

DIAMOND DAYS: PHOTOS FROM ARMED FORCES TRIBUTE

DefenceFocus

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A NEW CHAPTER

A balanced budget means all systems
go for Transforming Defence


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EDITOR'S NOTE

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DANNY CHAPMAN

Well, the sun is shining and the books are balanced, so it seems time for a celebration involving thousands of military personnel dressed in their finest ceremonial uniforms against a backdrop of royal castles, cathedrals and rivers. If only things were that simple. Although, as I write this at the end of May, this doesn't seem like such a fanciful world.

Indeed, two weeks ago, the Defence Secretary made the 'first time in a generation' announcement that the MOD's budget deficit has been wiped out and the books are balanced. This means that the MOD's core equipment programme is fully funded and the Service Chiefs are happy.

It also means there is a solid basis from which to ramp up the Transforming Defence programme, and build upon Lord Levene's Review of the MOD, which should also mean more efficient working practices being implemented with, we are told, new sets of behaviours based on improved leadership, cross-Defence

thinking and better business practices. Surely all of which are long overdue.

So, as we have been digesting this news, along comes the sun (also long overdue) and the start of the Diamond Jubilee celebrations. We go to print just after the first major event has taken place, the Armed Forces Parade and Muster at Windsor, allowing us to put a page full of photos from the event together. The main events take place next weekend, including the Thames Pageant and a service at St Paul's followed by processions, parades and all kinds of pomp and circumstance with the military in full swing.

With all this going on, one shouldn't forget that Afghanistan is still our main effort, so in this magazine we have the optimistic thoughts of the Commander of 20th Armoured Brigade on how progress to 2014 is going.

And next up is the Olympics! So let's hope the good news keeps coming, along with the sun. And don't forget to read about all of these topics and much more on the MOD website and intranet.

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IN MEMORIAM

DEATHS ON OPERATIONS – 28 MARCH TO 21 MAY 2012



Corporal Jack Leslie Stanley

Corporal Jack Leslie Stanley, from the Queen's Royal Hussars, died in hospital in

Birmingham on Sunday 8 April 2012 from wounds sustained in an improvised explosive device [IED] blast which occurred during a patrol in the Pupalzay Kalay area, east of Lashkar Gah

city on Friday 3 February 2012. Aged 26 from Bolton, he leaves behind his mother Brenda, his father Tom, his sister Rachel, and his girlfriend Sarah.



Sapper Connor Ray

Sapper Connor Ray, from 33 Engineer Regiment [Explosive Ordnance Disposal], died in hospital in Birmingham on

Wednesday 18 April 2012 from wounds sustained in an IED blast which occurred during a mission to clear a compound in the Nad 'Ali district, Helmand, on Wednesday 11 April 2012.

Aged 21, from Newport, Gwent, he leaves behind his brother Vinnie, stepfather Steve, sisters Hollie and Bonnie, Aunty Eileen, and girlfriend Hollie.



Guardsman Michael Roland

Guardsman Michael Roland, from the 1st Battalion Grenadier Guards, died in

the hospital at Camp Bastion, Afghanistan on Friday 27 April 2012 after being wounded that morning during an exchange of small arms fire on an operation to disrupt insurgent activity in

a contested area in the north of Nahr-e Saraj district, Helmand. Aged 22, from Worthing, Sussex, he leaves behind a huge, loving extended family and friends.



Corporal Andrew Steven Roberts

Corporal Andrew Steven Roberts, from 23 Pioneer Regiment, The Royal

Logistic Corps, was killed in Afghanistan on Friday 4 May 2012 by indirect fire during an attack on a forward operating base in Nahr-e Saraj district. Aged 32, from

Middlesbrough, he leaves behind Lindsey, daughters Jessica and Kayla, son Kyle, Paula and Josh, mother Pauline, father Stephen and five brothers and sisters.



Private Ratu Manasa Silibaravi

Private Ratu Manasa Silibaravi, from 23 Pioneer Regiment, The Royal Logistic Corps, was

killed in Afghanistan on Friday 4 May 2012 alongside Corporal Andrew Roberts by indirect fire during an attack on Forward Operating Base Ouellette in the northern part of Nahr-e Saraj

district. Aged 32, from Fiji, he leaves behind his brothers Saimoni, Kaveri and Ratumeli, sisters Mereoni and Salote, and extended family.



Corporal Brent John McCarthy

Corporal Brent John McCarthy, from the Royal Air Force Police, was killed in

Afghanistan on Saturday 12 May 2012 by small arms fire while part of a Police Advisory Team attending a meeting at a local Afghan Uniform Police headquarters in Lashkar Gah

district, Helmand. Aged 25, from Telford, he leaves behind his father John, mother Sarah, sister Jodie, his partner Sarah, his niece Miajay, and nephew Kyron.



Lance Corporal Lee Thomas Davies

Lance Corporal Lee Thomas Davies, from the 1st Battalion Welsh Guards, was killed in

Afghanistan on Saturday 12 May 2012 alongside Corporal McCarthy by small arms fire while part of a Police Advisory Team attending a meeting at a local Afghan Uniform Police

headquarters near Patrol Base Attal in Lashkar Gah district, Helmand. Aged 27, from Carmarthen he leaves behind his devastated family.

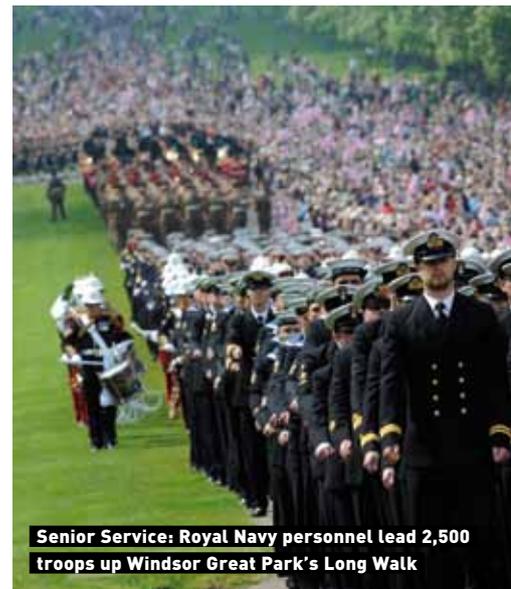
DIAMOND JUBILEE



Sovereign speech: the Queen pays tribute to troops during the Jubilee Muster at Windsor Castle



Soaring tribute: Red Arrows flypast over Windsor

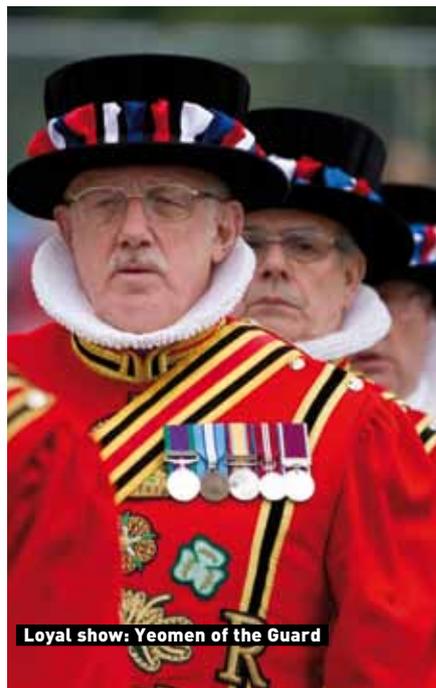


Senior Service: Royal Navy personnel lead 2,500 troops up Windsor Great Park's Long Walk



Sky salute: RAF Tucano aerial display

Picture: Pete Gowling



Loyal show: Yeomen of the Guard

Picture: Pete Gowling



Piece of cake: a tri-Service-made cake is presented to Her Majesty

Picture: Sgt Steve Hughes RLC



ER: HMS Daring's company in an 'E II R' formation on the deck

THE ARMED FORCES STAGED A MAJESTIC PARADE AT WINDSOR CASTLE AND BEYOND TO MARK THE QUEEN'S 60-YEAR REIGN



Tri-Service: a Guard of Honour in the Quadrangle at Windsor Castle



Making noise: Bands were out in force for the Diamond Jubilee Parade

Picture: Trooper, Mark Larner RY

Picture: Sgt Steve Hughes RLC

Picture: Pete Gowling



Picture: Pete Gowling



VIPs: Royal couple join the Armed Forces Chiefs for the Guard of Honour

Picture: Sgt Steve Hughes RLC



Op salute: 904 Expeditionary Air Wing personnel mark the Jubilee at the RAF Tornado detachment, Kandahar Airfield, Afghanistan

Picture: Flight Sergeant Paul Peden



Picture: LA(Phot) Keith Morgan



Good turnout: More than 2,500 troops paraded from nearly all areas of the Armed Forces

Picture: Trooper, Mark Larner RY

Committed: soldiers from
5th Battalion The Rifles
undertaking a foot patrol
in the southern part of Nahr-e
Saraj district during Op HERRICK 15

STANDING ON THE SHOULDERS OF GIANTS

RECENTLY RETURNED FROM HELMAND, BRIGADIER PATRICK SANDERS SAYS THE YEARS OF EFFORT AND SACRIFICE ARE PRODUCING RESULTS

When 20th Armoured Brigade deployed on Operation Herrick 15 in October 2011 to take over responsibility for Task Force Helmand, only central Lashkar Gah district was under the control of the Afghan National Security Forces (ANSF). Fast forward to just after the end of their tour in May 2012 and the final area of Helmand where British Forces operate, Nahr-e Saraj, has begun the transition process.

The numbers are impressive and offer encouraging reading for all those interested in the future of Afghanistan: security responsibility for all of Lashkar Gah and 60 per cent of Nad 'Ali is now led by the ANSF; there is 90 per cent local population confidence in the Government of Afghanistan and the ANSF; 36 base locations have been handed over to the ANSF; and, perhaps most encouragingly, there were reductions in violent acts in some areas of Nahr-e Saraj of up to 85 per cent over the course of Operation Herrick 15.

So how has such an improvement been achieved? "Well frankly it has had nothing to do with us," said a modest Brigadier Patrick Sanders, Commander of 20th Armoured Brigade and Task Force Helmand during Operation Herrick 15. "It has been the accumulation of previous brigades deployed in Helmand since 2006 that has really set us up for what has truly been a unique tour. It was the first time when the planets all aligned, where security was good enough, and where Afghan confidence and capability was good enough for them to begin to take the lead, and that has been transformational."

As ISAF prepares for 2014 and the withdrawal of combat troops, the focus of the Brigade's tour was on preparing the Afghans to take the lead. "I think if there is anything that characterised the six months for us it was an extraordinary Afghan appetite for, and a real growth of that appetite, to be put in charge, and we now, as the UK Task Force, are working very firmly for Afghan masters. We are following rather than leading, which is a fundamental change," Brigadier Sanders said.

The formal process of transition, by which control is gradually handed over to Afghan forces, has shown good progress over the tour, with Nad 'Ali in the west of Helmand joining the process in January, the second area under UK control to do so after Lashkar Gah last July. Shortly after the end of 20th Armoured Brigade's tenure Nahr-e Saraj district, the third and final area where UK troops operate began the transition process.

Across the country as a whole, Afghan forces will soon have lead security responsibility in areas home to 75 per cent of Afghanistan's population. By the middle of 2013 all of Afghanistan will have begun the transition

HERRICK 15 IN NUMBERS

45%

reduction in violence over 12 months

60%

of Nad 'Ali is under Afghan forces lead for security

100%

of Lashkar Gah is under Afghan forces lead for security

2 schools

opened in Helmand during the tour

24%

increase in IED finds from Herrick 14

36%

base locations handed over to Afghan forces

90%

of local population support GIRoA and ANSF

7%

support for Taliban

85%

fall in violence in Nahr-e Saraj

70 metre

Freedom Bridge, the longest built by UK forces since World War Two

process, on track for completion by the end of 2014.

Lieutenant Colonel Ed Fenton, Commanding Officer of 3rd Battalion The Royal Regiment of Scotland (3 SCOTS), which operated under 20th Armoured Brigade on Op Herrick 15, explains: "Transition in Nad 'Ali will be a 12-18 month process staged precinct by precinct. There are 12 police precincts in Nad 'Ali, from south to north. The stages of transition reflect the security challenges ongoing in the north and the developing capacity of the Afghan security forces. We are thinning our presence checkpoint by checkpoint and we are doing that in agreement with the Afghan security forces.

"In the transition areas Combined Force Nad 'Ali no longer conducts framework activity, so we don't do the security patrols in the area."

As a good example of how our forces are progressing and moving away from a ground-holding combat role, Lieutenant Colonel Fenton explains that B Company of 3 SCOTS started its tour as a ground-holding company in southern Nad 'Ali and within a couple of months had merged with another area of operations. That released them to become a manoeuvre



company and revolve around operations alongside the Afghan security forces in the north of the district. Once those were successfully completed the company further transitioned into police mentoring teams.

"Transition has actually taken root," said Brigadier Sanders. "We are on the cusp of delivering durable success in central Helmand and in the three districts that matter most to the Afghans and which sit in the ISAF Commander's top four priorities."

Indeed, the situation has changed so much that recent independent polling has found that security now rates as people's fifth concern behind education, healthcare, corruption and justice, which is a marked change over the last 12 months.

"Of course there are still reasons to be concerned," Brigadier Sanders cautions. "Central Helmand is still contested and will be for some time. The insurgents are resilient, they are determined, but they are significantly less capable and have lost an enormous amount of support from the Afghan people themselves."

Brigadier Sanders says another cause for concern is corruption: "I don't think it is any secret that corruption is a problem in Afghanistan, but we are seeing some courageous decisions to root some of this out," cautioning further that the ANSF are still a work in progress and local confidence is not yet irreversible.

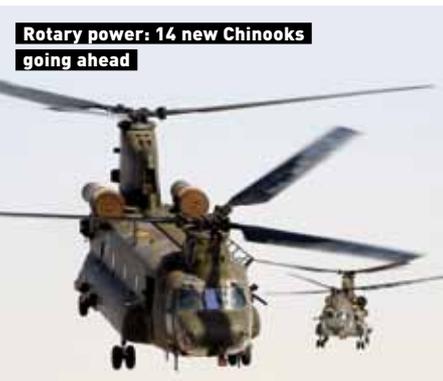
"So what all that means is that if transition is going to stick and we are going to deliver something durable post-2014, we need to maintain our commitment to them to that point and then a strategic commitment and partnership beyond that." **DF**

A BALANCED BUDGET

THE MOD'S BUDGET DEFICIT HAS BEEN WIPED OUT FOR THE FIRST TIME IN A GENERATION, GIVING A SOLID PLATFORM FOR THE TRANSFORMING DEFENCE PROGRAMME



Warrior: upgrades now guaranteed



Rotary power: 14 new Chinooks going ahead



Daring: Type 45 programme well underway

The Defence Budget is now in balance, Secretary of State Philip Hammond announced on 14 May. It means that the MOD's core equipment programme is now fully funded and affordable and represents a key milestone in the transforming defence agenda.

Mr Hammond added that the £38bn black hole in the Defence Budget has been eliminated through a series of tough but necessary decisions, combined with radical reforms of the MOD's financial processes.

And in a message to all Defence staff Mr Hammond said: "As a result of your hard work over the last two years and of the tough decisions that have been taken, we now have a Defence Equipment Programme built on firm foundations. After two years' work and some incredibly painful decisions, the black hole in the Defence Budget has finally been eliminated and the budget is now in balance."

Mr Hammond said that this means we can now confidently pledge to deliver to our Armed Forces almost £160bn worth of equipment over the next decade.

The committed core equipment programme amounts to just under £152bn over ten years, against a total planned spend of almost £160bn. That £152bn includes, for the first time, a centrally-held contingency of over £4bn.

The programme also includes an additional £8bn of funding over the next ten years which is unallocated. This means that the budget will have guaranteed headroom to respond to emerging equipment requirements.

Mr Hammond said that "this

DEFENCE VISION

Over the next five to ten years, the Armed Forces and the Department will look very different from how they do today.

The financial certainty now achieved has enabled the Defence Board, chaired by the Secretary of State, to issue a new 'Defence Vision', 'Defence in a Changing World', which explains these changes and the continuing purpose of Defence.

This sets out our goal of battle-winning Armed Forces, a smaller, professional Ministry of Defence, and a hard-headed approach to what we can afford, all underpinned by strong leadership at every level; everyone working together to make Defence as a whole stronger, and modern, innovative ways of doing business.

See the Transforming Defence page on the Defence intranet for more on this.

programme represents the collective priorities of the Armed Forces, set out by the Armed Forces Committee on which all the Service Chiefs sit. They have confirmed that, together with the uncommitted headroom in the equipment budget of £8bn, this committed programme will fund the capabilities they require to deliver Future Force 2020 as set out in the Strategic Defence and Security Review."

Chief of the Defence Staff, General Sir David Richards, said: "Taking tough decisions and dealing with unaffordable

Heads-up: General Sir David Richards, Philip Hammond and Ursula Brennan address MOD staff



projects has given us clarity to plan. We are now on a firm foundation and building the Armed Forces of the future. We are now well-placed to adapt and respond to threats around the world and to deliver the capabilities we need for the nation's defence."

Mr Hammond added that "looking further forward, the uncommitted fund of £8bn will be allocated to projects not yet in the committed core programme in accordance with the military assessment of priority at the time. We will not commit to any project without a ten-year budget line to cover not only its procurement,

but also its support costs. We will move forward with a new financial discipline in the Equipment Plan, giving the Armed Forces the confidence that once a project is in the programme, it is real, it is funded and it will be delivered."

He continued: "I recognise that this has been a difficult period for all of our people - in the Armed Forces and more widely across Defence. The need for major changes in the way we do things; the threat of redundancy and uncertainty about the future - all present challenges to confidence and morale.

"Reaching a balanced budget represents a hugely important milestone in the transformation of Defence. It represents a break with the practices of the past and starts to put some of the destabilising uncertainty behind us as we move forward with the Transforming Defence Plan.

"It marks the start of a new chapter in the long history of UK Defence." 

GUARANTEED PROJECTS

The balancing of the Defence Budget means the MOD is now guaranteeing the delivery of projects for the Army, Royal Navy and Royal Air Force, including:

- 14 new Chinooks, Apache life-extension and Puma upgrade
- a programme of new armoured fighting vehicles worth around £4.5bn over ten years, and a £1bn upgrade of the Warrior armoured fighting vehicle
- the building of the two Queen Elizabeth Class aircraft carriers, the remainder of the Type 45 destroyers and the new Type 26 frigates, and the Astute Class and Successor nuclear submarines
- investment in new Wildcat helicopters, the Merlin upgrade programme and the assessment phase for Merlin marinisation
- introduction into service of the Voyager air-to-air refueller and troop transporter, the A400M air transporter and the Air Seeker surveillance aircraft
- an additional C-17 aircraft
- continued investment in Typhoon and Joint Strike Fighter
- £7bn invested in complex weapons - the smart missiles and torpedoes that give our Royal Navy, Army and Royal Air Force their fighting edge.

Balancing the programme means the MOD now confirms the following projects will also be part of the core equipment programme:

- a £4bn plus investment in intelligence, surveillance, communications and reconnaissance
- purchase of three offshore patrol vessels which are currently leased
- Typhoon capability enhancements
- a range of simulators, basing and support equipment for new helicopters and aircraft

COMPASSION COMES TO COLCHESTER

THE LATEST PERSONNEL RECOVERY CENTRE HAS OPENED IN COLCHESTER REPORTS LORRAINE MCBRIDE



Personnel touch: Gunner Maxine Ball and Private Alex Stringer opened Chavasse VC House

Curtain raiser (inset): official opening of the latest Personnel Recovery Centre

Pictures: Cpt Obi Igbo

A new purpose-built Personnel Recovery Centre in Colchester Garrison officially opened its doors in early May to help wounded, sick and injured troops on the road to recovery.

Chavasse VC House is the latest in a nationwide network of Defence Recovery Capability (DRC) facilities which have been set up by the MOD in partnership with Help for Heroes, the Royal British Legion and other military charities and agencies.

The DRC's aim is to ensure that sick and injured Service personnel get access to key services and resources to help them get back to duty or move into civilian life with the right skills.

Chavasse VC House is the second Personnel Recovery Centre after Edinburgh to fully open. The other centres in Catterick, Tidworth and Germany will achieve similar status over the coming 12 months.

OPPORTUNITIES

The Personnel Recovery Centres offer residential facilities to those undergoing recovery, as well as providing a base for day attendees; they are not hospitals or rehabilitation centres.

The Centres are designed to offer recovery courses and activities in support of individual recovery plans and are intended to be places of opportunity, providing education, training, sport and adventure in a relaxed, caring environment.

There are many reasons that could bring a soldier, sailor, airman or woman to a Personnel Recovery Centre, including long term illness and injuries from car accidents or sustained on combat operations.

The Colchester centre was officially opened by two soldiers with quite different injuries. Private Alex Stringer is a triple amputee as a result of an improvised explosive device blast in Helmand province and Gunner Maxine Ball has been suffering from an ongoing debilitating hip injury.

Gunner Ball's hip injury has required bouts of surgery and regular stints at the Defence Medical Rehabilitation Centre at Headley Court and the Personnel Recovery Centres at Tedworth House and Catterick Garrison.

Aged 23, from 3rd Regiment Royal Horse Artillery, she has already attended a short CV-writing course at Chavasse VC House to prepare her for when she leaves the military in 2013.

Gunner Ball says of Chavasse VC House: "It looks amazing and the staff are so friendly and welcoming." She is also full of praise for the buzzing social areas dominated by a giant TV screen where personnel mingle with family and friends. As well as TV rooms, there are family suites so parents and partners can stay overnight, a fitness centre, cafe and bar.

The recovery centre is the antithesis of a sterile hospital environment. Commanding Officer Major Rob Thomas says: "We don't label anyone 'patients', they are just 'troops'.

Run along military lines,



the staff are a combination of volunteers and military personnel, the latter wearing uniform at all times and addressing each other by rank. "But it's a military unit with a difference," adds Major Thomas.

"The lads and lasses that attend the centre might wear civvies but they are still expected to wash, shave and get their hair cut. That said, there is no overbearing discipline, only mutual respect. The atmosphere is happy. We want to see people having a laugh to get them in the right mood to recover."

It's a view shared by Private Alex Stringer from 23 Pioneer Regiment. The triple amputee was caught in an explosion in Helmand in January last year and spent four months in the Queen Elizabeth Hospital Birmingham. Since then, he has been in and out of Headley Court but he's a positive character who's itching to marry fiancée Danielle this summer. The 21-year-old is impressed with what the Colchester centre has to offer.

"It's really spacious for people with disabilities and one of the best facilities that I've seen, if not the best," he says. "All the staff are absolutely fantastic and really are there for us."

That includes a warden who is on hand overnight for emergencies but is also there to encourage people to open up about anything that's bothering them.

CAN-DO

Chavasse VC House is the living embodiment of the 'can-do' military ethos and the staff are keen to infuse all the personnel there with independence.

The journey to recovery isn't smooth and everyone who moves into a Personnel Recovery Centre attends a recovery plan development course as well as a series of core recovery events with an emphasis on identifying needs and total support towards achieving their goals. Any housing, medical, education, training, work placement, employment opportunities and welfare issues are also tackled.

"We never focus on what they can't do, we focus on what they can do," says Major Thomas. The programme includes workplace visits to breed confidence and demonstrate how firms integrate their disabled staff.

For many recruits who join up in their teens, their first brush with Civvy Street can be an eye-opener but, according to Major Thomas, their experiences are overwhelmingly reassuring.

Major Thomas describes the individual recovery plan as 'a route map' that plots where they are now to where they want to be in the future. "They take it away, own it and we support it," he explains.

Each recovery plan is focused on getting an individual back to full-time duty or to establish skills for the move back into civilian life.

The plan also offers a multi-activity package run by Battle Back at the Defence Adaptive Sport and Adventurous Training Centre, which introduces adaptive sport and adventurous training to all wounded, injured and sick personnel.

Although everyone recovers at different rates, the average length of stay at a Personnel Recovery Centre can be anything from a day to several months.

"It depends what their needs are," says Major Thomas. "What we don't want to do is to

institutionalise or mollycoddle people. Instead, we try to empower them. If we wrap our arms too tightly around them, they can't achieve that."

The centres also try to achieve perhaps one of the most important healing goals, as Major Thomas adds: "If people aren't smiling, they won't get on the road to recovery. We need to get them in the right frame of mind that encourages them to want to recover." 

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RESERVE VALUE

TIM CORRY, SABRE'S DIRECTOR, TALKS TO IAN CARR ABOUT WHAT IS BEING DONE TO SUPPORT RESERVIST EMPLOYERS



DF: What is SaBRE, and what is its purpose?

TC: At SaBRE (Supporting Britain's Reservists and Employers) we aim to build support for members of the Reserve Forces from employers. We explain, impartially, to employers the benefits, rights and obligations associated with employing a reservist, as well as promoting the transferable skills that they gain through their military training and that they can bring back to the workplace. We use our expertise to support that very critical relationship between Reservists and their employers.

DF: How do you encourage employer involvement?

TC: We reward supportive employers with a certificate of support signed by the Secretary of State for Defence and the Chief of the Defence Staff and we have a listing of supportive employers on our website. SaBRE also regularly engages with employers across the UK through events run by our Regional SaBRE Campaign Directors. We work with employers on issues that arise and consult them during in-depth research programmes and regular forums with employer groups from across the UK. Several industry bodies, such as the Confederation of British Industry, the British Chambers of Commerce and the Federation of Small Businesses have worked with SaBRE to help employers improve awareness and develop a better understanding of the benefits and obligations associated with employing members of the Reserve Forces. We also have a partnership with Monster recruitment where we have provided advice guides for reservists to use when telling current and potential employers about their reservist status.

DF: How important is it to recognise the contribution that has been made by employers?

TC: In recent years the UK military has relied heavily on the contribution made by the Reserve Forces. Now, more than ever, the support of employers is crucial, as without that support reservists can struggle to balance their military and civilian commitments. However, SaBRE works to communicate with employers so they are able to recognise that there are many benefits to employing reservists in terms of the valuable skills and experience they bring with them.

DF: What are the transferable skills that reservists acquire?

TC: I think that you might term some of them as core skills. It may be a slight generalisation, but

people in the military tend to have a can-do attitude. By definition, the military train people to take command of situations, and where appropriate of people too. More specifically there are some hard skills that the military teach as well, such as HGV driving skills and health and safety. Other soft skills include leadership, initiative and decision making. If you go higher up the skills ladder, clinical staff, for example, will learn more about trauma management from military deployments than they would be able to in the NHS.

DF: What is SaBRE's relationship with the MOD?

TC: SaBRE is an organisation that is funded by the Ministry of Defence and as such is a central conduit for feeding back employer views to the MOD on the employment of reservists.

DF: How does that help to raise the profile of reservists and the employers that they work for?

TC: We work closely with the MOD on initiatives such as Uniform to Work Day [UWD] where reservists can wear their uniform to their civilian jobs to help support Armed Forces Day and raise awareness of their roles in civilian and military life. This year UWD will be 27 June. We have also conducted independent research on a number of topics to measure the effectiveness of what we do. For example, looking at the training courses that reservists undertake, we found that an employer would have to purchase over £8,000 of commercial civilian training to provide the same amount of development that an average reservist's military service provides in a year. We also found that the experience gained from a period of mobilisation, including pre-deployment training, is worth around £8,300 for a private, £14,600 for a sergeant and £18,400 for an officer.

DF: Does the feedback you get from employers influence the MOD in any way?

TC: Yes it does. An example of this stems from the early days of the mobilisation for Iraq. There was no specific notice period that employers had to be given that one of their employees would be deploying. Because of feedback we channelled back to the MOD, there is now a benchmark of 28 days' notice. Now, from a legislation point of view, the MOD doesn't have to do that – but clearly employers were saying we'd love to help, but if you give us more notice we can be even more helpful, and the MOD paid attention to that. Also, as a direct result of the feedback we pass on to the MOD there has been a change in the frequency of mobilisation to no more than one year in five, where possible; financial support to employers has been changed and the role of Unit Employer Support Officers has been created.

DF: Getting employers to be enthusiastic about employing reservists can't be easy?

TC: It can be a difficult sell. We say, 'you've got this great guy called a reservist, and, by the way, we are going to take him away from you, probably more than once'. I understand that may seem like one way traffic; let's be honest, it's not always a square deal for the employer, but at least I can say that the person will return as a better trained more experienced individual.

DF: Can you point out to employers any other advantages of having reservists on their books?

TC: I think that employers who can show they support a person's wish to serve their country, either as a magistrate, a special constable or as a reservist, can be seen as a good employer to work for, and maybe attract better workers. Of course, for small employers if a reservist deploys and you lose 25 per cent of your workforce, it can feel a bit different.

DF: It is SaBRE's tenth anniversary this year. How will you celebrate what has been achieved over the years?

TC: What we intend to do is not so much celebrate ten years of SaBRE, but a decade of employers supporting their reservists. SaBRE just happens to be the vehicle that helps that happen – we want to celebrate the journey, not the vehicle.

DF: Have employers opinions and concerns changed over the last 10 years?

TC: Yes, many employers have endured ten years of mobilisations and their issues and concerns have changed during this time. In addition, as a result of the recession, many companies have become more cost-focused out of necessity and therefore are more interested in what reservists can bring back to the workplace. And, dare I say it, given the current climate, it's amazing that we still get the support that we do.

DF: So, what are the challenges ahead?

TC: With the planned increases in Reserve Forces numbers in the coming years, the relationship between a reservist and their employer will continue to be an important element in maintaining, as well as increasing, the number of reservists. So, we expect that SaBRE's role will continue to grow.

SaBRE has a very important role in the near future in making sure employer opinions on the proposed changes are taken into consideration by the MOD during the next phase of the Future Force 2020 review. In light of this, SaBRE has conducted extensive research with employers which has been fed back to the MOD during this process. For us, the bottom line is that we will have to engage even more with employers.

DF: It is almost certain these days that reservists will have to deploy – is that affecting recruitment?

TC: I think it is attracting a different sort of reservist. But with combat drawdown in Afghanistan planned for 2014, reservists being recruited today won't necessarily get to experience that deployment. Many do see that chance to test themselves as a positive thing. So we will need to have something else that attracts potential recruits. They have already started to do overseas training exercises for summer camps, because the reserve service has to be fun as well as satisfying. Yes, it's a serious business, but actually if you can't make it fun and interesting when you are bidding for people's spare capacity, in terms of their available time, they will go somewhere else for their fun. It will be a different challenge – but it will be challenging.

For information and advice about employing reservists go to the SaBRE website www.sabre.mod.uk or call 0800 389 5459. **DF**



CAVALRY ESCORT
Members of the Household Cavalry support Claire Lomas as she finishes the London Marathon in a bionic suit 17 days after starting it. A former event rider, Claire was paralysed following a riding accident

Picture: Harland Quarrington

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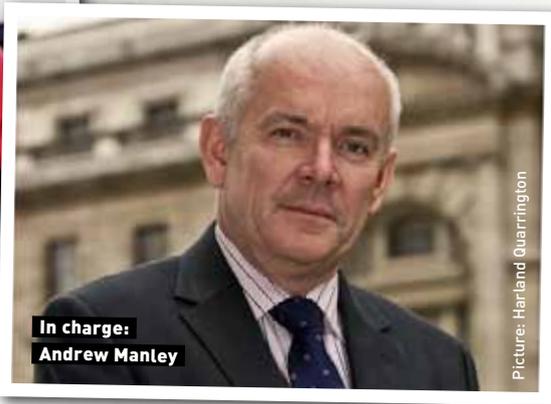
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Feeding the troops: DIO helps serve up hundreds of meals to troops across the world



In charge: Andrew Manley

Picture: Harland Quarrington

ESTATE OF CHANGE: DIO ONE YEAR ON

CHIEF EXECUTIVE ANDREW MANLEY TALKS TO AMBA WADE ABOUT DIO'S ACHIEVEMENTS AND WHAT THE FUTURE HOLDS

Some say that the more things change, the more they stay the same. So a year on from the creation of the Defence Infrastructure Organisation (DIO) how much has really changed?

The DIO was created from Defence Estates (DE) and infrastructure elements of the other six MOD Top Level Budgets (TLBs). It was launched on 1 April

2011 with the goal of managing the MOD estate more effectively.

The DIO's remit is big. The MOD owns one per cent of the UK's landmass and the DIO acts as its landlord. Equivalent to the size of a FTSE Top 30 company, the DIO is responsible for managing all the land, property and buildings the MOD owns in this country as well as abroad.



Picture: LA(Phot) Pete Smith

It employs some 3,000 staff, buys and sells estate, and provides maintenance and services that support the people who live, work and train on the estate. Worldwide, it provides some 67,000 houses and 160,000 single living bed spaces, making it equal in size to some of the biggest hotel chains.

Though it has only been in existence for one year the DIO hasn't missed a beat in the services it provides to the military.

CEO Andrew Manley explains: "We're right out there at the front line. We have DIO staff working in every operational area whether it's in Afghanistan, the Falklands or Cyprus, ranging from ships coming into dockyards, aeroplanes taking off and landing, serving up hundreds of thousands of meals, cleaning, guarding, photocopying, maintenance and upkeep. I often think they are the unsung heroes because they get the job done and make sure that things work."

In its first year the DIO has delivered important improvements to the estate. These include refurbishing more than 100 homes in Hounslow, delivering 190 new bedrooms in Cyprus, and handing over new buildings for Intelligence personnel at RAF Wyton.

Although much of its work used to lie within the remit of the former DE, Mr Manley says the DIO is not the same thing. "We've got more people working in DIO who came from outside Defence Estates than came from within so I think many of the people inside DIO don't necessarily identify with DE as their sort of heritage. We're keen to establish DIO as a different entity and I think people are actually quite proud of what they are achieving."

Over the last year the new organisation has taken a very long, hard look at itself and made some major decisions that will fundamentally affect how the MOD manages its estate in the future.

Mr Manley said: "A year ago we said we would need two years to stand this organisation up to operating capability and we are now exactly one year into that journey and we are on track. We spent the first six months doing very deep analysis of what was wrong with the management of the infrastructure in the MOD. We then spent six months defining the solution and we're now just about to implement changes that will bring us up to full capability by April 2013."

Over the next year the DIO will introduce a new model to standardise its processes, bring in a modern IT system to manage the estate more efficiently, and reorganise and retrain staff. Its transformation programme is a key element of the wider Transforming Defence agenda. To help build upon the transformation programme the DIO is currently undertaking, it is seeking a strategic business partner with the aim of building a world class public sector infrastructure delivery organisation. In doing this, Mr Manley points to successful examples of a public/private partnership such as Crossrail or the Olympic Games.

"Industry can bring creativity and novel thinking about the estate that we badly need. Our vision is that DIO will change quite substantially. What you will see is more discipline brought to the way our activities are managed that will ultimately improve the quality of the service we provide to you."

But changes in behaviour and ways of working are already running through the organisation. Mr Manley

MAJOR ACHIEVEMENTS IN THE LAST YEAR

- upgrading 220 homes for soldiers at Bulford
- 100 homes in Hounslow
- delivering 190 new bedrooms in Cyprus
- new buildings for Defence Intelligence personnel at RAF Wyton
- new grenade range on Salisbury Plain
- work on a new home for personnel at RAF Brize Norton
- construction work on new Defence Medical Services facilities
- final upgrade at RAF Northolt with new dog facility

explains: "We have laid down clear guidelines for people around ways of working and behaviours. I've seen senior managers in DIO coach one another and be quite public about when they're doing things right and when they're doing things wrong. People are trying to develop a culture where it is right to say when things don't work and accept that people make mistakes."

Private sector involvement in the Defence estate is not new, and management, maintenance and development service contracts already exist with private companies. As these begin to expire soon, the Next Generation Estates Contracts team will introduce a mix of new contracts worth £4.35 billion over the next five to 10 years. These will deliver a better service for the MOD and better value for money for the taxpayer, taking into account the larger plan to seek an industry partner. The DIO is also working with all three Services to rationalise contracts for support services such as cleaning and catering.

Another DIO responsibility is to run its Defence Infrastructure Transformation Programme, which plans to reduce running and energy costs and increase income from sales of surplus land and buildings.

But with the Basing Optimisation Programme, which will bring back all the remaining Army personnel from Germany and Cyprus, and despite Forces reductions, the demand for estate inside the UK will not reduce. But the way in which it is used may well change. It could be that more people will be weekly commuters to a base, needing single living accommodation, or bring their families to live with them.

Mr Manley sums up how he feels about the DIO's achievements in the last year: "At the moment I say recognise where we have got to, keep faith with the journey, and I think in a year's time you'll have a DIO which will really start to deliver not just the routine services and products but actually something that is visibly and noticeably better."

He has a clear view of the future: "I'd like to see a DIO that's recognised as being a world class infrastructure manager. I'd like it to be recognised as being the best around for what it does. I'd like to see it operating very much more efficiently using a standard set of processes, with a modern IT system, with a very clean relationship with its contractors; ultimately a smaller more professional organisation." **DP**

Far reach: an RAF Chinook on Salisbury Plain Training Area, which is run by the DIO

JSF - MAKING THE RIGHT CHOICE

THE MOVE TO DELIVER CARRIER STRIKE CAPABILITY USING THE STOVL VARIANT OF JOINT STRIKE FIGHTER IS ANALYSED BY RUSI'S SENIOR RESEARCH FELLOW ELIZABETH QUINTANA

In 1995, the UK opted to join the Joint Strike Fighter programme as a level one partner in order to fulfil the requirements of the RAF for a replacement for the Tornado aircraft and of the Royal Navy for a replacement for the Harrier, which was amalgamated into the Joint Combat Aircraft programme.

Until October 2010, the UK was committed to buying the B-Variant (Short Take Off and Vertical Landing or STOVL) of the Joint Strike Fighter (JSF), which is currently being developed for the US Marine Corps and Italian Navy. Then, rather dramatically, the 2010 Strategic Defence and Security Review revealed that the UK would switch to the C-Variant, requiring catapults and arrestor gear to operate from a ship.

This variant would not only provide greater range and bomb capability but it would also, in principle, allow UK aircraft to land on US and French aircraft carriers (and vice-versa), which would increase interoperability between the navies. At the time, the through-life cost of the C-Variant of the JSF was estimated to be cheaper by 25 per cent, although the review recognised that there would be an additional cost of integrating the 'cats and traps' onto the new British Queen Elizabeth Class carriers, which would incur an additional £400m.

However, in 2010, the B-Variant of the JSF ran into engineering problems and subsequently was at risk of cancellation as the US Department of Defense looked to make large budget cuts. The B-Variant was put on probation in January 2011 by Defense Secretary Gates who delayed the programme by two years and threatened to cancel it altogether if problems could not be resolved.

According to Aviation Week, Secretary Panetta lifted the probation earlier this year as the programme matured in five key areas: structural shortcomings in the STOVL bulkhead, flutter in the auxiliary inlet door, problems in the lift-fan clutch, unexpected wear and tear on the drive shaft, and heating on the roll-post actuator. Two B-Variant aircraft have also just successfully completed sea trials on board USS *Wasp*, completing 72 short take-offs and landings and moving the programme forward another step.

In the meantime, problems with the Electromagnetic Aircraft Launch System (EMALS) and F-35C arrestor gear are making the C-Variant increasingly unattractive. EMALS will replace conventional steam-powered launch systems for the F-35 on board the new US Ford Class carriers and the British Queen Elizabeth Class carriers, which is good news for the British as the Queen Elizabeth Class carriers are not nuclear-powered and so would not naturally be producing steam as a by-product. It is, however, still a relatively immature piece of technology. EMALS has proved that it can launch aircraft (on land) but there are problems with the arrestor gear.

Owing to the stealthy design of the aircraft, the C-Variant has to store the arrestor hook internally during flight and therefore the hook sits nearer to the main landing gear than on other carrier landing aircraft, such as the F-18, which will also be using this system. This means there is more chance that the hook will fail to catch the wire. The hook will be redesigned and tests are ongoing and the US has offered to pay for any additional modifications, so the costs would not have been passed onto the UK. However, any delays to the Ford Class carrier could have meant that the UK would have been the first country to integrate EMALS onto a ship, with all the technical problems and costs associated with it. Even with the Gerald Ford carrier staying on schedule, the two classes of carriers are different in size and design and the EMALS system is a rather invasive system requiring integration across 11 decks of the ship. This may



Striking out: computer-generated image of Joint Strike Fighter

VITAL NUMBERS

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explain in part why the UK's initial estimate of £400m in additional costs escalated to £1.8bn.

According to the Daily Telegraph, up to £40m is said to have been spent by the programme office in the UK on initial feasibility studies. So, it seems, switching back to the B-Variant, at least in the short term, is rather more cost-effective than buying the C-Variant and certainly less risky.

There are also operational reasons why the C-Variant may be less desirable. First, the UK has a history of operating STOVL aircraft and so currently has the expertise to exploit this capability. In Afghanistan, British Harriers allowed the RAF to operate in and out of Camp Bastion well before a proper runway was put in. In addition, HMS *Ark Royal* operated US Marine Corps Harrier aircraft off its flight deck in 2007 so there is a history of interoperability with this type of aircraft too. Secondly, the STOVL aircraft would also be able to use the first Queen Elizabeth Class carrier, HMS *Queen Elizabeth*, which, with the decision to install cats and traps, had been downgraded to a Landing Helicopter Dock amphibious assault ship. Thirdly, aircraft with arrestor hooks can get stuck on the flight deck, blocking the deck for other aircraft wishing to land, which means that naval aircraft would always have to return with fuel in case they needed to loiter; and a modified combat aircraft would also have to be available near the carrier to provide tactical tanking in an emergency.

The US Navy plan to use F-18s as their tactical tankers, which means the UK would need to either buy F-18s (with all the through-life costs of maintaining a separate platform) or foot the bill to design and install a drogue refuelling system on four of the C-Variant aircraft it would have purchased. STOVL aircraft do not require tactical tankers because they can land on another part of the deck if an aircraft is in the way.

Finally, the C-Variant will require additional training costs for both the pilots and deck crew as arrestor landings are more demanding for the pilot and support crew can be seriously injured or killed if the wire whips out over the deck. Landings therefore need to be performed on a regular basis in order to maintain currency and an efficient deck.

Squeezing finances, a maturing B-Variant and uncertainties over the EMALS programme may mean that, for the UK, the B-Variant may now prove to be a more cost-effective solution. This is a programme in development and there is a long way to go with each variant before the problems are ironed out and the final price tag negotiated, particularly since the in-service costs will dwarf the costs of buying the aircraft. The UK is not the only country to re-examine its contribution to this programme. Both Canada and Japan have stated that they retain the right to back out of the programme if the cost becomes too great.

What is sure is that the UK remains committed to buying JSF aircraft whatever the final variant choice. The fifth generation stealth fighter represents a step-change relative to existing fourth generation fighters and, as a tier one partner, the programme continues to be important to the UK both industrially and in terms of future revenue to the government. 

This article first appeared on www.rusi.org

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

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

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

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

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

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

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

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

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

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

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

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

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

Naval Personal & Family Service and Royal Marines Welfare: NPFS & RMW have three main offices in the UK, where the serving person's next of kin resides determines which office to contact.
Eastern area office - HMS Nelson - Tel: 023 92 722 712 - after hours 023 92 726 159.
Western area office - HMS Drake - Tel: 01752 555 041 - after hours 01752 555 220.
Northern area office - Helensburgh - Tel: 01436 672 798 - after hours 01436 674 321 (Ext 4005)
RM Welfare - 01752 836 395 (via duty officer, guardroom RM Stonehouse).

LIFE ON TARGET

PARALYMPICS HOPEFUL CORPORAL PAMELA GRAINGER TALKS TO LORRAINE MCBRIDE ABOUT LOSS AND HOPE

Seventeenth of August 2002 is etched in Corporal Pamela Grainger's heart forever. She was riding her motorbike home from visiting her terminally sick stepdad when a collision tore through the nerves of her right arm, rendering it paralysed.

But as if the crash wasn't enough, that day marked the beginning of a series of tragic events for Corporal Grainger.

The radio instructor at RAF Cosford has subsequently had to cope with the loss of both her biological parents, as well as her fiancé's recurring battle with cancer. Six years previously she had lost her brother in another motorbike crash.

Amazingly though, a decade on from that fateful day, Corporal Grainger's story is one of triumph over tragedy and her life is fizzing with health and energy as the budding paralympian hopes to represent Team GB at the 2012 Paralympics in pistol shooting.

Recovering from her motorbike crash alone is an impressive feat. She recalls being at her lowest ebb while recovering in hospital shortly after the accident, which happened when she was aged 30.

"The pain was immense. My leg and left arm were in plaster, my hip was strapped up, my right arm was in a sling, metal stuck out everywhere, and every time I lifted my head I threw up. I thought: 'I don't think I can handle this, I'd rather die'."

Later, she begged surgeons to amputate her arm (they refused due to the complexity of attaching a prosthetic limb). "It was permanently in a sling and just got in the way," explains Corporal Grainger. "It was a dead weight."

However, Corporal Grainger soon bounced back. And following multiple tendon and nerve transplants at the Royal National Orthopaedic Hospital (RNOH) in Stanmore, she regained limited movement in her fingers. Later, surgeons fused her wrist with a metal bar, performed a bone graft, and fused her right shoulder twice.

Born a right-hander though, it was now necessary for Corporal Grainger to relearn how to write and dress herself using her left hand. "While in hospital I practised writing by copying out lines from kids' study

books," she says. It was tough, but she knew she had no choice.

After leaving the RNOH Corporal Grainger became a regular patient at the Defence Medical Rehabilitation Centre at Headley Court. She praises the professionals there, particularly her 'phenomenal' physiotherapist Kate who gave up her lunch breaks so Corporal Grainger could spend extra time in the hydrotherapy pool which helped to gently exercise her arm muscles.

In June 2009, she attended Battle Back's paralympic talent identification

day. Battle Back, an MOD initiative in partnership with the Royal British Legion and Help for Heroes, encourages the use of adaptive sport for wounded, sick and injured troops.

Blessed with a natural hold, Corporal Grainger was picked up for pistol shooting and the selectors invited her to train at Stoke Mandeville Stadium, the home of Disability Target Shooting GB.

She was an instant success. But any chance of taking the sport forward was cut short when her fiancé Craig learned his cancer had returned.

Over the next few months, Corporal Grainger divided her time between Craig and caring for her mother who was battling a brain virus.

While Craig recovered, her beloved mum passed away last May. Five years earlier, her dad Bernard, died aged 57.

Following a heart transplant he had competed in the Transplant Games, winning medals in the shot put; proof that determination runs in the genes. "Dad's heart transplant failed but he did so much," says his daughter, brimming with pride.

Following these personal losses, Corporal Grainger has become more positive about her own accident: "I think you get one life and make the most of it," she says. "It sounds clichéd but I could have died that day very easily."

And she is convinced that her family is with her in spirit. "I have so many motivations," she adds. "People often ask how I cope without my parents but I am very lucky to have a stepmum who supports me 100 per cent and I believe Mum and Dad are with me all the time, that they're fine and that they'll be with me during the Paralympics."

Corporal Grainger resumed her pistol shooting training two years ago and has been training eight-hours-a-day at Stoke Mandeville's range. She even has her own pistol range at home.

"Our neighbours tend to leave us be!" she jests. While training she is also incredibly studying for an Open University degree in criminology and psychology.

Given her injuries, Corporal Grainger has had to adapt some of her training

“I think you get one life and you make the most of it”



methods. Ninety per cent of disabled pistol shooters are in wheelchairs fitted with backrests to help increase core stability, but in contrast, Corporal Grainger prefers to shoot standing up and hooks her disabled right arm away Napoleon-style.

Her sporting highlight to date was taking bronze in a paralympic international in Poland last year, which hurtled her up the rankings.

Then in August she won gold in a home international in the women's air pistol event, another stride towards qualifying for London 2012.

To win a place in the Games Corporal Grainger must first deliver in internationals in Poland and Hanover.

With sporting success though does come some sacrifice. Last year, she was apart from Craig on his 40th birthday to compete internationally ("I won gold so he forgave me!").

She has also missed friends' weddings and the couple's own marriage has been delayed until next spring after the Paralympics. But, she says of the 2012 Paralympics: "I want to be there more than anything."

Corporal Grainger has served in the Falklands, Iraq, Sarajevo, Cyprus and Ascension Island. It hadn't occurred to her that she's a role model at RAF Cosford where she works as a radio instructor on secure systems, teaching recruits and mixed ranks on pre-deployment training.

But after a strenuous fitness session on base, two colleagues left her reeling with a heartfelt tribute. "Pam, you have no idea what an inspiration you are," they told her. "The way you just strap your arm up and get on with it while everyone else is trying to skive off fitness training is amazing."

When she teaches, she mock-warns students, "my arm might not work but it can still smack you round the head if need be!"

Whatever the outcome regarding the Paralympics, Corporal Grainger will retire after 22 years' service in March 2013. Although she has no firm plans, Craig works for the Prison Service and she can see herself working in rehabilitation, which requires mental toughness in spades.

"If you look at what happened to me, people can give up easily and think it's the end of life," she says. "But it's not. It's the end of life as they knew it but a new life is going to start. You just carry on and make the best of it." 

Picture: RAF Cosford



Flying the flag (above): Corporal Pamela Grainger hopes to compete in the Games

Aiming high (see left): Pamela has qualification in her sights



In for a penny:
Lieutenant Commander
Penny Clark at sea (main
photo back) and left



IN AT THE DEEP END

TEAM GB SAILING RESERVE PENNY CLARK DESCRIBES THE PAIN OF COMING SO NEAR TO COMPETING IN LONDON 2012

Six years of world-class sailing and Olympic experience may yet count for zero for Lieutenant Commander Penny Clark, one of Britain's top women sailors.

At the World Sailing Championships in December, Lieutenant Commander Clark and teammate Katrina Hughes finished seventh in the women's double-handed class. With only the top pair of British sailors qualifying for a berth in the elite team for London 2012, this meant she missed out by a whisker and is now a reserve.

"It's a really difficult situation," she says. "We had a really tight battle for the British sailing team and our rivals pulled ahead at the crucial time, so they've been selected and we're on the sidelines in case of illness or injury."

Despite their disappointment, Lieutenant Commander Clark and Katrina will keep training as partners for Team GB up until the start of the Games. "We'll hopefully help them go all the way to win gold," she says. "If something goes wrong we'll be ready to step up."

Having made the final in the 2008 Olympics in Beijing, how tough is it to come

so close to reliving her Olympic dream? "Really difficult," she says. "Britain is the most successful sailing nation in the world so if you get selected you've got a really good chance of a medal. In January we were ranked Number 1 in the world so to not go is exceedingly disappointing."

Lieutenant Commander Clark has sailed since she was four, egged on by her sailing-mad dad. The family album is full of snaps of a tiny Penny messing about on boats. She won her first national title at just eight years old. And she has a natural affinity with the sea despite growing up in Wolverhampton ("as far from the sea as you can get!").

Lieutenant Commander Clark is married to fellow officer Russ who took a sabbatical to coach his wife in the run-up to Beijing. Even the couple's interests are all water-themed. "It's really sad, even my hobby is windsurfing!" she giggles.

A qualified Engineer Officer, she has served on HMS *Liverpool* and *Manchester* but joined the elite sportspersons programme in 2008 and is now effectively a full-time athlete.

Being a glass-half-full-girl, Lieutenant Commander Clark vows to put her

disappointment at not being selected behind her.

Approaching 37, she is comforted by the fact that, unlike tennis, where even superstars can be past it at 23, sailing treats its top athletes a little more kindly.

"While we have to be very fit, we don't require the same level of fitness as a marathon runner or sprinter, so age isn't necessarily a limiting factor," she says.

Her sporting highlight was competing in Beijing and it's clear that the Games represent unfinished business. "Qualifying fulfilled the first part of a dream," she adds. "I made the final and finished 10th and was pleased, but was disappointed not to bring home a medal."

As a reserve, she endures an agonising wait. Will she quit the sport if she doesn't make it? "My heart tells me that I want to carry on," she says, a reassuring sign that she's weighing up her options for Rio 2016.

While it seems unlikely that Lieutenant Commander Clark will be at the helm of her boat when women's match racing makes its 2012 Olympic debut in Weymouth, if they handed out medals for sheer spirit and guts she would be on the top step of the rostrum. **DF**

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DOGS OF WAR

WE PAY TRIBUTE TO OUR CANINE HEROES RECOGNISED FOR GALLANTRY IN RECENT OPERATIONS. REPORT BY IAN CARR

THE PDSA Dickin Medal is internationally recognised as the animals' Victoria Cross. It is awarded to animals who have shown conspicuous gallantry or devotion to duty while serving with either the Armed Forces or with civil defence units.

Since its institution in 1943 the medal has been awarded 63 times, 54 of these were between 1943 and 1949. The role of honour includes 32 messenger pigeons, 27 dogs, three horses and one cat. All the UK military awards since then have been to dogs.

**TREO - BLACK
LABRADOR**

ROYAL ARMY
VETERINARY CORPS

DATE OF AWARD:
24 FEBRUARY 2010

IN MARCH 2008, Treo was deployed to Helmand province, Afghanistan, to search for weapons and munitions concealed by the Taliban. On 15 August, while

acting as forward protection for 8 Platoon, The Royal Irish Regiment, Treo located an improvised explosive device on a roadside where soldiers were about to pass.

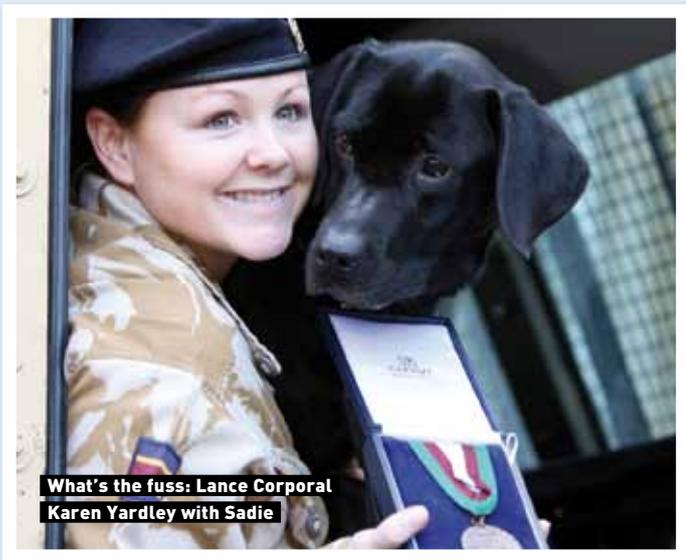
On 3 and 4 September, thanks to Treo a further device was detected; the discovery saved 7 Platoon from guaranteed casualties.

Without doubt, Treo's actions and his devotion to duty, while in the heat of conflict, saved many lives.



My hero:
Sergeant Dave Heyhoe
with Treo

pdsa pdsa
for pets in need



What's the fuss: Lance Corporal Karen Yardley with Sadie

SADIE - LABRADOR
RAVC ARMS AND EXPLOSIVES SEARCH
DOG - KABUL, AFGHANISTAN
DATE OF AWARD: 6 FEBRUARY 2007

WHILE assigned to the Royal Gloucestershire, Berkshire and Wiltshire Light Infantry Sadie saved hundreds of lives by sniffing out explosives.

On 14 November 2005 ISAF personnel in Kabul were involved in two separate

attacks. Sadie and Lance Corporal Karen Yardley were deployed to search for secondary explosive devices.

Sadie found a booby-trap bomb concealed in a pressure cooker hidden behind a two-foot-thick concrete blast wall.

Personnel were moved to a safe distance, and despite the obvious danger Sadie and Lance Corporal Yardley completed their search.

Bomb disposal operators later made safe the device which was designed to inflict maximum injury. Sadie's actions saved the lives of many civilians and soldiers.

BUSTER - SPRINGER SPANIEL
ROYAL ARMY VETERINARY CORPS
DATE OF AWARD: 9 DECEMBER 2003

BEFORE retiring, arms and explosives search dog Buster served five tours of duty, sniffing out explosives and saving many lives.

He helped in the arrest of two suicide bombers in Afghanistan and helped foot patrols hunt insurgents and track down booby-trap bombs.

But he was awarded the PDSA Dickin Medal while assigned to the Duke of Wellington's Regiment in Safwan, southern Iraq.

In March 2003, Buster was in the spearhead of a raid involving 200 troops. He located an arsenal of weapons and explosives hidden behind a false wall in a property that had already been searched by his human colleagues. Buster is considered responsible for saving many lives.

After the find, all attacks ceased and the tension eased so much that troops replaced their steel helmets with berets.



Canine courage: Sergeant Danny Morgan with Buster

SAM - GERMAN SHEPHERD
ROYAL ARMY VETERINARY CORPS
DATE OF AWARD: 14 JANUARY 2003

SAM WAS awarded the Dickin Medal for the outstanding gallantry he displayed in April 1998 while assigned to the Royal Canadian Regiment in Drvar during the conflict in Bosnia-Herzegovina.

On two documented occasions Sam displayed great courage and devotion to duty.

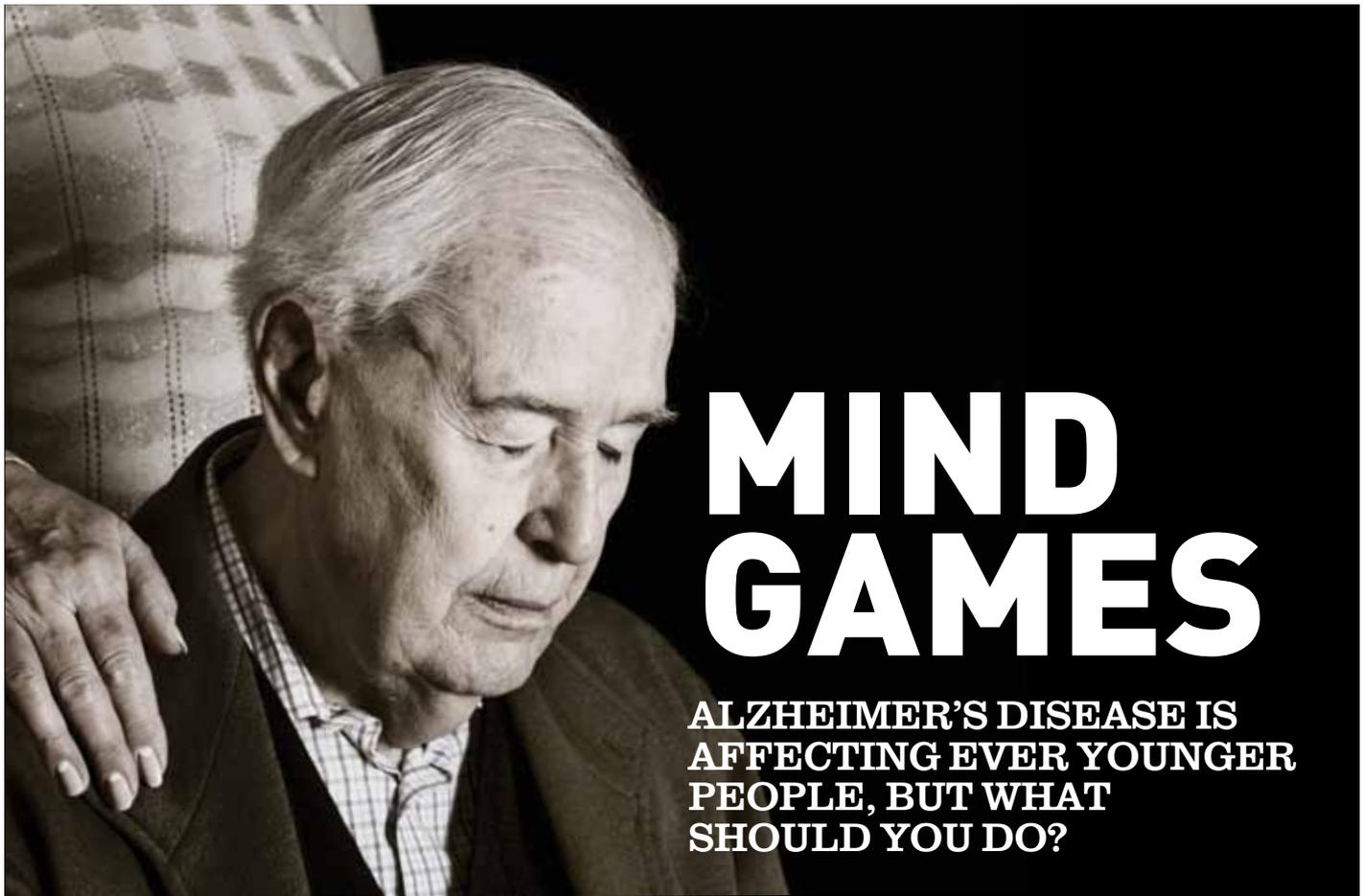
On 18 April he brought down an armed man threatening the lives of civilians and Service personnel. Just six days later, while guarding a compound harbouring Serbian refugees, Sam held off rioters who were intent on attacking ethnic Serbs.

Sam's true valour saved the lives of many servicemen and civilians during this time of human conflict.

Dying of natural causes he was posthumously awarded the Dickin Medal, the first Army dog to receive it since 1944.



Posthumous award: Sam, the first Army dog to win the Dickin Medal since 1944



MIND GAMES

ALZHEIMER'S DISEASE IS AFFECTING EVER YOUNGER PEOPLE, BUT WHAT SHOULD YOU DO?



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

Hello from Whale Island in Portsmouth. This month I thought we'd talk about Alzheimer's disease. It's a condition that's being diagnosed in more and more people, yet many of us don't really know much about it. If an older relative or friend developed this condition would you recognise it?

Alzheimer's disease was first recorded by a German brain specialist called Alois Alzheimer. It is the most common cause of dementia, affecting more than half-a-million Britons, usually people over 65, though worryingly a growing number of younger patients are being diagnosed.

The term dementia refers to a group of problems which can include loss of memory, mood changes and problems with communication and problem-solving. These symptoms occur when the brain is damaged by certain diseases and conditions, including Alzheimer's disease.

When the brains of Alzheimer's sufferers are scanned, multiple small areas of damage are seen, together with a lack of some message transmitter chemicals. This damage tends to gradually progress as the person gets older although the speed of progression varies.

SYMPTOMS TEND TO START MILDLY AND GRADUALLY WORSEN AND INCLUDE:

- periods of memory loss, especially around recent events
- mood swings and frustration, often leading to depression
- problems making everyday decisions
- becoming withdrawn and having poor communication

These symptoms can lead to sufferers eventually needing help with daily life.

If someone shows symptoms of Alzheimer's disease they should see their GP. Firstly because it's important to get the correct diagnosis - other conditions can appear similar in early stages - and to enable them to make plans for the future. Also, because medicines can slow the progression of the condition by increasing those missing

transmitter chemicals in the brain. Your doctor will want to examine the person, including checking their memory and understanding, and take a series of blood tests.

We don't know what causes Alzheimer's disease, but we reckon it's due to a multitude of factors, including increasing age, genetic make-up, environmental factors and general health. Brain injuries can also predispose you to develop the condition. Stopping smoking, keeping to a healthy weight and taking regular exercise are known to reduce risk. Recent studies suggest that people who keep their brain active - say by reading or doing puzzles - also have a reduced chance of suffering with dementia.

Alzheimer's disease is likely to affect more and more people in coming years. Hopefully, with earlier diagnosis and improved treatments the outlook for them will soon improve - it's a very important area of research.

Stay healthy and I'll see you next month.

■ This is general advice only. If you have any medical concerns please see your medic or GP. **DF**



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SUDOKU

			1	3	4			
		8	5			7		
3	7	6						1
	8		2					
			6		5			
				9			5	
	9					2	7	3
		4			1	8		
		2	3	6				

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

3	7	1	8	9	2	4	5	6
6	4	8	7	5	1	3	9	2
2	9	5	3	6	4	7	8	1
4	8	2	5	1	6	9	3	7
5	1	9	4	7	3	6	2	8
7	3	6	9	2	8	1	4	5
8	2	7	1	4	9	5	6	3
1	6	4	2	3	5	8	7	9
9	5	3	6	8	7	2	1	4

Solution to the April 2012 puzzle

Send in your Sudoku solution by 15 July 2012 and you could win a Victorinox Swiss Army Soldiers Knife. Our address is on page 4. For more info, visit www.victorinox.com



CHESS



Compiled by: Carl Portman

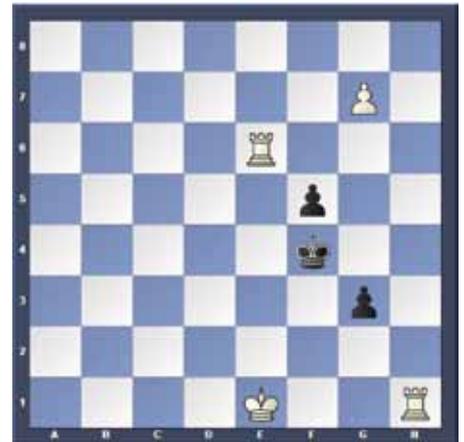
CHESS BRINGS people together regardless of age, gender, background or (dis)ability. It can also shed light upon the shadows that life can cast and serve as a beacon for a better future. Here's an excerpt from an article written by a prisoner for the British Chess Magazine in 1995:

"I have very few opportunities to play other prisoners as movement is very controlled, and most of each day is spent in one's cell (although I am attending French language courses twice a week).

"I have managed to play one match with a fellow prisoner by shouting moves out of the window, and several other people have been following the match offering advice and criticism in a variety of languages.

"I will close here by thanking you once again. I wish you good health and good chess, and will endeavour to become a good player and learn from my mistakes (quite a few so far). George F – CP Fresnes, France."

Of course chess can also bring death. Does anyone remember the serial killer



in Russia who wanted to kill 64 people to correspond with the squares on a chess board? He is now in solitary confinement – with lots of time to play his favourite game.

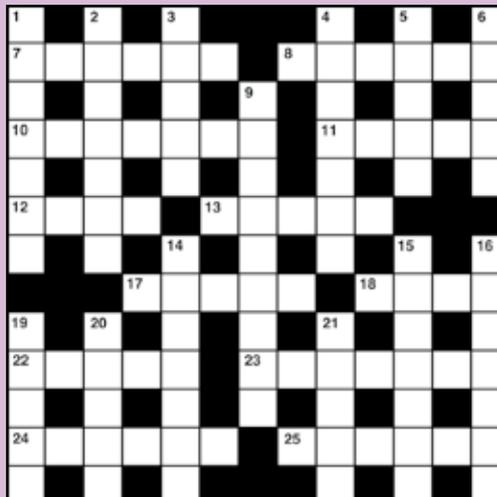
The chess problem this month is a problem set by Petrovic in 'Chess Life' in 1958. It is white to play and checkmate black in three moves. Look for a beautiful and very rare finish. Send your answers to me at carl.portman@hotmail.co.uk please. A chess-related prize awaits.

The answer to April's problem was 1.Nf7+ Kh8 (1...Rxf7 2.Qd8+) 2.Nh6 double check Kh8 3. Qg8+! Rxg8 4.Nf7 smothered checkmate. Winner to be announced. March's winner was Alan Hill from Abbey Wood.

TOPICAL CROSSWORD

ACROSS

- 7. Machine that converts energy into mechanical force (6)
- 8. This saint's day is celebrated on April 23 (6)
- 10. Musician who performs a composition alone (7)
- 11. Small Mediterranean fruit (5)
- 12. Lloyd Webber musical based on poems by TS Eliot (4)
- 13. He resigned as Prime Minister of the United Kingdom in June 2007 (5)
- 17. Actor who presented Meryl Streep with her Academy Award in 2012 (5)
- 18. This martial art was first included in the Olympic Games in 1964 (4)
- 22. It wakes people up in the morning (5)
- 23. Two of the last four winners of the BBC Sports Personality of the Year Award have come from this sport (7)
- 24. Small rooms on a ship (6)
- 25. European country whose financial troubles have made headlines in recent months (6)



DOWN

- 1. And 3 Down. Britain's heptathlon hopeful for the 2012 Olympic Games (7,5)
- 2. Ability to move quickly and easily (7)
- 3. See 1 Down
- 4. Spring plant with glossy leaves and colourful flowers (7)
- 5. Actor who will play James Bond in the next 007 movie 'Skyfall' (5)
- 6. According to the Bible, apostle who denied Christ three times (5)

SOLUTION (NO PEEKING)

- 1. Jessica 2. Agility
 - 3. Ennis 4. Begonia
 - 5. Craig 6. Peter 9. Athletics
 - 14. Diamond 15. Jubilee
 - 16. Goggles 19. March
 - 20. Lambs 21. Acorn
- Down**
- 7. Engine 8. George
 - 10. Soloist 11. Olive 12. Cats
 - 13. Blair 17. Firth 18. Judo
 - 22. Alarm 23. Cycling
 - 24. Cabins 25. Greece
- Across**

- 9. Many people consider this element to be the centerpiece of the Olympic Games (9)
- 14. And 15 Down. Celebration for Queen Elizabeth II throughout 2012 (7,7)
- 15. See 14 Down
- 16. Protective eyewear (7)
- 19. Name of the family in 'Little Women' (5)
- 20. 'The Silence of the _____', an Oscar-winning movie for Hopkins and Foster (5)
- 21. Fruit of the oak tree (5)

WIN MILITARY SHOW TICKETS

Defence Focus has two family day tickets to the War and Peace Show up for grabs.

The War and Peace Show is on from 18-22 July at the Hop Farm in Kent. Every year it welcomes more than 110,000 people to see nearly 5,000 military vehicles, battle re-enactments and peacetime events, including big bands, entertainment, dancing and fashion.

This year, the five-day show will mark the 30th anniversary of the Falklands war by dedicating Friday 20 July to 'Falklands 30'.

This special event will see the extensive display area featuring equipment from the conflict including a Scimitar, a Scorpion tank, the Rapier missile system and an Exocet missile, as well as radio and map displays.

Presentations will also be given by a commando or para on the conflict, supported by a relief map of the islands created by children from a local school.

The special guest at the War and Peace Show Falklands 30 event is Welsh Guardsman Simon Weston, who was badly burned when troop ship *Sir Galahad* was bombed in Bluff Cove. Since then Simon has undergone more than 70 operations and coped with severe psychological trauma. Simon will be there giving talks and taking questions.

A Falklands veterans parade will take place and all Falklands veterans get free entry to the War and Peace Show.

To find out more about the War and Peace Show or the Falklands 30 event, see www.warandpeaceshow.com or call 01304 813945.

The two family day tickets on offer from *Defence Focus* give entry for up to two adults and two children.

The prize also gives one member of the family a free tank ride in a Second World War British M10 Achilles around the main arena, something that promises to be the ride of a lifetime.



TO WIN

Just email your name, address and phone number to dmc-newsdesk@mod.uk by 15 July 2012. Include the phrase "War and Peace" in the subject line.



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