAMC so no-one gets off the bus until they are at the aircraft," said Flight Lieutenant Cousins.

Being a joint facility means that the

doing that."

When you start looking at the stats, it becomes even clearer why the South Cerney facility is so important. During the relief in place for Herrick 16 the JAMC processed 5,586 operational passengers and 91,091kg of operational freight. In the first nine months of 2012 they had processed 15,000 passengers and 380,000kg of freight.

And there are units travelling on exercises to deal with as well. "A couple of weeks ago we had 750 passengers coming through with 30 tons of freight to go on exercise to Nairobi," said Flight Sergeant Paul Amies. Troops may well pass through the JAMC to do their Herrick pre-deployment training in Kenya, then pass through again four months later to head off to Afghanistan.

One of the JAMC's main roles is as a contingency asset for high readiness, rapid response units. If an airborne task force should be stood to at short notice they would mount through South Cerney.

Thanks to the facilities on offer, the troops can undertake all their battle preparations and mission planning right up to the time they have to check in, which could mean days.

The JAMC can act as a holding pen, so if there is a special surge, troops can be held there ready to deploy, but if the decision to go changes they can be stood down and returned to unit without causing problems at the airport. And, if priorities change, then equipment, vehicles and passengers can easily be reconfigured to suit the new deployment plan.

The JAMC's influence extends beyond the wire as the team proactively advises units about what they must do before arrival. "It's an important message we are trying to get out to the units," said WO2 Dom Dominy. "That you start your packing in good time and that we can provide specialist advice on things like what are prohibited items and how to process vehicles and dangerous goods. We want to tell units how to get it right before they get here, not that they've got it wrong when they arrive."

And it seems that these days the guys are pushing on an open door. Perhaps because troops have now all experienced at least one deployment, they know it makes sense to do all they can to make their own lives as easy as they can.

Both Flight Sergeant Amies and WO2 Dom Dominy have seen a big difference in attitude. "Ten years ago we would go out to brief a unit and we'd have guys there who had been made to turn up just to make the numbers up. Now they are really keen. The change in mind-set has been phenomenal," said WO2 Dom Dominy. 



at Heathrow; there's no chance to browse round the duty free or pick up a cheap iPad, but give a soldier a free hot meal when he checks in, sofas to slump into after his scran and huge LCD tellies to watch the football on and you are on the way to having a happy traveller.

Thanks to Army and RAF benevolent funds passenger amenities have been boosted to include table tennis, table-football, PlayStation 3 terminals, free internet and a kiosk selling snacks and hot drinks. The only drawback is that as the check in time has been halved, troops have less time to relax and enjoy it all.

"Everything that we do is worked back from the estimated time of departure of the aircraft, and we have minimised the reporting time to four hours before departure," said Flight Lieutenant Cousins.

Not bad when you consider Heathrow advises travellers to the Middle East to report three hours before the scheduled flight time. And they don't have weapons, military kit and vehicles to deal with.

"We work hard to balance the needs

JAMC can bring together a range of Service skills and experience. "The majority of our customers are soldiers and marines," and yes, the JAMC does regard the troops passing through as customers, "so the army component of our team really understands their requirements. And our RAF personnel bring in the experience of working at Brize, which means we have an all round understanding of the job," said Flight Lieutenant Cousins.

Keeping passengers informed is key to things staying calm if delays occur, and, let's face it, with an ageing fleet of aircraft and with operational pressures bearing down, problems can and do occur. But if flight times do change, South Cerney has the accommodation and facilities to cope.

Being the boss at the JAMC has turned Flight Lieutenant Cousins into something of a self-confessed geek when it comes to travelling by civvy airline. "If there's a delay, I think they should be out here giving us a briefing, telling us what our feeding options are, when we are due back on, because as a duty air movements officer, I'd be out there

SERIOUS FUN

ALAN LAWSON TALKS TO SHELL DARUWALA ABOUT CIVILIAN DEPLOYMENT



Ex-soldier Alan swapped the Army for marriage, but with five of the past 10 Christmases spent supporting operations overseas as a MOD civilian, his wife is far from impressed.

Alan joined the MOD in 1985 after a ten-year stint as an infantryman; rising in that time from Junior Soldier to Sergeant. "I'd probably still be in the Army now if I hadn't been married," he sighs. "We came to an agreement that I would come out and get a real day job, then she'd marry me, but I could 'play TA' at weekends."

Alan, who works in a PJHQ J8 (Finance and Human Resources) role at Northwood, had his first taste of supporting operations as a civilian when he was commandeered to be a policy advisor (PolAd) in Iraq while deployed there as a reservist. Relishing the experience, he quickly volunteered to deploy again. Several deployments on, the now 55-year-old's most

recent stint has been in Afghanistan, based in Camp Bastion during HERRICK 15 as the Civil Secretary (CivSec) in charge of the deployed British civilian support staff across the area of operations.

"There are three main parts to the job," explains Alan. "Regularity and propriety – to make sure finance is done properly, that people consider it and take it seriously."

Then there's the commercial aspect. The big contracts are let and run and administered by the coalition partners, but with in-theatre advice; such as the supply of fuel and food. Operational requirements not covered under the main contracts can be sourced and purchased in theatre by a small commercial team. "You name it, the commercial team will find it and buy it," says Alan. "We have bought some very peculiar things over the last year, ranging from

flags to drape over coffins for dead Afghan warriors to traditional bread for the locals, who find our Western bread to be indigestible – all sorts of strange things."

The CivSec's third role is looking after people. It's a huge line management responsibility in a highly pressured environment. At any one time there are some 200 MOD civilians, 400 a year, working, eating and, when they get the chance, relaxing, side-by-side, day-in-day-out for an average six months at a time.

With a range of personalities, each with their own problems, brought together in the confines of the base, it's easy to see how pressures can build.

If there's someone who rubs you up the wrong way, and inevitably there will be (and bear in mind it might be you who's unwittingly doing the rubbing), it could change the whole dynamic of a tour for the others. A deployed civilian must therefore have patience, tolerance, humility and, most importantly, a sense of humour to

No easy ride: Alan (top right on the Husky) with civilian volunteers at Camp Bastion



balance the social pressures.

A strong manager to hold things together when the going gets tough is essential. Alan takes it in his stride. "It's extremely rewarding, and it's just good fun," he beams. The 12-14-hour days can take their toll. "The major challenge is tiredness," says Alan. "You're there for six months and people say 'what do you do on your day off?' Well there's no day off. There's usually something different every day, which makes life interesting, but it's just sheer hard work." And he thrives on it.

Even after pre-tour training and any previous experiences of the Forces, the alien military environment of the base itself doesn't really hit home until you arrive. "You're among the uniforms and guns and it feels like there's thousands of people carrying loaded weapons around you 24-hours-a-day – it's something that takes getting used to," and that's coming from an ex-soldier.

"Working with the military system you've got to prove yourself straight away," continues Alan. "You've got to be good and you've got to show that you're good. If you can stand your ground, if you can do your job, you'll be fine. If you're not adding value you'll be ignored." Which seems fair

enough – in an operational theatre there's no time to muck about.

MOD civil servants will generally deploy on the same terms and conditions as their military colleagues: six-month tours, two weeks R&R in the middle, flying out from and returning to Brize Norton on the same troopers, living in the same accommodation, and eating the same food.

As well as filling roles which aren't usually carried out by the Forces, such as in commercial and finance areas, deployed civil servants can add value simply by dint of being outside the military machine.

"A civilian adviser can be someone the commander is comfortable bouncing ideas off, can have a quiet conversation with, but they are not military and that can sometimes make an awful lot of difference," says Alan.

And there are some roles which are perfectly suited to the civvies, such as the MOD Police, who are best placed to train the Afghan National Police with their unique insight as a weapons-trained civilian constabulary or gendarmerie, and the "deep-down spanner-turners" of the Defence Support Group, some of whom have been repairing vehicles for 20 - 30 years; shop floor experience that you'd be

hard-pushed to match in the military.

"So there are a lot of things that we bring to the party," says Alan.

Most civilians never leave the relative safety of their bases, but if required to do so they are well-prepared.

"There might be an occasion when a PolAd would be going out with their brigadier or with their general," says Alan. "We weigh the risks up. We wouldn't do anything stupid," he smiles. "You do pre-deployment training and a lot of assessments happen before you go. You get briefed, you get trained, you get first aid training, you've got the body armour and the helmet, so you're pretty well toolled up. You know what you're letting yourself in for."

In spite of, and perhaps because of the many challenges, you find that civilians who deploy once volunteer to deploy again and again. "Serial tourists" they call them," says chief 'serial tourist' Alan.

"Having done it once, realising what fun it is, they'll have another go. You're working very hard, but you're doing a worthwhile job, and it really is rewarding." 

Find out more about working as a civilian in theatre at Support to Operations through DII People Services>Moving Jobs>S20



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MILITARY EXPORTS

A TEAM OF SOLDIERS ARE CURRENTLY ON SECONDMENT TO SUPPORT THE UK'S DEFENCE EXPORT INDUSTRY. REPORT BY LEIGH HAMILTON

A group of 30 Army personnel are part way through a secondment with the UK Trade and Investment Defence and Security Organisation where they are supporting UK businesses exporting defence products to foreign investors.

The Export Support Team (EST) is located at two bases, Larkhill and Bovington, where 26 soldiers and four officers perform a range of tasks including support for exhibitions overseas and in the UK, production of media materials and after-sales training and support.

With exhibition support being the main focus for these personnel, a lot of their time is spent manning stands with British companies who are showcasing their equipment. But that doesn't mean they are just standing about smiling. The soldiers provide the companies with a trustworthy, educated voice on kit that is either already being used by British Forces, or inventions that are new to the market. Authoritative military advice can help facilitate million pound deals for UK companies.

But doesn't this sound like our Servicemen and women are being paraded around like a model



in a car showroom? According to the EST's Officer Commanding Lieutenant Colonel Robin Bolton, the answer to that question is a definite no.

"We have to be careful that we're not the salesmen, the companies are there to sell their own equipment. We are working on behalf of government. We are seconded from the Ministry of Defence to do that and the benefit to MOD is such that it is worth having the soldier there as a front man giving the customer the end user advice not as a salesman."

Warrant Officer Class 2 Rob Daniels runs the Plants and Logistics team within the EST and is also keen to eradicate the belief that the team acts as salespeople for private companies. "We don't sell, that's the key point. We support companies who do the selling; we just lend the military support to them when needed."

Now that issue has been straightened out, how does MOD benefit from 30 of its personnel working with another government department? Lieutenant Colonel Bolton explained: "If there's a production run of artillery rounds for instance that the British Army needs for its own use, if we can be part of the effort that leads to another country buying the same sort of round then the unit price per shell will go down for the British customer."

Surveillance Target Acquisition Sergeant within the EST, Sergeant Paul Tarpey concurred: "I think personnel being in roles like this benefits MOD because of the experience that soldiers are getting. I can go back and advise my regiment on knowledge of the future capabilities that are on the market that people will not know about unless they're in a job like this. It is also beneficial because money is coming back into the system because we're not doing anything for free, we're not doing any favours, they're paying for our services."

Another aspect of the EST's role is to offer after-sales training. With their in-depth knowledge of



Happy to help: the EST often provide training

the equipment they are demonstrating, the military personnel often are paid to travel to carry out training for the individuals who will be using the items.

It seems a posting supporting the British defence industry can be a far cry from serving on the frontline in Afghanistan, as exhibitions can take the personnel to more glamorous locations such as Dubai, Paris or India. But, as WO2 Daniels explained: "I received a brief on it by my predecessor who painted a picture of foreign travel and palm trees and sunny beaches, but it's not like that. You do get to visit some interesting places that you may not have seen otherwise, but at the same time it's hard work and you're always focussed on why you're there, what you're there to achieve and who you're supporting." **DF**

Subject matter experts: the EST spend most of their time supporting UK export exhibitions at home and abroad

Smooth transaction:
the EST supports
UK defence
companies to
secure export deals



A DECADE OF THE DEFENCE ACADEMY

FOR ITS TENTH ANNIVERSARY THE DEFENCE ACADEMY CELEBRATED WITH A SYMPOSIUM ON ITS NEXT DECADE



Peter Watkins speaking at the symposium

Picture: Hannah Baker

During its landmark year, the Defence Academy has taken on crucial new roles in Transforming Defence. It is helping to embed the "Be A Leader-Think Defence- Do It Better" behavioural change work which focuses on business leadership, innovation and efficiency and corporate, joined up thinking. It is also making sure that its courses meet the needs of staff that are responsible for delivering some of the most fundamental elements of Defence Reform.

The Defence Academy has a key role to play in Transforming Defence by helping embed the Be-Think-Do behaviours through its training and education. It is reviewing and revamping programmes to help military and civilian staff develop their capability to manage and lead change. The focus is on developing leadership skills. It is also supporting the staff who are helping to pass financial and capability control from Head Office directly to the four Commands, which is required by Lord Levene's Defence Reform report.

The "Defence Education: The Next Ten Years" symposium was held at the Academy's primary site in

Shrivenham. Delegates (who included senior military, civilian and academic staff, a cross-section of training and education practitioners and PhD students) came from across the Defence and Security community in Government, industry and academia and also from overseas partner institutions like the École de Guerre de France. Speakers came from a broad range of practitioners and subject matter experts; the scene was set by Major General Sharpe of the Development, Concepts & Doctrine Centre.

Speakers and delegates discussed how to equip future leaders and strategic thinkers to meet tomorrow's threat. They also talked about the importance of giving future leaders the skills to remain flexible people who can think, question and challenge. Finally, they acknowledged the need to understand different learning styles and how new technologies can be exploited to help people learn. Peter Watkins, Director General Defence Academy, explained how the Academy can help Defence do its business better:

"Since its formation 10 years ago, the scope of the Defence Academy has grown significantly. It now provides education and training to all parts of Defence. We are well-placed to give the support that organisations and people in Defence need to drive through Transformation.

"We do this by drawing on our own experience and expertise and that of our world-class academic partners, Cranfield University and King's College London, as well as by working closely with colleagues who are leading Transforming Defence."

There are a number of practical ways in which the Academy is supporting Defence Transformation. The Academy's Centre for Defence Leadership & Management (CDLM) is working closely with the Behaviours and Business Improvement team to review existing courses for its Band B and military equivalent officers and one star staff, to see if they reinforce the Be-Think-Do behaviours which include joint working, taking responsibility, effective evidence-based decision making and encouraging innovation. CDLM also runs a 24 hour event, the Engaging Leaders workshop. Each workshop is specifically designed and run in support of Transforming Defence and aims to enhance the senior leadership network across Defence. Hosted by a senior leader in defence it is an interactive session with the emphasis on engaging with peers and discussing shared issues and best practice.

Jacqueline Marshall, Head of Behaviours and

VITAL NUMBERS

THERE ARE PEOPLE OUT THERE READY TO HELP YOU

RN Benevolent Trust: Grants, advice and income supplements for veterans. Call 0239 2690112 or email rnbtrnbt.org.uk.

RN Association: Comradeship for all serving and ex-Service members of the RN, RM, QARNNS, WRNS, Reserves, RFA and RNXS. royal-naval-association.co.uk

Royal Marines Benevolent Fund: Relieves hardship among serving and former Marines and dependents. royalmarines.charities@charity.vfree.com or call 02392 547201.

ABF The Soldiers Charity: Support to soldiers and veterans. www.soldierscharity.org or call 0845 241 4820.

RAF Benevolent Fund: Help for RAF personnel past and present. 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. csbf.org.uk or call 0800 056 2424.

Army Welfare Service: HQ AWS has relocated to Upavon. Confidential support for soldiers and families. 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. rafa.org.uk/welfare.asp.

HIVE: Tri-Service information covering issues like education and health. 167 offices. 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. 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. 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 em: PeopleServices@pppa.mod.uk.

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

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

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

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

Naval Personal & Family Service and Royal Marines Welfare: NPFS & RMW have three main offices in the UK, where the serving person's next of kin resides determines which office to contact.

Eastern area office - HMS Nelson - Tel: 023 92 722 712 - after hours 023 92 726 159.
Western area office - HMS Drake - Tel: 01752 555 041 - after hours 01752 555 220.
Northern area office -

Helensburgh - Tel: 01436 672 798 - after hours 01436 674 321 (Ext 4005)
RM Welfare - 01752 836 395 (via duty officer, guardroom
RM Stonehouse).

Business Improvement in the Defence Reform Unit said: "Changing behaviour is the most challenging aspect of any transformation programme and will not happen overnight. We work closely with the Defence Academy to improve understanding and commitment to new behaviours through our Learning and Development capability. We are looking into whether the T&E that leaders receive encourages them to demonstrate the desired Be-Think-Do behaviours and equips them with the skills they need to thrive in their business environments. As a result T&E is being revised and the new Engaging Leaders workshop is just one example of the exciting new work we are doing together."

The Academy's Centre for Defence Acquisition and Technology has also been working with the Commands on the implementation of the Lord Levene Review on Defence Reform, particularly in relation to the observations he made on capability planning and financial management in his report. To support new ways of working, two new courses have been made available to staff assigned to new roles within each Commands. These courses cover capability management; portfolio, programme and project management; and finance. The lessons learned from delivering these courses will be used by applying them to follow-up courses in capability management.

Louise Tulett, Director Financial Management Reform, who is jointly leading the Financial and Military Capability Transformation programme said:

"Training and Development is crucial to our success so conducting training needs analysis is a key part of our programme activity. We have been working closely with the Defence Academy on this. By reviewing the training on offer we can ensure our workforce is appropriately developed and committed to delivering the Transforming Defence agenda."

The Defence Academy takes the Transforming Defence agenda very seriously, recognising its fundamental importance to Defence Reform. For example, one of the Academy's most significant courses, the Advanced Command and Staff Course, for military officers at the Major/Lieutenant Colonel and equivalent levels, is currently undergoing a large scale review in which Transformation is a critical element.

Peter Watkins sums up the Defence Academy's commitment: "We are alive to the changing needs of the MOD and the Armed Forces. We seek constantly to improve and adapt our Education and Training programmes to keep them relevant – so that they equip people across Defence to deliver what Defence and the Armed Forces need today and tomorrow." **DP**



Picture: Hannah Baker



BOSNIA

In 1998 I spent my first tour in the British headquarters, Banja Luka. As media adviser I produced stories and advised the international press but as a former journalist, I felt pretty comfortable writing stories.

Driving from Banja Luka down to Sarajevo, roads were littered with IEDs and it took some time to get my head around that. My photographer was an RAF corporal who was far more aware of the dangers of bumping our Land Rover up on a kerb and if I turned around on a road, he'd scream and bawl because the danger could be waiting on the roadside.

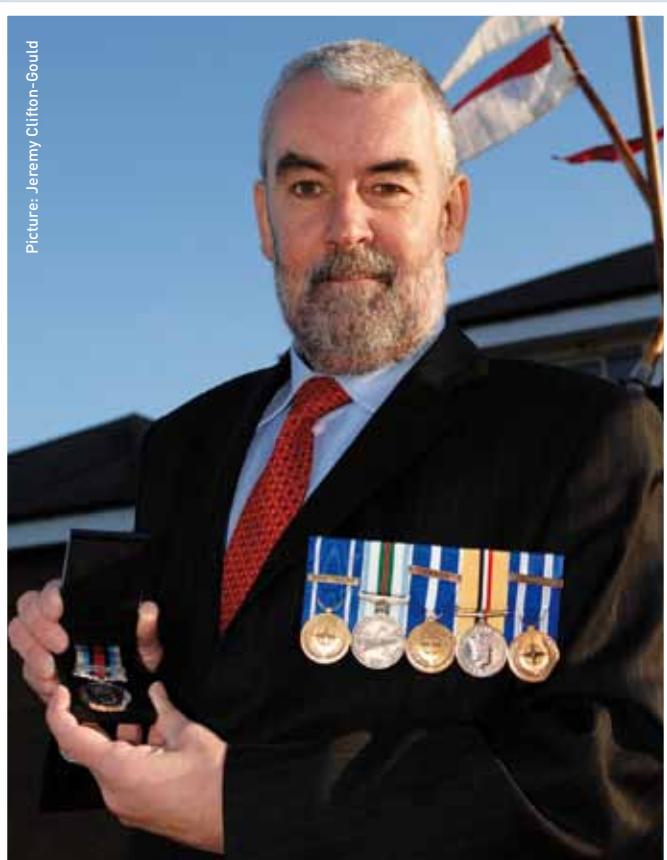
The highlight was helping people. I remember going to Glamoc and seeing what the soldiers provided in terms of relief and protection to help the population return to normal.

My strongest memory is the harsh winter, I'd never experienced cold like it. On Christmas Day the chefs cooked a turkey dinner then had time off so they laid out cheese sandwiches for people to help themselves, but because it was minus 26 degrees, the cheese was more like shards of glass which has to be my worst ever Xmas night tea!



EAST TIMOR

East Timor was my most incredible tour. In 1999 an international force was put together headed by the Australians and I was the only civilian from the UK and was subsequently awarded the International Force East Timor medal. We were with 2 Royal Gurkha Rifles in Brunei and I was parachuted in at rapid notice. East Timor is deep in Indonesia and you'd imagine we'd be surrounded by rain forest but instead the rocky terrain made life difficult for everyone to get fresh water. It was a real problem for soldiers to keep



media so we got two or three hours sleep every night for weeks. It was an incredibly difficult time but camaraderie was really good.

To any civilian considering deploying, just do it. It's a wonderful opportunity to expand your mind, experiences and appreciate how other people live.



IRAQ

During Telic 2, I went out within a week of the war finishing in 2003. Nobody was clear how long the operation would last, but it was the most difficult as there was absolutely nothing because everything was burnt out during the battle. We slept on rooftops and used bagged water for showers. The heat shot up to 66 degrees and when I got off a Chinook, I had to wait for the landing ramp to cool down. It was so hot, chefs couldn't work at noon so we had to wait until night for a hot meal.

For the first time, we started seeing roadside bombs, even a child holding a can of coke could be a threat. There was constant danger so it was incredibly tense.



MY MEDALS

Civilian press officer, Tim Zillessen has served in some of the world's most turbulent theatres advising senior brigade commanders and press alike. Here, Tim who works at HQ 4 Mechanized Brigade, Catterick Garrison, looks back on his five operational medals.

hydrated. It was hot, humid with shantytowns and life for the locals was pretty poor. I worked alongside Australian troops who were very good but there were definitely bizarre moments. At a dinner for the General, the Gurkhas had transported their regimental silver from Brunei in a scene straight out of *Carry On Up The Khyber*. Everyone dressed up in number ones and laid on this formal dinner in the burnt-out former governor's palace. It was so anachronistic, it was unbelievable but the Aussies' really enjoyed the formality and thought it was the Brits typical way of living the good life during war.

KOSOVO
During my tour in 2001, things turned horribly wrong after 9/11. One moment we had CD sellers at our main gate but within half an hour of the jets crashing into the Twin Towers, we had Apaches providing air cover with two tanks outside our gates replacing happy-go-lucky Hungarian soldiers. Security became the be-all and end-all.

We worked in the Norwegian headquarters and it was the hardest I've ever worked in my life. Kosovo became a centre for the world's

AFGHANISTAN

In 2007/2008 I was media advisor for General Jacko Page in Nato HQ, Kandahar. Afghanistan seemed so 11th century with its nomadic lifestyle. We were able to try to provide education for girls and now up to four million girls receive an education and as the father of a young daughter that really resonated.

William Hague presented my Afghan medal alongside troops. I was the token civilian and the Army nicknamed me "Taliban Tim." I keep my medals at home but on Remembrance Day I wear them.

Find out more about working as a civilian in theatre at Support to Operations through DII People Services>Moving Jobs>S20

NUTS AND BOLTS

**A TORSION OF A TESTICLE
REQUIRES SWIFT MEDICAL
ATTENTION TO AVOID
LASTING DAMAGE**



By Surgeon
Commander Nick
Imm, a GP at
Navy Command HQ,
HMS Excellent.

Hello from Whale Island in Portsmouth. A patient with a significant problem at sea this week reminded me about one of the most painful conditions a bloke can suffer from – torsion of a testicle. It's a surgical emergency and prompt action by the medics on board was needed.

So what is a torsion exactly? Each testicle hangs loosely in the scrotum suspended from its spermatic cord. This is a tube that contains blood vessels and nerves that come down from the abdomen. Sometimes, a testicle can twist on itself and tighten the blood vessels in the spermatic cord. This means that the testicle is starved of essential blood and oxygen and is known as testicular torsion.

The usual symptoms of testicular torsion are sudden, excruciating pain in the testicle. It can be so bad that the man feels really sick or vomits. There may also be pain in the abdomen. The testicle may swell up and seem to lie higher up in the scrotum that can appear discoloured. It becomes exceptionally tender to touch.

Who gets it? Is it just a condition of young men? Well, you're most likely to suffer a torsion of the testicle when you are a teenager but it can, in fact, happen when you're much older as well. Sometimes, it can occur after sport or heavy exercise but it can also occur at rest. Occasionally the condition can be mistaken for an infection so if in doubt always check with a doctor. It's much better to be sure.

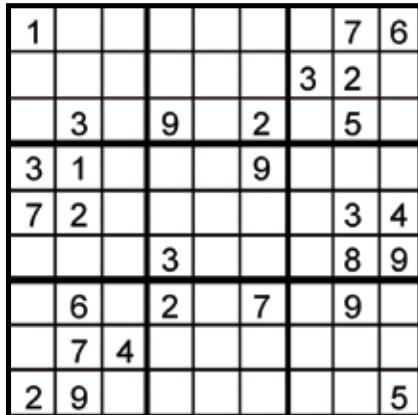
If the testicle's blood supply is cut off for too long, permanent damage can take place so it's absolutely vital to get urgent medical attention. You can imagine how this can be tricky to arrange for a patient at sea – which is why our medics have 24-hour shoreside support and why we regularly practice urgent medical evacuations – by sea or air.

Fortunately, a simple operation under general anaesthetic can usually untwist the spermatic cord and save the testicle. Ideally, the surgery needs to be performed within six hours of the torsion happening. Blood can flow to the testicle once more and the pain eases. To stop it happening again, the testicle is fixed (with a small stitch) to the inside of the scrotum so it can't twist any more. The other testicle is usually fixed at the same time to be on the safe side.

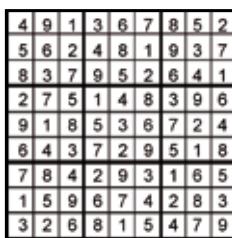
Stay healthy and I'll see you next month. 

■ This is intended as general information only. If you have any medical concerns please see your medic or GP.

SUDOKU



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



Solution to the October 2012 puzzle

CHESS



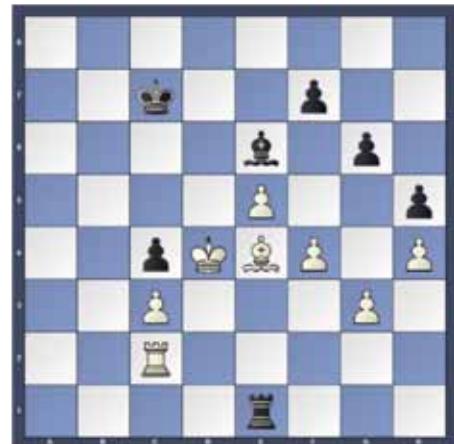
Compiled by:
Carl Portman

Chess is perceived as an old man's game. You know, unwashed freaks with beards and no concept of the real world. Surely that's philatelists? Yet I keep on reading from the world's top grandmasters that chess is a young man's game. Young people have more energy to sit at the board for many hours, they can utilise computers better, they have stamina and determination.

Balderdash! My view is that chess is a game for everybody and that is the beauty of it. Unlike (for example) football when you have to retire at some point you can play chess throughout your lifetime.

You would think the way top gm's talk that the game is past it, that the end is nigh, that if you are not young it will diminish your ability to win things or even enjoy the game. Well I am very happy to rain on the parade and say that chess will transcend these views.

People will always derive pleasure from the game at all levels. They will play for the sheer fun of it at home, at the chess club, at tournaments, in trains, planes and cars – just about anywhere. So never mind



the doom merchants, set up the pieces and make your move.

The chess problem this month is taken from the game Porath-Donner Helsinki 1952. It is black to play. The great Donner thought for 15 minutes and decided upon 1...Kd7. Can you find something better?

Send your answers to me at carl.portman@hotmail.co.uk please. A copy of CHESS Magazine awaits the winner.

The answer to October's problem was 1.Bxf7+! Kxf7 2.Rf1+ Qf2+ 3.Rxf2+ Kg8 4.Rf8+ Rxf8 5.Qg7 mate. If 2...Kg8 the same end occurs. Winner to be announced. August's winner was Jerry Hendy.

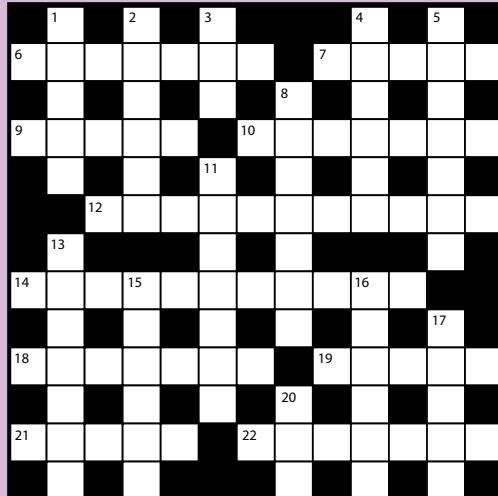
TOPICAL CROSSWORD

ACROSS

6. Author of A Christmas Carol and Great Expectations (7)
7. Djokovic, the tennis player beaten by Andy Murray in the 2012 US Open final (5)
9. It regained its status as a Scottish city in March 2012 (5)
10. Smallest amount possible (7)
12. Cult 1960s British television series starring Diana Rigg as Emma Peel (3,8)
14. Ornithologist (11)
18. Hawk-like bird of prey, which soars in wide circles (7)
19. Tower used for carrying power lines (5)
21. Musical instrument held upright between the legs of the seated player (5)
22. Coin worth 25 cents (7)

DOWN

1. Female fox (5)



SOLUTION (NO PEEKING)

- | | |
|--------|--|
| ACROSS | 6.Dickens 7. Novak
9.Perth 10.Minimum
12.TheAvengers
14.Birdwatcher
16.Buzzard 19.Pylon
21.Cello 22.Quarter |
| DOWN | 1.Vixen 2.Sketch 3.Ink
4.Boxing 5.January
8.Silence 11.Cavalry
13.Minutes 15.Dazzle
16.Eeyore 17.Jones 20.Cue |

2. Rough drawing (6)
3. Writing fluid (3)
4. Sport associated with Muhammad Ali and Amir Khan (6)
5. Month named after the Roman god who has two faces (7)
8. The _____ Of The Lambs, a movie which won many Oscars (7)
11. Soldiers who fight on horseback (7)
13. Record of a business meeting (7)
15. Collective term for a group of zebras (6)
16. Grumpy donkey in the Winnie-the-Pooh stories (6)
17. Sir Tom, a judge on hit show The Voice (5)
20. Equipment used by a snooker player (3)

**OFFER**

Win a 4 star weekend break for two in Southampton



WIN A BREAK IN SOUTHAMPTON

One lucky reader will win a two-night break at the historic Mercure Southampton Centre Dolphin Hotel www.dolphin-southampton.com including breakfast, three course dinner in the award-winning Signature Restaurant with a bottle of wine, a delicious champagne afternoon tea and tickets to the new SeaCity Museum www.seacitymuseum.co.uk.

This exciting attraction brings maritime history to life with an interactive experience for all ages and tells the fascinating story of the people of Southampton and their historic connections with the famous liner Titanic and the sea.

The Mercure Southampton Centre Dolphin Hotel has been hosting notable guests since the 1400s including Queen Victoria, Admiral Lord Nelson and Jane Austen, and following refurbishment it is now rich in chic styling and contemporary

comforts, as it is in architectural features. It boasts the Signature Restaurant, Oak Bar and Coffee Lounge, with on-site parking.

SPECIAL READER OFFER:

Only £69BB per room/per night for two adults with free upgrade subject to availability. Valid until 28 Feb 13, subject to availability. Quote Defence Focus.

Terms & Conditions:

Prize and offer for two sharing a twin/double room, three course set menu dinner and champagne afternoon tea. Valid until 28 February 13, subject to availability.

TO WIN

Email your name, address and phone number to dmc-newsdesk@mod.uk by 30 November. Include the phrase **Dolphin Hotel** in the subject line.

THE ULTIMATE IN COOL TOOLS

Three Leatherman products – Super tool 300, Rebar and the iconic Wave are up for grabs.

Leatherman Tool Group make the finest multi-tools in the world, and come with a no quibble 25-year guarantee. There are Leatherman Multi-Tools designed for all your jobs, hobbies and adventures, that will make sure you're ready for whatever comes your way.

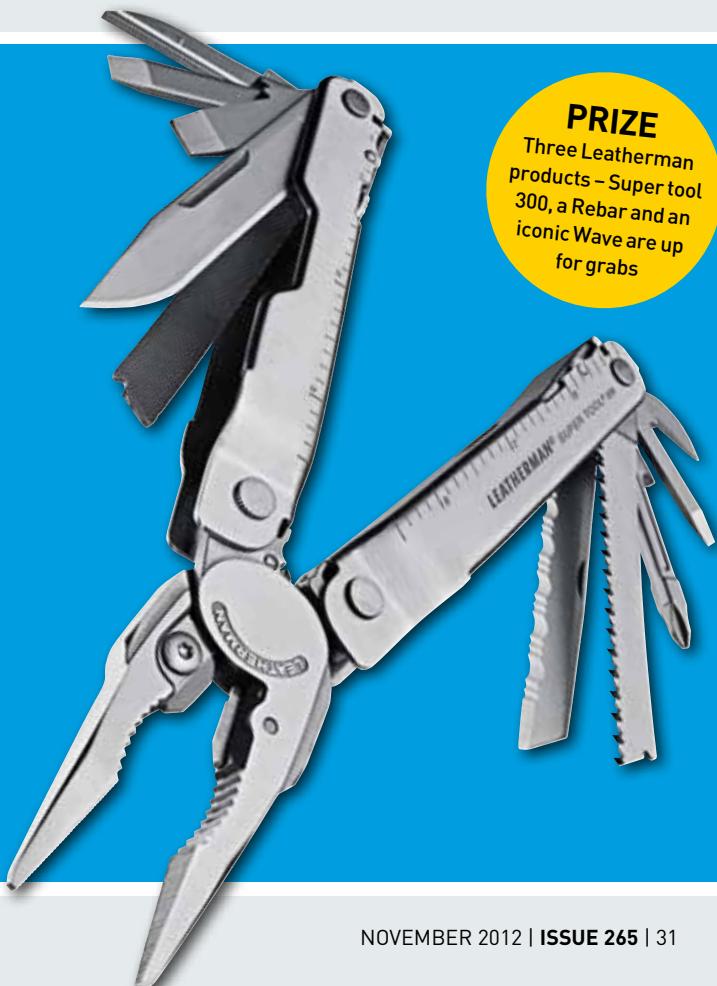
On offer we have three Leatherman tools for readers. For the hard core DIY'er there is the Supertool 300, offering all the tools you could ever need to get the job done. For sheer functionality, the compact and

lightweight Rebar is the one for you, which has been optimised for strength. If one handed opening is your thing, the Wave offers safety locking knife blades, a multi grade file and a multi-purpose saw.

For more, see www.whitbyandco.co.uk or email sales@whitbyandco.co.uk. All entrants must be over 18.

TO WIN

Just email your name, address and phone number to dmc-newsdesk@mod.uk by 30 November 2012. Include the phrase **Leatherman** in the subject line.



PRIZE
Three Leatherman products – Super tool 300, a Rebar and an iconic Wave are up for grabs

Raising to Distinction



Queen Victoria School

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Tues 15 Jan 2013**

Queen Victoria School in Dunblane is a co-educational boarding school for children of Armed Forces personnel who are Scottish, have served in Scotland or are part of a Scottish regiment.

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Families are welcome to find out more by contacting Admissions on **+44 (0) 131 310 2927** to arrange a visit.



MINISTRY OF DEFENCE

Queen Victoria School
Dunblane Perthshire
FK15 0JY

www.qvs.org.uk