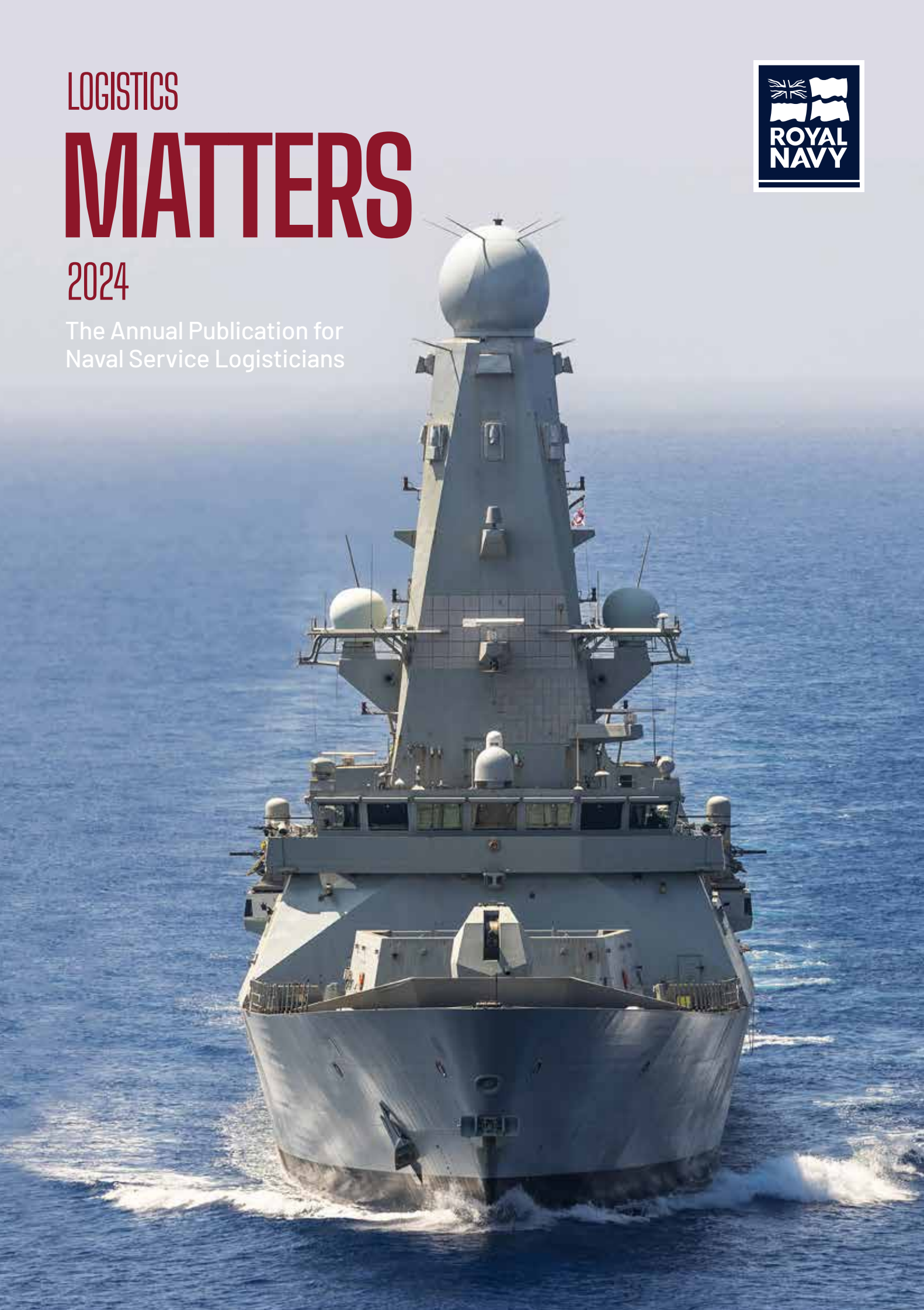


LOGISTICS

MATTERS

2024

The Annual Publication for
Naval Service Logisticians





LOGISTICS

MATTERS

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FOREWORD

Rear Admiral Paul Murphy
Chief Naval Logistics Officer

Fellow Royal Navy Logisticians, it is an honour to have taken over as your Chief Naval Logistics Officer. Looking back to when I was at RALEIGH on JSOC (which shows how long ago it was...), little did I imagine that one day I'd be writing the foreword to Logistics Matters! So let me open by thanking my predecessor for all he did for the branch during his tenure and say how much I now look forward to continuing that good work as we modernise our branch.

Up front, I must say that I continue to be hugely impressed by all your hard work, dedication professionalism and operational success. I was privileged to see much of this in my last role, where I was dual hatted as DCNLO, but it was still a great honour to stand up recently as CNLO, at our annual branch awards ceremony, and formally recognise the great achievements (both professional and operational) of those in our branch who have gone above and beyond.

Hopefully by now you will all be familiar with our new Branch Strategy. It is the handrail for the modernisation of our branch out to 2040 and beyond, in turn supporting 1SL's Navy 2040 Strategy. I commend it to you, especially the guiding principles which are questions we should all be asking, all the time, through the lens of reasonable challenge. I'm delighted to hear the positive feedback and constructive ideas from the FLO team's series of roadshows, and most grateful that many of you have answered the call-to-arms by getting involved – as no one else is going to do this for us.

The Branch Strategy needs everyone's input to be a true success and give us the momentum to modernise, put our people first, and support our Royal Navy to maintain its operational advantage. There is no skirting around the challenges we all face. The world is changing, the Navy is changing, and the status quo is no longer an option. The strategy is the vehicle to help us address those challenges together. We are not alone in this; I found it fascinating to hear at the branch conference in June that our US Navy partners are experiencing the same challenges as we are, reinforcing our need to work together and share ideas going forward.

Flicking through the pages of this edition, you will notice the wide range of postings and appointments available in our branch, and the understated and overly modest descriptions of the great things achieved in those posts. We have played our part in sustaining CASD's unbroken record, keeping Carrier Strike Groups at sea, arranging re-supply and re-ammunitioning of complex weapons away from base port and partaken in the crowning of HM The King, whilst we and our RFA brethren have been deep at the heart of support to the Gaza relief effort.

I could go on – and this publication is just a snapshot of your achievements. There has been much more beyond these pages so, to all of you, my heartfelt gratitude and congratulations on a job really well done. I look forward to meeting, or catching up, with many of you over the coming year.

Fleet Logistics Officer's Foreword

Cdr Ceri Marsh RN

Welcome to the 2024 edition of Logistics Matters and a huge thank you from me to all of you who have submitted articles to the Publication and to the team who have edited it. The breadth of roles we collectively perform, organisations we work with, and countries we work in never ceases to amaze me; our opportunities are boundless, and it is through communications like Logistics Matters that we get to know about them and even, perhaps, identify a particular job we would like in the future.

Please do take the time to read through the various articles within – you will undoubtedly recognise the name of at least one of your oppos who has either

contributed to, or been name checked in, the Publication this year; but of greater interest is the sheer range of operations, activities and platforms that we, as a Branch, have been providing critical support to.

Importantly, it is not all work and no play – it is great to read about how much fun there is to be had, provided we grab the occasions when they arise. Reading about everything our Branch has achieved over the past year certainly makes me proud to be an RN Logistician and I hope it does for you too!

The Logistics Branch Strategy

Cdr Ceri Marsh RN – Fleet Logistics Officer

As mentioned by CNLO, in his foreword, the Logistics Branch Strategy was launched in April this year. Responsible to CNLO for beginning the implementation of the Strategy, I, my team of Warrant Officers, and the other SO1 leads for each Specialisation have been conducting Roadshows at the key Naval locations to introduce it to you all, to explain why we have a strategy, what it tells us about the future of our Branch, and most importantly to give you the opportunity to contribute, to have your voice heard.

For those of you who have not heard of or read the Branch Strategy, it is available on the FLO SharePoint site. Please do take the time to read it; it is deliberately not long but does give a quick insight into the intent for our Branch as we evolve to best support the Navy as it modernises its capabilities and tools over the next 15 years or so. A copy of the Roadshow presentation is also available at the same link along with a recording of one of the virtual sessions.

The last of the Roadshows concluded at the beginning of September. Through that engagement, what has already struck me is that we are a Branch filled to the brim with motivated, high calibre people who all have a pivotal role in delivering operations across the globe, even if they may not quite realise it themselves! The breadth of perspective and experience, both personal and professional, is an absolute strength and it has been a delight to be able to tap into that.

What have we learnt?

From the discussion groups held at each Roadshow event, what is apparent is that people want to modernise but are too often held back by the tools we have, whether that is bandwidth to access JPA, a burden of manual paperwork, or a lack of parts to fix galley equipment. The thirst for personal development is very real but we have not worked out how to best enable people to do this nor how to use their skills, experience, and qualifications when they do. People want to progress in their careers whilst having greater flexibility to shape their future but feel held back by tri-Service personnel policies that are less relevant to today's society and Generation Z.

These are big issues and, arguably, felt across the Navy, not just within our Branch. Not all of them are within our control to fix but they are very valid issues nonetheless and, as part of the Strategy, which seeks to improve

the lived experience, the Team and I are engaged with various stakeholders across the Navy's 2* Directorates to either represent your issues or to ensure that the work we do, and the changes we implement, are not done in a stovepipe.

What next?

We do need to recognise that some things will not be quick fixes. The Logistics Branch Strategy is part of a wider journey that the Navy is taking so that, by 2040, we are more lethal and technologically advanced than our adversaries. Changes to our Branch need to be linked to changes to capabilities or functions across the Navy and wider Defence, including a generational recapitalisation programme with transition of V>D Class; T23>T26 and T31; crewed to uncrewed. The Strategy is not trying to solve the problems of today but rather identify opportunities for the future. Many of the things we would like to do, such as an increase in Industry Placements, require more people, more than we have today. However, as the Navy and Defence modernises its processes and tools through digitisation, there will be opportunities for us to reduce the Workforce requirement for a particular activity; that dividend can then be re-invested in a way that we choose. But there are things we can do more quickly, and that is where we need your help. Having completed the Roadshows and gathered ideas, this Autumn term will be when the Team works out what, of the ideas we've received, can be taken forward which we will then prioritise for action.

What part can I play?

Some ideas will be perfect for trialling – an example of this already underway is the trial of onboard Writers fulfilling the function of EWO Assistant in HMS GLASGOW. Some ideas will need a Working Group as well as trials to move forward, particularly if there are changes to policy or engagement with other stakeholders needed. An example of this is some of the Afloat Feeding changes, which need Defence Catering Strategy, INM, and wider Navy support.

And some of you have already been contributing to the Logistics Branch Strategy whether that is working on trials of Non-Public Funds management, improving stores availability through Project Renown, or creating digital apps to reduce personnel process. This is just a few examples of the improvements and modernisation we are already starting to undertake.

As CNLO says, this is a collective effort, and it has been great to have so many people volunteer their ideas and their time, but we can never have enough. If you are not already involved, can you be a part of a trial or Working Group?

This is an opportunity for you to shape the future of your Branch – is there a particular function you think your Specialisation should be doing in the future that it currently does not? Is there a process which you undertake which is outdated or overly complex as our ways of working and the

platforms we support change? Is there a policy which you think can be changed or improved?

If you have a voice and you want it to be heard, write in, and tell us. If you have an idea but you're not sure if it's a 'goer', let us know. If you have experience or qualifications from 'civvie street', let us use it. Please get involved!

There is a Group Mailbox you can e-mail or you can contact the POCs below directly. If you are not comfortable with that, perhaps mention your idea to your Chain of Command and they can forward it on.

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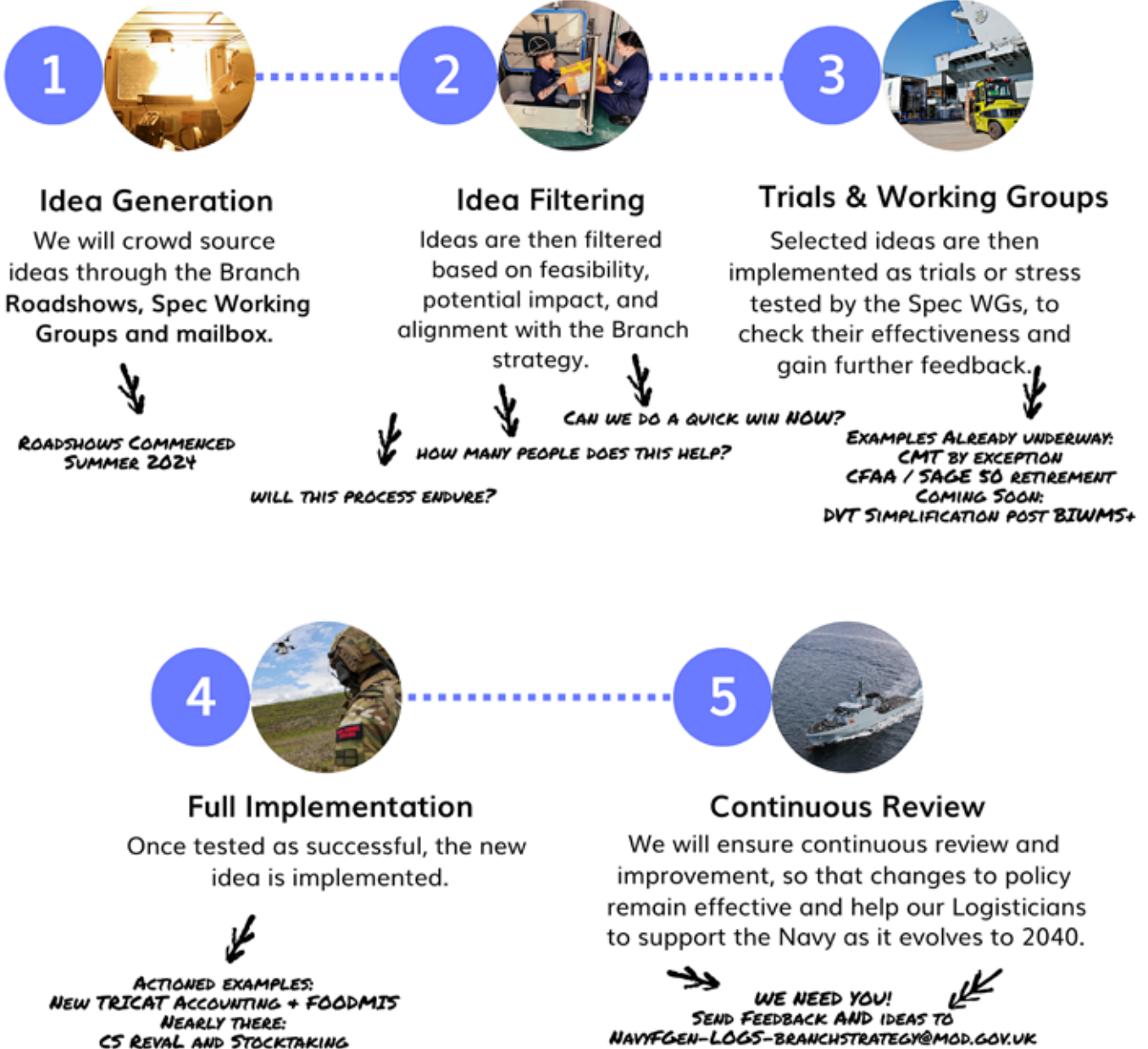
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Strategy Implementation

The Logistics Branch Strategy provides a structured process for coordinating efforts to develop and modernise the Branch, with ideas taken straight from the people that will lead us into the Navy of 2040



Strategy success

Success will be a Branch that is able to continually evolve and improve to best meet the needs of a modernised and lethal Navy - using technology where we can, simplifying processes and identifying opportunities as they arise.



Career Management

Lt Cdr Paul 'Des' Linehan RN

S02 Logistics Profession Ratings Career Management

Introduction. For this edition of Logistics Matters I have pulled very heavily from the Head of Career Management – Captain Matt Moore RN's termly letters. I would like to focus on those activities which are impacting us now, but also the work that is underway in the background to influence the RN of 2030 and beyond. Central to this is how this impacts you – the sailors, submariners and Royal Marines who make up the Logistics Profession. You have a significant role in determining and shaping your careers and so it is important that Career Management is undertaken as a collaborative and joint process; it is not simply the assignment of people to roles.

As we continue to seek ways of improving the delivery of Career Management (CM) with a personal touch, new CM positions continue to be generated to increase availability, and significantly a permanent Career Management presence in HMNB Devonport has been re-established, with CPOWtr Natalie White and LWtr Jordan Bevan available to all Logisticians should they seek Face to Face Career Management advice. Additionally, RFA Career Management is currently being aligned with RN Career Management, and work is well underway to realise the benefits of a 'whole force' approach to managing our people. There are few areas of the RN that already work as closely with our RFA colleagues as Logisticians, and there will no doubt be benefits to all involved by deepening the relationship between the RN and RFA Career Management teams.

Retention Update. Retention is one of my key priorities. We now have a dedicated Senior Rating whose sole focus is on driving down VO and getting to the bottom of what pushes our people towards an early exit. Initially concentrating on the CS space, we are now branching out into other specialisations ahead of taking on a wider retention remit across the entirety of RCM. As briefed at the 2023/24 Logs RCM Roadshow, effective engagement with your Career Manager is at the heart of Retention. Through the Career Interview process, we aim to ensure we focus on the individual, as we continue to carefully balance the needs of the service against your own personal aspirations and preferences. Making sure Career Managers are as accessible as possible is key to this - If we don't know, we can't help.

SCIO and digitising the Career Interview (CI) process. The use of SCIO, along with MyNavy and Defence Gateway, is at the heart of digitising Career Management by ensuring your personal data is easily accessible. One particularly area is the CI. Before your CI. It is important that you review the Jobs List, highlighting any preference roles, and that you complete a Career Proforma at least 5 working days before your interview. This will allow your Career Manager to focus their preparation, addressing any points you want

to discuss, as well as focusing on your priorities – providing you with a much better level of Career Management service. Guides on how to navigate the Job List and select preference roles, along with how to complete your Career Proforma, can be found on the Career Management Portal.

Surface Fleet Transition Plan (SFTP). With the First of Class Type 26 and Type 31 frigates slowly crewing up, the transition to the future navy is underway. Hugely exciting career opportunities await as these next-generation warships come into operational service, with six logisticians already onboard HMS GLASGOW and four onboard HMS VENTURER. Recruiting and retaining talented individuals to bring these ships to full operational capability is a key focus of the headquarters.

Submarine Service Workforce Growth. Many of you will have heard about the work being done to grow the submarine workforce in support of the Vanguard Class to Dreadnought Class Transition. The underlying work is the P&T SM Campaign Plan within which there are 7 lines of effort; Recruit & Attract, Training, Workforce Planning, Workforce Delivery, Remuneration, Manage Stakeholders and Human Performance. As these lines of effort develop, more information will be communicated, but from a CM perspective, the first ship's company of HMS DREADNOUGHT is already forming.

Cyber Opportunities. The Cyber Arena provides exciting and challenging employment opportunities in a ground-breaking area at the vanguard of our nation's Defence. There are several roles available across Defence, however, with the move of the National Cyber Force to Samlesbury (Preston) from March 2025, there are a growing number of employment opportunities in the North of England. If you are interested, and have completed the Defence Cyber Aptitude test, then please speak to your Career Manager about future assignments.

SJARS. I have been asked by a number of individuals to provide an insight into how they can improve the quality of their report writing and will thus shortly be pushing out a separate communication aimed at assisting Reporting Officers in their understanding and implementation of JSP757. I will seek to cover some common themes, including the content of 'Front Pages' (including SMART objectives) and the content that should be included within the Performance and Potential narratives.

Forward Logistics Site: WESTLANT 2023

SC Emma Payne and SC Katherine Pratt - Maritime Reserves

In August 2023 two maritime reserve Supply Chain personnel deployed to the US east coast for Ex WESTLANT 23, providing Forward Logistics Site (FLS) support to HMS PRINCE OF WALES.

What exactly is an FLS?

An FLS is a small team of people held at R2 (five days' notice) readiness to deploy anywhere in the world and provide logistical support to deployed units. The core team is supported by Maritime Reserves at R5 (30 days' notice). As part of COMUKSTRKFOR, when not deployed they are based at the Royal Navy Warfighting Centre in HMNB Portsmouth.

The primary role of an FLS is to coordinate the seamless movement of Passengers, Mail and Cargo (PMC) to and from deployed forces – predominately afloat but also ashore. For example, they help to track and transfer cargo and mail which the ship is expecting, and ensure it is delivered to the ship or point of departure (POD) at the required time. An FLS team can also support transferring Medevacs to and from hospital, and new joiners from the airport to the ship.

Meet the WESTLANT 23 team:

On WESTLANT 23 an FLS team consisting of two of the R2 team (LSC Smith and LSC Smithers) and two Maritime Reserves (SC Pratt and SC Payne) supported just one ship - HMS PRINCE OF WALES. Due to unforeseen circumstances LSC Smith, as the most experienced team member and selected for POSC, was assigned as FLS Commander for the duration of the deployment. Both LSC Smith and LSC Smithers had previous experience, but for both SCs it was their first mobilisation. It was going to be a challenge for the team to fulfil the demanding, varied, and ever-changing requirements of an FLS, but very satisfying to be in such an empowered role.

What have we been doing?

WESTLANT 23 took place from late August to December 2023, where HMS PRINCE OF WALES deployed to the western Atlantic to conduct extensive sea trials. F-35 Lightning stealth fighters made landings on the ship whilst it sailed in a variety of conditions. Trials with UK firm Autonomous Systems tested the ability of autonomous drones to be used to supply vessels whilst at sea. Development of the latter is potentially a great opportunity for further FLS utilisation in the future.

The FLS team initially worked from RNAS Cudrose whilst HMS PRINCE OF WALES sailed from Portsmouth and past Cornwall. As soon as the activation signal was sent, the team were tasked with coordinating PMC movements to and from the ship via helo transfer. Commander Logistics, Cdr Andrew Bray, used the opportunity to transfer from the ship to RNAS Cudrose to share a wet with the FLS team, presenting us with HMS PRINCE OF WALES cap tallies and lanyards.

Once the ship was out of range FLS Cudrose deactivated and a week later the team flew ahead of the ship to Jacksonville, Florida, ready to provide support for the ship's first ever port visit to Mayport.

After four days, three members of the team flew to Dover Air Force Base in Delaware. This was to set up FLS Dover to provide support for an incoming RAF flight bringing in cargo and 34 passengers to join the ship. The remaining team member became Mayport FLS commander and maintained FLS Mayport, joined by one other LSC who had been landed from the ship for extra support.

The team of three who activated FLS Dover then travelled down to Norfolk Naval Station, Virginia, ready to activate FLS Norfolk and support the ship at its next port. Meanwhile, FLS Mayport de-activated, and that team of two moved to Dover Air Force Base to support the RAF flight for return to the UK. They then de-activated FLS Dover and joined the others in Norfolk.

All those movements demonstrate how flexible and interoperable the team are, and need to be, to make sure all ship requirements are met with a consistent level of support.

By mid-October the original team of four were in position at Norfolk Naval Station, the biggest naval base in the world, where they were based for the remainder of the deployment. When the carrier was alongside, the FLS team visited the logistics team onboard daily to deliver stores and mail, collect returns and meet passengers. This was crucial to help build working relationships with ship's staff.

As well as new joiners and leavers, there was a steady stream of personnel moving to and from the ship, often due to medical or compassionate reasons. The value of there being a friendly face in RN uniform ready to meet you in times of distress cannot be underestimated.



When the ship was out at sea, the FLS team were kept busy with regular helo transfers. A highlight was working on the air side, helping to transfer 95 bags of mail and 100kg of fresh food into a Merlin.

Come November, the team were well into the swing of things, dealing with lots of concurrent jobs and managing unexpected activity with ease as after having by now got lots of experience under their belt. It was advantageous that the ship was based in Norfolk for a long period of time as this allowed the FLS team to have an enduring FLS site to easily sustain quick and efficient flow of PMC through the FLS. We were able to develop great relationships with the port agent, couriers, and base staff. The team also built strong links with the Aeromed team and ship's medical team. This helped with the smooth transfer and care of medivacs which were temporarily 'Held at FLS' before on-moved either to the airport or back to the ship.

The team worked closely with Supply Chain team onboard and were invited to a ship social, which was appreciated by all. SC Payne had the opportunity to spend some time at sea on HMS PRINCE OF WALES which developed an

understanding of what SC ratings do at sea and how the FLS support the ship from their perspective. The FLS SCs were also fortunate that LSC Smith and Smithers had time when ship was at sea to deliver training on FLS and supply chain to allow them to complete their Taskbooks and sit (and pass) their SC1 boards via teams.

It has been hard work but an enjoyable deployment. The team have faced many frustrations and challenges, but have worked well to ensure all taskings are met. They have activated a total of four FLSs in Culdrose, Mayport, Dover and Norfolk, moved a total of 139 passengers, 278 bags of mail (2,023kg), 850 items of cargo (11,915kg), and 58 items of Reverse Supply Chain stores (1,012kg).

They are very pleased to have made such a meaningful contribution to HMS PRINCE OF WALES' WESTLANT 23 deployment and are happy to have demonstrated FLS capability.



ACROSS THE ATLANTIC IN 70 DAYS

By Lt Ben Scott and Lt Cdr Chris Barnett

In August 2022, HMS Prince of Wales' much anticipated WESTLANT22 deployment came to a shuddering halt as the Captain gave the order to weigh anchor off the Isle of Wight. Owing to a major defect on the starboard shaft, the largest ship in the history of the RN instead limped northwards to dry dock in Rosyth, with an uncertain future programme.

Making new acquaintances and seeing old friends in Scotland

HMS Prince of Wales returned to her construction yard in October, with the determination to keep the ship functioning internally with the unprecedented approach of keeping all of her 750 ship's company remaining living and working onboard.



PWLS in the dry dock basin in Rosyth under the Scottish sunshine.

Without the all-encompassing support of HMNB Portsmouth and 70% of the ship's company now 'livers in' and semi-frequent weekend travellers, there was little time for the Logistics Department to 'take a knee' as increased feeding for the ship's company, ship's office pay and travel, N1 and stores support was demanded to a far greater extent than usual in base port. Notably, supporting the Naval Regional Commander and engagement with Scottish civil society, there were a considerable number of visits and Defence Engagement hosting, all delivered with brilliance by the catering services department. The 150 strong Logistics Department was called upon each and every week to deliver vital real life N1 and N4 support to all. Following a successful Fleet Logistics Inspection there was a chance to get 60 logisticians off ship for a memorable teambuilding week at Rothiemurchus Lodge in the Cairngorms National Park. With repeated delays to the repair plan in 2023, the date for flooding up slipped several times. The Captain promised he would get the ship to the USA and we would toast our success with cold beer and chicken wings. Many remained doubtful.

Under the three Forth Bridges with one long blast

In July 2023, the ship was finally ready to leave Rosyth. With a low tide and pole masts lowered sufficiently to fit the giant towers under the iconic

Old Forth Rail Bridge, steaming under all three Forth Bridges that had loomed so large for the past 10 months was truly magical, with the Ship's horn emitting a defiant, long, full blast as she was once again where she belonged; put to sea.

To capture the Atlantic autumnal weather for the seminal F35B trials programme, the plan was adjusted so that the ship would spend just four short weeks in Portsmouth before sailing westwards. Having completed the Logistics Maritime Estimate early in April, the department had a good plan and was ready to execute the storing plan once alongside in base port. Therefore, again, the Logistics Department was the 'supported department' on Princess Royal Jetty with the lead on achieving the food provisions and NAAFI onload for 1200 souls onboard, consumable stores, aviation deployed spares packs, medical stores, 2 million USD in cash and countless more holdings; over 500 pallets were onloaded, all whilst trying to ensure logisticians managed some small amount of summer leave. On 1 September 2023, a year and a week since the fateful defect to the starboard shaft, HMS Prince of Wales again sailed for America.



HMS Prince of Wales, with masts lowered, passing under the bridges viewed from South Queensferry.



Having enjoyed some phone signal and a flight deck park run off the coast of Bermuda, the ship reached dry land in Mayport, Jacksonville Florida for a much deserved foreign run ashore in October. Following the five weeks at sea, but never shying away from hard work even on first night in, with the first lines and gangway in place fresh provisions, 'liquor' and half a tonne of ice was hoisted aboard for the first of many Defence Engagement functions, with 300 guests from the US Navy and dignitaries from the local community hosted with a ceremonial sunset and best of British themed cocktail party, again superbly executed by the catering services team. After a successful and hugely enjoyable few days, HMS Prince of Wales returned to sea heading northwards along the US eastern seaboard.

HMS Prince of Wales in Mayport Naval Base with her host ship USS Winston Churchill.



Embark the jets

Arriving in Norfolk Naval Base, Virginia, the home of US Navy carriers, the 200 staff from the ITF (Integrated Test Force) embarked who would conduct the F-35B flight testing. The core mission of WESTLANT23 was to test the capability of F35B when operating at sea with a QEC.

A USMC F35B trials jet launch from HMS Prince of Wales.

Following a busy on-load on Pier 14 the ship sailed out looking for high winds and a rolling deck to commence the trials, with almost 5 weeks at sea and 1200 souls on board the question of sustainability was always present. In November, sponsored by the UK Embassy in Washington DC, the British

Ambassador Karen Pierce and Minister for the Armed Forces The Rt Hon James Heappey MP were the UK hosts for a major Reception and Capability Demonstration for 600 international guests. Calling upon the experience in Mayport the catering services department delivered with aplomb.



Further integration with MV-22 (Osprey) deck landings for the USMC.

PWLS then returned to sea to conduct the Mojave trials and integration with US aircraft such as the MV-22 Osprey. This would be a "First of class" launch/recovery of the Mojave Remotely Piloted Air System (RPAS). Another impressive feat on the deployment. Returning to Norfolk for the final time for a major disembarkation of aviation equipment, the Captain was able

to make good on his promise of free wings and beer for the entire Ship's Company. The Captain proudly addressed the ship's company; highlighting their successes throughout this journey and even giving public thanks to the Logistics Department for planning and executing the wholeship function.



One of many replenishment at sea with US assets.

The change in mood onboard from October 2022 in Rosyth to November 2023 was profound, HMS Prince of Wales has returned to sea, breathed life and purpose into each and every one of her 2000 compartments. Delivering hard power aviation at sea, and on land soft power defence engagement with the UK's most important ally, HMS Prince of Wales had done what she desperately needed to do. Reflecting back on all the hard work from the Logistics

Department that went into getting the ship to WESTLANT and remaining on task, with everyone fed, stocked, paid, it was all made possible by a brilliant team of 150 professional logisticians, (including the 12 NAAFI retail and laundrymen), often the 'supported department' during generation or when deployed; this is why Logistics Matters.

HMS Prince of Wales Logistics Department team photo in the Atlantic Ocean.



Operation GOLDEN ORB

His Majesty the King's Coronation

Lt Cdr Megan Strudwick RN

On 24 April 23, I joined volunteers from across the Navy Service, support staff and command and control to prepare for Defence's contribution to His Majesty the King's Coronation, Operation GOLDEN ORB (Op GO). Many of us had supported Op LONDON BRIDGE, the funeral of Her Majesty the Queen, just seven months prior and were ready to deliver again this time with a different MO; a celebration fit for a King.

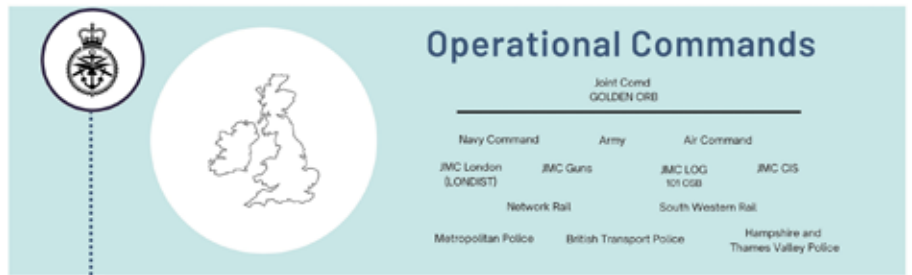
In the intervening period and armed with lessons, ROC drills and reces were conducted, and Orders released. Much like Op BRIDGE the RN's plan was to train and sustain c1000 RN Service Personnel (SP) in the Portsmouth area across four naval bases (HMSs COLLINGWOOD (CWD), EXCELLENT (EXC), SULTAN (SUL) and NELSON (NEL)) and then move them first by coach to Fareham Train Station and then by train to London for the parade itself.

Under Dir P&T, all RN elements were led by an Ops team situated in NCHQ with core logistics activity coordinated from CWD and delivered across each of the four naval bases by the executive and logistics staff. Generated for the Op, Lt Col Danny Proctor MBE REME (SO1 ES, Land Logs) headed up the logistics effort supported by N1/4 staff including me (SO2 N1 and RLS), Maj Jon Kinahan RLC (Train Movements and Inter-agency Liaison), Capt Karl Williams RLC, WO1 Wayne Shailer RM (Comd MD), Ms Kirstin Knowlson-Clark and their teams of drivers (N4 Transport & Movements) and POWTR Mel Honess and her team of Writers. Our resident naval base logisticians were on point throughout including Lt Cdr Chris Marsden (EXC), Lt Cdr Emma Evans (NEL), Lt Cdr Bart Allen-West and Lt Tracey Parrot RNR (SUL) and WO1 Kenny Dunlop (CWD) delivering support in conjunction with our industry partners ESS and Sodexo.

In the planning phase, we tackled various critical support issues including infrastructure risk, the effect an inflow of c1000 SP may have on Phase 2 training, and the availability of drivers and white fleet/commercial coaches. While some accommodation closed, other new blocks were brought online early, and Phase 2 training was temporarily relocated but driver availability remained our biggest concern with trawls continuing to go out throughout the Op.

In the first 24 hours of the Op, command and control was established within NCHQ, a central Operations Room stood up in CWD and executive and logistics nodes activated within each naval base. RSOI briefs were delivered ready for training to begin the next day.

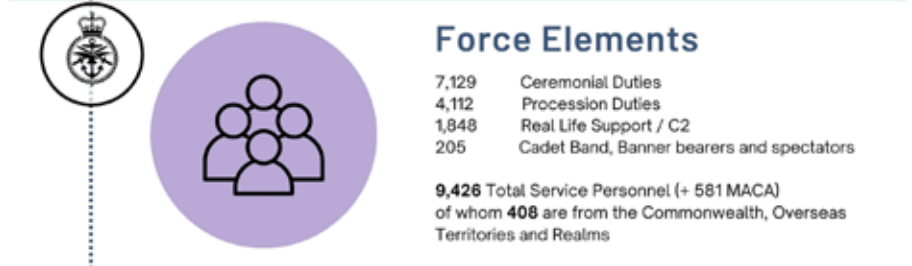
SP were assessed and assigned into capability groups including the Colour Party, Guard of Honour, Marching Platoons and Street Liners each with one of the five



Operational Commands

Joint Comd GOLDEN ORB

Navy Command	Army	Air Command	
JMC London (LONDIST)	JMC Guns	JMC LOG (N1 OGB)	JMC OIS
Network Rail		South Western Rail	
Metropolitan Police	British Transport Police	Hampshire and Thames Valley Police	



Force Elements

7,129	Ceremonial Duties
4,112	Procession Duties
1,848	Real Life Support / C2
205	Cadet Band, Banner bearers and spectators

9,426 Total Service Personnel (+ 581 MACA) of whom **408** are from the Commonwealth, Overseas Territories and Realms



Commonwealth, Overseas Territories and Realms

38 Countries Represented

Sierra Leone 1	St Kitts and Nevis 2
Tonga 3	Lesotho 3
Australia 39	Canada 45
New Zealand 21	

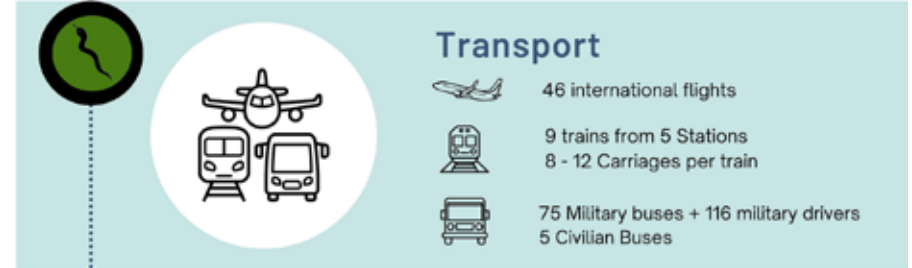
Average: 10 personnel



Environmental

11 trains vs 150 coaches
1,764 total rail miles vs total road miles 16,152

Electric Cars
Use of existing accommodation
Recycling and separation of waste in all areas



Transport

	46 international flights
	9 trains from 5 Stations
	8 - 12 Carriages per train
	75 Military buses + 116 military drivers
	5 Civilian Buses



Real Life Support (RLS)

2,232	83,752	15,428
∞	1,521	1,234 +



Personal Preparation for Ceremonial Duties

61,628 miles marched	1,700	900	3,000



RM Bands attached. However, things did not stay still. For a plethora of N1 reasons, changes to these groupings were made daily with trained 'spares' inserted into the parade. SP were redeployed to Op Polar Bear, stood down for medical reasons, including an unfortunate bout of D&V, or let go as they were not making the standard. This changing picture was reported to me daily and shared through the J1 channels.

Looking after our people was paramount, especially when some were covering c25K steps per day. Thankfully the weather remained mild which enabled rehearsals to run smoothly and for stamina to build. It also helped to preserve uniforms, boost morale and avoid widespread heat/cold injuries occurring. Our people were fed incredibly well by our industry partners who worked around the clock to accommodate daily changes to mealtimes, including very early breakfasts and hundreds of bag meals. Extra funding provided 'parade-square' provision to enhance the JSP's 100g packet of barley sweets and RNRMC helped to enhance the post-Op meal as both a celebration of the Coronation and a thank you to those involved.

Outside of the sS rehearsal schedule, three major serials took significant coordination. The Presentation of Naval Colours in London on 27 April

supported by 200 RN SP, the Day Light Rehearsal in RAF Odiham 30 April supported by 600 RN SP and the Overnight Rehearsal 2-3 May in London supported by 800 RN SP. Moving and sustaining our people on coaches and trains, in London, on a runway and through the night tested our teams and we continued to refine our processes.

After a final N1 reconfiguration it was now show time, HM the King's Coronation Saturday 6 May 23. The day began at 0200 with preliminary activity including coach moves, hot breakfast, weapon issue and nominal checks (including some last-minute problem solving!) before then moving everyone by coach and train to London. In total we moved >1000 SP to London including RNP, medics, stretcher bearers, Main Building marshals, media handlers and photographers. What a spectacle and what an experience for those on parade especially for those young sailors new to the Navy! On return from London and in true Pussers' style a well-earned curry was enjoyed by all.

The logistics teams across the Op worked tirelessly to deliver for those on parade, ably supported by many more people behind the scenes. It was a huge privilege to be part of this team and deliver our part of this prestigious event.





REOWN Supply Chain Workstream Update

Lt Tom Ringham RN, NAVY FGEN REOWN S02

What is the Supply Chain Workstream within REOWN?

Striving towards improving policy across the Supply Chain, including Single Item Ownership and ensuring Ships Support has a single repository for spare data.

What is the aim of the Workstream?

At the highest level, the Supply Chain workstream aims to build the necessary Supply Chain foundations required to support 80% platform availability by 2026. We will do this by focusing on the building blocks of a coherent operating model, data systems and data quality. The Ships' Supply Chain is delivered by many different groups of people working for diverse organisations, who are not always aware of each other's roles and responsibilities or equipped with the right tools to conduct their role. At the heart of this workstream is the need to bring all those discrete organisations together into a single coherent operating model, with the right people embedded in the most appropriate organisation, with the right tools to deliver.

What has been achieved?

Alternate Sourcing (AS), which has been rolled out across both T23 and T45 communities, has seen immediate tangible success in rectifying numerous stores related OPDEFs through alternative means, such as using existent store room stock from alternative units and combining our SC SQEP personnel with direct engineering support to provide Fit/Form/Function approvals, thus delivering over 40 days of additional availability by providing increased options for support. In Mar 24 alone, 14 of 29 O/S OPDEFs were rectified in just 21 hours at zero additional cost just by exploring alternative means. More information about this can be found at RNTM 04-003/24 or in the DESider Apr Edition.



The main focus now resides in the development of the Demand Management Tool (DMT); a revolutionary tool hosted in Kraken which will provide Navy Command (NC) accurate supply and financial demand forecasting for the entire Fleet for the next rolling three-year period. This will consequently advise NC, DE&S, industry and supporting partners to both provision and plan for FTSP and Upkeep periods to be delivered in a successful and timely manner and thus provide more unit availability to NC. It will concurrently, through second and third order effects, provide a supply plan for supporting organisations and industry to procure the right stock to be on the right shelf at the right time, whilst also holding them to account to make sure this is achieved. This tool also has the capability to be adapted across all FLCs, providing significant positive effect across the Defence enterprise.

What are the next steps?

The SC Team have created a Minimum Viable Product of the DMT and are heavily engaged in demonstrating and developing the DMT with numerous stakeholders to create a robust, user-friendly interface that can be easily adapted and utilised by the respective teams who will employ it through planning and delivering maintenance periods. They are also concurrently concentrating on cleaning the source data stored in UMMS, MJDI etc in order to ensure an accurate picture is promulgated through the DMT. The team are also endeavouring to make AS BAU across both the T23 and T45 communities before rolling out to QEC and future classes.

For further information on RENOWN SC Workstream endeavours, please contact Lt Tom Ringham (Navy RENOWN Logs S02).



The Submarine Flotilla's Belfast Shield "Cook & Serve" Competition

POCS(SM) Dan Carrington

The Submarine Flotilla's Belfast Shield "Cook & Serve" Competition is an event which provides an opportunity for Submarine Flotilla Catering Services personnel to work alongside the Colleges and Higher Education facilities of Northern Ireland. The competition seeks to further develop culinary skills, nurture pride in professional achievement and seeks to give college students an insight into what our catering teams do within the Royal Navy.

This year, four teams from across Northern Ireland came together to compete at South-Eastern Regional Colleges' Bangor Campus, going head-to-head with a Submarine Flotilla team. The five teams consisted of two back of house and one front of house staff. The Submarine Flotilla representatives were CS(SM) Collinson (Chef D' Cuisine) from HMS VICTORIOUS, CS(SM) Donald (Chef D' Cuisine) from HMS VENGEANCE and LCS(SM) Benton (Maitre D'hôtel) from the Waterfront Logistics Support Group.

Each team prepared, cooked and served a three-course meal within 90 minutes for four covers, one to be presented to the judges and three served to diners at a laid table. Teams had to plan the menu working on a costing of £165 per team with a maximum of £10 pounds used for accompanying soft drinks and a Mocktail as an aperitif. The table had to be set up and the first course presented within 35 minutes, the main course within 55 minutes and dessert within 75 minutes. Cafetière coffee had to be delivered within 90

minutes. Menus were at the competitor's choice but had to remain within the costings.

The event this year was highly competitive with some outstanding dishes being produced by the Chefs and accompanied baby Mocktails created by the Front of House staff. The winners were the South-Eastern Regional College, whose dishes included Roast Monkfish with Scallops and Pistachio Encrusted Roast Lamb.

Team Captain, Jamie Benton stated, 'It was a great pleasure representing the Submarine Flotilla and the wider RN as Cook and Serve Captain'. Event organiser, CPOCS(SM) Michael Theobald of the Waterfront Logistics Support Group praised all the teams for their dedication and enthusiasm. He stated 'the competition gives an opportunity to the students of Belfast to showcase the expertise and knowledge they have learnt as well as being given a glimpse insight into the life of a Royal Navy Catering Services rating'.

For the Royal Navy team, it was a great opportunity to take a short break from the busy Operational tempo associated with Submarine Operations, and has forged a link between the Royal Navy and the Colleges and Higher Education facilities of Northern Ireland.

Each team prepared a three-course meal for a table of three people.





CS(SM) Reece Collinson and CS(SM) Scott Donald.



CPOCS(SM) Russ Cartwright, Commander Rob Milligan RN, SERC team, Lucie Ramm, Front of House and Chefs, Sarah Termonia and Grace Dugan, Brigadier Andy Muddiman ADC and CPOCS(SM) Michael Theobald.



CPOCS(SM) Russ Cartwright, CPOCS(SM) Michael Theobald, CS(SM) Reece Collinson, CS(SM) Scott Donald and LCS(SM) Jamie Benton.

Forward Support to Submarines

POSC(SM) H Harries



The Submarine Flotilla Operational Logistics Team.

As Royal Navy Logicians, we're all aware of how to manage international movements, including the final mile to get that widget out to a vessel at sea. But how are nuclear Submarines supported?

Overseas support to Submarines is uniquely complex. Aside from all the normal considerations that would be applicable for a Destroyer or Frigate, Submarines require extensive preparations to be made prior to berthing. The boats need specialist berthing facilities, (lots of) electrical power, demineralised water, bespoke slinging arrangements, equipment workshops, security cleared divers, provision of (platform specific) support equipment, firefighting apparatus, and provisioned receipt/dispatch facilities to process the large quantities of mission critical stores (many of which have Quality Assured status or other handling caveats), all of which is behind a layered security framework to protect the platform and crew. With the Submarine itself having limited ability to communicate directly with the port authorities ahead of its arrival, the task of co-ordinating these enablers rests with the Submarine Flotilla (SUBFLOT), which includes an Operational Logistics team comprising of a Logistics Officer (Submarines) and Supply Chain (Submarines) staff.

Between Summer 2023 and Spring 2024, SUBFLOT deployed an Operational Logistics team to WESTLANT to support two separate but concurrent deployments. HMS VANGUARD conducted a Demonstration and Shakedown Operation (DASO); a multi-port visit mission that prepares the unit to resume its tasking under Operation RELENTLESS after a lengthy Deep Maintenance Period (DMP). HMS ANSON, in the early stages of her Commission, carried out warm weather trials and Magnetic Silencing as part of her generation in preparation for her first deployment on operations.

During the pre-deployment phase, SUBFLOT's Supply Chain team worked closely with Ship's Staff to assist with the advanced planning, refining the support timelines and solutions on behalf of the embarked LO. More broadly, the extent of the deployment and the planned Operating pattern required substantial uplifts in material requirements mandating extensive liaison with the relevant Delivery Teams in DE&S and SDA to enable these demands. Compiling all these requirements, the Operational Logistics team liaised with DSCOM, NCHQ Movements Team, the RLC and the RAF to facilitate the required movements.

In total the team moved in excess of 90 tonnes of equipment to support the two WESTLANT deployments. Given the unique challenges facing



HMS ANSON in the Magnetic Silencing Facility (MSF).

Submarines, not least limitations on material availability and security classification, significant quantities of equipment had to be flown. In total over 50 tons was moved via air with the Operational Logistics team working closely with the Joint Air Mounting Cell (JAMC) at the Duke of Gloucester Barracks, where the RLC concluded their final checks, prior to move to RAF Brize Norton for onward flight to Jacksonville Naval Air Station, Florida. The remainder of the stores were sent via sea freight into Savannah, Georgia.

With the pre-deployment element complete, the Operational Logistics team deployed to WESTLANT to unload cargo, execute “final mile” delivery and stream the material ready to support the planned activity. As VANGUARD sailed into King’s Bay Naval Base, Georgia, the Operational Logistics team had already ensured that all equipment was on the Jetty ready for any emergent or routine pre-planned maintenance. Thereafter, over the course of the six-month deployment, the team provided direct support including managing stores for emergent defects. Crucially, the team also dealt with multiple intra-theatre moves. As part of the DASO, VANGUARD temporarily relocated to Port Canaveral requiring a move of all UK logistics assets to support. For ANSON, there was a requirement to deploy to West Palm Beach whilst the platform was undergoing activity in the Atlantic Undersea Test and Evolution Centre (AUTEK) including co-ordinating a series of rapid transfers of equipment from the Bahamas.

As the deployment drew towards the end, the Operational Logistics team was lead for managing the Reverse Supply Chain. The three-person team ensured that all support equipment was manifested, packaged, DG paperwork raised, and transport arranged to meet an RAF C-17 flight from MacDill Air Force Base, Florida. The remainder of the stores were prepared for sea transport and despatched to the port of Corpus Christi to meet the RoRo vessel MV EDDYSTONE.

In summary, from pre-deployment through to recovery, the Supply Chain team are critical enablers for overseas Submarine activity. With the anticipated improvements in platform availability and the increased focus on AUKUS endeavours, Supply Chain support to overseas operations will increase significantly over the years ahead. This WESTLANT deployment has demonstrated the success of the model and aligns with the 2024 Logistics branch strategy which recasts the role of Supply Chain personnel to better support Forward Presence.



HMS ANSON preparing to sail from King’s Bay Naval Base.



Recovery flight from MacDill Airbase in Florida back to RAF Brize Norton.

HMS VICTORIOUS

CPOSC Tim Young



USS Tennessee operating on the surface next to HMS Victorious.

For the crew of HMS VICTORIOUS, the past 18 months have been varied, challenging and “logistics heavy”. Returning from an extended patrol, the platform commenced its Base Maintenance Period (BMP), whilst simultaneously preparing to deploy to the United States for a Trident missile offload. Following a successful deployment, the focus switched to achieve a smooth transition to Devonport, in readiness for the Deep Maintenance Period (DMP). Due to the number of elements and supporting organisations involved, the process required extensive planning and a huge team effort in order to deliver on all key milestones.

WESTLANT

Planning for WESTLANT commenced 6 months prior, initially with a number of informal discussions with Babcock, UK Military Representatives and SUBFLOT’s OPLOG Cell. It was important from the outset to develop realistic and deliverable solutions with a small group of credible and trusted key players of a logistical background. A comprehensive plan was agreed and delivered to both Command and the Ship’s Company. All planning considerations were recorded in detail within a modified Force Equipment Table, which was used to provide assurance to Command that all necessary actions were in place, which would also become a valuable LfE document that could be utilised for future SSBN operations.

It was very clear prior to WESTLANT that VICTORIOUS was ready, if not overdue, for her DMP and the transit to the US was expected to be non-eventful. The submarine reached King’s Bay Naval Base with an ever-growing collection of A1 OPDEF’s that ultimately required a dedicated C-17 flight provided by the RAF. Approximately 20 tonnes of OPDEF related materiel were flown out to support what turned out to be an exceptionally busy Deployed Maintenance Period. Regardless of the challenges, the SC Team worked closely alongside Engineering Section Heads to ensure that defects were rectified, operational capability was restored, and the deployment was a resounding success.

BMP 25(B)

On return to CLYDE, BMP 25B turned out not to be as demanding as expected. This provided an unexpected degree of flexibility, and it would

have been very easy to sit back and enjoy a period of calm. The Supply Chain Team were already supporting the Ship’s Company in offloading and returning their departmental spares, that had no doubt been locked away and undisturbed since the boat commissioned in Jan 95. This period of calm presented an opportunity...

DE-STORE OF ALL BULK CARRIED ON-BOARD SPARES (COB)

Previously, platforms going into DMP had waited until their arrival into Devonport to conduct their store-room stock de-store. They would allocate a full 48-hour period, working shifts to de-store the submarine utilising the full Ship’ Company and Devonport-based Support Partners.

But what if this wasn’t the best approach? What if the Command team would agree to the Supply Chain Team offloading all bulk stores from the platform, that were not reactor safety critical, whilst berthed in Faslane? The only issue seemed to be that HMNB Clyde were unable to offer any temporary storage facilities and an alternative solution would be required.

We took the decision to submit an application to Team Leidos for two 40ft ISO-containers. Two weeks passed and we’d heard nothing so assumed that the request had been rejected. There were also numerous issues when it came to the very limited offload locations across the base. Late one afternoon, a call was received from MOD Security saying that a lorry had arrived loaded with ISO-containers. They were immediately escorted to the edge of a car park and offloaded in the hope that no-one would notice them. They weren’t noticed, Command approved the off-load plan and everything was back on.

In total, 8 tonnes of bulk stores were off-loaded by the SC Team from across the platform, with every bag having to be carried or winched up one of the 10-metre Logistics Escape Towers. This approach meant that everything could be stocktaken prior to being bagged, tagged, and transferred to the ISO-containers. Overall, this approach was more managed, reduced chances of damage and decreased the likelihood of losses. All weights were recorded and fed back to Command, due to the impact on submarine ballast configuration.



Arrival of bulk stores at Morice Yard, HMNB Devonport.

TRANSFER OF PERSONAL GEAR

It is much better for Supply Chain Senior Rates to decide upon a deliverable and cost-effective solution and present it to DEPCO's, rather than ask a committee with a limited understanding of Logistics to thrash out a solution. As this affected the majority of the Ship's Company, every step was clearly detailed within a TEM, firstly to give direction, and secondly to provide top cover in the event that it all went horribly wrong. In the end the Supply Chain Team distributed boxes, packing materials and labels to agreed locations. Packed boxes were collected 2 days later from the foyers of respective accommodation blocks and transferred to Faslane Outward Shippers.

A dedicated 40ft curtain sided trailer was later booked through Kuehne and Nagel, with any spare capacity utilised for casing gear, harbour ladders and any unexpected bulk. This approach guaranteed that everything would arrive together, reduce the likelihood of things being lost in Bicester, and provide the team with an approximate arrival time in Devonport. This arrival time was key in allowing the Augmentation Watch to be in position at Devonport Distribution Facility (DDF), ready to distribute to respective cabins prior to the submarine's arrival.

TRANSITION TO DEVONPORT

In the run up to the move, there were numerous plans relating to the amount of time that the submarine would remain on the sea wall. Remaining on the sea wall was beneficial and allowed us to de-store with virtually no restrictions. On the other hand, there were plans to go straight into the basin, which would present significant restrictions, particularly relating to the access rights of base transport. In the end, with numerous back-up plans in place, we managed to offload oxygen generators on the sea wall, with everything else being offloaded within the basin.

ESCAPE STORES

The offload of escape stores, consisting of 600 x oxygen generators, 360 x escape suits, 400 x lithium curtains and 1200 x ration bars was a fairly straight-forward evolution. However, the sheer volume of equipment coming off the boat meant that it was imperative that there was a carefully considered plan, and that both Ship's Company and Support Partners all had a clear understanding of what was going to be involved. Although it was a slog, the sun was out, we had full Ship's Company buy-in and all was achieved with relative ease.

DE-STORE OF ALL REMAINING CARRIED ONBOARD SPARES

During the transit to Devonport, focus immediately shifted to packing all remaining carried on-board spares. Rather than emptying drawers into stores bags, the decision was taken to decant into 450 boxes, that would be lined up along the length of the Missile Compartment. They would provide added protection, they could be stacked and secured, would be more manageable for the crew and less likely to cause injury. Removing all bulk in Faslane and boxing up all the remaining stores during the transit meant that the de-store was rapid, reducing this element from the usual 48 hours down to 6 hours.

SUMMARY

It has been a privilege to lead a Supply Chain Team whose relentless work ethic behind the scenes has led to an exceptional output, despite me often pushing them to the edge of breaking point! Combine that with a Ship's Company who all fully bought into the process, has resulted in every element being successfully accomplished. Logistics is always going to be a challenge, particularly when there are so many moving components and often other competing priorities, but this clearly proves that with early planning and by surrounding yourself with the right people, anything is possible.



Ship's Company supporting the offload of storeroom stock.

Logistics in HMS SCOTT

Lt Olivia Ashman RN

Since joining in October 2023 as the Logistics Officer in HMS SCOTT, the difference of life on board a lean crewed survey vessel became swiftly apparent. Being in a singleton LO position has certainly had its challenges: taking on the role of Damage Control Officer and responsibility for the department whilst taking the ship through DRT and preparing for a life extension refit has been a steep learning curve, but one that has taught me a lot in a very short space of time!

SCOTT runs a three Watch Crewing system, with ten weeks 'on watch' and four weeks 'off watch'. For one in three watches the 2nd Engineering Officer takes on the role of Alternate Logistics Officer. Lt Cdr Dallimore kindly provided a few words on his experience for any budding Alt LOs!

"As the 2nd Engineering Officer in HMS Scott, my position exists to allow three Watch Crewing to work. For the first five-week period I cover the Logistics Officer role, for the second five-week period I cover the Engineering Officer role, before my own four weeks of watch rotation leave. Both roles are very different and offer separate challenges and rewards. With my core trade being Marine Engineering, it was initially very odd to join a unit and almost immediately find myself stewarding a Logistics Department, this is made even more challenging by the fact there are no Logistics PJT courses that I'm required to complete prior to taking up the assignment. This places further pressures upon the Logistics Officer, as they need to deliver rapid training

on CMT, LOGREQs, Legal, and Port Agency Contracts in a short period of time to maintain output to Command. To date, my most enjoyable periods in HMS SCOTT have all occurred while acting as the Alternate Logistics Officer - 100% freezer musters will remain etched on my memory for life. I'm very proud to have been given the opportunity to work with a fabulous team, within a fabulous Branch, and, given my time again....."

There are several additional duties that the Logistics department are required to conduct in SCOTT that offer a broader understanding of whole ship activities and routines, and a prime opportunity to demonstrate CLM skills beyond that expected on larger units. The Junior Rates (stand fast Catering Services) act as Quarter Master and Bosun's Mate on the Gangway when alongside and the entire department work 'Part of Ship' or Yankee Patrol during Specials. Most are involved in handling and securing lines on the AX or FX and, whilst it can be tedious in inclement weather, when the sun is shining and we're coming into a new port, it can often be a great experience and something that they would not usually get the chance to partake in.

Once qualified, LHs can act as Duty Leading Hand rather than duties on the gangway, allowing more time to focus the day job. SCOTT does not go to Action Stations, which creates several other nuances to duties, such as the Catering Services team all being First Aiders instead of Support Party, and the Writers acting as I/C SSEP (POWtr), IBO (LWtr) and containment or SSEP (Wtr).

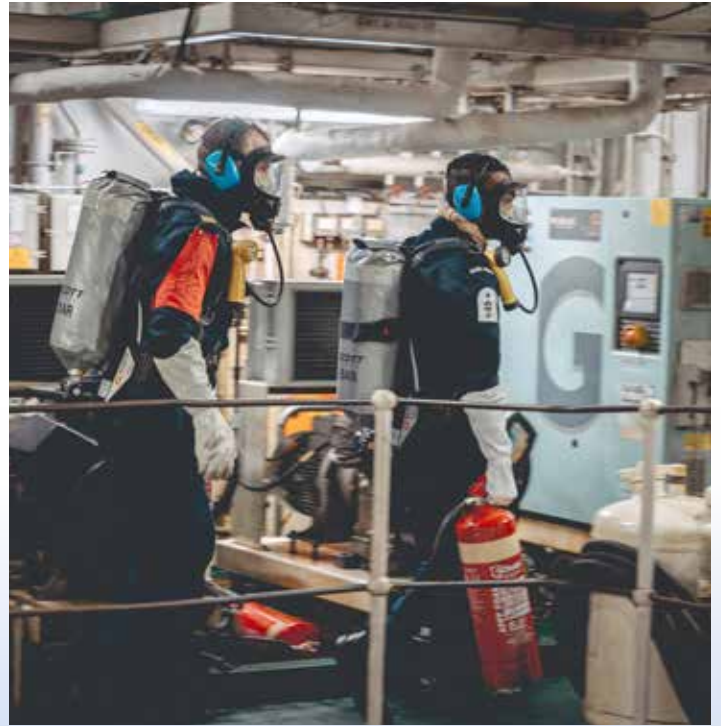


With two LCSs and two CS in each rotation, all caterers run their own galley watches. This provides a chance for CS1s in particular to demonstrate and develop their galley management and prioritisation skills, independently writing their own whitelists and retrieving stores.

The two LMAs on board each act as sole LMA for one in three watches, though when we are outside of UK waters (which is the majority of the time for SCOTT!), we also embark a GDMO. The often-frequent turnaround of GDMOs means the LMAs act as the continuity and bring the GDMO up to speed, particularly important for those GDMOs for which SCOTT is their first time at sea.

A significant difference for LHs on board is the chance to be alternate sub-department heads for one of the three watches. Although not Local Acting, it is really beneficial for their personal development and proving their ability to act at the rate above, highlighting the importance of having experienced personnel who are actively looking for advancement.

Life in SCOTT is both demanding and incredibly rewarding and presents an opportunity to all those in the Logistics Department to drastically diversify and develop their professional portfolio unlike any other!



Carrier Solid Support

What will it be? Where are we now? What is an RFA Logistician doing?

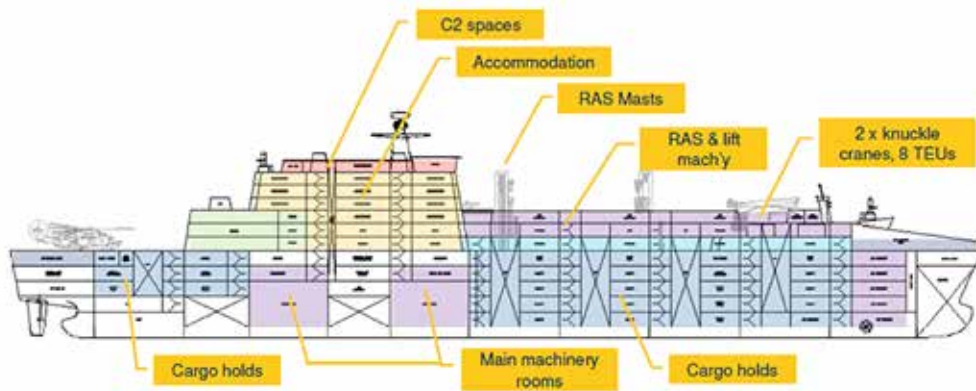
1/O(LS) Phillip Balch RFA

Future Solid Support (FSS) is the delivery of a solid support capability that sustains the fighting abilities of Maritime Task Groups; acting as a catalyst for the growth of the UK shipbuilding industrial base and supply chain; promoting the standards for environmental compliance and carbon reduction.

The FSS Project will replace RFA Fort Victoria by delivering three new ships to support the Queen Elizabeth Class Carriers and the surface fleet,

providing the ability to conduct global deep blue operations, with our allies or independently.

The FSS extensive cargo holds, magazines, lifts and cargo routes will be configured such that a combination of MHE (side loaders, forklift-trucks and powered pedestrian pallet-trucks) can be used to safely move cargo around the ship to the RAS points and directly to the flight deck, where Wildcat,



Merlin and Chinook can operate from. The ships will have accommodation for approximately 180 personnel in modern cabins, mess rooms, living and workspaces. They will also be adaptable for future technology and receive National Grid shore power when available.

FSS is contracted to Navantia UK, who are working with BMT (Naval Architects and Consultants), Navantia SA (the Spanish shipbuilder including the Navantia shipyard in Cadiz, Spain) and Harland & Wolff (Shipyards in Belfast and Appledore). Together, these companies form Team Resolute, collaborating with the many specialist skills across the MOD to design a large, complicated ship with many requirements and regulations.

Important large items, such as engines, have already been ordered. The first steel will be cut in Spring 2025 and the first ship is expected to be accepted in the second half of 2029, to then begin the Contract Insertion Period for sensitive upgrades, training, and further trials.

My role is based at MOD Abbey Wood within the DE&S Ships Acquisitions FSS Team. It is a group of 50 professional DE&S staff, with mainly engineering backgrounds, alongside a handful of RFA Officers working for NCHQ or DE&S to deliver a high-quality product, that will meet the requirement, on time and on budget. I wanted to use my refit and build experience to take on a new challenge and make a positive difference for the ship's company who will operate these ships for the next 30 years.

Day to day, I am involved in Operability which covers; Oversight of Design in terms of Health & Safety, Ergonomics and Securing for Sea, Hazard Identification & Safety Assessments, through to the Training Requirement

and Port Facilities Integration. Much of this work is through communicating with the BMT design team and the RFA Logistic Supply branch for feedback.

I am also part of the small but experienced team working on Integrated Logistics Support (ILS). We are looking at Remote Condition Monitoring for the preventative planned maintenance across the platform, dependant on the equipment fitted to improve Availability, Reliability, Maintainability and Obsolescence Management. This will develop into the spares requirement to be held onboard and ashore.

The ILS team are also developing the list of requirements for Government Furnished Equipment stores and First Outfit of Stores. At this early stage in the project, it sounds like we will just order some stores, but to do this we needed to cross check a spreadsheet with 2500 items from previous builds to see if we need all of them – we did not! This is just the start of the identification, quantification, ordering, delivery, and management of all this equipment in a warehouse, prior to it being boxed up and sent to the ship in a logical streaming order that does not overload the capacity and resources of the logistics team at the end of the build.

Having been the Logistics Officer in Korea for the build of the Tide tankers at the other end of this process, it amazes me how much every ship requires, from PPE, fire extinguishers and centre fed hoses through to tools, cleaning gear and stationery.

It is early days in the role for me as I learn the DE&S TLAs (Three Letter Abbreviations), but I am happy to take on the challenge, to use my knowledge of global operations, learn new skills and make a positive difference to UK Defence.



Forward Logistics Site: OP FIREDRAKE 2023

SC John Gale - Maritime Reserves

On 8th September 2023, HMS QUEEN ELIZABETH (QNLZ) and her escorts sailed for Op FIREDRAKE, the RN's first major Carrier Strike Group (CSG) deployment since 2021. The Task Group (TG) undertook a series of exercises in Northern European and Atlantic waters, working closely with Joint Expeditionary Force (JEF) and NATO partner nations, including the Norwegian ship HNoMS OTTO SVERDRUP. The carrier made her first visit to Sweden, with a mid-deployment break in Gothenburg, while HMS DIAMOND (DMND) travelled to the Baltic Sea to visit partners in the region. All were supported throughout by Forward Logistic Sites (FLS).

What exactly is a FLS?

The FLS is a logistical hub to coordinate the seamless movement of Passengers, Mail, and Cargo (PMC) to and from deployed RN and other units operating in the TG predominately afloat but also ashore. It is supported by a team of regular and reserves from the Supply Chain specialisation who are at R2 readiness to deploy around the globe. In the UK, the team work from the RN Warfighting Centre in HMNB Portsmouth as part of COMUKSTRKFOR.

The Op FIREDRAKE team

On Op FIREDRAKE, a FLS team consisting of 5 members of the R2 team (CPO Scotland, LSC Scott, SC's Beeches, Young & Pirie) and 4 Maritime Reserves (PO Dunkley, SCs Gale, Prathapan and Thomas) supported the TG (QNLZ, KENT, DMND and the air wing).

Due to the demand from CSG, the team was tasked with setting up FLS in Ramsund, Bergen and Stavanger.

This was my first reservist mobilisation, and it was a challenge for our team to fulfil the demanding, varied, and ever-changing requirements of an FLS. However, it is one where we as Maritime Reserves fully appreciate the responsibility and empowerment of FLS teams, while contributing to their success.

What did we do on Op FIREDRAKE?

The CSG sailed from Portsmouth to the North and Norwegian Seas to conduct rigorous sea trials and develop NATO relations, while F35 Lightning stealth fighters conducted landings on the carrier in a variety of conditions.

We initially established an FLS in RAF Leeming, North Yorkshire, tasked with co-ordinating PMC movements to and from the ship via HLS transfer. RAdm Pedre (COMUKSTRKFOR) & VAM Burke used the opportunity to transfer to and from QNLZ then have a wet with the FLS team, where I took RAdm Pedre to see the Qatar Air Force Hawk jets training at RAF Leeming.

Once the CSG was out of range of RAF Leeming, the team flew ahead of the TG to Norway to establish FLS Bergen. FLS Leeming was then deactivated, and the team regrouped in Bergen.

As the operation moved up the coast to Ramsund, the FLS team split to establish FLS Haarstad while maintaining FLS Bergen, co-ordinating incoming PMC in readiness for when the TG arrived back in range.

The FLS Ramsund team co-ordinated PMC from Evernet Airport to Haarstad Heli pad for onward move to the TG. The team moved personnel from Ramsund to Tromsø, including a Medevac from Tromsø hospital to Ramsund Naval Base, where we all took care of him until he was fit enough to travel back to the UK.

The TG's operational areas then moved south, so three members left Bergen to activate FLS Stavanger, in readiness to provide continuous support to the TG.

Whilst the FLS teams in Bergen & Stavanger were still active, the Ramsund FLS Team de-activated and re-activated in Gothenburg, Sweden, this then allowed FLS Bergen & Stavanger to de-activate and join us in Sweden.

FLS Team.





QNLZ arrived in Gothenburg, Sweden, where the ship was opened for defence engagements. The FLS team visited the logistics team onboard daily to deliver Cargo and Mail, including Diplomatic Mail, and coordinate the reverse supply chain (RSC). This was crucial to build working relationships with Ship's staff and maintain consistent communication with the Ship's agent. We were also on hand to provide support with movements to and from the airport for personal joining and leaving the Ship. The value of having a friendly face in RN uniform ready to engage cannot be underestimated.

Prior to de-activating FLS Gothenburg, FLS Stavanger was re-activated and continued to support the TG while the escorts were alongside. We then stayed to assist with the RSC of all QNLZ stores that remained in Stavanger.

The above demonstrates how flexible and interoperable the FLS team are, and required to be, to ensure all ship requirements are met with high level of consistent support.

It has been hard work but an enjoyable deployment. We've faced many frustrations, challenges and unpredictable activities. As a team we have all worked well to ensure all taskings are met.

We activated 5 FLS's across Norway and Sweden, where we moved a total of:-

- 78 passengers
 - 4 Medevacs
 - one compassionate case
- 70 bags of mail (505kg) into the TG
- 1 bag of mail (5kg) out of the TG
- 263 items of cargo (2738kg) into the TG
 - 49 WE/ME OPDEFs Stores
 - 43 Air OPDEFs
- 99 items of cargo (1201kg) in the reverse supply chain

We are very pleased to have made such a meaningful contribution to the Op FIREDRAKE 23 deployment and are happy to have demonstrated FLS capability.

After Op FIREDRAKE, I was re-deployed to the FLS in RAF Akrotiri Cyprus in support of Op CHAMBRA.



700X NAS – MITL Update

Lt Dan Banevicius RN

In seeking tools to lend an advantage to Operational Commanders at sea, we can look to the upcoming delivery of the Malloy T150 air system to 700X NAS. The Squadron is responsible for delivering the Royal Navy's Remotely Piloted Air Systems (RPAS) capability, delivering RPAS courses across Defence, ultimately training military operators to use RPAS on the frontline. 700X NAS has recently had Logistics Officer position raised, to generate a novel Logistics sub-Department at the Squadron, a clear indicator of the stock which has been placed in UAS by the Royal Navy.

At this stage we are very much working in the realms of planning and prospective usage, but the intent is for trials onboard forthcoming CSG deployments and platforms at sea, with an ultimate aim of the Malloy air system (or it's successor) being used for the agile movement of light cargo in the MITL space. Malloy air systems have been successfully trialled, achieving Ship Air Release, paving the way for potential support to the Future Commando Force and littoral Operations.

At a glance capability

68 Kg max payload
70 Km range
30 m/S cruise speed

When we consider 'lessons learnt' and empirical data from previous deployments, it is clear that the vast majority of moves fall into the sub 70kg category, so with a 68Kg max payload the utility of the Malloy T150 is clear. Cargo

moves across the Fleet can also overwhelmingly be categorised as 'low priority', making uncrewed air systems a prime candidate for their transport. In support of Commando Operations, heavy lift drones are well suited to the delivery of ammunition, blood, and medical supplies – ruggedised tablets give the operator the ability to select a map location and the required time for delivery.

In terms of MITL usage, the max payload is a limitation when compared with crewed air systems. Further, due to the small size of the system, there will be limitations imposed by adverse weather conditions when conducting MITL; this will need to be evaluated ashore by the operators in 700X NAS Test and Evaluation, and in Theatre.

Training of operators for crewed air systems is a hugely expensive and resource-heavy enterprise; future Ship's Companies could have personnel trained to fly the drones ready onboard, mitigating the burden of using crewed air systems for suitably lightweight moves – providing another tool which can be used by the Command team. Of note, is that uncrewed systems generally require a significantly smaller team than say, a Merlin Mk2, to maintain and operate them; this has already been used to great effect in Theatre onboard our smallest ships.

To summarise, the way that the Fleet Air Arm and the wider Fleet does its business continues to evolve to meet the changing face of both Operations and sub-threshold actions; uncrewed air systems look set to feature heavily in this development.



From ship to shore

– the amphibious evolution of a DGLC

Lt Luke Prausnitz RN

It is now over 2 years since Commander Littoral Strike Group (COMLSG) and 3 Commando Brigade were brought together to form a new, single 1* HQ that is both held at high readiness for operations while leading the UK Commando Force. Having joined at the tail end of the existence of COMLSG, I was initially expecting the traditional battle staff routines – away for about half of the year, then planning, along with staff and personal training, for the other half and repeat. This was not to be. Following the merger into Headquarters Commando Forces (HQCF), I entered the frogspawn stage and had to rapidly reform the role and catch up with the broader requirements of a joint planner on an integrated amphibious staff.

The first attempt at braided deployment was COLD RESPONSE 22, although there remained a much larger maritime staff and a divided planning room in HMS ALBION. The summer term saw a steady refocus on the refining of the Littoral Response Group (LRG) concept ahead of Op ACHILLEAN, giving us the chance to really hash out how it works, with a Taskgroup sailing in the Mediterranean conducting extensive amphib exercises with partner nations – training hard then supporting Defence Engagement with local dignitaries. After a joyful homecoming, 2023 brought the first “proper” year of what life at HQCF is like as a budding tadpole. The new HQ is a very different construct to a traditional maritime battle staff. Broadly, it deals with current CF operations, plans for future LRGs, and provides administrative C2 to all nine Commando units. Think of a mix between the MOC, FOST, SURFLOT and UKMCC.

To plan for two concurrent LRGs, two teams are set up. Both consist of an RM Major, PWO, and an RLC Major. My position floats between the two to assist with maritime logistics planning and the generation of maritime IAs. In addition, it remains deployable for planned and emergent maritime ops. So what did this mean for me?

2023 opened with a chance to attend the Joint Operational Planning Course (JOPC). This provides extensive training in higher level planning. Followed

shortly by the Planning for Ops module of ICSC(M), the start of the year gave me a solid grounding in the theory of battlestaff planning. This proved useful when a NEO from Sudan became apparent and the wonderfully named Op POLAR BEAR kicked off. At the outset of a fast-developing situation, HQCF stood up our own JOC. Owing to commitments elsewhere, we were thin on the ground for dark-blue staff and I found myself putting my new planning knowledge into action covering areas that would be more traditionally done by a PWO.

A short while later, I spied a chance to act as the maritime logs planner to the USMC, deployed on BALTOPS in the relatively luxurious USS MOUNT WHITNEY, which boasted extensive computer terminals and space to plan, plenty of accommodation, and a separate staff wardroom to prevent overcrowding – maybe one for the Royal Corps of Naval Constructors to note for MRSS...

Emerging from time across the pond with our American friends I returned to RMB Stonehouse as a full frog, well versed in amphibious understanding and terminology, with an autumn term unfolding for HQCF to really get stuck in to joint logistics and operations following the Hamas attacks on Israel, resulting in a very busy period for the entirety of the HQ in trying to resource ops in the Eastern Med, as well as our routine LRGs.

As I prepare to handover and look back on all I have done, the past 28 months have been tiring, exhilarating, uncertain, and very enjoyable. To all pussers interested in operational logistics, jointery, and a strong team ethos, HQCF is a fantastic place to work. With an increasing focus on warfighting capability and persistent presence vice contingency, it is clear littoral operations will continue to persist for some years to come. You will be challenged, tested, and learn far more about how our role feeds into the land picture than anywhere else, while working with a great ops-focussed organisation that places real value on your logistics knowledge and experience.





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RICHMOND IN THE RED SEA

Lt Cdr Benedict Normanton RN

In an era of platform availability challenges and increasing operational requirements, ships in fleet time must be ready for almost anything. HMS RICHMOND recently experienced such a programme change. Whilst deployed mid-December, in the freezing Baltic on JEF led Op ALUMINIUM INTERLOOP, we were informed that the upcoming FTSP was cancelled and that we were to return to the UK to generate for Op PROSPERITY GUARDIAN in the KIPION JOA, sailing in just 3 weeks' time.

As a towed array fitted anti-submarine warfare ship used to North-Atlantic operations and Arctic temperatures, the tasking was surprising. Reconfiguring for the Red Sea over the Christmas period was particularly challenging. We swapped cold weather clothing for boarding team MTP, our various Krone for Dirhams as well as stocking up on action overalls, CBRN medication and pork sausages. We also welcomed a Royal Marine boarding team from 45 Commando and a Wildcat helicopter from 815 Squadron, along with all their kit. Despite best efforts of the supply chain, both internally and externally, who worked tirelessly throughout the 3-weeks, it was impossible to be fully prepared on sailing from the UK. Therefore, during port visits to Gibraltar and Souda Bay the supply chain team were busy locally purchasing and managing a challenging schedule of over fifty individual stores items shipped from the UK. Owing to their hard work, RCMD arrived on time in the Red Sea to relieve HMS DIAMOND, even delivering OPDEF stores via VERTREP as we passed.

Despite being well prepared, sustaining on Op PROSPERITY GUARDIAN was complex. The changing geopolitics in the region had impacted the levels of host nation support provided, with frequented ports no longer available and new ones opening up.

The port guides were no longer reliable sources of current information, including customs clearance times for critical OPDEF stores. To counter this our US allies at CTF 53 supported RCMD's sustainment with use of their MILAT throughout the KIPION JOA, replenishment at sea of fuel and delivering stores via VERTREP, allowing RCMD to remain on task.

Internally, RCMD's logisticians thrived delivering operations, despite the very real threat to life. For the first time in their careers, the catering team conducted two safeguard action messing serials during a lull in Houthi missile and drone attacks. They even beat the fleet standard time by serving breakfast wraps within 45 minutes, allowing the Ship's Company to return to their action stations swiftly. When out of the area of operations the caterers were still working selflessly, as much of the Ship's Company recuperated, supporting flight deck BBQs and Defence Engagement. Of note, RCMD transitioned from defending the ship against drone attack to Defence Engagement in 48 hours, holding an Iftar (breaking of the Ramadan fast) onboard during a port visit to Jeddah. Although surprising in a warzone, Defence Engagement remains hugely important in the changing geopolitical landscape.





There were many lessons from this short notice re-tasking. These range from the benefit of maintaining our relationships with allied logisticians, the effectiveness of providing a meal that can be held in a one hand during action messing rather than a pot meal, to the utility of alternative procurement in foreign ports. However, the most important lesson is that we can absolutely rely on our well trained, well-motivated people to rise to the challenge during wartime. The team delivered across all logistics specialisations to generate RCMD at short notice, sustain her on operations and fulfil their State 1 responsibilities.



10,000 Mile Supply Chain

How do we do it?

SC George 'Fish' Haddock

The TAMAR challenge really starts and ends with the first step, our location. 10,000 miles away from Portsmouth in the South Pacific, even the simplest of supply chain tasks can be difficult. Since deploying in 2021, HMS TAMAR has spent 3 years paving the way for the future of the Royal Navy and will continue to do so until at least 2028. As part of our small Logistics Supply Chain team of 2 (POSC & SC1), I enjoy the everyday challenges we face. Here's why;

Planning: We have to be on the ball. Once the ships' programme is available we hit the ground running, bidding for sea freight, ensuring our routine stores are there waiting for us in our bi-annual maintenance periods. Our operational capability is propped up by these essential items; whether it be screws, toilet paper, gaskets or stationery, it is all required to keep HMS TAMAR ticking over.

Planning the unplanned is one logistical nightmare we conquer on a regular basis: the requirement to receive urgent OPDEF stores in the most remote parts of the world. From the instant the defect is known, we are working with our colleagues back in the UK to source the part in the fastest manner possible. Last-minute cargo flights to the South Pacific aren't always the cheapest option, but it's a price worth paying to keep HMS TAMAR operationally capable.



The challenge of planning has to remain constant and flexible to maximise our productivity, due to being so far away from our base port and the main Royal Navy logistical structure back in the UK. This aspect of serving on HMS TAMAR is fantastic and always requires attention in overcoming both "in unit" and "bigger picture" logistical challenges.

Support: None of what we do would be possible without the endless support we receive from the UK, with the two main streams of external support coming from Kuehne & Nagel and UK Docks. The former is the key player in managing our sea freight, making sure those previously mentioned



routine stores are received in Portsmouth, packed, sent and have cleared customs in time to meet us over 10,000 miles away for our planned maintenance periods.

The second of these support streams – UK Docks – is there providing us constant support. As well as conducting their own planned maintenance working closely with TAMAR's Marine and Weapon Engineering departments, they provide us our non patternised stores which greatly increases our effectiveness in rectifying defects by providing us with an alternative method to procure the items not readily available through Naval stores. Without this critical backing, we would often find ourselves at a loose end, but luckily UK Docks are on hand to help.

Despite working parallel to one another, both of these support streams are vital in allowing us to maintain operational capability and continue to carry out Operation Woodwall to the highest standard across the South Pacific region.

TAMAR Ethos: One crucial factor that always plays in integral part in the success we achieve has to be our teamwork and determination. Constantly battling the additional dilemmas that come with being deployed in the South Pacific; time difference, weather, being away from loved ones and working in unknown areas. We face an uphill struggle but this is made much easier by the excellent team I am part of. We may not always have the easiest path on TAMAR but we always have the team's grit and positive attitude to pull ourselves through even the most difficult of issues.

So, how do we do it?: Working in HMS TAMAR is a true privilege in every sense of the word, by combining planning, support and our TAMAR ethos we ensure the success of our tasking. Each part is vital in maintaining operational capability so far away from base port. As we continue to prove, complex operational logistics can be achieved in the region – we look forward to continuing to learn lessons for the benefit of the future Royal Navy in this part of the world for many more years to come.



An Instructors View of DSLA

POSC Zoe May



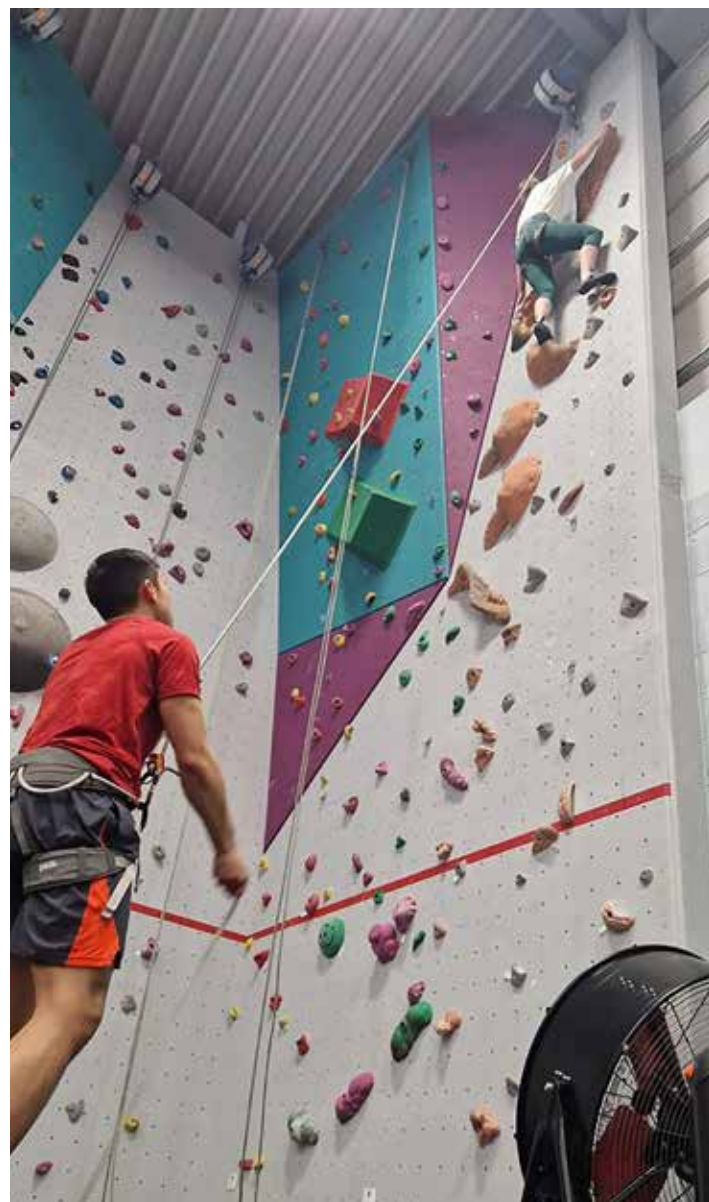
Ever since I completed LSC training at HMS Raleigh in 2016, I had aspired to become an instructor. My own instructors guided me through the course and inspired me to learn, and when I passed, I felt empowered to go forward in my career.

So, when I was offered the opportunity to become an instructor at the Defence School of Logistics and Administration (DSLA) in MoD Worthy Down, I jumped at the chance.

Working at the DSLA in the RN Supply Training Wing for the past year has offered me many opportunities – be it professional or personal. I have attended the Defence Trainer Course (DTC), which gave me the tools to develop my teaching style and the confidence to deliver lessons to a class. This qualification can be furthered to the Defence Training Supervisor (DTS), which would enable me to assess my peers in their lessons and give guidance on how to improve their approach to teaching. As instructors we have also been offered the opportunity to complete Level 3 Assessing Vocational Related Achievement (AVRA or CAVA), a course that qualifies to assess learner's competency in a training or work environment, and Level 4 Award Internal Quality Assurance (IQA) - this course qualifies you to monitor assessment and undertake internal quality assurance activities.

The Training Support Wing in MoD Worthy Down also offers excellent opportunities for personal development, with regular workshops on a wide range of subjects pertaining to the training environment. I recently attended a workshop centred on teaching our younger trainees, including statistics from studies that show how best they learn and what support they feel they benefit from the most. Upcoming personal development includes workshops on SPLDs and coaching and mentoring.

Aside from professional opportunities, MoD Worthy Down offers an excellent Gymnasium boasting a large weights gym, CV suite, spinning studio, Squash Courts, a large sports hall and a climbing wall. If any particular sport takes your interest, there are always opportunities for you to become an OiC to start clubs for the base and take part in further training courses to aid you in doing so. AT opportunities are abundant in Worthy Down, with instructors recently attending courses playing squash, volleyball and taking part in athletics. Other opportunities can arise from other areas of the school as well - Normandy Battle Tours through to trips to the Brecon Beacons have also been offered to the permanent staff working at DSLA.



Another rewarding side to the job is the charity work we have taken part in. The Phase 2's in the Royal Navy Supply Training Wing (RNSTW) raised money this year for our chosen charity of the Miscarriage Association. So far, our courses have raised a total of £303.64 and a "Row the Suez" challenge is being formulated for our next fundraiser.

We are able to give our Phase 2 trainees a taste of life out in the Fleet with unit visits planned into the timetable for every course – so far this year we have taken them to RNAS Yeovilton and HMNB Portsmouth. This is a great opportunity for them to see potential future drafts they could be placed in, see the Supply Chain in action and get some "real life" advice from those out there doing the job at the moment.

But, above all, for me the greatest reward I gain from working here at the DSLA as an instructor comes from the teaching itself. From the day 1 introductions, where they aren't quite sure what to expect, to the final RWE assessment, where they are tested on everything they have learnt over their 8-week course, it really is a unique and fulfilling experience. I feel great pride watching my trainees grasp new concepts, overcome challenges, succeed in their exams and, finally, pass out of the College on their last day. I am proud to be a part of the team giving my trainees the tools to go ahead into the Fleet and find their way in their own career.

If you are interested in becoming an instructor for the RN Logistics branch, see RNTM 07-019/24 for more information and dates for a potential instructor day.

A WORTHY ACTIVITY

RFA Logistics training at Worthy Down

1/0(LS) Jamie Sampson RFA

It will come as no surprise to readers of this august publication that the RFA, as the Royal Navy's logistics and support fighting arm, sends a large proportion of its Logistics Supply (LS) personnel to the Defence School of Logistics and Administration (DSLAs) at Worthy Down throughout the training year. As the home of logistics training for Defence and containing specialist training departments, such as Catering Training Wing (CTW) and Supply Training Wing (STW), DSLA is also home to the alma mater of all maritime logistics officers, the Maritime Command Training Squadron (MCTS).



SCR JOSLYN (left) undertakes part of the Realistic Working Environment assessment during his Supply Chain Qualifying Course at Worthy Down with LSC BUDD acting under his alter ego "Andy" the delivery man.

The RFA supports training at Worthy Down by providing four staff members: an Establishment Training Officer, based at MCTS and supporting RN and RFA officer training; a CPO (Chef) and PO (Catering and Support), both based at CTW, who train RN and RFA personnel in cookery, nutrition, food safety and defence engagement; and a PO (SC), who is based at STW and trains members of the Army, RN, Royal Marines and RFA in both the air and surface elements of the Dangerous Goods (DG) qualification. Providing staff to DSLA acts as something of a quid pro quo for training provided by the School; in a typical training year, Worthy Down might expect to see from the RFA:

- A dozen trainee Logistics Supply Officers;
- three or four attendees on the Advanced Logistics Officer Course (formerly the Professional Logistics Command Course);
- up to a dozen catering and support apprentices;
- around 18 chef apprentices;
- around six LH Chefs for their qualifying course;
- 10-15 SCs for their initial course;
- a handful of LH or C/PO(SC)s for their respective qualifying courses;
- in excess of 20 SC personnel of different rates taking part in the DG courses;

- five or more people completing either Level 3 or Level 4 Food Safety; and
- a varying number of Direct Entrant Logistics Officers, SC ratings, chefs, and catering and support personnel.

In any given year, this might account for approximately 20% of all RFA logistics personnel, which shows the importance of Worthy Down to the RFA's logistics functional area.

As something of a case study, the RFA has only recently introduced the Supply Chain Rating (SCR) position (largely equivalent to SC1) – previously, the SC world had been accessible only for personnel who moved straight up to Leading Hand. In the old world of Supply Chain personnel, most new entrants to the RFA were experienced MJDI operatives, having worked in the Army, or were knowledgeable storekeepers, having worked in the industry. Because steel is soon to be cut for the Fleet Solid Support (FSS) ships, the RFA is preparing a whole new cadre of personnel to act as stores managers, cargo controllers and MJDI users; these are the SCs who are currently being trained at Worthy Down and on board our ships.

RFA SCs follow the same training programme as their RN counterparts, which involves approximately eight weeks of training in the classroom and Realistic Working Environment at Worthy Down, followed by sea time and the completion of a task book. Although the task book has some tweaks – there are not very many RFA submarines, for example! – training is just as rigorous and covers the same detail for both RN and RFA people. Since only June 2023, we have seen around 20 new SCRs, which accounts for roughly one third of all RFA Supply Chain personnel – not bad going from a standing start!

The RFA has had a strong relationship with DSLA and the various Wings and Squadrons that make up the overall training offer since Project Wellesley saw RN/RFA training move from HMS RALEIGH. This relationship will only be made stronger by the interaction and cross-departmental work that takes place daily between RN and RFA personnel and our Army and RAF counterparts.



SCR GILL shows the importance of stowage-with-a-smile during the Realistic Working Environment assessment phase of his Supply Chain Qualifying Course at Worthy Down.

Getting away from the 9-5

POWtr Warrick, J1 SNCO DAT(I) Jordan



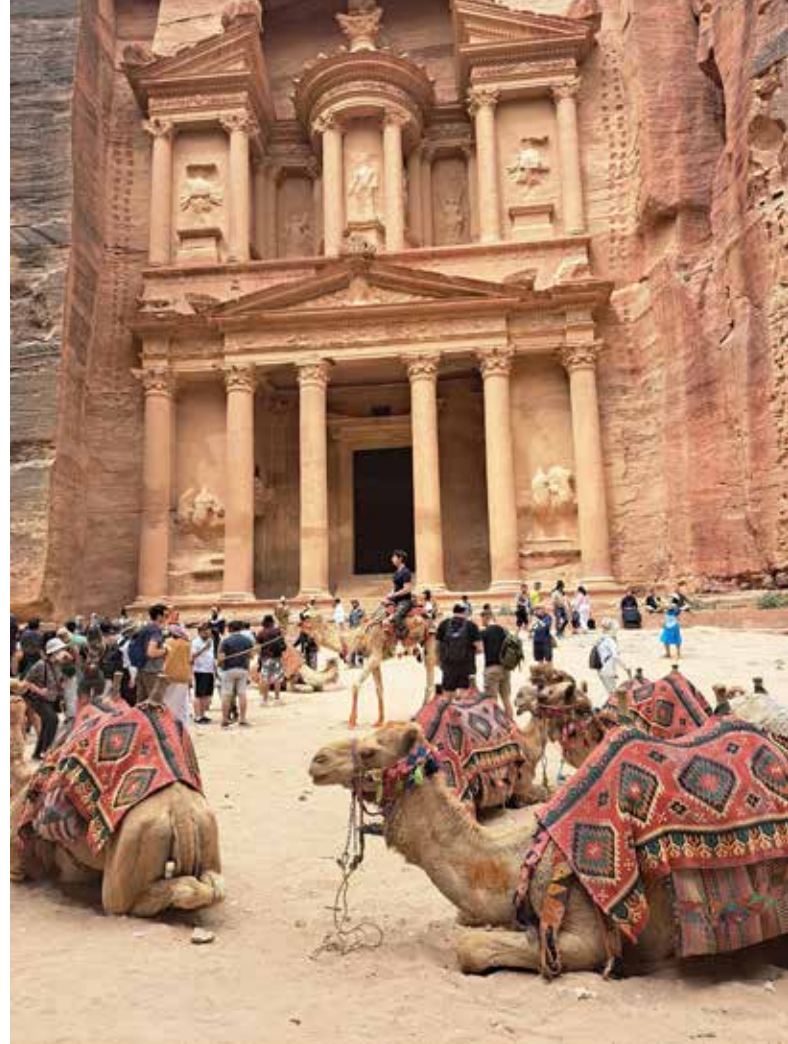
Wanting a bit of a reset from day-to-day grind of work, I quickly contacted Career Manager to put my name down for any Op Tour. With the many people heading overseas to Eastern Europe, I had expected to head to chillier climes. Or even, back to Bahrain for some sunshine. When asked if I wanted to support an Organisation called DAT(I), I'd never heard of it. So of course, I said yes.

DAT(I) is a platform made up of multiple nations and organisations fused together in an effort to counter terrorism. For a position that isn't widely known and for an organisation that is shrouded in secrecy I am somewhat limited on the information I can share.

But what I can say from my time is "Wow, what an opportunity" and "Wow, what great work the people over there are doing".

In terms of my new day-today this was very different. I was now driving across the City of Jordan, Amman, sourcing items from phones and safes, to paint and furniture. Weekly visits to the Finance Section in the Embassy, and negotiating contracts from hire cars to apartments. My J1 hat now included J4 and J8, for which drawing on my experience as the Sub-accountant at 40 Cdo really helped.

Also, it should be noted that, driving in Jordan, as with many Middle Eastern countries is by no means easy. From dodging horse riders, camels, and goat herders on the motorway, to, the two-lane four car deep queues at traffic lights, you see some sights!



Working at DAT(I) has been a great experience and 6 months of many fond memories. A highlight of my time there was meeting the Chief of Defence Staff when he flew over for the Jordanian Royal Wedding and hosting all the nations to our Street Party for the Royal Coronation.

When we weren't working, the facilities and experiences available were incredible. Much needed stand-down periods to some very fancy overnight stays in the Dead Sea and Aqaba were always welcome. We dabbled in some AT, snorkelling and scuba diving in the Red Sea, plus cultural visits to Petra, Jerash and Roman ruins around the city.

Jordan is steeped in history, and I feel very lucky to have immersed myself in everything it had to offer both professionally and personally.





A Secondment to Gleneagles Hotel

CPOCS Scott Furber

In an exciting development for the Royal Navy Culinary Arts Team and the Catering Services specialisation, the winners of the Armed Forces Senior Chef and Senior Steward of the Year at the prestigious Exercise Joint Caterer 2023, LCS Ian Wilson and CS Siobhan Kent, were seconded on a two-week immersive experience at the renowned Gleneagles Hotel in St Andrews. This unique opportunity allowed both individuals to work alongside Michelin-starred chefs and highly experienced stewards, gaining invaluable knowledge and skills.

LCS Ian Wilson, who was awarded Senior Chef of the Year, and CS Siobhan Kent, the Senior Steward of the Year, were selected for this remarkable opportunity as a part of their award package. The Exercise Joint Caterer 2023 competition is highly competitive, bringing together the best culinary and hospitality talents from across all 3 services. Their victories not only highlight their exceptional skills but also their dedication to excellence in their respective class.

During their two weeks at Gleneagles Hotel, Wilson and Kent had the chance to immerse themselves in the high-pressure, high-reward environment of a top-tier hotel renowned for its culinary excellence and impeccable service. They worked closely with Michelin-starred chefs, contributing to the preparation and delivery of exquisite dishes that define the Gleneagles dining experience.

Wilson expressed his enthusiasm for the experience, stating, "Working alongside some of the most talented chefs in the world was a dream come true. The techniques, creativity, and precision I observed and practiced will undoubtedly enhance my approach to cooking. It was an incredible learning curve, and I am excited to bring these new skills back to my own kitchen."

Similarly, Kent found her time at Gleneagles to be profoundly enriching. "The experience of working with such a professional team has been invaluable.

I learned so much about the intricacies of high-end service and the importance of attention to detail. The standards at Gleneagles are impeccable, and being part of that environment has been both inspiring and educational."

Throughout their time at Gleneagles, both Wilson and Kent were involved in various aspects of hotel operations. From assisting in the kitchen and stewarding in the dining rooms to participating in large-scale events, they were able to see firsthand the dedication and teamwork required to maintain the hotel's prestigious reputation. They also had the opportunity to contribute their own ideas and skills, further enhancing their practical experience.

As they return to their respective roles, both Wilson and Kent are eager to implement the knowledge and techniques they have gained. Their experience at Gleneagles is expected to have a lasting impact on their careers, setting new standards of excellence and innovation within their teams.

About Gleneagles Hotel

Gleneagles Hotel, located in the picturesque town of St Andrews, Scotland, is one of the world's most iconic hotels. Known for its luxurious accommodations, world-class dining, and outstanding service, Gleneagles has been a symbol of excellence for nearly a century. The hotel boasts Michelin-starred restaurants and offers a unique blend of traditional charm and modern sophistication.

About Exercise Joint Caterer

Exercise Joint Caterer is a biennial Tri-Service competition that brings together the finest chefs and stewards from various establishments, fostering a spirit of excellence and innovation in the culinary and hospitality industries. The event celebrates talent, dedication, and the pursuit of perfection, recognising those who stand out in their commitment to their craft. This year the Royal Navy came second place overall and retained the team ethos award. The RNCAT won 12 x Gold medals, 11 x Silver Medals and 11 x Bronze Medals.

The next Exercise Joint Caterer will take place in 2026, if you would like to be involved look out for the RNTM that will be published early 2026 with all the details.



A WRITER ON THE DUKE

Wtr Steve Donkor

The Royal Navy is never short of opportunities and challenges to overcome for anyone who joins and I was not an exception. As a Logistician (Writer), I have always looked out for challenges within and outside my professional domain. Joining HMS Iron Duke accommodated my aspiration to be a better Writer by evolving from the front desk to the front lines.

Draft to HMS IRON DUKE

IRDK was not my first choice of ship, HMS BULWARK was, but when I realized the opportunities a T23 presented, I accepted it graciously.

My Sea Days

IRDK was officially out from refit and as a sailor who hadn't sailed before, I was eager for the experience – but I didn't know about sea sickness. We finally sailed and conducted Initial Sea Safety Validation (ISSV) before changing base port to Portsmouth in May. The Ship's programme for the next period was then action packed:

DSEI

IRDK was tasked to support Defence & Security Equipment International (DSEI) exhibition in London. I was part of the workforce nominated to demonstrate the Ship's capabilities to those who toured the ship. I carried out

this task in the capacity as a First Aider, demonstrating the use of medical kit and explaining the duties of the First Aider onboard. I had the opportunity to showcase the Royal Navy to the attendees, fellow compatriots from other services and members of the public.

The King's Visit

We then sailed to France and I volunteered to be in the Royal Guard of Honour as the ship provided support to Their Majesties' State Visit in Bordeaux. Before and during a demanding DSEI visit, drills were practiced to perfect the ceremonial sequence. Because of tight scheduling of the ship's programme, we practiced on the jetty when we were alongside or the upper deck when at sea. Practicing drills and standing still whilst there was constant ship roll was a feat we managed to accomplish. All these challenges were worth the sweat and body aches I endured, when I stood head up high in His Majesty the King's presence as the guard was inspected. A memory I and every member of the Royal Guard will cherish.

Stavanger

After successfully hosting a reception for the King and Queen, IRDK turned to the north seas to conduct Operational Capability Confidence Checks (OCCC) at the NATO FORACS range in Stavanger, Norway. The visit was split into two parts, allowing time for rest and recuperation for the Ship's Company in the



HMS IRON DUKE flooding up.



Hill walking to Prerikestolen 365.

first week before the busy period of OCCC the week after. Completion of OCCC ensured that the Ship had the highest level of operational capability prior to our final regeneration and operational tasking. I also had the opportunity to participate in some AT organized hill walking to Prerikestolen 365. I was all ready and set with my kit until I realized I had dressed for the UK cold and not the Norwegian cold, but my hot chocolate saved the day. The feeling and sight at the top of the mountain was one to behold. For the rest of the period, I joined my oppos in the fine city of Stavanger as we shared drinks together like the sailors we were and I discovered my hidden talent at the karaoke bar. We usually conveyed at this establishment dubbed the 'Duty Bar' because that was where we all visited. The sea wasn't kind to us on our way back home. Even with tens of sea days under my belt, I was miserably humbled by the state of the sea - I got sea sick. Maybe I need more sea days.

My Final Days:

I was lucky enough to experience Basic Operational Sea Training (BOST) before leaving ship in March. As part of the regeneration to the frontlines, IRDK had to conduct and succeed at BOST to be available to operate and fight. Material readiness were essential to a good start at BOST with the 'infamous' early starts and late finishes thrown in the mix. I was a First Aider during Watch Stations and a Board and Search Team member for special duty. The dawn and dusk of my career on IRDK was high paced, challenging and illuminating on my professional aspects and where to improve, but it was exactly why I signed on - for irons are forged in the belly of the flames. In the midst of my professional 'trials and tribulations' there were profound elements which I shall cherish and preserve for the rest of my days.

ONE DAY AT A TIME



First aider duties.



Branch Leavers

Having been dined out at The Logistics Officers and Warrant Officer's Dinner, and the Senior Logistics Officer's Dinner, the branch said a fond farewell this year to:

- RAdm Richard Murrison (joined 9 Jan 1985)
- Cdre Phil Waterhouse (4 Jan 1989)
- Cdre Kris Nicholson (3 Jan 1990)
- Capt Simon Joll RN (29 Apr 1992)
- Capt David Preece RN (4 Jan 1989)
- Capt John Atwill RN (22 Oct 2001)
- Capt (LS) Simon Jordan RFA (30 May 1988)
- Cdr Andy Parker RN (23 Sep 1991)
- Cdr Amy Oliver RN (5 May 2002)
- Cdr Nigel Brenchley RN (7 May 1984)
- Cdr Scott Bell RN (8 Jul 1985)
- Cdr Lynda Brown RN (13 Nov 1989)
- Cdr Steve Marsh RN (11 Mar 1985)
- Lt Cdr Adam Wheldon RN (20 May 1996)
- WO1(SC) David 'Daisy' May (5 Mar 1984)

Fair winds and following seas!



RAdm Richard Murrison.



Cdre Phil Waterhouse.



Cdre Kris Nicholson.





The Logistics Branch Annual Awards Roundup

2024 saw the usual round of Operational, Training and Affiliates awards. First up were the **Worshipful Company of Carmen awards**, presented at Painters Hall in the City of London to:

Carmen Cup

Lt Cdr Emily Gunning RN – Combined Task Force 53, Bahrain

Carmen Medal

Leading Logistician (Catering Services) Rory Cull – HMS SCOTT

Next we saw the award of the **RN Chef, and RN Caterer of the Year**. These awards come earlier in the awards cycle to enable submission for the Tri-Service competition, for which one of our winners was subsequently successful, coming ahead of the competition from the Army and RAF.

RN Chef of the Year

Leading Logistician (Catering Services) Carl Tester – HMS NORTHUMBERLAND

RN and Armed Forces Caterer of the Year

Petty Officer (Catering Services) Cat Taylor – HMS TRENT

Later in the year came the **CDLS Commendations**, awarded at a ceremony at Worthy Down in May, celebrating individual and teams outstanding contributions to Support. RN TLB winners were:

- **Forward Logistics Site team** - for their outstanding delivery of Strategic Logistic effect.
- **Captain (LS) Simon Jordan RFA** - in recognition of his exemplary leadership, innovation, and integration as Navy Command Hd RFA Log.




PO Cat Taylor is awarded Armed Forces Caterer of the year by Colin Murray.

- **SSgt Andrea Reilly** - in recognition of her outstanding performance in delivering the NCHQ OTC forward presence and persistent engagement.
- **Joann Robertson** - in recognition of her unrivalled delivery and commitment to integration, innovation and leaderships as DACOS Log Support.

Finally, this year, the Worthy Down Training awards ceremony was recombined with CNLOs Branch Awards ceremony. At a ceremony held at Worthy Down, the following were awarded:

Training awards

Award	Criteria	Winner	
The Robert Florence Trophy	For the trainee who achieved the highest overall examination results during Phase 2 Supply Chain training for the training year.	Logistician (Supply Chain) Melissa Wells	







CDLS Commendation Winners.

Our thanks go out to the following sponsors: -

- The Worshipful Company of Carmen**
- The Worshipful Company of Cooks**
- The Royal Naval Writer's Association**
- The Worshipful Company of Chartered Secretaries and Administrators**
- The Royal Navy and Royal Marines Charity**
- Team Leidos**


Congratulations to all our winners, and our thanks to all nominating officers for taking the time to recognise your people.

Keep an eye out for next year's Logistics Branch Awards RNTM. First up will be the Worshipful Company of Carmen awards, for which the nomination deadline is 31 October 2024.



<p>Worshipful Company of Cooks Catering Trainee of the Year</p>	<p>For the trainee who achieved the highest overall examination results during Phase 2 Chef training for the training year.</p>	<p>Logistician (Catering Services) Jarron Leighton</p>	
<p>The Royal Naval Writer's Association Trophy</p>	<p>For the trainee who achieved the highest overall examination results during Phase 2 Writer training for the training year.</p>	<p>Logistician (Writer) Dafydd Piggin</p>	<p>Unable to attend due to operational commitments.</p>
<p>The John Standring Memorial Cup</p>	<p>For the trainee who achieved the highest overall examination results during the Leading Supply Chain Qualifying Course for the training year.</p>	<p>Leading Logistician (Supply Chain) David Hackett</p>	
<p>The Thompson Cup</p>	<p>For the trainee who achieved the highest overall examination results during the Leading Chefs Qualifying Course for the training year.</p>	<p>Leading Logistician (Catering Services) Cellena Tirabasso</p>	
<p>The Peter Grocott Trophy</p>	<p>For the trainee who achieved the highest overall examination results during the Leading Writers Qualifying Course for the training year.</p>	<p>Leading Logistician (Writer) Georgina Reygate</p>	<p>Unable to attend due to operational commitments.</p>
<p>The Younghusband Award</p>	<p>For the trainee who achieved the highest overall examination results during the Royal Marine Log (Supply Chain) Class 2 for the training year.</p>	<p>Corporal Alex Pacheco</p>	






Training and Operational Award Winners 2024.

The Keith Collick Memorial Trophy	For the trainee who achieved the highest overall examination results during the Petty Officer Catering Services Qualifying Course for the training year.	Petty Officer (Catering Services) Charlie Hall	
The Worshipful Company of Chartered Secretaries and Administrators Award	For the trainee who achieved the highest overall examination results during the Petty Officer Writer Qualifying Course for the training year.	Petty Officer (Writer) Danielle Pritchard	
The John Smith Memorial Cup	For the trainee who achieved the highest overall examination results during the Petty Officer Supply Chain Qualifying Course for the training year.	Petty Officer (Supply Chain) Danielle Brook	
The Leidos Trophy	For the trainee who achieved the highest overall examination results during the Royal Marine Log (Supply Chain) Class 1 course.	Sergeant Owen Chishlom	
The Gedge Medal	For the trainee who achieved the highest overall examination results during the ILOC(M) for the training year.	Lieutenant Royal Navy Ben Streeter	

Operational and CNLOs awards

Award	Criteria	Winner(s)	
Catering Services Team Awards	The award for the CS team/ department that has consistently produced the highest professional standards, team pride and cohesion throughout the year	RFA ARGUS	Unable to attend due to operational commitments
Catering Services Team Awards	The award for the CS team/ department that has consistently produced the highest professional standards, team pride and cohesion throughout the year	HMS RICHMOND	
Catering Services Team Awards	The award for the CS team/ department that has consistently produced the highest professional standards, team pride and cohesion throughout the year	HMS QUEEN ELIZABETH	

Catering Services Team Awards	The award for the CS team/ department that has consistently produced the highest professional standards, team pride and cohesion throughout the year	HMS VIGILANT	
Catering Services Team Awards	The award for the CS team/ department that has consistently produced the highest professional standards, team pride and cohesion throughout the year	SUBFLOT WLSG(CS)	
The Nige Prouse Award	A member of the Wtr Branch who has demonstrated exceptional professional standards and who has consistently motivated, led and engendered an 'esprit-de-corps' that adopts all the Naval core values	Leading Logistician (Writer) Sharon Jones HMS ALBION	
Fleet Supply Chain Team Award	The SC team that has consistently produced the highest professional standard and demonstrated the highest levels of commitment and pride throughout the year	HMS PORTLAND	
Fleet Supply Chain Individual Award	The SC individual that has consistently produced the highest professional standard and demonstrated the highest levels of commitment and pride throughout the year	Warrant Officer II Laura Perry HQCF Unable to attend due to operational commitments	Unable to attend due to operational commitments
CNLO's Writer Award	Awarded to a Writer for logistics excellence across Operations, Training and Force Generation	Leading Logistician (Writer) Matthew Heathcote HMS IRON DUKE	
CNLO's Supply Chain Award	Awarded to a Supply Chain rating for logistics excellence across Operations, Training and Force Generation	Chief Petty Officer (Supply Chain) Lucy Thompson HMS PROTECTOR Presented onboard by Capt T Weaver MBE RN	

<p>CNLO's Catering Services Award</p>	<p>Awarded to a Caterer for logistics excellence across Operations, Training and Force Generation</p>	<p>Warrant Officer II RM Dale Bedforth HMS PRINCE OF WALES</p>	
<p>The Admiral Bradbury Award</p>	<p>Awarded to an Officer for logistics excellence across Operations, Training and Force Generation</p>	<p>Lieutenant Royal Navy Ian Scholes DE&S</p>	
<p>The Admiral Allen Sword</p>	<p>Awarded to the Officer who has most effectively contributed to the Royal Navy Logistic Operational Capability</p>	<p>Lieutenant Commander Royal Navy Noel Wilson HMS DIAMOND Presented onboard by Cdre P Pitcher</p>	

The Royal Naval Writers' Association (RNWA) Update

Mr Colin Hughes – President of the RN Writer's Association

The Royal Naval Writers' Association (RNWA) is now in its 138th year and during most of its life it has been run by serving members of the Branch. Following the war the branch numbers have steadily declined until it is now probably the smallest it has ever been. This and the fact that we are all much better off than in times gone by (when it was a benevolent Association) has meant that the branch does not have the same appeal today as in yesteryears. Serving members have found it difficult to give their time to run the Association with less time on shore etc.

During the last 20 years and more the Association has been run by retired members of the branch which I have had the privilege of being President. It has always been my aim to get the serving members back as officials of the Association, after all it is your Association, not the retired members Association. A recent shake up of the Association has seen a resurgence of interest and volunteers from serving members, we now have an expanded committee to include 2 co-opted serving members.

In 1987, our 100th anniversary year, the Association inaugurated the Writer of the Year Trophy awarded to the Writer who achieved the highest marks in Part II Writer training in HMS RALEIGH. The award includes a gift voucher for £125, 2 years free membership of the Association and

2 tickets to our Annual Reunion dinner as our guests. The annual award of this trophy now takes place at the Defence School of Logistics and Administration (DSL A) at Worthy Down, due in no small measure to a strong liaison between the Association and Writer Training staff at the school. As President it has been my privilege to present the Trophy whilst the school was at HMS RALEIGH and more recently at Worthy Down.

It was the Association's intention to inaugurate a Memorial at the National Memorial Arboretum "to all Writers who had lost their lives in the service of their country since the foundation of the branch in 1867". Unfortunately, we were unsuccessful due to spiralling costs but not to be beaten we are now looking at a memorial bench and tree in the grounds of SLPA at Worthy Down. Again, initial enquiries have only been possible because of strong liaison between Writer staff at DSL A and the Association.

It is my hope that this resurgence of interest by serving members and your Association continues and strengthens for the benefit of the serving members of the Logistician (Writer) branch as well as the old and bold retirees.

For more information, head to www.rnwa.co.uk

Chief Naval Logistics Officer's Handover

On the 15th March 2024 Vice Admiral Andy Kyte CB handed over the role of CNLO to Rear Admiral Paul Murphy. At 5 years, 3 months and 9 days, he was the longest ever holder of the post, since it was first created as the Paymaster Rear Admiral in 1918.

To mark the occasion, at the Senior Logistics Officer's Dinner held at HMS NELSON, Admiral Andy was presented with tokens of appreciation from the Branch, one of which read:



IN MEMORIAM



This year's edition of Logistics Matters is dedicated to the memory of our fellow Logisticians, who have died whilst in service of their country.

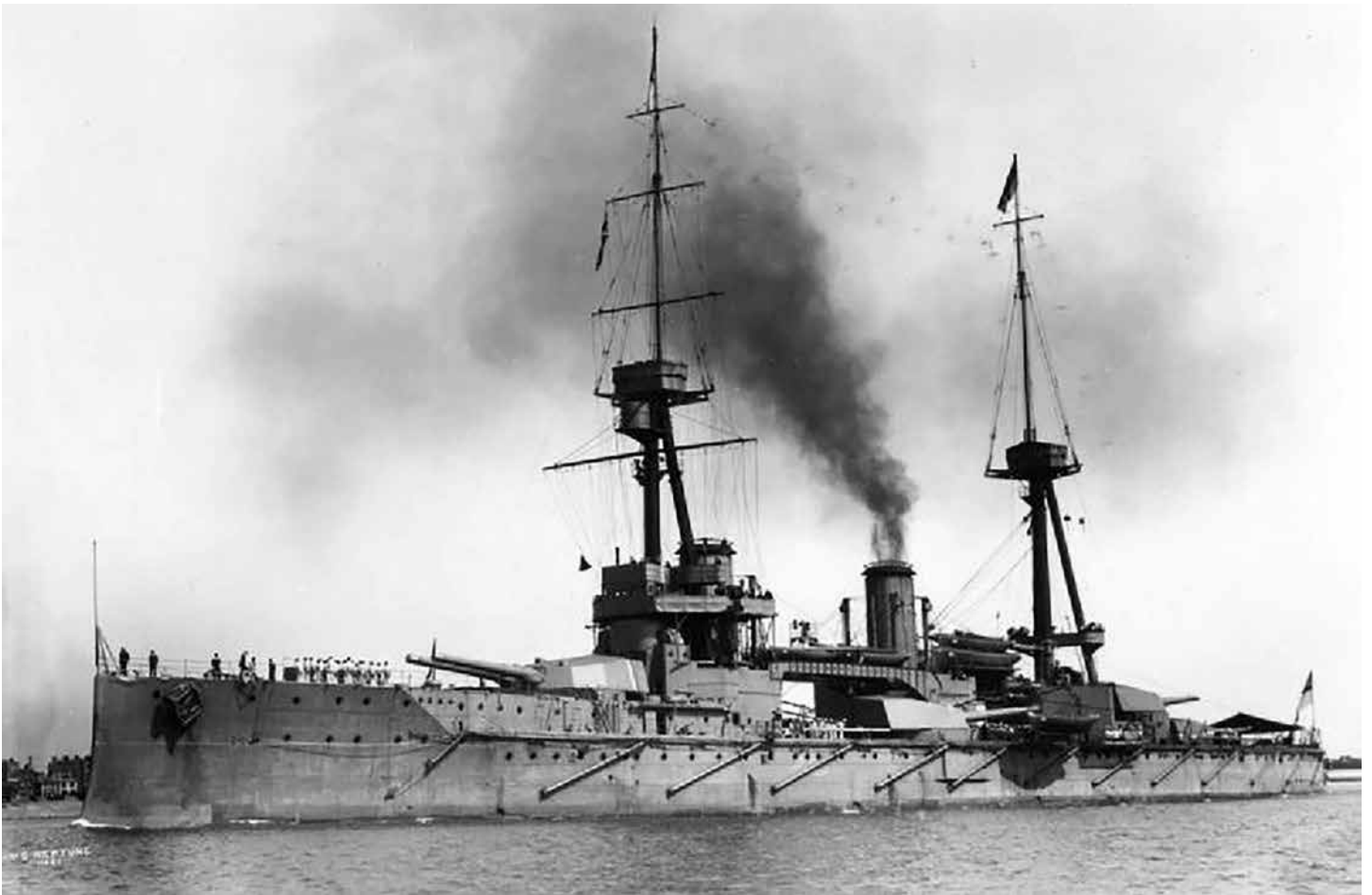
Lieutenant Commander Richard Daniel William SMITH Royal Navy

Lieutenant Angus Herbert Donald ROBERTSON Royal Navy

Petty Officer (Catering Services) Ashley HEAD

Our deepest sympathies go to the friends and families of our colleagues.

They are sorely missed.



HMS NEPTUNE.

The artist is Douglas MacPherson (1871-1951), who was working for The Daily Graphic in 1914, so one might reasonably assume that that was where this work was published. One can also assume that the artist was given the statistics by the Admiralty but there are many common foodstuffs and drinks not shown as destined for storing HMS Neptune.

In the first two decades of the 20th Century there were many books published about the Royal Navy, aimed at boys and a British public thirsty for information about the largest navy in the world – the pride of the United Kingdom and guardian of the British Empire – so it is possible the drawing was published elsewhere too, for it is indeed typical of Boy's Own.

Pax Britannica was one hundred years of relative peace in the world, the Royal Navy acting as the world's global policeman, ended by the Great War. One knows that an army marches on its stomach and this drawing gives some idea of how British sailors kept the peace and were about to fight, and win, a great war.

Abbreviations and measures

lb – pound avoirdupois (16 ounces = 1 pound = 0.45359237 kg)

cwt – hundredweight (an Imperial Hundredweight is 112 lbs)

ton – Imperial unit = 2,240 lbs

Observations

- There are a couple of unlabelled carts already being unloaded by the two bows, perhaps delivering 'missing' comestibles.
- No Rum?²⁵
- Bloaters, brawn and prunes are rather uncommon purchases today and lard seems like a relic of kitchens past!
- Did the Admiralty own horses? Where were they stabled? Was there a Horses' Names Committee in the Admiralty or a Commodore (Horses)?

- Presumably the six railway wagons of loose, unbagged, potatoes were delivered in bags, not loose! 60 tons of potatoes was around 150,000 to 160,000 Admiralty-pattern spuds.
- NAAFI was founded on 9 Dec 1920, although a Navy and Army Canteen Board had been established in Jun 1917. In HMS Neptune in 1914, essentials that were not supplied by the Pusser would likely be sold by a private contractor, allowed by the Admiralty to set up a 'dry canteen' on board, often run by Maltese in the Mediterranean and Chinese on the China Station.
- Junior ratings are depicted wearing a white working dress – perhaps the so-called 'pneumonia suit,' made from a type of canvas and able to be scrubbed clean.



Cookery Instruction at Chatham Dockyard - HMS PEMBROKE 1940.

What happened once the food was on board?

During the First World War the food sailors ate, and the way it was prepared, cooked and served, had changed little from Nelson's time. The first Manual of Naval Cookery (BR5)⁶ was not published until 1930. It marked the beginning of a transition from the world of hammocks, mess decks, cooks of the day and 'straight bakes' to the bunk beds, cafeteria eating, trained cooks⁷ and healthy eating of modern times.

Traditional messing arrangements, common in most British warships until after the Second World War, placed the burdens of food preparation on individual members of the mess. Sailors ate, slept and spent their free time largely in the same mess deck, typically twelve to sixteen in one mess. At night everything to do with cooking and eating would be cleared to the sides and hammocks slung.

The galley's cooks⁸ took a secondary role. The 'cook of the day' decided on the meals, collected the food allocation, prepared the food and then took it to the galley for cooking; he served it to his messmates and then cleared up afterwards. No training, just learning on the job. The basic lunchtime dish was the 'straight bake' – a thick cut of meat obtained from the ship's butcher, potatoes and onions in the dish and off to the galley for roasting. The meals – breakfast, lunch, tea and supper – were basic, 'pot mess' common. Items such as additional vegetables, tinned fruit (occasionally fresh) could be purchased from the 'canteen' but only the basic allocation came from the paymaster's stores.

A balanced diet there was not. Poorly cooked meals, waste of food stores and, no doubt, unhappy matelots were doubtless common. While the pusser started to provide better quality and more variety of food in the early twentieth century, the preparation of meals was something Jack Nastyface⁹ would recognise from the early nineteenth century. It was not just that much associated with food and meals seems poor by modern standards but ship habitability was also poor (in early destroyers the sea was often inside the ship too).

At least there was food, however unappealing it seems to us in the 2020s for, a century ago, many civilians in poor households ashore could afford or enjoy rather less or little at all.

First appointed in 1910 and 1911, there was one Instructor in Cookery in each of the three Depots. So famous for the better messing conditions

introduced was Alphonso Jago¹⁰ that his name became synonymous for a victualling paymaster in Devonport.

The move to 'general messing' began tentatively in the 1920s and was introduced more widely from the 1930s onwards. Modern centralised messing was introduced from the 1940s to the 1960s, notably in the battleship HMS Vanguard as she completed in 1946 (albeit initially with a team of sailors detailed off to bring the food on large trays ('team service'), a sort of waiter service. Messing in HM Ships compared unfavourably even with the US Lend-Lease destroyers¹¹, all of which had dining halls.

Definition of the principal types of messing¹² (dates are approximate). In all cases, Senior Ratings did not have to manage their food as did Junior Ratings, their having one or two able ratings detailed in the Scheme of Complement as their Messman.

- **Broadside Messing** (from the Age of Sail to the inter-war years, although such as Boom Defence Vessels continued with this system until the early 1960s) – food preparation by cooks in the main galley while the cook of the day prepared the mess tables and cutlery, brought the food from the galley on trays and in fannies¹³, to the mess deck, and cleared up afterwards.
- **General Messing** – strictly, this is the accounting method rather than the type of messing per se. In both this and the modified version, the food can be served under the system of Broadside Messing or Cafeteria Messing.
- **Modified General Messing** (1950s to early 1970s) – destroyers and smaller ships not carrying a Supply Officer were tenders for pay and victualling to a depot ship or base. For the customer it was pretty much General Messing, the modification being one of accounting, a province of the 'white mafia'¹⁴.
- **Cafeteria Messing** (introduced post war to 1960s and used to this day) – the food is served on plates to each man, and eaten in a common dining hall, the serving and washing-up being done by a special working party. This system was further sub-divided into either 'self-service' or the short-lived 'team service'.
- **Centralised General Messing** (late Second World War onwards) – dining halls introduced, first in the HMS Implacable in 1944 and, particularly in an aircraft carrier, meals could be served at any time, day or night, without disrupting mess deck life or sleep.

- **Modified Centralised General Messing** (1950s to early 1970s) – pressure on space in smaller ships did not allow for dining halls to be installed during a refit, and sailors collected their meals on trays from the galley, food to be consumed on the mess deck.

- **Victualling Allowance (Canteen Messing)** – minor war vessels not equipped for Modified General Messing drew issues on 'repayment' from the NAAFI or Victualling Stores, in the depot ship or base, but otherwise it was similar to Broadside Messing.

- **Cash Victualling** – introduced in 1940 for minor war vessels operating away from their parent ship or base but otherwise like Canteen Messing.

- **Action Messing**

The civilian Victualling Board and later Victualling Department

Before 1683 the navy's victualling was in the hands of great contractors; after that



A Cook in the Galley - HMT Mackenzie - WW1.

it was a government service. The Commissioners for the Victualling of the Navy (aka the Victualling Commissioners or the Victualling Board) was established in 1683, nominally under the Navy Board but effectively independent. The Commissioners were each responsible for one of six departments – Brewhouse, Cutting House, Dry Goods, Cooperage, Hoytaker, Stores, the Chairman of the Victualling Board having oversight of the Cash Department¹⁵.

As part of Admiralty reforms, the Victualling Board was abolished in 1832. Then followed the Comptroller of Victualling and Transports, superintended by the Fourth Sea Lord. Transport was moved elsewhere in 1862 and the Comptroller of Victualling abolished in 1869. A Victualling Department was then established and this was merged with other

departments when the Royal Naval Supply and Transport Service¹⁶ was formed in 1965, lasting until 1994 when the Naval Bases and Supply Agency¹⁷ was formed.

Acknowledgments

I am grateful to Roger Plumtree and to several retired pussers, here and Down Under, for their help and advice and wish also to acknowledge reference to the following publications:

Food – A History by Felipe Fernandez-Armesto (Macmillan, 2001; Pan, 2002)

The Pusser's Cook Book by Paul White (Privately published, 2017)

¹Lester May joined the RN as a Junior Assistant Writer 2nd Class, age 16½, in 1967 and was promoted from Leading Writer to Naval Cadet (S) in 1972. He retired as a Lieutenant Commander in 1989.

²The Naval Review was founded in 1913 and is the professional journal of the Royal Navy. The print edition of is published quarterly for members by subscription; there is much more on the website that is free to all.

³Warships of World War I by H M Le Fleming (Ian Allan, 1961)

⁴"The routine was six days at sea and then in to take in 2,000 tons of coal and out to sea again ..." (Scapa Flow by Malcolm Brown and Patricia Meehan (Pan Grand Strategy Series, published 2002) – chapter 7, 'Hands Coal Ship!').

⁵A tot of rum was issued daily, usually at lunchtime (with mis-musters after 1600), to those ratings who were age 20 or over and who had elected to be G (for Grog) on the ship's ledger. Men electing T (for Temperance) were paid a few pennies each day (3d, 6d, 8d, 11d were the payments for days one to four – note the Admiralty's penny-pinching in 1969!) and UA indicated Under Age. Rum was the business of Supply Assistants (Victualling), later Stores Accountants (V), until the V sub-specialisation was abolished in 1970, the food business of the SA(V) having been gradually assumed by the new Catering Branch that first emerged in 1964. The tot issue was abolished, with the last day of issue on 31 Jul 1970. No canned or bottled beer, or other alcohol, was allowed on the lower deck until the tot was abolished.

⁶I am indebted to Dr Edward Hampshire, a Historian in Naval Historical Branch (and the son of a pusser), for permission to draw on his introduction, 'Cooking and Eating in the Royal Navy', to Brinestain and Biscuit – Recipes and Rules for Royal Navy Cooks (The National Archives, 2006).

⁷In the appointment of Cooks, the Navy Board was ordered in 1704 "to give the preference to such cripples and maimed persons as are pensioners of the chest at Chatham". The Cook was thus downgraded. He was usually an old sailor who had little culinary skill. By the late eighteenth century, the Cook had again gained some standing, a department head who was a sort of lower class of warrant officer, but in 1808 the Admiralty ordained that the Cook (and others) was to be considered as Petty Officers (from England's Sea-Officers – The Story of the Naval Profession by Michael Lewis (George Allen & Unwin Ltd, 1939 (second impression, 1948))). In the Age of Sail, day workers (cooks, jack dusties, writers and coopers on the lower deck and the Purser, Doctor and Schoolmaster) were known as the Idlers (from Life in Nelson's Navy by Brian Lavery (Sutton Publishing, 2007)). Training for Cook ratings was on the job in the three Depots (Chatham, Portsmouth, Devonport) until the first RN Supply School was established 15 Jul 1944, with the commissioning of HMS Demetrius at Wetherby (renamed HMS Ceres 1 Oct 1946) (from Shore Establishments of the Royal Navy by Lt Cdr B Warlow RN (Maritime Books, second edition 2000).

⁸Sloppy food (soups, stews, pot mess) was known as 'slush' and Cook ratings were known as 'Slushy'. Slush is the fat that floats to the top and congeals on the surface of the (boiling) coppers – or your saucepan on the hob. Slush was the cook's perks which he sold to the lads to make their hard tack palatable (think bread and dripping) or could also be used to manufacture into rather smoky candles, or sold to the bos'un for greasing rigging and sails so that they passed round the mast more easily when tacking. The money a Cook earned was known as slush money.

⁹William Robinson, aka Jack Nastyface, served from 1805 until he deserted in 1811. He wrote Memoirs of an English Seaman and his sobriquet (also plain Jack Nasty) became slang for Jolly Jack (perhaps not-so-Jolly Jack too for it was also slang for an unpopular messmate).

¹⁰Alphonso Jago (1875-1928), promoted to Acting Instructor in Cookery (a 'thin ring' Warrant Officer) 4 Oct 1911. He was one of two promoted to Commissioned Instructor in Cookery (wearing a Sub Lieutenant's stripe) 1 Feb 1918. 'Jago's Mansions' was a nickname well-earned by the messes in Guzz, his having introduced General Messing ashore in 1921 (the barracks known as HMS Vivid until renamed HMS Drake 1 Jan 1934); his name lived on decades after he was promoted Lieutenant, shortly before he was invalided and died.

¹¹Lend Lease (Destroyers for Bases Agreement), Sep 1940 – named the Town class by the Royal Navy and Royal Canadian Navy, fifty rather ugly four-stacker 1,000-ton destroyers were handed over by the US Navy, in exchange for access rights to UK overseas bases. All the destroyers had been launched in the last years of the war or in the fifteen months after the Armistice on 11 Nov 1918.

¹²Definitions of the types of messing taken mostly from the Naval Ratings Handbook 1951 (Naval Training Department, Admiralty – BR1938), Chapter X 'Berthing and Messing'.

¹³A fanny is a large mess kettle. From A Dictionary of Sailors' Slang by Wilfred Granville (Andre Deutsch, 1962): "At one time tins of meat were issued to sailors who afterwards found them useful as 'kettles' which they dubbed 'Fanny' (short for Fanny Adams). Later, when kettles came into use in the Navy, the name remained." The dictionary entry for Fanny Adams: "General nautical slang for stew or hash. Frances Adams was foully murdered in 1862 and disposed of in a copper."

¹⁴The White Mafia was a description of the Supply Officer, Accountant Officer or Paymaster, as those officers, from 1864 until 1956 wore white distinction cloth between their sleeve gold lace. From 1860 to 1918, only Executive Officers wore the executive curl, or ring, on their sleeve lace, the so-called 'civilian officers' (Pursers, Doctors and Schoolmasters) wearing the distinctive curl only from 1918.

¹⁵The Cutting House was the Slaughterhouse. The Hoytaker was responsible for Hoys – small sailing vessels used to transport stores to ships. From The 1766 Navy List edited by E C Coleman (Ancholme Publishing, 2001) and Wikipedia.

¹⁶The Royal Naval Supply and Transport Service (RNSTS). Director General Supplies & Transport (Navy) – DGST(N) – was a two-star civil servant in the 1980s and reported to Chief of Fleet Support (CFS), who was in all but name Fourth Sea Lord. The RNSTS gave outstanding service during the Falklands War, led by the great Ken Pritchard (1926-2015) > see obituary in The Times, 13 Jan 2016 (available online). On a personal note, it was a privilege to work with Ken Pritchard when I was Assistant Secretary to CFS 1983-85. As I tried to hide a paper on my desk – his staff report – he told me that he had learned to read upside down when he was Private Secretary to the Secretary of State for Defence!

¹⁷The Naval Bases and Supply Agency lasted from 1995-2003 and further changes were made subsequently, with the all-embracing Defence Equipment & Support Organisation (DE&S) being established in 2007. A new post of Chief of Defence Logistics and Support has been established, the second incumbent being Vice Admiral Andy Kyte.

Logistics leads Royal Navy Alpine Ski Team to remarkable season

Lt Brett Wild RN

This year I had the honour of spearheading the Royal Navy Alpine Ski Team's triumphant journey through the slopes of France this season, marking a remarkable chapter in the team's history.

The season commenced with a nostalgic return to Valloire, a quaint French resort cherished by the team. Despite the hiatus caused by Covid, the warm welcome extended to the squad reaffirmed our enduring bond with the locale. Under the watchful eye of our new coach, a dedicated squad of 12 athletes embarked on an intensive training camp, honing our skills across Slalom (SL), Giant Slalom (GS), and Super G (SG) disciplines amidst pristine conditions. The challenging sets and closed pistes pushed the athletes to their limits, laying a solid foundation for the season ahead.

The camaraderie within the team blossomed as we expanded to a squad of 21 at Les Deux Alpes (L2A), where we participated in the Royal Navy Snowsports Festival (RNSF). The infusion of new talent, coupled with the unwavering determination of seasoned veterans, propelled the team to new heights. Notable performances by Lt James French and NA(AH) Meg Ritchie secured the coveted titles of Men's and Women's Navy Champions 2024, reflecting the team's commitment to excellence and fostering future talent.

The momentum carried the team to Méribel for the Inter-Service Ski and Snowboard Championships (ISSSC), where we faced stiff competition from their counterparts. Despite the challenges posed by the treacherous race piste,

the team showcased resilience and skill across all disciplines. LAET Graeme Price's stellar performance in the Super G, coupled with Lt Liliias Hopkinson's podium finish, underscored the team's competitive edge. In a thrilling display of athleticism, the team clinched the Male Team Slalom title, reaffirming their dominance on the slopes.

As the season culminated with the final day of competition, the team faced adversity with the unfortunate injuries sustained by LAET Graeme Price and Lt Ben Easton. However, our indomitable spirit prevailed, with the remaining members skiing their best and displaying unwavering camaraderie. Although unable to replicate last year's success, the team's depth and development bode well for future endeavours.

The season's success would not have been possible without the unwavering support of the Royal Navy Winter Sports Association (RNWSA), UK Armed Forces Winter Sports Association (UKAFWSA), and sponsors. Their commitment to the sport ensures that sailors and marines continue to have access to unique opportunities on the slopes.

For those inspired to join the ranks of RN Wintersports, opportunities abound with grassroots open days throughout the year. Interested individuals can find more information on the RNWSA website or by reaching out to Lt Brett Wild at brett.wild102@mod.gov.uk







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