

The Royal Naval School of Leadership and Management (RNSLAM) moved, for the third time in nine years, into HMS COLLINGWOOD in January 2002 as part of Flag Officer Training and Recruiting's (FOTR) Estate Rationalisation Plan. After a period spent in rented accommodation, ROYAL ARTHUR building was occupied in July 2002 by a highly relieved band of instructors who were distinctly glad to be back together after 12 months working in five buildings across two establishments.

With the formation of the Maritime Warfare School in January 2002, RNSLAM was re-badged as the Command Training Department (CTD) to reflect a change in emphasis in the RN's approach to Leadership and Management training that would align the concept with the RM process to present a more coherent policy across the Naval Service. So, a new home, a new building and a new name, has the output changed? Read on.

Noting the rather fruitless debates in the recent past that sought to define the exact relationship between leadership and management, CTD has identified a methodology that allows the Department to focus on what really matters.

The ability to fight and win in war, or achieve effect in peacetime operations, is founded upon accomplishing missions, completing tasks or to use a familiar Naval phrase: Getting Things Done. British Defence Doctrine clearly identifies robust and responsive means of command as a fundamental defence capability in the delivery of fighting power;

an understanding of how command interacts with leadership and management in order to get things done is the basis of all courses run by CTD and is illustrated below. At each level of command, the nature of the activity will be broadly similar with the variables being the complexity of the situation and the scale of the resources available to the commander. In this way the model provides both a framework for individual training packages and ensures smoothed development between courses at different ranks and rates.

## 'Getting Things Done'

### New Name

The shift of emphasis towards command does not undermine in any way the enduring training that provides the bedrock of what has been RNSLAM's hallmark in the past: teaching the basic tenets of raw leadership and providing a fundamental understanding of how the RN's Divisional System works. The ability to exercise Military, Special or Sea command demands an appreciation of leadership and man management skills as well as a basic understanding of specialist areas such as Health and Safety, Equal Opportunities and Naval Law. In the Naval Service of the 21st Century it is simply not possible to function as a commander by sheer force of personality alone, times have moved on.

### New Home

Organisation, communication, planning, flexibility,

and teamwork are all hallmarks of the successful commander. Does CTD practice what we preach? For the third time in nine years the RNSLAM has relocated. The Strategic Defence Review, Defence Training Review and Fleet First have all directly impacted upon where career leadership training is centred, all also resulted in a relocation, firstly from Corsdam to Whale Island in 1993 and latterly on to HMS COLLINGWOOD in October 2001. In January of 2002 Maritime Warfare School (MWS) officially opened and the RNSLAM was re-named The Command Training Department, to reflect command focused training, and became an integral part of the MWS. The final piece of the relocation merry go round saw the move from three separate sites within COLLINGWOOD into a new prestigious purpose built building in July 2002. The planning and execution of these moves has required the input from a significant number of service personnel, civilian agencies, contractors and the Estate Project Team to create and implement an achievable plan with the overriding aim of avoiding disruption to training. In achieving this, the hallmarks identified earlier have tested to the full.

The mission statement of the Maritime Warfare School is 'To train officers and ratings of the Fleet Ready to Fight and Win'. CTD's role is 'To prepare officers and ratings to sustain the chain of command through the development of leadership and the teaching of divisional and management skills.'

## New Building

The CTD new building was acquired using a 32 week Design and Build contract which was placed in October 2001. Due to the programme limitations the building was constructed using an innovative methodology. The building is a system built light-weight cold rolled steel frame construction, which gives strength and rigidity. Around this metal frame a conventional brick cladding has been erected, which gives the appearance of a conventionally constructed building.

## Same Output

How will the majority of people notice this evolution? The first awareness will be the changing of current titles to better reflect the nature of the course. So in the near future personnel will no longer be drafted or appointed to Leading Rates Leadership Courses (LRLC) but to Leading Ratings' Command Course and the Petty Officer Leadership Course (POLC) and to Senior Ratings' Command Course

The Divisional Officers Management Course (DOMC) will become Divisional Officers' Command Course. Head of Department Course (HODC) will become Head of Department Command Course and Commanding Officers Designate Course will be the Commanding Officers Command Course.

CTD has FOTR delegated Responsible School responsibilities for Divisional, Leadership, Management, Health and Safety, Equal Opportunities and Spiritual and Personal Development; its reach will extend into all RN training establishments.

Subdivided into five training and one development sections, CTD has an annual throughput of 7000 students from Able Rate to Captain on career training or Targeted Employment Modules lasting from one day to four weeks.

## Leadership Training

New home, new name, same old courses? Well actually no. A lot has changed since the move from HMS EXCELLENT in January 2002. The general direction is now firmly focused on 'Command' and the 'Getting Things Done' concept which is being developed as the underpinning principle for both the LRLC and POLC. Concentrating on the generic qualities of being a senior rating and leading hand is as important as ever and both courses are still designed to place the student under significant physical and mental pressure in order to see the true strength of character and personal attributes emerge. The vast majority of students leave CTD having discovered more about what makes them tick as individuals and what they are capable of as leaders. One major break from the past is the move away from the Black Mountains to the Brecon Beacons. This is no longer just a trek, but, rather an Assessed Leadership Exercise designed to exercise all the facets of POLC; however, one continuity factor is the weather - it can be equally appalling on the Brecon Beacons!

## Divisional Training

The Divisional System is still as valid today as when it was adopted more than two centuries ago; in many ways, it is even more important today during a period of unprecedented change in the man power arena. The flagship course is the DOMC, which is open to officers, warrant officers, chief petty officers and civilian line managers employed as Divisional Officers. Courses are mixed to promote discussion and debate. This is the primary management course for Divisional Officers and

includes service personnel matters, reporting, naval law (discipline) and a three day management module covering people management and interpersonal skills. DOMC is a mandatory requirement for all personnel acting as Divisional Officers/Line Managers. Recognising the experience gained as senior ratings, those students who previously attended POLC and successfully complete a DOMC since 2000 qualify for an NVQ Level 4 in Management.

## Development

A look ahead policy and deep specialist subject matter expertise to the Department is provided by the Management and Leadership Development Officer.

The focal point of all CTD activity centres around the Executive Training Officer and the Planning Office and Registry.

Manned by five civilian personnel this is the executive hub within CTD. Personnel not directly appointed or drafted to CTD can, subject to availability, individually book attendance on any one of numerous additional courses administered and run by CTD

So, in summary, CTD is now firmly in place at COLLINGWOOD occupying new buildings and using new facilities but capturing a sense of the heritage that flows from a long history of formal leadership training which dates back to the Edwardian Navy. Has much changed? Well 'yes' and 'no'; a study of lecture notes from a leadership lecture given to Acting Sub-Lieutenants in 1936 highlights discipline, self confidence, determination, ability and enthusiasm as essential attributes in leadership. Cdr T E Fanshawe DSC RN whilst lecturing at RN Barracks Chatham in June 1943 added loyalty, initiative, morale, character and comradeship to the list. Admiral Sir Harold Burrough further singled out

judgement, honour and a sense of duty when delivering a similar lecture at the Royal Naval Staff College Greenwich in 1948. Reading 'Getting Things Done' in the 1960s evoked similar themes.

**B**ROADSHEET readers were last briefed on Recruiting in the 2000/01 edition. Much has happened since then in this fascinating area of the Naval Service, where we aim to reconcile modern retail and 'customer management' techniques, on the one hand, with the demands of a senior military Headquarters on the other. (One thing's for sure – life's never dull in DNR!)

Both 2001 and 2002 have seen exciting new developments. Last year we reorganised DNR Headquarters, restructured the Naval Careers Service (NCS) with new terms and conditions of service, and reconfigured the organisation of the field force. In HQ now we have moved on to

- Further reorganise along functional lines into just two divisions: 'Policy & Support' under DDNR; and 'Operations', under the AD/Ops and Ethnic Minority Recruiting);
- Establish a Business Development Cell to analyse and assess performance, review the recruiting environment and search for opportunities to recruit more effectively;
- Create a Support element to improve control over resources of staff, finance, premises and vehicles, and drive down costs wherever possible.

Out in the Field Force, the two Recruiting Commanders (RCs) - one based in Birmingham and the other in Rosyth - are now responsible for both officer and rating recruiting. Their HQ staffs have been reinforced to, again, provide both more capacity and more control. And, across the country:

- the Area Recruiting Manager's (ARM's) function

has been de-enriched from NCS Officer to NCS Warrant Officer and equivalent: the number of commissioned officers has been reduced, and they have been re-tasked in a demanding new role as Regional Business Managers (RBMs) responsible for generating new sources of recruits within the realigned recruiting regions.

- Recruiters' tools have been brought into the 21st century: new cars under the White Fleet contract, and laptops for all RBMs, ARMs and the Area Careers Liaison Officers (ACLOs, whose task is to recruit officers). London's new Armed Forces Careers Office is due to open in New Oxford Street by end-2002.

Of particular significance is the introduction of a new Training and Financial Management Information System - TAFMIS (Recruiting) (Harmonised) [TAFMIS(R)(H)], due for commissioning in the early months of 2003. In its initial phase it has already provided a sorely needed intranet facility throughout DNR, including connectivity with HQ's CHOtS terminals. Vitality, however, it should ultimately also bring Internet connectivity to enable Recruiters to communicate by e-mail with potential recruits, not only from the Careers Offices but also when on the road, utilising the new laptops.

While these changes represent a long overdue quantum jump in the modernisation of Naval Recruiting, they do not in themselves produce the required 'output'. Meeting the recruiting targets is dependent upon an effective and efficient process that involves the four successive phases addressed below. Various aspects of each of these are also being modernised.

### *'Attraction' – Generating Interest.*

- Our 'brand image' is fundamental to the process of marketing the RN and RM. DNR has joined forces with the Director of Corporate Communications (Navy) to update the Service's image from that which research has unfortunately shown it currently to be: stuffy, slow and old-fashioned. Readers should notice some positive developments from this project over the next few months.

- DNR's marketing strategy has also been overhauled and refocused with a more effective interface between strategic and tactical levels. (The former has been innovative: our recent challenge to young men that '99.99% need not apply' to join the Royal Marines, has had a very positive impact). Our relationship with the new ACTION STATIONS! attraction in Portsmouth is starting to show some green shoots of success.

- All DNR's previously disparate Display teams, together with the mobile displays and exhibitions, have now been aggregated under the AID(Ops/EMR) to ensure that they are tasked to best effect.

- Providing up to date detailed Careers Information is vital, but can be difficult and wasteful



when the Naval Service and its requirements are so frequently changing. To overcome this, 'hard copy' recruiting literature is being confined to very basic information. More detailed information, routinely updated, is being made available on the Navy's website ([www.royalnavy.mod.uk](http://www.royalnavy.mod.uk)) for use by candidates and DNR staff alike.

#### *'Counselling' – Encouraging Promising Candidates.*

- A new initiative will expand the role of our contracted-out Call Centre, to include first sifts of those who respond to our marketing, thus freeing up our uniformed staffs to concentrate on their core roles of interviewing and selecting:

- The courses run by the RN School of Naval Recruiting (RNSR) at Bovington in Dorset for DNR's Field Force have been reviewed in conjunction with consultants, to ensure that staff receive the highest possible standard of training – including in a new bespoke Multi-Cultural training package.

#### *'Selection' - Seeking to maintain Quality.*

- The Admiralty Interview Board continues to review its procedures and practices in order to maintain its respected status as a source of Best Practice in its field.

- A revised Recruit Test is being introduced from mid-2002 to replace the versions that have been almost unchanged since 1978. This series of psychometric tests now contains questions that reflect modern usage and which are gender and ethnically fair. The printing and layout have been carefully designed to be dyslexia friendly and to present a contemporary appearance. A new marking method has been devised.

#### *'Closing the Deal' – Taking the Successful Candidate to the point of Entry.*

- TAFMIS(R)(H) will enable the Careers Offices, DNR HQ, and the New Entry Training Establishments (BRNC, CTCRM, RALEIGH) to exchange data electronically without having to resort to frequent use of the phone, fax or surface mail. DNR Field Force staffs are being supplemented by civilians to handle this phase, thus freeing up recruiting experts for their core tasks.

Despite the distractions of all this change, the Directorate and field force still achieved 97% of its overall target in 2001/2002. Once fully implemented, the modernisation described in this article will help us to crack our few remaining tough nuts – notably recruiting from the Ethnic Minorities, which remains a very high priority.

## The Story so far

Since its formation in 2000 the Defence Logistics Organisation (DLO) has been engaged heavily in support to the full range of current military operations, achieving its Mission of "Providing joint logistic support to our Armed Forces". This primary effort is sustained alongside our challenge to deliver the Chief of Defence Logistics (CDL) Strategic Goal of "Reducing our output costs by 20% by 2005, whilst ensuring that we continue to deliver and, indeed where appropriate, improve the quality of our outputs". With a mixture of service and civilian personnel located all over the United Kingdom in what had hitherto been primarily single-Service support organisations, this has been no easy task, set against a backdrop of a high tempo of military activity and operational demands across the globe. Indeed, the front line is always at the forefront of the minds of the DLO's people, many of whom move in and out of front line appointments. The DLO organisation and outputs, and the Royal Naval personnel involved are shown in the diagram and table overleaf.

The DLO currently employs a total of 30,032 personnel. Of this number over 7,500 are military and about 15% of these are RN personnel, the majority being employed within the Naval Bases which are managed by the Warship Support Agency (WSA). But, of course, many RN personnel also serve within other areas of the DLO, particularly in support to air platforms (ES (Air)) and communications systems (DCSA).

## What is Logistic Support?

The diagram (overleaf) shows the diversity of logistic support activities that the DLO is responsible for delivery, from factory (the source of most material requirements) to the front line. At one end of the spectrum, the refitting of nuclear submarines to the other, the efficient delivery of mail to those deployed on operations – one is no more important than the other, the former being just a touch more complex and expensive.

## What does the DLO do for the Royal Navy ?

The first statement to make is that no operational unit of the RN could put to sea or, in the case of the Royal Marines, deploy, without the logistic support provided by the DLO. Naval Base Commanders work for the WSA and deliver support, in some instances right into the front line through the deployment of specialist teams. The DLO supports all equipment, systems and platforms in service with the RN and also plays a major role in shaping the support for new items being introduced – a responsibility which must be closely co-ordinated with the Defence Procurement Agency. The DLO has developed, and continues to do so, into a truly joint service organisation and this can be illustrated by summarising what the various components of the DLO contribute to naval support:

CDL

DLO HQ  
3\* DCDLWarship  
Support  
AgencyKey Outputs  
Provision (M)

Available & Capable vessels (incl RFA and ASN and NSNG) Support to Current Operations

Operational Support Services (Berths, Harbours etc)

Force Generation

Equipment  
Support  
(Land)Key Outputs  
Provision (M)

Support to Land Fight (incl requirements of RM)

Logistic Support and design to future Land Fight

Support to Current Operations  
Force Generation

Equipment  
Support  
(Air)Key Outputs  
Provision (M)

Logistic Support to Military Aviation (incl Transport Helicopter Support)

Logistic Support and design to future Aviation Equipment

Support to Current Operations

Force Generation

Defence  
Supply  
ChainKey Outputs  
Provision (M)

Delivery of Material and Services incl

Spares, Fuel, Catering, Movements, Mail, Ammunition, Clothing, Tentage, and Camp Stores, Vehicles, Movement

Support to Current Operations

Defence  
Communications  
Services AgencyKey Outputs  
Provision (M)

Voice & DATA Services (incl SAT-CCM)

Management of all Desktop, IT (incl RN) infra and advice Normal Messaging (Mgt of COMCENS)

Engineering Sp (incl Frequency Mgt)

Support to Current Ops

## Total number of staff in the DLO broken down by organisation

	DLOHQ	WSA	ES (Land)	ES (Air) Chain	Def Supply	DCSA	Total
<b>Total No of Staff in DLO</b>	730	11050	2486	6127	7144	4495	30032
<b>Civilian</b>	534	8351	2109	2365	6581	2791	22731
<b>Military</b>	196	2699	377	1762	563	1704	7301
<b>No of RN</b>	36	2696	4	222	22	308	3288

## DLO HQ

The HQ DLO is run on behalf of CDE by a 5 star Deputy Chief of Defence Logistics (DCDL) currently Mr John Oughton. The HQ's primary role is to provide the environment in which its Business Units can operate by setting policy, strategy and direction. The HQ has a number of 2 star Director Generals one of which is Rear Admiral Mike Wood who is Director General Operations. He is responsible for current military operational issues, external and internal communications, the Secretariat, and policy

for maintenance, safety, estates and security. DLO HQ currently has 80 RN RM staff ranging in rank from Rear Admiral to Lieutenant (including staff appointments in fields such as military operations, human resources and personnel, logistic, and corporate strategy, and resource and financial planning.

## Warship Support Agency (WSA)

The WSA's task is to provide the best possible maritime material support to the Fleet. Formed on the 2nd April 2011, the Agency brought together

elements of the two separate organisations of the provider of support materials and the allocation of support (Naval Base Supply Agency and Ship Support Agency). This combination has improved the service to the Fleet as the new Agency provides a central single point of contact for all maritime platform support requirements. The Headquarters of the WSA is in Abbey Wood, Bristol. Other elements are sited at Ensheigh, Foxhill, Rosyth, Exeter, Pembroke Dock, Marchwood and the Naval Bases at Clyde, Devonport and Portsmouth. With an annual cash budget of approximately £2 billion and fixed assets valued at £7.1 billion, it employs around 11,000 people including approximately 200 Naval staff. The Agency is led by a Chief Executive (Mr John Coles) who

chairs a strategic level Management Board. He is supported by a Deputy Chief Executive (Rear Admiral Jonathon Reeve) who chairs the Executive Management Board covering the day-to-day business of supporting the Fleet and sits on the Navy Board as CDE's representative.

Readers will be familiar with the work of the Naval Bases which are required to provide engineering, logistics and personnel support to ships and submarines and achieve the upkeep and update of vessels contracted between MOD and the dockyard companies. They may be less familiar with the Integrated Project Teams (IPTs) whose task is to provide engineering and logistic support. The IPTs are divided into equipment and platform groups. Ten equipment IPTs cover propulsion and electric systems, auxiliary equipment, steam and power generation systems, domestics, detection, monitoring, steering and stabilising systems, firefighting, fluid power and mechanical handling systems, missile systems, above water and underwater warfare systems, fleet-wide systems and training systems. There are seven platform IPTs covering the Trident weapon system, major warships, frigates, submarines, MCMVs, RFAs and minor war vessels, auxiliaries and boats. Notable amongst the plethora of current key issues are:

## Submarine Repair Programme

The highly successful completion of the challenging repair to programme, of HMS *TIRELESS's* nuclear steam raising plant problem was achieved thanks to the combined efforts of a number of



authorities (including FOSM, WSA, Nuclear Propulsion IPT and Rolls Royce). All the SSNs that showed indications of a similar defect have been repaired as a pre-emptive measure, with the remaining platforms undertaking preventative work at Refit. The highest level of safety justification has

been applied and will continue to be supported by a testing programme designed to monitor the long-term condition of the repair site. The dynamic relationship between the WSA, CINCLEFT

Nuclear Propulsion IPT, Clyde and Devonport Naval Bases and Industry has been the key to ensuring the continued operation of these SSNs.

## Modernising Warship Maintenance

This major initiative aims to secure significant savings to the Defence Budget through opening up more Warship repair to competition and addressing smarter use of repair and refit capacity across the Naval Bases and the privatised Dockyard Companies. There was joint recognition, in the Department, in Industry and by the Trades Unions that there was a problem of over capacity in warship maintenance and support and that this had to be tackled. Proposals from the Dockyard Companies, Babcock Rosyth Defence limited (BRDL), Devonport Management Limited (DML) and Fleet Support limited (FSL) have been analysed alongside those from the joint Trades Unions and the decision to proceed with commercial partnership has recently been announced by the Secretary of State.

## Equipment Support (Air)

Since 1 April 2000, aviation support for the three single-Services has been unified in the DIO within a



single Business Unit, Equipment Support (Air). The ES(Air) organisation comprises IPTs, which manage the logistic support of aircraft and their associated equipment. The structure of ES (Air) is designed to match the new Aviation Command Structures. To this end, the Harrier IPT supports 3 Group RAF and the helicopter IPTs, the Joint Helicopter Command Support to Naval helicopters is primarily provided by the Rotary Wing IPTs based at Yeovilton. They provide logistic, financial, commercial and engineering support to Commodore Naval Aviation (COMNA) and the Joint Helicopter Command (JHC) for Sea King, Lynx, Merlin and Dauphin helicopters. The Sea Harrier FA2 and Harrier GR7 are supported by the Harrier IPT based at RAF Warton. IPT activities are focused on providing an agreed number of capable aircraft, spares and technical support to enable the Aircraft Flying Task (AFT)

to be achieved. Other specialist technical and logistic support includes advice on Naval specific air weapons and support equipment. World wide technical and scientific material support extends to Front Line units on the health and serviceability of their aircraft. In addition specialist units such as Mobile Air Support Unit (MASU) deploy to recover downed aircraft and return them to base for repair.

## Defence Communications Services Agency (DCSA)

DCSA provide all communications services and equipment to the Fleet, particularly strategic and long-haul systems, as well as supporting information systems such as Navy Star (the on-board desk top automated office system), Navy Link (the electronic

gateway between ship borne and shore-based information systems) and Navy Net (the Wide Area Network (WAN) which joins up all naval IT systems) and Command Support Systems such as JOCS (the Joint Operations Command System). DCSA also provide the necessary support services required to deliver these assets with services including frequency management, installation design and Information Assurance. The Chief Executive of this Agency is currently Rear Admiral Rees Ward.



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## Equipment Support (Land)

ES (L) manages 2500 items of LAND environment equipment ranging in scale from a Challenger Main Battle Tank to a torch battery. This in service equipment management task involves controlling equipment assets, provisioning and procuring some 372,000 different types of spares, under-

taking mid-life updates, modifications and facilitating equipment repair. The Royal Marines are a major customer of ES (L), relying on their expertise to support their weapons, vehicles (including their specialist over-snow capability) and ancillary equipment.

## Defence Supply Chain

Director General Defence Supply Chain (DG Sp Chain) is very much at the sharp end of the delivery of logistic support. The Defence Supply Chain is that part of the materiel support chain which covers the policies, processes and activities associated with receipt of stocks from trade to their delivery to the demanding unit, and the return loop, customers include maritime units world-wide. The services provided by DG Sp Chain underpin many significant

areas of RN business both ashore and afloat. The Agencies incorporated within the Business Unit comprise the Defence Transport and Movement Agency (DTMA), responsible for personnel movement and freight distribution world-wide. The Defence Storage and Distribution Agency (DSDA), the British Forces Post Office (BFPO), which provides mail distribution and counter services world-wide, and the Medical Services Agency (MSA) responsible for the storage, movement and distribution of medical supplies and blood world-wide. A number of other key organisations also form part of this Business Unit, including Defence Munitions, Defence Fuels Group, Defence Catering Group all of which are crucial to the final delivery of operational capability.

## Recent Operational Highlights

DLO's support to military operations starts long before any forces are deployed. DLO Operations staff in the MOD in London, who work to Rear Admiral Wood, form part of the Defence Crisis Management Organisation (DCMO), which monitors world events on a daily basis. Their task is to provide logistics and movements advice in the planning phase of any potential military response to a crisis. At the same time, they provide direction for our Operations staff in the DLO HQ at Bath to ensure that the DLO is primed to react to likely logistic requirements. Once operations commence, the emphasis shifts to the liaison between the staff in Bath, the Permanent Joint Headquarters in Northwood, who are running the operation, and the Front Line Commands (eg CINCFLEET) who are responsible for delivering operational capability in terms of combat forces. For the WSA, much of the support required for our deployed warships will be 'business as usual' but supporting land and air forces on operations demands a significant amount of additional effort from the DLO - as was shown on Exercise Saif Sareea II in Oman last year. When operations draw to a close, the level of logistic effort reaches another peak as recovery and refurbishment of forces and equipment are a vital phase, which continues long after they have returned to the UK. Warships require maintenance periods and there will be a whole range of equipment that the DLO needs to repair and prepare in order to ensure that operational effectiveness and readiness is maintained and forces are prepared and sustained for the

next 'unexpected event'.

This last 12 months has seen a range of demands from military operations. Sierra Leone required support to an Army component, deployed by RAF air transport, backed up by warships poised offshore and supported by an Landing Ship Logistic (LSL) alongside in Freetown. Exercise Saif Sareea II in Oman from Sep to Nov 01 saw the single biggest UK deployment since the Gulf War. Some 18,000 personnel, including over 23 ships, placed significant and often conflicting demands on the DLO, due to both the scale of the exercise and the harsh operating environment. Indeed, for the DLO, the build up to the Exercise started almost a year earlier in October 00 with the provision of Expeditionary Campaign Infrastructure (ECI) (including tented camps and supporting domestic services) and desert clothing for the initial deployment of enablers to Oman. Recovery of all equipment was not completed until February 02 when the last ship arrived home. It will be a further 7 months before the DLO completes the refurbishment of all equipment back up to full operational capability. Many of the forces deployed for the Exercise moved directly to providing support to operations in Afghanistan, which again brought unique challenges. A landlocked country with virtually no local resources means that everything has to be flown in, from fuel and water to food. At the same time, the Royal Navy has maintained a significant presence in the region as the wider dimensions of the war against terrorism continues to be tackled. With the commencement of coalition operations against terrorist organisations in Afghanistan, additional WSA personnel deployed to support the re-supply of Tomahawk Land Attack Missiles (TLAM) to SSNs deployed in theatre. RFA DILIGENCE was also restored to her full Forward Repair Ship capability by a small team from Superintendent Fleet Maintenance Portsmouth. At home, the upkeep and Fleet maintenance programmes in all three dockyards were adjusted at short notice to support the rapidly planned maintenance programme for ships in theatre. Notably, HMS OCEAN returned to Devonport after Saif Sareea for intensive Assisted Maintenance Periods over the Christmas period, instead of a planned docking period in Portsmouth, in order to allow her return to theatre, after only 12 weeks back in UK, to relieve HMS HULLSTROUS.

Within the DLO's Operations Directorate a small team of staff officers are responsible for developing



and implementing the UK's National logistics, movements, and Host Nation Support policy within the NATO, EU and broader international arena. This includes specific bi-lateral discussions with close allies and the UK's participation in high level logistics War Gaming with the United States. All essential activities in ensuring the success of UK support in future global operations.

## The need to shape the future

No description of the DLO would be complete without some statement about planning for the future. This is a key activity across the DLO and it is led by the Headquarters in Bath. Small, integrated teams work together to produce concepts for transforming logistic support to increase our efficiency and effectiveness, and which will inevitably impact upon the Navy's front line. Ideas come in many shapes and sizes but the driver is to maximise the effect of money spent on Defence by transforming support arrangements, including standardising them (where possible) across the three Services, thus ensuring that support is provided as efficiently as possible and represents value for money. Industry has a major role to play in this, and this partnership is likely to increase in the future. A particular example of ongoing work is

The Defence logistic Vision for 2015+ The DLO is looking ahead towards the transformation of the original single Service views of logistics and their

replacement with a single Defence view. Central to this is the creation of a Vision document. Set in the timeframe of 2015, the document analyses the capabilities required of the future support chain and seeks to redefine the MOD's relationship with Industry, predicting how this might work. It also attempts to define how the front line may operate in such changing circumstances, identifying new capabilities that it might require. As this work is developed and agreed across Defence it will form the basis for all planning decisions, informing Balance of Investment debates as they occur.

## The next five years

This brief summary of DLO activity cannot hope to cover the totality of what is going on. The delivery of a more efficient organisation, drawn from a variety of different service and civil service cultures, which provides operationally and cost effective support is not easy, and made more challenging during a continuing period of intense operational activity. The easy things have all been done – although they seemed tough at the time! The future of the Royal Navy and its very exciting forward programme of new equipment lies in the DLO's ability to support it. We are all aware of our responsibilities and relish the challenges that lie ahead.





**A**ccommodation standards in the Royal Navy have often been the subject of dissatisfaction. Poor accommodation can lead to low morale and does nothing to help retention but now considerable work is underway to raise the standards of accommodation for Naval Service personnel across all three areas - Single Living Accommodation (SLA) ashore, Family Quarters (Formerly Married Quarters are now called Family Quarters (FQ)) and accommodation at sea.

## Single Living Accommodation Ashore

In response to increasing concerns over the poor standard of SLA across all three Services, it was announced in March 2001 that £1 Billion of new funding would be added to the existing £1 Billion for improvements to SLA over the next 10 years. Half of the programme of improvement is being met by a single Prime Contract called Project SLAM, which primarily covers England and Wales and is anticipated to deliver 30-40,000 bed-spaces between 2003-12. By using a single Prime Contract efficiencies will be achieved through repeat design and construction methods with an anticipation of 20% efficiency against current procurement routes.

The other half of the programme is of similar size and time-scale and is being met by a series of parallel projects delivered by individual Top Level Budget holders, for example Project CHALLENGER

in Northern Ireland, Project PLUMA in Germany and related projects in Gibraltar and Cyprus

The total programme covers approximately 240 individual projects at 100 Establishments and means that the worst accommodation at Grades 3 and 4 will be progressively refurbished or replaced to Grade 1 standard providing, in most cases, single en-suite accommodation for all

For the Naval Service this means an additional minimum of £18 Million per annum from year 03/04 onwards for ten years so that, when coupled with existing provisions, the Naval Service will be spending over £68 Million in the next three years on SLA improvement, covering over 4500 bed-spaces.

Existing projects over and above Project SLAM, such as those below, are also being continued and funded in a variety of ways:

- *Project PLUMA (HMS Nelson)* This stand-alone Prime Contract will deliver 584 bed-spaces between 2003-05. Innovative solutions proposed by bidders have cut the construction period from 4 to 2 years.
- *Project ARMADA (HMS Drake)* The contract for this Private Finance Initiative is due to be signed in mid 2003. 1650 bed-spaces should be delivered in the period 2004-08.
- *Project FASLAR (HMS NEPTUNE)* This Project for the complete development of the accommodation in HMS NEPTUNE will deliver 2432 bed-spaces between 2003-10

The exact type and layout of SLA at each location will be decided on a case by case basis. But for the majority of trained ranks all SLA will be constructed

(or refurbished) to provide single rooms with en-suite facilities, a built in walk in cupboard space, additional furniture to include a desk and drawers and a 4' wide bed. Rooms will be grouped together into 6 person flats, each equipped with a communal area to include limited cooking facilities and a utility room. Additional external storage spaces, car parking and landscaping will also be provided so that the end result is more akin to a university style campus rather than a traditional barracks.

## Family Quarters

During the Spring and Summer of 2001 the Ministry of Defence undertook a complete review of the reason and processes behind the provision of publicly subsidised accommodation to Service families. The aim of the review was to study the current provision within the context of a changing operational environment and to examine the extent to which these policies will meet the current and future needs of the Services and Service personnel. These perceived changes in operating patterns are associated more with the Army and RAF than the RN, and centre on a trend towards the use of "expeditionary" deployments from Unit Headquarters. However, the RN is "expeditionary" by nature of its operators and this has coloured the RN Housing and Accompanied Service policy as it has developed over the last 30 years.

The Admiralty Board's Policy for Housing is "to encourage home ownership, but to provide Service Families Quarters to entitled families who wish to live in them and to assist family mobility", in other words to provide freedom of choice. Thus over the years the RN has become a Service of homeowners and perhaps more importantly, this applies not just to married but to single personnel. The Defence Housing Review of 2001 indicated that of RN married personnel some 82% own their own home, 80% of which having purchased property within 20 miles of a port area or other major RN/RM concentration (air stations etc). This is not to say that we can forget the immense value provided by FQs to those who wish to be mobile or who are not in a position to buy a house.

Some 5000 RN/RM personnel still live in FQs and for them the standard and maintenance of the properties is critical. Since 1996 the Defence Housing Executive (DHE) has been conducting a progressive upgrade and new build programme which is aimed

at bringing all our core properties up to modern building standards by November 2005. At Faslane the upgrading of some 300 FQs is now complete and DHE are concentrating on environmental measures and demolitions to improve the layout and habitability of the estate. At Northwood the upgrade of 170 FQs has been completed with a similar project on 215 FQs in Portsmouth completed on time and the refurbished properties are proving very popular. Currently the jewel in the crown is a new estate of some 150 FQs built at RNAS Yeovilton but there are plans to build more FQs at Portsmouth and Abbey Wood. All of these new properties will be built to very high standard and will be a virtually unrecognisable to those that only know the good old 1950s pebble dash article.

## Accommodation at Sea

Two strands of work have been taking place. Firstly, the development of new accommodation standards for the forthcoming Type 45 destroyer. The second strand has taken and enhanced these standards and used them to form the basis of a new Defence Standard (Def Stan 02-107) to replace the old Naval Engineering Standard (NES 107) which provides guidance to ship designers and builders.

Accommodation for ratings on the Type 45 will be in 6 person cabins with bigger and longer berths stacked two high allowing their occupants to sit up and read. Stowage space has been increased, each berth has its own light and 200w power supply, and there is individual temperature control for each cabin. Heads and bathrooms are located at the end of each 'block' of cabins and facilities will be 'gender neutral' in that all showers and heads compartments will be individual. Junior ratings will have their own recreation space complete with bar, a dedicated smoking compartment and a small gymnasium. Senior ratings will be accommodated in either single or twin cabins and all officers except those under training will have single cabins, the dimensions of which will depend on rank or position.

The aim of the new Defence Standard is to ensure that all future builds will be at least equivalent to, if not better than, the Type 45. The standard covers all vessels, including submarines, and was developed in close collaboration with future platform Integrated Project Teams (IPTs), CINCFLEET and the Institute of Naval Medicine.

**O**n 17 September 2001 the Directorate of Naval Training and Education was formed. Based in Victory Building in Portsmouth, I am responsible to DG NTE (also known as FOTR) for Individual Training and Education Policy across the Naval Service and also the Training Director for the Naval Recruiting and Training Agency. A challenging portfolio undoubtedly, but why was training and education combined and the Directorate formed, and why is that good news for the Navy?

It was the Strategic Defence Review and, more recently the Defence Training Review (DTR), that formally recognised the strong synergy between training and education and that they should therefore be considered and developed together, rather than in isolation. The Government's drive towards promoting Higher Education and encouraging Lifelong Learning for all has taken education to the top of the agenda. DTR developed the theme and established education and Lifelong Learning as mainstream outputs and recognised a strong link between education and operational capability. Under the philosophy of "educate for uncertainty" education is, therefore, quite rightly no longer something which happens on the periphery of real work and the first target to be taken when savings start to bite. The creation of D NTE has mirrored the creation of the Central Staff's Director General Training and Education, and allows the Navy to pursue a holistic approach to training, education and accreditation, an approach that is already bearing fruit.

DNTE's overarching task is to turn the RN into a Learning Organisation, to put in place a regime within the RN to stimulate through career learning and education and then to provide appropriate learning and education opportunities for all, regardless of location. The aim is to make widespread engagement in personal development the norm, and to provide the finance, time and professional support to ensure that ethos is sustained. A series of initiatives are being pursued: Since September 2001, the RN's Accreditation Policy has been written and endorsed; eight Fleet Education Officers –

dedicated, seagoing educational and learning specialists - have been approved and are currently joining the Fleet, the 'Flying Start' scheme, accreditation for Acrew Officers to Graduate status has been implemented and the 'Foundation for the Future' scheme - Foundation Degrees for Seaman and Supply Branch non-Graduate Officer entrants - has been funded and endorsed for implementation in early 2003. A similar scheme for Artificers will follow close behind. Additionally Modern Apprenticeships are now being rolled out for the majority of RN ratings, a step change in the quality of the awards offered hitherto. Other qualifications, including European Computer Driving Licence (ECDL) and Chartered Institute of Personnel Directors (CIPD) will also be offered in the near future. Much of this progress has been made possible because the same Directorate controls the

the re-design of RN training into generic and Targeted Employment Modules (TEMs) to deliver the training regime to make TOPMAST work. DNTF's Royal Naval School of Education and Training Technology (RNSETT) staff are also developing e-Learning solutions to deliver the TEMs, at the waterfront, to make training more effective and help to ensure that separated service targets are met.

Training and education, across the three Armed Services, consume a significant proportion of the Defence Budget with total resources of some £1.2 billion and an annual cash spend of £3.8 billion. Training and education are not free goods; the magnitude of these figures underscores the necessity of ensuring that our training and education meet operational and business needs, in a way that achieves the best value for money, as well as

education, training and accreditation provisions.

The principal benefit to training has been the creation of a single body to co-ordinate policy across the whole of Second Sea Lord's area. DNTF is heavily engaged on TOPMAST work, directing

the best value for our people. The creation of DNTF is helping the RN to achieve that and is a model that is being carefully studied by the other two services.