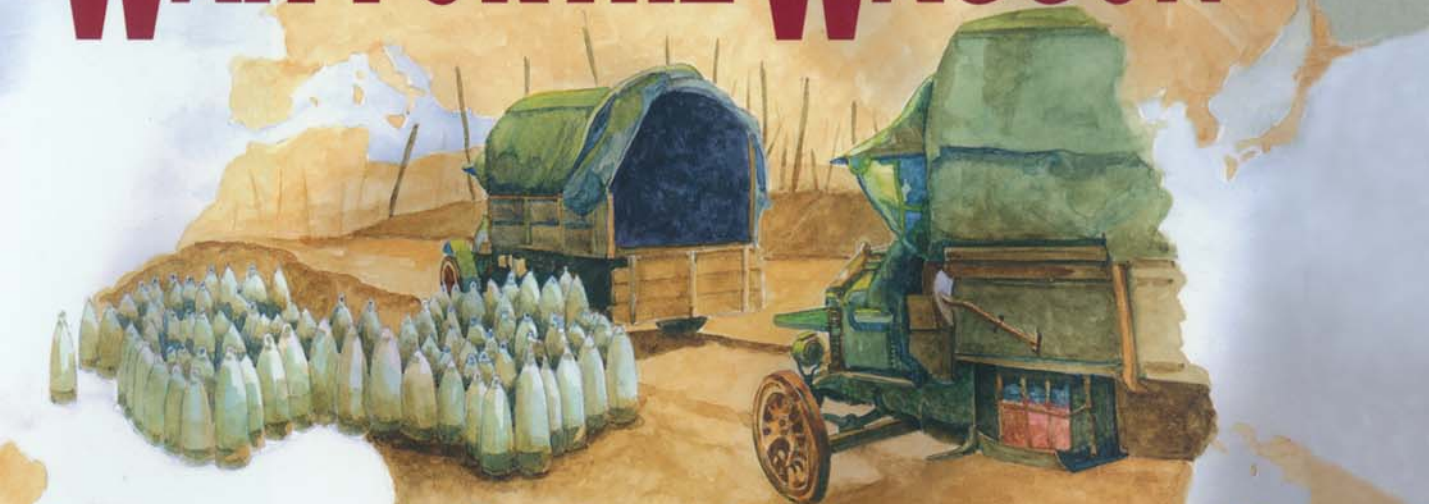
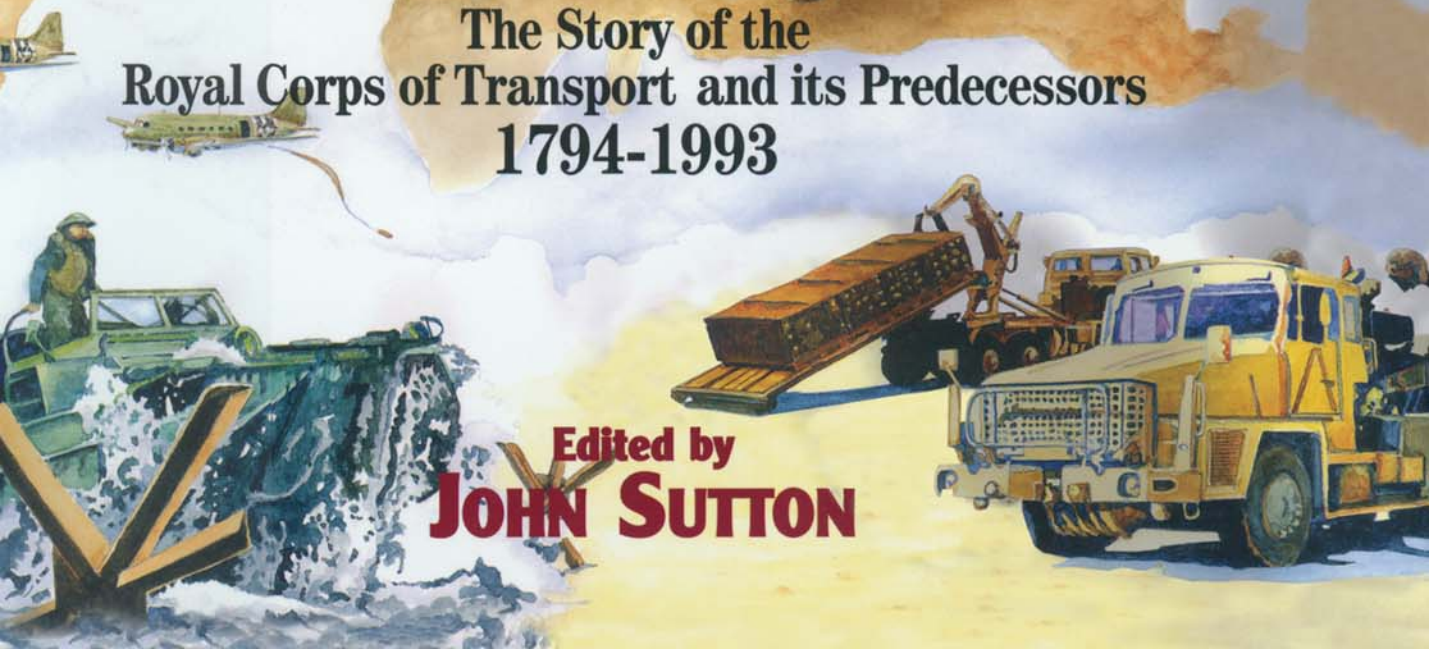




WAIT FOR THE WAGGON



The Story of the
Royal Corps of Transport and its Predecessors
1794-1993



Edited by
JOHN SUTTON

WAIT FOR THE WAGGON

1794 THE ROYAL WAGGONERS



1799 THE ROYAL WAGGON CORPS



1802-1833 THE ROYAL WAGGON TRAIN

1855 THE LAND TRANSPORT CORPS



1856 THE MILITARY TRAIN

1869 THE ARMY SERVICE CORPS



1881 THE COMMISSARIAT AND TRANSPORT CORPS

1888 THE ARMY SERVICE CORPS



1918 THE ROYAL ARMY SERVICE CORPS

1965 THE ROYAL CORPS OF TRANSPORT





The Colonel-in-Chief, Her Royal Highness Princess Alice

WAIT FOR THE WAGGON

**The Story of the
Royal Corps of Transport and its Predecessors
1794-1993**

**edited by
Brigadier John Sutton**



Leo Cooper

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The British Army has enjoyed the loyal and thoroughly professional support of The Royal Corps of Transport and its predecessors for 200 years. A tradition that was founded on 7 March 1794 when the Royal Waggoners were formed.

Since then, titles, uniforms and organisations have changed no less than nine times and this latest reorganisation will lead to the disbandment of The Royal Corps of Transport as we know it. However, the achievements of The Royal Corps of Transport will not be lost because they will be carried forward, with the proud heritage of the other contributing Corps, into The Royal Logistic Corps.

Like you, I am sad to see the demise of such a distinguished Corps but I acknowledge the need for change. I have been proud to have been so closely associated with The Royal Corps of Transport and it gives me enormous pleasure to contribute to this historical record, which marks and celebrates the bicentenary of its formation.

However, while we celebrate our past achievements with justifiable pride, I am sure you will join me in wishing our successor corps, The Royal Logistic Corps the best of good fortune.

COLONEL-IN-CHIEF

FOREWORD

by
GENERAL SIR PETER de la BILLIÈRE
KCB, KBE, DSO, MC

When the Royal Corps of Transport passed into history in 1993 it did so with its reputation as the provider *par excellence* of Combat Service Support to the British Army. Its passing brought to a close a significant chapter in the story of the life and work of our Army, a story which started long ago in Flanders. It gives me great pleasure to write the foreword of this timely book and indeed it is a privilege to do so for a Corps which, in my experience, made such a magnificent contribution to the Gulf War of 1990/1991. Just two years later the Corps' significant achievements in that campaign were to become a fitting valediction not only to the Royal Corps of Transport, but to the Royal Army Service Corps and the predecessor Corps which between them had rendered loyal support to the British Army over a 200-year period.

As the eighteenth century entered its ultimate decade the Low Countries became once more the cockpit of Europe and British troops were committed there as part of a Continental coalition; however, warfare had moved on since the days of Blenheim and Minden and the expeditionary forces at our disposal needed urgent improvements. The Duke of York, Commander-in-Chief and King George III's second son, was able to give momentum to reforms designed to give the British Army essential mobility. In 1793 the Royal Horse Artillery was formed to provide manoeuvrable fire power during the battle and, also an innovation, with horses and drivers permanently established. In the following year the same sound principle of a permanent corps of drivers, horses and waggons was applied to the delivery of supplies, food and essential stores to the Army with the formation of the Royal Waggoners, the British Army's first logistic corps.

The long years of peace at home which followed Britain's crowning achievement at Waterloo brought hard times to the Army, much retrenchment and little progress. Few resources were made available for the retention of a proper supply and transport service, and the Royal Waggon Train was disbanded. The penalty for such parsimony and neglect was later paid by our troops in the Crimea. This campaign saw the urgent re-establishment of logistic support in the form of the Land Transport Corps, which went some way towards making up for the inadequacies of the much-maligned civilian-run commissariat. Nevertheless the small wars of empire were now mounted and fought with the aid of an increasingly professional nucleus of experts charged with supplying and transporting the Army. Various methods and organizations were tried along the evolutionary path as the British Empire grew. Finally a modern system and recognizable Corps, initially the Military Train and subsequently, in 1869, the first Army Service Corps, emerged. It combined proper staff functions with a balanced capability embodied in adequately manned and equipped units.

The vision and driving force behind the Army Service Corps of 1888 was provided by General Sir Redvers Buller, an infantry soldier and VC hero of the Zulu War. Buller is rightly regarded as the father of the British Army's modern logistic Services. The tool he forged so carefully was tested in the furnace of the Anglo-Boer War, the first war of the twentieth century and a chilling precursor of what was to follow. The Army Service Corps survived the ravages of friend and foe alike, while, ironically, Buller's reputation as a commander did not. The Anglo-Boer War provided a timely warning that once again Britain was in poor shape to take on a modern Continental

land power and a remarkable programme of modernization was initiated in the Army. Such were the great improvements achieved by 1914 that the British Expeditionary Force sent to France that summer, with its integrated Supply and Transport Staff and Army Service Corps support, is widely accepted as possibly the finest Army Britain has ever fielded.

The war itself was ultimately resolved not by small professional armies but by vast citizen armies numbering millions. The work of the Army Service Corps, which itself grew to the size of an army, was vital on every front and in every theatre of operations. The Corps' leadership in technology enabled it to play a part in many of the most significant innovations of the war, most notably in providing drivers and maintenance mechanics for the first armoured car and tank units. Granted the title Royal in 1918, the Royal Army Service Corps carried the baton of technological advance through the inter-war years, despite limited resources, and when the second round with Germany began in 1939 the British Army was blessed with a fully mechanized transport system, while the French and Germans still retained huge numbers of horses.

The role of the Royal Army Service Corps in the Second World War and its successors in the modern era may be summed up by the words of Winston Churchill, who remarked that 'transport was the stem without which the bright flower of victory could not bloom'. Consummate masters of their trade by land, sea and air, the men and women of the Royal Corps of Transport and its predecessors have always provided a loyal service to their comrades, mainly unsung, sometimes in the forefront, but most often providing, by day and night, the myriad of ordinary but essential necessities for living and fighting. They have done their job quietly, efficiently and well; however, throughout the years, the members of these Corps have above all remained soldiers, as their record in providing volunteers for special duties shows. The men and women wearing the RASC or RCT cap badge have been no strangers to flying, parachuting, special forces, intelligence and a whole range of other duties calling for essential military skills, courage and determination. In the darker days of the last war, when an airborne force was urgently being created, a young RASC driver was the first to give his life while helping to develop military parachuting; more recently an RCT pilot won the Distinguished Flying Cross during the Falklands War and of course many RASC and RCT officers and men have also served with distinction in the Special Air Service.

The story of those men and women who kept the Army fed, who moved it and its equipment wherever it needed to go and who provided it with fuel and delivered its ammunition has been little told in the past and has not attracted the many writers who prefer to dwell on the popular appeal of combat. It is, however, a marvellous story, here simply told, of a vital and fascinating part of the Army; and because the work of the RCT and its predecessors affected every aspect of Army life, whether fighting or at peace, it also reflects the story of the Army as a whole. The Royal Corps of Transport existed for just 27 years but its passing marked 200 years of military logistics.

A new Corps, The Royal Logistic Corps, has now inherited the mantle of provider and sustainer to the Army. It has a proud tradition; one which is so lucidly described in this book which I commend to you.

Preface

The material for this book, required to cover 200 years, has been found from many sources, much being obtained from previous histories, which are listed in the Bibliography and for which help from contributors has been previously acknowledged in those volumes. For this new history we are particularly indebted to those individuals who undertook the difficult task of evaluating, extracting and incorporating the essential information from those past records to provide the earlier chapters of this book, up to and including the Second World War.

Unfortunately, even those who have personal memories of the Second World War and can still verify facts, are becoming rarer and this serves to emphasise the value of recording events 'whilst the memory serves' for future histories. However, we are fortunate in having some contributors who still have clear recollections of this last major war in which the Corps played such an important part. This has been of tremendous value in both checking and adding information for that time.

The story from the Second World War onwards covers the part played by the Corps in their activities, still world-wide, through the Cold War era. This included participation in a number of widely-differing operations and campaigns, ranging from the Berlin Air Lift to the Gulf War. We greatly appreciate the work of all those who were personally involved in these many activities and, in a time of great change, have contributed to these latter chapters, either by their personal accounts or in reading or advising on drafts. Their help enabled us to produce not only the new material necessary to cover the exceptional period since the 1982 history, but also to update and in some cases correct, versions of previously-recorded events.

The Editorial Committee, listed below, with overall responsibility for the production of the book, was initially established in March, 1992 by the Institution of the RCT, as part of the Historical and Publications Committee. This was then the part of the Regimental Headquarters Organization of the Royal Corps of Transport concerned with the Regimental Affairs of the Corps. The synopsis for the History submitted by the Editor had been agreed in October, 1991. With the formation of The Royal Logistic Corps in April, 1993, the Committee became responsible to the Committee of Management of the newly-created and separately organized Institution of the Royal Army Service Corps and Royal Corps of Transport, for the production of the book. A serving RLC, ex-RCT, Officer was then appointed as the Committee's chairman.

EDITORIAL COMMITTEE

Chairman:	Until March, 1993, Brigadier A C Massey OBE From March, 1993, Colonel M F I Cubitt, CBE
Editor:	Brigadier D J Sutton, OBE
Picture Editor:	Lieutenant Colonel T A Danton-Rees
Secretary:	Lieutenant Colonel R F Grevatte-Ball, from January, 1996
Members:	Lieutenant Colonel I H W Bennett Major C W P Coan Brigadier D W E Hancox, until his untimely death in April, 1996 Lieutenant Colonel L A Huxtable Colonel J C Lucas, OBE Lieutenant Colonel M H G Young

From the start of the Book to its completion there were three Institution Permanent Staff Secretaries, Lieutenant Colonels J G Hambleton MBE, C J Doland and R F Grevatte-Ball. Lieutenant Colonel Hambleton was the last Regimental Secretary of the RCT and greatly helped in the initial preparations for the writing of the History, before becoming Regimental Secretary of the Royal Logistic Corps in April, 1993. Lieutenant Colonel Doland was the first Secretary to the RASC/RCT Institution, and as such his hard work in the post paved the way for the sound structure that followed. Lieutenant Colonel Grevatte-Ball, who took over in 1996 was not only a tireless Secretary, but by virtue of his experience while still serving made invaluable contributions to the text.

HEADQUARTERS AND REGIMENTAL CONTRIBUTORS TO THIS VOLUME

HQ Director General Transport & Movements, Logistic Executive (Army)
 Transport & Movements Branch, United Kingdom Land Forces
 Transport & Movements Branch HQ, British Army of the Rhine
 HQ Training Group RCT
 The School of Transportation RCT
 4 Armoured Division Transport Regiment RCT
 7 Tank Transporter Regiment RCT
 8 Regiment RCT
 10 Corps Transport Regiment RCT
 17 Port and Maritime Regiment RCT
 27 Regiment RCT
 29 Transport & Movements Regiment RCT
 The Gurkha Transport Regiment

LIST OF CONTRIBUTORS TO THIS VOLUME

Lieutenant Colonel R P Arlidge	Captain J Gutteridge
Captain G G Barraclough	Colonel G J Haig, OBE
Major General I S Baxter, CBE	Lieutenant Colonel J G Hambleton, MBE
Major General P H Benson, CBE	Brigadier D W E Hancox
Lieutenant Colonel I H W Bennett	Lieutenant Colonel L A Huxtable
Brigadier M W Betts, CBE	Colonel J C Lucas, OBE
Colonel F A Bush	Brigadier A C Massey, OBE
Major General V H J Carpenter, CB, MBE	Lieutenant Colonel F C Matthews (Co-ordinator United Kingdom Land Forces)
Colonel J R Cawthorne	Major Helen E McMahon
Lieutenant Colonel P Chaganis, OBE	Colonel I W B McRobbie, OBE, TD, ADC, DL
Major C W P Coan	F O'Connell Esq
Colonel C J Constable	Colonel J D Payne
Colonel M F I Cubitt, CBE	Lieutenant Colonel G T Pearce, MBE
Lieutenant Colonel T A Danton-Rees	Major General F K Plaskett, CB, MBE
Lieutenant Colonel C J Doland	Colonel J S Riggall, MBE
Colonel B A Edridge	Colonel D W Ronald
Major General G A Ewer, CBE	Lieutenant Colonel A C Scott
Lieutenant Colonel B L Fox	Lieutenant Colonel T C Street
Lieutenant Colonel R F Grevatte-Ball	Brigadier D J Sutton, OBE
Lieutenant Colonel D A Griffin (Co-ordinator Transport & Movements BAOR)	

Major J T Tatham
Major J E Tong
Colonel J S M Walker
Major General M S White, CBE

Brigadier W M E White, CBE
Lieutenant Colonel R E Wills
Lieutenant Colonel M H G Young

PICTURE SOURCES

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Major W Wynn-Werninck

Major D Balcombe

Major General M S White CBE

The Royal Hospital, Chelsea

Colonel N H G Beard MBE

The Institution of the RASC/RCT

In addition to the considerable overall help given to the Editor by all the Committee in the checking of material, obtaining additional coverage, and proofing-reading of chapters, particular members also undertook the preparation of complete chapters based on their specialized knowledge and expertise. In this respect special thanks for their major contributions are due to Lieutenant Colonel I H W Bennett, Major C W P Coan and Lieutenant Colonel M H G Young who were instrumental in producing the early chapters of the book. The challenge for the Picture Editor, Lieutenant Colonel T A Danton-Rees, to find suitable representative pictures covering 200 years was considerable. Through his persistence the resulting selection made a most valuable contribution to the Book.

The Committee Chairman from the final days of the Royal Corps of Transport, Colonel M F I Cubitt, gathered much material from serving officers now in the Royal Logistic Corps and undertook the initial onerous task of marshalling, annotating, scheduling and word-processing all the material from wherever obtained. This essential task was of the immense help in the subsequent editorial process. It was necessary at the end of 1996, when editing of the book had reached an advanced stage, to find a secretarial organization to undertake the now-changing and more instant computer activity required. We were fortunate in obtaining the services of Mrs Julia Harvey, who with the utmost help and patience saw the preparation of the book through to the publishers. With her husband, Commander R C Harvey OBE, Royal Navy (Retired), Mrs Harvey also undertook the preparation of the index to the Book.

John Sutton, Editor
March, 1998

Glossary

An explanation of some of the terms and abbreviations used in this book

'A' Vehicle	A tracked or wheeled armoured combat land vehicle primarily designed for offensive purposes.
AA	Anti-Aircraft. Term used to cover organizations, units, weapons and equipment having the primary role of defence against air attack.
AAC	Army Air Corps
AASC	Australian Army Service Corps
AASO	Army Air Supply Organizations. Units established in 1960 to provide full air despatch capabilities, commanded by an RASC Lieutenant Colonel and containing an HQ and a number of Air Despatch Companies RASC. The HQ could deploy three Air Supply Control Sections. Attached personnel from other Corps, eg. RAOC, enabled the organization to cover the full range of tasks previously carried out by RASOs and FASOs. The organizations became Air Despatch Regiments in 1965 on the formation of the RCT.
AATO	Army Air Transport Organization – HQ AATO. A Staff organization used particularly in SEAC to control the operation of supply by air and air movement and transportation
ACC	Army Catering Corps or Air Control Centre
ACE	Allied Command Europe – the command including all NATO land forces in Europe
ACF	Army Cadet Force
ACOS	Assistant Chief of Staff
AD	Air Despatch. Supply by air, by parachute or free drop
ADG	Armoured Delivery Group formed during Op GRANBY in the Gulf 1990-91 to hold reserves of crews and armoured vehicles.
ADMT	Assistant Director of Military Transport, located at Woolwich, and responsible for the control of the WD Fleet until 1940
ADP	Automatic Data Processing using computer systems
ADST	Assistant Director of Supplies and Transport. A Corps officer (Colonel or Lieutenant Colonel) on the staff of the Corps Directorate at the War Office/MOD or at Headquarters, prior to 1965
ADTR	Armoured Division Transport Regiment
AER	Army Emergency Reserve
AFCENT	Allied Forces Central Europe
AF G1098	A table listing all the equipment required by a unit to go to war
AFHQ	American Force Headquarters. The Headquarters of the American Forces in the battle for Tunisia 1942/43
AFNEI	Allied Forces Netherlands East Indies 1945
AFV	Armoured Fighting Vehicle such as a tank or armoured personnel carrier
AHA	Administrative Harbour Area
ALFSEA	HQ Allied Land Forces South East Asia. The HQ responsible for the operations of the Second World War campaign in Burma
AMC	Air Mounting Centre
AMF(L)	ACE Mobile Force (Land). A force capable of deployment mainly to its northern and southern flanks
ANZUK	Australia, New Zealand and UK
AOC	Army Ordnance Corps
AOP	Air Observation Post used for directing artillery fire
AOT	Annual Operational Test
APC	Armoured Personnel Carrier used by infantry and others
APSC	Army Personnel Selection Centre

AQMG	Assistant Quartermaster General. A 'Q' Staff Officer at War Office/MOD or lower formation in the rank of Lieutenant Colonel. On the introduction of NATO nomenclature became ACOS G4
ARH	Army Rail Head
ARP	Army Restructuring Plan, 1974/75. One of many economy plans
ARRC	ACE Rapid Reaction Corps – a multi-nation force under the command of SHAPE
ARU	Annual Report on a Unit: a formal inspection by the chain of command on a unit to check its fitness for operations and peacetime administrative procedures. Also Army Rugby Union
ARV	Armoured Recovery Vehicle used by REME to recover tanks
ASM	Artificer Sergeant Major: a REME artificer in the rank of Warrant Officer Class 1
ASMT	The Army School of Mechanical Transport located at Leconfield
ASV	Armoured Staff Vehicle: an armoured office truck
AT	Animal Transport. Transport Units using a variety of animals, eg. horses, mules, camels, bullocks etc. with pack or wagon-drawing capability
ATAF	Allied Tactical Air Force
ATF	Air Transport Force
ATGW	Anti-Tank Guided Weapon
ATLO	Air Transport Liaison Officer
ATR	Army Training Regiment formed on rationalization of training in 1993
ATS	Auxiliary Territorial Service, formed for women in 1938. It became WRAC in 1949
AVLB	Royal Engineer Armoured Bridging Vehicles
AVRE	Armoured Vehicle Royal Engineers
AWD	All Wheel Drive Vehicle or Advanced Workshop Detachment of a field workshop
AXP	Ammunition Exchange Point
'B' Vehicle	A wheeled or tracked land vehicle, self propelled or towed, which is not primarily designed for offensive purposes
BAD	Base Ammunition Depot
BAOR	British Army of the Rhine. HQ at Rheindahlen near Moenchengladbach
BAS/RARS	Battle Attrition Study and Review of Ammunition Rates and Scales in the 1980s in BAOR
BATUS	British Army Training Unit Suffield; in Canada
BCR	Battle Casualty Replacement
Bde	Brigade. A formation of fighting units (infantry, armour) with supporting arms (artillery, engineers and signals) and services (RCT, RAOC, REME) commanded by a one-star brigadier
BDR	Battle Damage Repair: emergency repairs to keep equipment in action in the field
Beach Study	A review of the selection and training of RCT, RAOC and REME officers made by General Sir Hugh Beach GBE, KCB, MC, (late RE) in the late 1970s
BEF	British Expeditionary Force
BEM	British Empire Medal
BEME	Brigade Electrical and Mechanical Engineer. Major or Captain
BER	Beyond Economic Repair. Repair is possible but not economic; equipment is then scrapped or cannibalized
Berm	Sand barrier for defence as used in Gulf. Literally, an edge, the space between a ditch and a parapet in fortifications
BETFOR	British Element Trieste Force
BFME	British Forces Middle East
BGN	British Gurkhas Nepal

Black Box	A box containing electronic equipment, eg a Line Replaceable Unit or a Centrally Repairable Module. It is not necessarily black
BLOWPIPE	A hand-held, wire-guided, ground-to-air missile fired from the shoulder
BLR	Beyond Local Repair. May be repaired elsewhere, eg in Base or by contractor
BMA	Base Maintenance Area from which maintenance support, eg ammunition, petrol, oils and lubricants, spares, rations are provided for forward troops
BMATT	British Military Advisory & Training Team. Deployed to such countries as Zimbabwe
BMH	British Military Hospital
BMM	British Military Mission, eg to the Saudi Arabian National Guard
BMP	Russian-made tracked APC used by Iraqis in Gulf 1991
BQMS	Battery Quarter Master Sergeant in Royal Artillery
BR	British
BRASCO	Brigade RASC Officer. A Captain attached to the Staff at a Brigade Headquarters to advise on and handle S&T matters
BSD	Base Supply Depot. A major depot at Theatre base holding bulk supplies
BSE	Brigade Surety Evaluation
BSM	Battery Sergeant Major in the Royal Artillery. Warrant Officer Class 2
BV 202	The Volvo BV 202 is an articulated tracked vehicle. Particularly used in Arctic training by British Forces in Norway. It proved its worth in the Falklands bogs and mud in the campaign of 1982: REME used the vehicle with a winch for recovery
'C' Vehicle	A wheeled or tracked item of earth-moving equipment, either self-propelled or towed; self mobile, self steering cranes; cable laying ploughs; certain tractors including rough terrain fork lift tractors
CADWS	Close Air Defence Weapon Systems
CALM	Crane Attachment Lorry Mounted. A form of fixed Mechanical Handling Equipment
CALTF	Combined Air Lift Task Force (Berlin)
CAM	Chemical Agent Monitor
Cannibalize	To remove serviceable parts from a repairable item of equipment in order to install them on another item of equipment
CASC	Ceylon Army Service Corps formed during the Second World War
CASCOM	(Fort Lee USA) United States Army Combined Arms Support and Command
CASEVAC	Casualty Evacuation
CASCOM	United States Army Combined Arms Support Command – Fort Lee, USA
CB	Companion, Order of the Bath; Counter Battery or Container Body
CBE	Commander, Order of the British Empire
CCG	Control Commission Germany established in West Germany at the end of the Second World War to supervise the rehabilitation
CDP	Central Distribution Points. Distribution points located at Ordnance depots as part of the BAOR Freight Service
CDS	Chief of the Defence Staff. The most senior Service officer in the Ministry of Defence. Found from the Navy, Army or Royal Air Force
CES	Complete Equipment Schedule eg accessories and tools for a vehicle
CGS	Chief of General Staff – the most senior Army officer in the Ministry of Defence (Army)
CHALLENGER	Main Battle Tank after CHIEFTAIN. Based in UK and BAOR and used in the Gulf 1990-91
CHARRV	Chieftain Armoured Repair and Recovery Vehicle (RECLAIMER). See ARRV
CHIEFTAIN	A Main Battle Tank. Replaced CENTURION, mainly in

	BAOR throughout the Seventies and Eighties. Replaced by CHALLENGER
CHINOOK	Large helicopter with twin rotors used logistically for freight and troop carrying
CIGS	Chief of the Imperial General Staff. The most senior Army officer at the War Office
CinC	Commander-in-Chief, eg Commander BAOR or UKLF
CCIS	Command and Control Communications and Information Systems
CL	Commercial, as opposed to military designed vehicles
CLAMOR	Commonwealth Liaison and Monitoring Organization in Rhodesia 1979/80
CLANSMAN	Army mobile radio system used in the field by all arms and services
CLE	The Central Landing Establishment. An organization formed in 1940 as part of the development of airborne forces
CMA	Convoy Marshalling Area
CMG	Commander of the Order of Saint Michael and Saint George
Contingency Plans	Plans made for a possible emergency or operation
CORPORATE	Operation to recapture the Falkland Islands in 1982
Corps	An operational formation of divisions and supporting arms and services commanded by a lieutenant general; or a body such as the Royal Corps of Transport
COSLOG	Chief of Staff Logistics at LE(A) Andover
COXE	Combined Operations Experimental Establishment
CPU	Corporate Planning Unit: the QMG's corporate planning staff
CRASC	Commander Royal Army Service Corps. The senior RASC officer – Lieutenant Colonel – in a formation or unit, until 1965
CRCT	Commander Royal Corps of Transport. The senior RCT officer – Lieutenant Colonel – in a formation or unit
CRG	Corps Reinforcement Group (BAOR)
CRNZASC	Commander Royal New Zealand Army Service Corps
CSM	Company Sergeant Major. A Warrant Officer Class 2
CTAD	Commander Training and Arms Directors UKLF. He later became Inspector General Doctrine and Training in 1991. A central focus for all Army training except collective training
CTC	Combined Training Centre. A centre for training with assault landing craft formed in 1943
CTMO	Chief Transport and Movements Officer at a Headquarters in the rank of Brigadier or Colonel
CT Vehicles	Combat Vehicles. Vehicles specifically designed for military use
CVHQ	Central Volunteer Headquarters at Grantham
CVR(T) or (W)	Combat Vehicle Reconnaissance (Tracked or Wheeled)
DAA	Divisional Administrative Area
DAAG	Deputy Assistant Adjutant General. An 'A' Staff Officer at War Office/MOD or lower formation in the rank of Major. On introduction of NATO nomenclature, became DACOS G1
DAA&QMG	Deputy Assistant Adjutant Quartermaster General. A Staff officer in the rank of Major normally on Brigade Headquarters staff dealing with both A and Q matters prior to the introduction of NATO nomenclature
DADST	Deputy Assistant Director of Supplies and Transport. A Corps officer – Major – on the staff of the Corps Directorate at War Office/MOD or a Headquarters prior to 1965
DAMA	Director of Army Management Audit (replaced in 1992 by Director of Manpower Audit (DMA))
DAQMG	Deputy Assistant Quartermaster General. A 'Q' Staff Officer at War Office/MOD or lower formation in the rank of Major. On the introduction of NATO nomenclature became DACOS G4

DAR	Director of Army Recruiting
DCM	Distinguished Conduct Medal
DDef LOG Mov	Director of Defence Logistic Movements
DDST	Deputy Director of Supplies and Transport. The senior Corps officer at a Headquarters (Brigadier or Colonel), prior to 1965
DESERT SABRE	The 1st (BR) Armoured Division part of DESERT SWORD
DESERT SHIELD	The early operation to defend Saudi Arabia during the Gulf War 1990-91. Op GRANBY was the British operation codename
DESERT STORM	The operation to liberate Kuwait during the Gulf War 1991
DESERT SWORD	The land operation to liberate Kuwait during the Gulf War 1991
DFC	Distinguished Flying Cross
DGEME	Director General Electrical Mechanical Engineers. Head of REME prior to Logistic Support Review implementation
DGES	Director General Equipment Support. Head of REME on implementation of Logistic Support Review, April, 1993
DGLogSP(A)	Director General Logistic Support (Army). Head of Royal Logistic Corps after implementation of Logistic Support Review April, 1993
DGLP(A)	Director General of Logistic Policy (Army) at MOD (Army)
DGTM	Director General of Transport and Movements. The designation of the Head of the Corps from 1978 to 1993
DGTN	Director General of Transportation. The designation of the Head of the Corps for an interim period in 1977
DID	Detail Issue Depot. An RASC depot responsible for the breakdown of bulk supplies and issue to units
Div	Division. A formation made up of brigades and supporting arms and services, commanded by a major general
Divisional Column	The RASC element within a Division to provide supply and transport support and commanded by a lieutenant colonel – CRASC
Divisional Slice	Resources required to maintain one division, eg a division's 'share' of Corps or Army transport
DL	Deputy Lieutenant. One of a number of deputies, within a county, of a Lord Lieutenant
DMA	Divisional Maintenance Area
DMAO	Director Military Assistance Overseas
DMov	Director of Movements. A Staff appointment in the rank of Major General at Ministry level. From 1966 a designated RCT Major General's appointment, when the Head of the Corps became DGTM. The appointment downgraded to Brigadier in 1978 on becoming part of DGTM's HQ
DMZ	Demilitarized Zone supervised by United Nations between Iraq/Kuwait
DOMS	Defence Operational Movements Staff
Downtime	Time out of action, non-effective or non-productive time
DP	Delivery or Distribution Point. The location to which ASC, RASC and RCT transport delivered its consignments in the field
DRAWDOWN	Reduction of Army Strength in 1990s under 'Options for Change'
DROPS	Demountable Rack Off-Loading and Pick-up System: a logistic load carrying system mounted on lorries
DSC	Distinguished Service Cross
DSO	Distinguished Service Order
DSP(A)	Director of Support Planning (Army). A one star officer responsible for initial support planning for all new Army equipment projects; on QMG's staff
DST	Director of Supplies and Transport. The Head of the Corps at Ministry level – Major General – or senior Corps officer at Theatre level – Major General or Brigadier – until 1965
DUKW	A Second World War 2.5 ton GMC American-manufactured truck. A

	very versatile vehicle used extensively by the RASC in both the campaigns in Europe and the Far East, and continued in service with the RCT until the early Seventies. The initials, forming a convenient nick-name stood for General Motors technical specification – D Year of manufacture 1942: U type of frame: K Front wheel drive, and W six wheels
DUS(ARMY)	The Deputy Under-Secretary of State in the Ministry of Defence Army Department; Secretary to the Army Board. The post remained until 1984
Eager Beaver	A rough military designed rough terrain fork lift truck used for handling army stores
EAASC	East African Army Service Corps
EAM	Greek National Liberation Front
ECAB	Executive Committee of the Army Board. Deals with top policy
ECP	Equipment Collecting Point for equipment casualties awaiting backloading
EFC	Expeditionary Force Canteen, part of the ASC supply organization
EKA	A type of commercial Swedish recovery gear used on the Scammell and Foden recovery vehicles
ELAS	Greek People's National Army of Liberation
Equipment Management	All activities involved in meeting the users' requirements for fit equipment at the lowest overall cost to the public
EME	Electrical and Mechanical Engineering or Engineer (a REME officer)
EMPS	Equipment Management Policy Statement issued by the General Staff for major Army equipments giving availability required and repair policy
Enosis	Campaign by Greek Cypriots for the union of Cyprus with Greece
EOD	Explosive Ordnance Disposal. RE or RAOC bomb and other explosive devices disposal experts
EOKA	National Organization of Cypriot fighters founded in 1955 by Colonel Georgios Grivas, supported by Archbishop Makarios, to bring about Enosis
EOM	Ease of Maintenance
ERE	Extra Regimental Employment. An officer or soldier employed outside own Regiment or Corps
ERB	Executive Responsibility Budget covering all costs, both cash and non-cash, of the budget holder, typically a Commanding Officer
ESO	Equipment Support Organization. Organization formed at Ministry of Defence to embrace functions of REME after Logistic Support Review
FAD	Forward Ammunition Depot
FAIR VALUE	A study into cuts in the QMG's department of civilian manpower in the mid-seventies after the Defence Review of 1974
FANY	First Aid Nursing Yeomanry. A women's independent voluntary organization formed in the First World War for driving duties, eg. staff cars and ambulances. Continued in being until the Second World War when it continued with similar duties
FARELF	Far East Land Forces
FASO	Forward Air Supply Organization. An RASC air despatch controlling HQ commanded by a Major working with RAF Mobile Staging Posts on forward airfields in the North West Europe campaign
FFMA	Forward Force Maintenance Area for logistic support in Op GRANBY in the Gulf 1991
FGA	Fighter Ground Attack
Field Ambulance	The RAMC Unit within a field force providing immediate front line medical support for casualties and their evacuation to a field hospital.

	An ASC RASC/RCT element was part of the unit to drive ambulances and other First Line transport
FILOG	The short title for the Logistic Battalion in the Falkland Islands
FIPASS	Falklands Intermediate Port and Storage System (or Flexiport). Accommodation provided for the garrison after the Falklands War
First Line Repair	Description of the first level of repair available to the Field Force, eg Light Aid Detachment, which provides immediate equipment engineering support to one or more units or a HQ
First Line Vehicles	Vehicles organic to a unit, provided for its own logistic use
FLT	Fork Lift Truck
FMA	There are two definitions: Force Maintenance Area, as used in Op GRANBY in the Gulf 1991 and Forward Maintenance Area as in normal military usage
FMC	Field Maintenance Centre
FMI	The Government's 1982 Financial Management Initiative which required greater emphasis on value for money in the public sector
FMIS	Financial Management Information System to monitor progress for the QMG's Corporate Plan
FOB	Forward Operational Base
FOX	A Light Armoured Car CVR(W) equipped with a 30mm Rarde Cannon
FSD	Field Supply Depot. A static forward depot holding bulk supplies
FTX	Field Training Exercise. A major field training exercise, normally annually in BAOR
FV 430 / 432	A family of 6-wheeled reconnaissance vehicles: included Armoured Personnel Carriers known as SARACENS and SALADIN armoured car
FVRDE	Fighting Vehicle Research and Development Establishment. The Defence Establishment responsible for the design of vehicles specifically for military use, eg. CT vehicles
FWD	A make of Tractor in the First World War
G3	NATO standard designation for operations and training branch of the Staff. Sometimes also used as an oral abbreviation of GSO3 (a captain on the General Staff)
G4	NATO standard designation for Logistics and Quartering Staff
GASC	Gurkha Army Service Corps, predecessor to the Gurkha Transport Regiment (GTR)
GAZELLE	Helicopter used by the Army for attack and reconnaissance
GBE	Knight Grand Cross, Order of the British Empire
GCB	Knight Grand Cross, Order of the Bath
GCLO	German Civil Labour Organization in post Second World War Germany
or	
GCLO	Ground Control Liaison Officer – an Army Officer attached to the Royal Air Force
GDP	General Deployment Plan (BAOR)
GHQ	General Headquarters – applied to ASC Companies operating in rear areas, eg. GHQ Ammunition Parks
GOC	General Officer Commanding, eg District or Divisional Commander
GPMG	General Purpose Machine Gun; 7.62mm belt-fed
GPR	Glider Pilot Regiment – 1942-1949
GPS	Global Positioning System. A satellite-based navigation system
GPT	General Purpose Transport
GRANBY	Operation GRANBY, in the Gulf War 1990-91
GRAPPLE	Operation GRAPPLE: the provision of cover by the United Nations Protection Force (UNPROFOR) to the delivery of humanitarian aid in Bosnia/Herzegovina. The UK contribution was supplied in November 1992 by 1st Battalion

	The Cheshire Regiment with logistic support from RCT, RAOC and REME
GS	General Service eg. applied to equipment in common army use
GSE	Group Surety Evaluation
GSL	General Service Launch. A harbour and general communications vessel
GSR	General Staff Requirement. A staff statement in broad terms of the function, main features and performance required of a proposed equipment, eg for the new DROPS vehicles
GT Companies	General Transport Companies. Transport companies with varying types of vehicles allotted to formations as required
GTR	Gurkha Transport Regiment
HANWOOD	UN operation in the former Yugoslavia, setting up UN protected areas up to September, 1993. The British contribution was a Field Ambulance deployed to Croatia, with RCT and REME support
HAVEN	Operation HAVEN, a humanitarian operation to protect the Kurds in North Iraq and SE Turkey following the Gulf War in 1991
HGV	Heavy Goods Vehicle with a load capacity of over 3500kgs
HKMSC	Hong Kong Military Service Corps, which became part of the Gurkha Transport Regiment
HL	Harbour Launch
HMLC	High Mobility Load Carrier, eg. the Alvis Stalwart
HRS	Heavy Repair Shop
HT	Horse Transport. Transport employing horses as pack animals or for drawing wagons
IASC / RIASC	Indian Army Service Corps, subsequently Royal Indian Army Service Corps, the Supply and Transport organizations of the Indian Army
IGDT	Inspector General Doctrine and Training. Formerly Commander Training and Arms Directors until April, 1991
ILHB	Intermediate Higher Level Budget, eg those held by District GOCs and Arms and Services Directors
ILS	Integrated Logistic Support. The procurement system introduced in 1989-90
INLA	Irish National Liberation Army
IRA	Irish Republican Army. The main Nationalist terrorist group in Northern Ireland which has a number of splinter groups including the INLA (above) and the Provisional Irish Republican Army, or Provisionals
IRG	Immediate Replenishment Group
IS	Internal Security. Aid to the civil power in the maintenance of law and order
ISD	In Service Date. The date by which a new vehicle, weapon or other equipment is due into service with full logistic backing available in the field (such as spares, tools and technical publications)
ISO	International Standards Organization: applicable particularly to containers used in freight distribution
IT	Individual Training
or	
IT	Information Technology: all systems for communicating information including the use of computers
JEHU	Joint Experimental Helicopter Unit
JHSU	Joint Helicopter Support Unit. An Army unit with RAF elements to support the operation of Chinook helicopters.
JMCC	Joint Movements Control Centre (BAOR)
Job Evaluation	A method of analysing jobs to establish their relative worth for pay
JSPU	Joint Services Port Unit, eg. Hong Kong and Cyprus
JSTU	Joint Services Trials Unit

KBE	Knight Commander of the British Empire
KCB	Knight Commander of the Bath
LAD	Light Aid Detachment REME. A small first line workshop attached to units, including RASC and RCT
LARKSPUR	Army mobile radio system used in the field before CLANSMAN
LCA	Landing Craft Assault.
LCL	Landing Craft Logistic. Successor to the LCT
LCM	Landing Craft Mechanised
LCT	Landing Craft Tank. Operated by RASC/RCT
LCU	Landing Craft Utility. Designed to carry up to 100 men or two main battle tanks in assault role and operated by Royal Marines
LE(A)	Logistic Executive (Army) at Andover, formed April, 1977 as part of MOD (A)
LHS	Load Handling System
LMG	Light Machine Gun
LMLC	Low Mobility Load Carrier. A vehicle not designed for cross-country performance
L of C	Line(s) of Communication
LSF	Logistic Support Force
LSG	Logistic Support Group set up in the Gulf after hostilities ended in 1991
LSL	Landing Ship Logistic. Large RoRo vessel designed for military use and operated under contract by British India Line until 1970, thereafter by the Royal Fleet Auxiliary
LSR	Logistic Support Review 1990-91. The review was headed by Major General A N Carlier (late Royal Engineers). Implementation resulted in formation of RLC
LST	Landing Ship Tank
LTC	Long Term Costings of the Defence Budget which is compiled in MOD every year covering the next ten years
LTCC	Local Transport Control Centres. Part of the BAOR Freight Service
LVT	Landing Vehicle Tracked. A tracked amphibious vehicle – BUFFALO
LYNX	Army helicopter larger than GAZELLE; faster and armed
LZ	Landing Zone
MAC	Motor Ambulance Column in the First World War, consisting of motor ambulances used for rearward evacuation of casualties
MACC	Military Aid to Civilian Communities
MACM	Military Aid to Civilian Ministries
MASC	Malaysian Army Service Corps – formed in 1957
Mau Mau	Nationalist Movement in Kenya headed by Jomo Kenyatta which was involved there in the independence campaign in the early 1950s
MBE	Member of the Order of the British Empire
MBT	Main Battle Tank, eg CHIEFTAIN or CHALLENGER
MC	Military Cross
or	
MC	Movement Control
MCCP	Movement Control Check Point
MCLU	Movement Control Liaison Unit
MCTG	Mobile Civilian Transport Group. Transport units formed originally from ex German POW in 1945 to work for the Corps which continued as part of the RASC/RCT ORBAT
MEDLOC	Mediterranean Line of Communication. Provided by Train Services, controlled by Q Movements from Hook of Holland to Austria, Italy and Trieste
MELF	Middle East Land Forces
MEXEFLOTE	Rafts used to carry vehicles or stores ashore. They can be connected

	together in various configurations. Operated by RCT from 1965 and normally carried for operations on LSLs
MFVs	Motor Fishing Vessels. General purpose vessels employed within the RASC fleet
MGC	Machine Gun Corps
MGO	Master General of the Ordnance
MHE	Mechanical Handling Equipment
MICV 80	Mechanical Infantry Combat Vehicle later named WARRIOR, which replaced FV432. Issued to BAOR and first used on operations in Op GRANBY in the Gulf 1990-91
MINURSO	United Nations Mission for the Referendum in Western Sahara, for which UNMOs were provided starting in 1991
MLRS	Multiple Launch Rocket System. A US artillery system, first used on operations in the Gulf War 1991
MM	Military Medal
MMLC	Medium Mobility Load Carrier. A vehicle with better cross-country mobility than a normal commercial truck, but not so mobile as some all-wheel drive or tracked vehicles
MMP	Marchwood Military Port
MOD	Ministry of Defence – the Joint Service Ministry under the Secretary of State for Defence of which MOD (Army) is one of three single service departments: MOD (Army) took over the functions of the War Office on the formation of the Ministry of Defence in the early 1960s.
MOR	Malayan Other Ranks
MOSCO	Ministry of Supply Communications Office, which gave its name to Moscow Camp in Belfast
MRLA	Malayan Forces Liberation Army – 1948
MSO	Mixed Service Organization. Formed originally in 1945 for the same purposes as MCTG, to provide transport companies for the RASC, but from Polish and other displaced persons who could not at that time return to their own countries
MSR	Main Supply Route, eg from FMA to forward areas in Gulf 1991
MT	Mechanical Transport. Transport using vehicles driven by any form of engine
MTSD	MT Stores Depot
MV	Military Vigilance
MVC	Motor Volunteer Corps – a pre-First World War Volunteer organization providing chauffeur-driven motor vehicles for use by the army
MVO	Member of the Royal Victorian Order
NAAFI/RASC/EFI	Navy, Army and Air Force Institute and RASC/Expeditionary Force Institute supplying canteens and shops for the Forces and providing part of the ration scale not issued by the RASC. At outbreak of Second World War were badged RASC and became part of the overall supply organization as RASC-EFI. Re-badged RAOC in 1965
NATO	North Atlantic Treaty Organization. The treaty was signed 4 April, 1949 by twelve nations: Greece and Turkey acceded in 1952, Western Germany in 1955 and Spain in 1982
NBC	Nuclear Biological and Chemical. Protective clothing was sometimes referred to as a ‘Noddy Suit’
NCO	Non-Commissioned Officer. Non-Commissioned Ranks range from Lance Corporal to Staff Sergeant. See also WO
NMS	New Management Strategy introduced by Ministry of Defence in 1991, creating a hierarchical budgetary management structure. (See ‘PROSE’)
NORTHAG	Northern Army Group in post-war Germany with its headquarters located alongside HQ BAOR

NSI	Nuclear Surety Inspection
O GROUP	Orders Group; to whom a commander at any level gives orders for an operation or task to those under command
OBE	Officer of the Order of the British Empire
OCTU	Officer Cadet Training Unit
OOA	Out of Area. The term for British troops operating outside the NATO area
Op CORPORATE	Operation to recapture the Falkland Islands in 1982
Options for Change	The review of Defence Policy and reduced requirements following the breaching of the Berlin Wall, the collapse of the Warsaw Pact and the ending of the Cold War in Europe
Op GRANBY	The British operation in the Gulf in 1990-91 as part of the American DESERT SHIELD, DESERT STORM and DESERT SWORD. GRANBY 1 was concerned with the deployment of 7 Armd Bde from BAOR and other troops up to November 1990. GRANBY 1.5 was concerned with the deployment of HQ 1 (BR) Armd Div, 4 Armd Bde and other troops, raising the number of ground troops in the Gulf from 16,000 in November 1990 to more than 33,000 at their peak.
ORBAT	Order of Battle. A list of units in a force or formation
PAIC	Persia and Iraq Command – 1942
PE	MOD Procurement Executive which obtains new weapons and equipment
‘Pig’	Humber 1 ton wheeled APC which was converted for use in N Ireland
PIRA	Provisional Irish Republican Army; also known as the Provisionals or Provos. See IRA
POL	Petrol, oil and lubricants. Includes diesel fuel used by tanks and most heavy vehicles
POW / PW	Prisoner(s) of War
PSA	Property Services Agency, the successor to MPBW – Ministry of Public Building and Works, responsible for Government buildings including building and maintenance of barracks
PSI	Permanent Staff Instructor
QGO	Queen’s Gurkha Officer
QMG	Quartermaster General
QMG 3	The QMG Staff branch at the War Office responsible for MT, the appointments being filled by ASC/RASC officers
QMG 6	The QMG Staff branch at the War Office responsible for Supplies and POL, the appointments being filled by ASC/RASC officers
Q (Movements)	The Staff Branch in MOD and Formation HQs responsible for Movement policy and its execution
QTO	Qualified Testing Officer. One licensed to test for driving fitness for a particular range of vehicles, eg HGV
RA	Royal Regiment of Artillery
RAASC	Royal Australian Army Service Corps
RACT	Royal Australian Corps of Transport
RAMC	Royal Army Medical Corps. The medical service of the Army, all transport in support being the responsibility of the ASC/RASC/RCT. Now provided by RLC
RAOC	Royal Army Ordnance Corps. The providers of ammunition, equipment, vehicles, spare parts, and from 1965, those functions taken over from the RASC: Supplies, Petroleum, Barrack Services, Clerical Services, Army Fire Service, RASC/EFI and Boat Stores
RAPIER	Ground-to-air anti-aircraft missile system. As used by the Army on operations in Falkland Islands 1982
RAPWI	Release of Allied Prisoners of War and Internees – Far East – October 1945

RASC/ASC	Royal Army Service Corps and Army Service Corps. The immediate predecessors to the RCT, having both a Supply and Transport function
RASO	Rear Air Supply Organization. An RASC Unit commanded by a Lieutenant Colonel established for the operations in North West Europe, to control Air Despatch operations. Commanded one or more Air Despatch Companies with attached personnel to carry out full logistic support for Air Despatch duties, eg. RAMC, RAOC, RMP, RPC, NAAFI/EFI etc
RCASC	Royal Canadian Army Service Corps
RCL	Ramped Cargo Lighter
RCT	Royal Corps of Transport. Formed in 1965, to provide transport and movement support for the Army
RCZ	Rear Combat Zone
RDI	Relief Driver Increment. A pool of extra drivers on a Units establishment
RE	The Corps of Royal Engineers
RE(MC)	Royal Engineers Movement Control. That part of the Royal Engineers with the executive responsibility for the Movement Control Service which passed to the RCT in 1965
RE(PCS)	Royal Engineer Postal and Courier Service absorbed into The RLC in April, 1993
RE(TN)	Royal Engineers (Transportation). That part of the Royal Engineers responsible for Port Operations, associated Inland Water Transport functions and Railways, which passed to the RCT in 1965
Recovery	The process of extracting a vehicle or equipment which has broken down or become disabled and moving it to a place where it can be backloaded or repaired
REME	The Corps of Royal Electrical and Mechanical Engineers
RFA	Royal Fleet Auxiliary, providing support ships such as oil tankers and LSLs, and their crews
RFC	Royal Flying Corps. Predecessor to Royal Air Force in First World War
Rigid Raider	A small semi-rigid inflatable boat used by the Royal Marines for patrolling and landings
RLC	The Royal Logistic Corps. Formed in April, 1993 and encompassing the functions of the Royal Corps of Transport, Royal Army Ordnance Corps, Royal Pioneer Corps, Army Catering Corps and the postal responsibilities of the Royal Engineers
RM	Royal Marines
RMP	Royal Military Police
RNZAF	Royal New Zealand Air Force
RNZASC	Royal New Zealand Army Service Corps
RNZCT	Royal New Zealand Corps of Transport
RO-RO	Roll on-Roll off. Ferries which allow vehicles to drive on and off at bow or stern
Roulement	A temporary tour of duty, usually for a few months only, employed in Northern Ireland and elsewhere for formed units or sub-units coming from Britain or BAOR from the Seventies onward
RPC	Royal Pioneer Corps
RPL	Ramped Powered Lighter
RQMS	Regimental Quarter Master Sergeant; a Warrant Officer Class 2
RSA	Royal School of Artillery, at Larkhill, Wiltshire
R SIGNALS	The Royal Corps of Signals
RSM	Regimental Sergeant Major, in the rank of Warrant Officer Class 1
RTCH	Rough Terrain Container Handler
RTE	Rail Transfer Equipment. Equipment to enable loads to be transferred from road to rail flats in association with DROPS

RTR	Royal Tank Regiment
SACEUR	Supreme Allied Commander Europe: a NATO appointment
SAGW	Surface to Air Guided Weapon, eg RAPIER
SAS	Special Air Service
SATCOM	Satellite Communications
SBA	The Sovereign Base Areas in Cyprus under British control
SCORPION	CVR(T): a light tracked armoured vehicle equipped with a 76mm gun and issued to armoured regiments for reconnaissance. Used in Falkland Islands 1982 and the Gulf 1991
SCOUT	An Army helicopter
SDF	Sudan Defence Force
SEAC	South East Asia Command. The command covering the war against the Japanese in the Second World War
SEA KING	A helicopter used by the Royal Navy to carry men or to operate against submarines
Second Line	Vehicles other than unit vehicles used for forward logistic support of divisional units and operated by the ASC/RASC/RCT
Services	The Corps such as RAMC, RCT, RAOC, REME as distinct from the 'Arms' such as RAC, RA, RE, R SIGNALS and Inf
SHAEF	Supreme Headquarters Allied Expeditionary Force
SHAPE	Supreme Headquarters Allied Powers Europe
SHFHQ	Support Helicopter Force Headquarters based at RAF Benson
Somerville Study	The Logistic Reorganization Committee headed by Major General R M Somerville (late RA) VQMG, set up in 1974 and which reported in 1975. It led to the formation of the Logistic Executive (Army) at Andover in April, 1977
SOP	Standard Operating Procedure
SPEARHEAD	A UKLF codeword for an infantry battalion group at 72 hours' notice to deploy in any operational role worldwide, with a leading company group at 24 hours' notice
SPEARPOINT	A series of exercises in BAOR for 1(BR) Corps. It was the 1(BR) Corps insignia
SRD	Supply Reserve Depot. A major supply depot holding bulk supplies
S&T	Supplies and Transport. The generic term for the tasks carried out by the Corps from 1869 to 1965
ST 2	The RASC branch responsible for petroleum from 1945 to 1965 at War Office, MOD (Army) and major headquarters, replacement QMG 6
Staff	A commander's advisers and planners who issue orders and instructions on his behalf, eg Military Secretary, Operations (G3), Intelligence (G2), Personnel (G1) and Logistics (G4) staffs: prior to NATO nomenclature Military Secretary – G Staff, A Staff (Personnel), and Q Staff
STALWART	6 wheeled load carrier with all wheel drive and an amphibious capability; highly mobile with an armoured cab. Extensively used by the RASC/RCT as second line vehicles
Star	NATO terminology refers to 'one star', a brigadier in UK or 'brigadier general' in some other armies, eg Canada; 'two star', a major general; 'three star', a lieutenant general; 'four star', a general; 'five star', a field marshal in the British Army. In some NATO armies the number of stars on the badges of rank reflect the rank of the officer. In the British Army the stars were mounted on red plates on Army staff cars and Jeeps to show the rank of the occupant. This practice was restricted when the security threat led to senior officers travelling in plain clothes and civilian cars without Army registration plates
STUFT	Ships Taken Up From Trade, exemplified by British merchant ships requisitioned for the Falkland Island Operation CORPORATE in 1982

Sustainability	The ability of a force to maintain the necessary level of fighting power for the duration required to achieve its objectives. This requires sufficient personnel, equipment and stocks on hand plus the ability to resupply and reinforce as necessary
SW	Special Weapons
TA	Territorial Army; established in 1908 and reformed in 1947
TA&VR	Territorial Army and Volunteer Reserve; formed in 1967 and became TAVR soon after
‘Tail’	Army slang for that part of the Army which is not in the ‘Teeth’ Arms, eg the medical, logistic and engineering support services – RAMC, RCT, RAOC, and REME
TAVR	Territorial Army Volunteer Reserve; became TA again in 1976
TCV	Troop carrying vehicle
TD	Territorial Efficiency Decoration
‘Teeth’ Arms	The fighting arms of the British Army, eg Royal Armoured Corps, Royal Artillery, Royal Engineers, Infantry
TLDT	Training and Logistics Development Team. That part of Headquarters TO in C (Army) dealing with the development of new vehicles, training techniques and the publication of the associated training manuals
TN	Transportation. That part of the Corps of Royal Engineers concerned with Port operations and Inland water transport, transferred to the RCT in 1965
TLB	Top Level Budget, eg that held by a CinC
TO in C (A)	Transport Officer in Chief (Army). Title of Head of Corps 1965-1976
TOW	Tube launched Optically tracked and Wire guided US anti-tank system fitted to Army helicopters, eg LYNX
Trickle Posting	The system of posting individuals to and from a unit in a particular station, rather than replacing the whole unit at once in the manner of infantry battalions and armoured regiments etc
TTF	Truck Tanker Fuel, ie fuel tankers
UAE	United Arab Emirates (formerly the Trucial States)
UE	Unit Entitlement; the authorized scale of equipment holding
UKFCSS	UK Future Command Structure Study, known as the Stainforth Committee, headed by Major General C H Stainforth CB, OBE (late RASC), leading to the creation of UKLF in 1972
UKLF	United Kingdom Land Forces. Replaced Army Strategic Command on 1 April, 1972 with HQ at Wilton near Salisbury. It commanded the UK-based field forces for operations overseas, and Army districts in the UK
UKMF	United Kingdom Mobile Force formed by 3rd Division with 38 Group RAF 1969-1977 to reinforce NATO forces in Europe. It was the Division’s primary role
UN	United Nations
UNFICYP	United Nations Forces in Cyprus
UNHCR	United Nations High Commission for Relief – Bosnia 1992
UNICOM	Unit Computing. A new peacetime administrative computer system for all regular and reserve units worldwide. Introduced in the mid-1990s for personnel, pay, finance, stores, training, mechanical transport etc
UNIKOM	United Nations Iraq/Kuwait Observation Mission for which UNMOs were provided, starting in April, 1991
UNMO	United Nations Military Observer. Individual officers provided for UN missions worldwide for verification of forces and implementation of agreements

UNPROFOR	United Nations Protection Force – Croatia 1992
UNTAC	United Nations Transitional Authority in Cambodia for which which again UNMOs were provided
UOR	Urgent Operational Requirement. There were many such requirements for Op GRANBY 1990-91
USAAG	United States Army Atomic Group
V	Volunteer, as in title of TA units, eg. RCT(V)
VOR	Vehicle Off the Road, awaiting repair or backloading
VRD	Vehicle Reserve Depot
WA	West African
WAC	Women’s Auxiliary Corps
War Office	The Government department under the Minister for War prior to the formation of the Ministry of Defence (Army)
WARRIOR	Armoured tracked troop carrier for infantry battalions, equipped with a turret mounting a 30mm Rarden cannon and a Hughes Chain Gun. First used on operations in the Gulf War in 1991. Replaced FV 432
Warsaw Pact	The Eastern Bloc Communist Defence Alliance
WD	War Department. A designation of anything pertaining to the War office prior to the formation of the MOD (Army)
WD FLEET	The War Department Fleet. A civilian-manned fleet of vessels to meet the Army’s requirement for water transport, formed in the 19th century and locally controlled by the ASC/RASC. Operated worldwide
WESSEX	An early troop-carrying helicopter
WMR	War Maintenance Reserve: stocks kept in peace for use in war
WO	Warrant Officer Classes 1 or 2. An officer intermediate in rank between the highest non-commissioned rank, ie. Staff Sergeant and a commissioned officer, the rank being granted by virtue of a Warrant
WRAC	Women’s Royal Army Corps, formed 1 February, 1949 from the Auxiliary Territorial Service and disbanded 6 April, 1992 when their integration within Regiments and Corps took place and they were re-badged accordingly
WSG	Weapons Support Group. The organization responsible for the carriage of special weapons
XP	Exchange Point
Z Craft	A shallow draft powered lighter locally designed by RE(TN) and manufactured in India/Egypt during the Second World War for use in the Middle East area. Subsequently used worldwide for harbour work
ZNA	Zimbabwe National Army, formed from former Rhodesian and guerilla armies
ZULU	ZULU Time is Greenwich Mean Time as distinct from local time. ALPHA time is one hour ahead of GMT

Introduction

This is the story of a Corps and its Predecessors (collectively or singly being referred to as 'the Corps' in this Volume), that over a period of two hundred years from 1794 provided support for the British Army on land, sea and, later, in the air. Despite modifications to role and the twenty-two year period of the Government moratorium on the Army's supply and transport organization in the mid-1800s, the Corps carried forward its traditional regimental connections and pride, to each successive re-named organization. The story starts at a time when Great Britain was a major colonial power with its Empire spread worldwide. Many parts of that Empire provided armies in support of the British Army for local peace-keeping in their own countries and overseas in two world wars. Their overall contribution to the defence of the Empire was immense. Over the years the Corps played a major part in the highly successful development and training of sister Supply & Transport Corps of these Colonial Armies throughout the Empire. This reached its peak during the Second World War, and the understanding and trust built up during the development of these Corps was to be invaluable when the Corps served together. A large number of individuals from the Empire also joined the British Army in the Corps, and many served with distinction.

For a large part of this period, the Corps carried out both the supply and transport tasks for the Army. These tasks, which started from the onset with responsibility for transport, were not fully integrated until the mid-nineteenth century, and at times before then varied in structure and detail. In 1965, with the formation of the Royal Corps of Transport (RCT), the roles were again split and additional transport and movements tasks were taken on, whilst the supply functions were shed. The importance of the Corps' differing responsibilities to conform to the overall organization, technical advances and activities of the Army during this whole period are clearly illustrated in the chapters that follow. How well it fulfilled its duties across a wide and ever-changing spectrum of war and peacetime duties readers will be able to judge for themselves.

A number of official and unofficial histories chronicling detailed activities of the Corps, for various periods, have been written since its formation, the last comprehensive one covering the period from 1945 to 1982. These are listed in the Bibliography. The Corps' life evolved from a troubled birth and many times of uncertainty were to follow in its long and varied history, serving the British Army worldwide in peace and war. Throughout, the dedication and sustained efforts of its individual officers and soldiers recorded in this volume were to ensure that the Corps carried forward collectively its skills, and a proud record of overall achievement, to its new existence.

At the end of 1991, when it became clear that under the Government's Options for Change Defence Review the Corps would not have a separate identity after 1993, it was agreed that a final official recorded history should be written to that date. Initially it was proposed that this version should only encompass the last eleven years of the life of the Corps starting where the last history finished in 1982. However, the suggestion was accepted that, with the ending of its own identity, a more fitting alternative would be to produce in one volume the story of the Corps' life over 200 years. This would give sufficient detail of its long and varied heritage to ensure that no important milestone would be forgotten.

To give wider coverage within available space, the layout of this volume has been

changed from that used in the 1982 History. The Elements of the Corps, eg. Transport, Supplies, Maritime, Territorial Army etc, covered in that history, are now covered in appropriate slots in the general chronological order of overall activities. To help the flow of the story, however, some chronological overlapping between chapters and periods has been made in describing ongoing situations, eg. development of vehicles or equipment, major organizational changes, overseas commitments etc.

The story now told is the product of many contributors and the Corps gratefully acknowledges all their efforts. Some have drawn on past histories of their particular interest, sifting through much material to produce the essential outline of the Corps' evolution. Others, dealing with the latter half of this century, have been able to draw on extensive personal experiences, as well as more familiar contemporary reports. Individual styles of contributors have largely remained unaltered, since they convey the spirit and purpose of the time that they cover.

Inevitably, in order to trace two hundred years of activity in this one volume, the material, coming from many sources, has had to be condensed. This process has necessarily been selective, to ensure that the outlines of the principal campaigns, the role of the Corps in them and important issues and events are properly included. It has necessitated, though, limiting to examples descriptions of many of the worldwide range of activities of the Corps and of those organizations, units and individuals who participated in them. In turn, the number of officers and soldiers mentioned by name, as well as the activities, anecdotal stories and pictures of individual units are not as numerous as some might wish. Nevertheless it is hoped that this story will provide both a credible and interesting overall record of the life and achievements of a great Corps and all those who made its invaluable contribution to the Army possible. The Bibliography at the end of the book records the main sources of material, and readers requiring more detail of activities in particular periods or concerning specialized tasks can refer to the appropriate related volume.

The life of the Royal Corps of Transport and its Predecessors started with the Royal Waggoners in 1794. Its first century of existence, when it saw service under a variety of titles in campaigns in many parts of the world, was bedevilled by parsimonious governments and local commanders lacking knowledge of what is now termed logistics. Both were ignorant of the need for efficiently organized supply and transport for the Army in the field, and there were many operational failures as a result. Some commanders, too, who had the means of operating a sound system lacked perception and, with ill judgement, interfered disastrously in the operations of those capable of producing sound results. Not all was gloom in the development, however, and, as this story will show, the most successful commanders were those who understood the importance of sound logistics, which in turn gave the incentive to those who developed them. By the end of the South African Wars the Army Service Corps, which the Corps had now become, had the skilled and enthusiastic officers and soldiers capable of taking the Corps into the new mechanized age. In describing its role the modern term logistics is used throughout the book to encompass all those varied tasks carried out by the Corps, throughout its history, in the provision of its particular support for the Army. Other Corps and organizations were also involved in the overall provision of logistic support, and these are described when their roles overlap.

During the period covered by this book, not only the potential threat to the security of this country, but also public opinion and considerable changes in social attitudes have influenced the size, shape and activities of the British Army, and

correspondingly, the Corps. There have been many changes instigated by those serving within the Army across a wide spectrum, resulting in both success and failure and other examinations of even greater significance by the Government in power at the time. The latter have in most cases had the aim of achieving financial savings. After the end of the First World War, for example, the Army (and the Royal Navy and Royal Air Force too) were subjected to constant financial scrutiny of size and structure by Government Committees, to achieve greater cost-effectiveness, particularly in every aspect of manpower, employment and logistic support. This undoubtedly slowed down the development of mechanization. During the period leading up to the Second World War it was only the enthusiasm and dedication of officers and soldiers in the RASC and other affected Regiments and Corps that ensured that, on mobilization, mechanization by various means was so well advanced. This continuing process is covered in Chapters 5 and 6.

Following the Second World War, the Government examination over the years, in addition to covering the wider structure, organization, strengths and tasks of the whole Army, involved many changes of great significance to all the Logistic Corps. The ending of the Cold War in 1989 finally gave the Government the impetus to effect the major overall Tri-Service changes under the Options for Change Defence Review. This review was to lead to the end of the RCT's separate identity in 1993 and the formation of The Royal Logistic Corps (RLC). The decision and effects of those Government Committees since the Second World War, which had a direct bearing on the functions and organization of the Corps at the time, including the major change on the formation of the RCT in 1965, are examined in detail in the chapters relating to the period in which they occurred.

An example of social attitudes affecting the composition of the Army is that which started with the introduction of voluntary women drivers to replace men in the First World War. Initially this was a wartime necessity because of the manpower shortage, but no place was found for women in the Services when the war ended. All this was to alter in the Second World War, when the social attitude to the employment of women in what had hitherto been considered unsuitable careers gradually changed. In 1914 women drivers were found from a number of volunteer organizations, including the First Aid Nursing Yeomanry (FANY) and the Women's Legion, later to form the basis of the Women's Auxiliary Corps (WAC). They were associated with the ASC in driving ambulances and cars, in both UK and France and Belgium, where they served with distinction and released men to go to other combatant areas overseas. When the war ended no women were allowed to serve in the Regular or Territorial Army until 1938 when war again threatened. The Auxiliary Territorial Service (ATS) was then formed with a strength of 20,000. By this time the attitude to the employment of women in the Services had changed considerably. Not only were the ATS mobilized in 1939, as the men were, to become part of the Regular Army, but women were now conscripted into the ATS in a wide range of 124 trades spread throughout the Army. They were not at this stage, though, allowed to serve in combatant units. ATS drivers served in the Corps in all types of Mechanical Transport (MT) units other than those in forward areas, but remained ATS badged. Some RASC MT units were mixed and had both RASC and ATS drivers, whilst others became completely composed of ATS, all of whom drove both cars and load-carrying vehicles.

At the end of the war, although many of the ATS trades were no longer required, it was decided that women would still be needed for many tasks, and on 1 February,

1949, the Women's Royal Army Corps (WRAC) was formed. An increasing number began to serve in the RASC, but still retaining their own cap badge. Subsequent changes in the role of the WRAC attached to the RASC, and from 1965 the RCT, when the number of trades for women in the Corps increased, are dealt with in appropriate chapters of the book. Gradually the role of servicewomen was developed and combat zone responsibilities were introduced, these being fully tested in the Corps during the Gulf War. The complete integration within the Corps of a range of trades took place on 5 April, 1992, when the WRAC was disbanded and those serving with the Corps were re-badged RCT. Thus the initial association which had started over seventy-five years earlier, between the Corps and the Volunteer organizations, having followed a most successful development pattern of co-operation, reached fruition in both the Regular and Reserve Army.

During the Corps' lifetime, as suggested in the previous paragraphs, it was certainly no stranger to change in its responsibilities and the means of carrying them out. It is perhaps understandable that, in meeting some of its wide-ranging tasks, the Corps was often stretched to the limit. At times the resourcefulness, determination and skills of its officers and soldiers were all that stood between success and failure in achieving the successful support required of it. Hard lessons were learned and, as with all Arms and Services, the changing scenes of modern conflict, political aims and structures, and military capabilities had to be matched with technical advances, new concepts and organizations.

It is hoped that this book, tracing as it does a worldwide coverage of its peacetime and battlefield tasks in all their forms, will illustrate the very considerable contribution that the RCT and its Predecessors made to the logistic support of the Army over two centuries.

The Wars of the French Revolution and the Empire

Introduction. Campaigns in the Low Countries; The Royal Waggoners; North Holland; The Royal Waggon Train. The Peninsular War; The Royal Waggon Train; Waterloo. The Crimean War; The Land Transport Corps. The Indian Mutiny. The Military Train; China. New Zealand. Abyssinia.

INTRODUCTION

The Wars of the French Revolution and Empire, and the British involvement once again in war on the mainland of Europe, created a period of mixed military fortunes and of reputations made and lost. Within the British Army the period also saw progression towards a structured supply and transport system, albeit with many inadequacies. The organization to provide this system was to be developed over the years, despite numerous false starts and setbacks, into one that was ultimately to prove its essential worth in the logistic support of the British Army. The birth of the Corps and its place in British military history over 200 years stem from the period of fitful evolution outlined in this chapter.

The French Revolution and the establishment of the First Republic in 1789 had produced a French Army which bound together the fervour of a citizens' army with the strength and arrogance of the *ancien régime*. It was conditioned in many battles as France continually sought to establish itself as the dominant power in Europe. With Napoleon Bonaparte at its head, and with the enthusiasm and entire resources of the French nation to support the army in a new-found ferocity, France plunged Europe into a war which lasted nearly a quarter of a century.

CAMPAIGNS IN THE LOW COUNTRIES

In 1793 France invaded the Low Countries and declared war on Britain, who then faced up to an enemy which threatened her prestige, her influence and indeed her homeland.

Revolutionary France was bankrupt and when her armies sallied forth to plunder Europe it was with the firm intention of living off the land where they campaigned, without payment. This policy confronted them with guerrilla enemies they might otherwise not have faced.

The British Army was conditioned differently. The Duke of Marlborough in the early 1700s had established a system for the payment of agents in a theatre of war and the appointment of men of local importance to provide both supplies and transport. Failure to supply these essentials, which often occurred, was due at best to inexperience, generally to bad contractors and insufficient funding, but more importantly to a lack of professional military interest in the problems.

The Commissaries in the British Army played a major part in the local provision

and management of transport and supplies in the field, but they were under the control of and financed by the Treasury, which often had little comprehension of the military requirements or the conditions existing in a particular theatre of operations. Regiments had their own baggage train which consisted of a motley collection of carts and coaches. Some were hired or otherwise acquired locally by the regiments themselves and these generally carried the officers' baggage and messing arrangements. There was no fixed army establishment for regimental transport, their number and type often depending on the wealth of officers of the regiment. However, some of the waggons or mules with their drivers or handlers for use by the regiments were often hired by the Commissariat to carry supplies. The control of transport and its load was a regimental responsibility and a regimental officer was appointed as a Regimental Waggon Master.

In 1793 an expeditionary force under the Duke of York was sent to the Low Countries to assist the Austrians and the Prussians against the French. The British Army at this stage, though, was in no fit state to undertake a campaign. In the previous decade establishments had been cut, political interference was a way of life, and elegantly attired inefficient officers were indifferent to the skills of their profession and the needs of the soldiers under their command. With characteristic lack of planning, the first contingent of this force which arrived in Holland was without any Commissariat support, a situation which was partially rectified two weeks later when Commissary Brook Watson arrived to take charge of the supplies and transport of the army. He, at least, had some experience, having seen active service during the American War of Independence.

Against this background the first uniformed Transport Corps, designated the Royal Waggoners, was raised by a warrant dated 7 March, 1794, which in part was intended to allay the all too familiar complaints of past failures of the supply and transport support of the British Army. A Corps of Waggoners was established to serve with the forces under the command of the Duke of York but to operate under the control of the Commissariat. James Poole was appointed Captain Commandant of the Corps and he was to recruit five companies of foot, each comprising one Captain, one Lieutenant, one Ensign, four Sergeants, four Farriers, four Collarmakers, four Wheelwrights and one hundred Privates. The recruits were not found by conscription, as in the French Army, but from those sources from which the British Army was usually recruited: 'the jails of England continued to yield the Army their drunks, felons, debtors and psychopaths'. No attempt was made to recruit men experienced with horses, except that the Chelsea Hospital was asked by the Treasury to call upon any of its cavalry pensioners to volunteer, if they so wished, and they were offered a substantial bounty. As could be expected with this motley collection, the reputation of the new Corps was not likely to be enhanced when it joined the campaign in the Low Countries in July, 1794, four months after the warrant raising the Corps was signed. It is perhaps not surprising that their duties and activities were not recorded.

One other corps had been formed at the same time, the Corps of Artillery Drivers, which was intended to relieve the Commissariat of the burdensome task of finding horses and drivers for gun teams on the Continent.

In early 1795 the campaign in the Low Countries came to an ignominious end when the Duke of York decided to agree very easy capitulation terms with the French and withdraw his force to England. This was mainly because, unknown to the French, his supply and transport arrangements had broken down. However, the French

having other aims in Europe, were more than pleased to see his force leave. The British Army boarded transports at Bremen, leaving the hazards of mainland Europe for the safety of Britain. If the work of the new Corps was unsatisfactory, it was neither better nor worse than the rest of the army during the campaign, but nevertheless the Royal Waggoners were abolished and a chance to establish a proper system at that time was lost.

No comment concerning the Royal Waggoners would be complete without that made by Sir James Craig, the Chief of Staff: 'a greater set of scoundrels never disgraced an army. I believe it to be true that half of them, if not taken from the hulks, have visited them...they have committed every species of villainy and treat their horses badly'. It is fair to say that the rest of the Army was not much better, but, being dressed in blue, the Royal Waggoners attained an evil reputation and were known as the Newgate Blues, Newgate being a particularly unsavoury prison in London.

By 1797 only Britain and Portugal stood against the French who were occupying the Low Countries, the Rhineland and Northern Italy. When a small French force did land in South Wales it was rounded up by a local Volunteer Force, the Pembroke Yeomanry, aided by the apparent imminent intervention of reinforcements, actually Welsh women in red shawls. This engagement is commemorated by the only battle honour awarded for action against a foreign enemy on the British mainland. Bestowed on the Pembroke Yeomanry by Queen Victoria in 1853, the inscription 'Fishguard' was later worn on the collar badges of 'A' (Pembroke Yeomanry) Troop, 224 (West Wales) Squadron, Royal Corps of Transport, the successors of that original yeomanry. This incident, and the fear of a general French invasion of Britain, provoked a patriotic response, and a variety of local amateur units, such as the yeomanry, were raised to meet the threat.

NORTH HOLLAND

The Royal Waggon Train

In an effort to break the French hold on the strategically important Scheldt estuary, the British mounted an expedition to North Holland in August, 1799, under Sir Ralph Abercromby. For this expedition another attempt was made to provide a Corps of Waggoners to support the Force. An establishment of five companies was sanctioned and Digby Hamilton appointed a Lieutenant Colonel and Waggon Master General, a slight variation from the title of the previous transport commander. The first depot in England was at Bromley, later at Croydon, and the Corps served at Windsor, Canterbury, Eltham, Ramsgate and East Ham.

There appeared to be some difficulty in deciding on a title for the new Corps, and this lack of decision continued for some years. In September, 1799, appears the first mention of the title 'Royal Waggon Corps', and 'troop' described the sub-unit instead of 'company'. On official letters the title was variously given as 'Corps of Waggoners', 'Royal Waggon Corps' or 'Corps of Royal Waggoners'. In the Army List corrected to 1 September, 1799, the title appears as 'Royal Waggon Corps' to 'serve with rank in the Army on the continent of Europe only'. By August, 1802, whilst at Canterbury Barracks, the name 'Royal Waggon Train' appears to have been settled on and from June, 1803, the Corps ranked as a mounted corps after the 29th Dragoons, then the junior cavalry regiment, and in which position it remained until 1833.

Within a month of being created, part of the Corps arrived in Holland. However, because of the parsimony of the Treasury the vehicle establishment of one hundred bread waggons, one hundred forage carts, twenty hospital waggons and ten forge carts were not in fact constructed even by the time the campaign ended and only a few were made available from local sources in Holland. The lack of supplies and transport, together with bad weather, affected the British Army to such an extent that consolidation of their initial success became increasingly difficult. Little wonder that the Corps was reported as inadequate for the needs of the Army. It was fortunate that the French proposed an Armistice and the Army was able to be evacuated from Holland. However, good came out of this campaign as it was generally recognized that an organized transport service was essential and that disciplined persons accustomed to horses must be recruited.

Four more troops were raised in September, 1799, including a troop for recruiting duties. When later three more troops were added, the Commandant of the Corps, Digby Hamilton, was promoted to Colonel and eventually Major General. An established transport service for the British Army appeared to be becoming a permanency, but appearance was one thing, ultimate fulfilment quite another.

The French presence in Egypt at the end of the eighteenth century and their ultimate defeat in 1801 and Napoleon Bonaparte's victories against Russia in Switzerland, and Austria in Germany and Italy, did not involve the Royal Waggon Train. Similarly the Allied successes in India (where Arthur Wellesley was promoted Major General in 1802) are but a backcloth to the main event of this part of the logistic story which will centre on the Iberian Peninsula.

A pause in hostilities brought about by the Peace Treaty of Amiens in 1802 gave a short breathing space for the contending powers. By May, 1803, Britain and France were at war again and, with Napoleon massing an army for the invasion of Britain, the British Army's prime task was the defence of the home base.

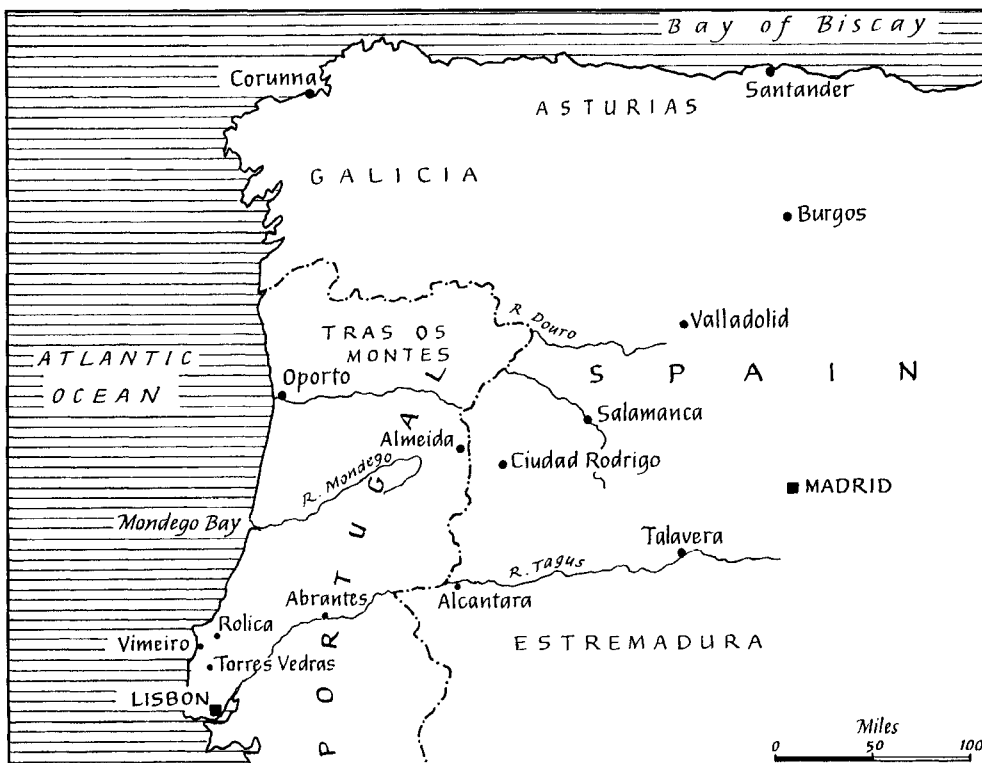
THE PENINSULAR WAR

The Royal Waggon Train

Following Nelson's defeat of the combined French and Spanish fleet at Trafalgar, the threat of invasion receded and Napoleon marched away from the Channel to campaign against his continental enemies. In 1807, determined to close all European ports to Britain, he invaded the Iberian Peninsula where the people of Spain and Portugal eventually rose in revolt in May, 1808, and appealed to Britain for aid.

In 1808 Sir Arthur Wellesley, commanding a British expeditionary force, sailed from Ireland to seize the naval base at Lisbon and took with him two troops of Irish Commissariat Waggon Corps. By October these two troops had been incorporated with the Royal Waggon Train, bringing the strength up to twelve troops.

The total strength of the Royal Waggon Train in 1805 was two thousand all ranks and it was significant that there were 'one hundred and twenty Privates armed' among them. With the threat of invasion passed, the Corps was reduced to four troops, but in 1807 it was increased again, this time to ten troops. Echelon duties in support of the Commissariat continued but now, where the transport columns had to be protected, the Royal Waggon Train was increasingly involved in providing close support to the combat arms. It ultimately became a normal practice to split troop organization into small detachments in direct support of infantry or cavalry.



The landing in Portugal was effected to the north of Lisbon over the beaches at Mondego Bay; a long-drawn-out process due to the conditions, but it did give Wellesley the time to arrange his logistic support in a manner which was to become familiar throughout his campaigning.

The task which had been given to Wellesley was to ensure 'the final and absolute evacuation of the Peninsula by troops of France'. Whitehall, though, continued to lack an understanding of the logistics involved in a military campaign fought by one army, but ranging over a large country with difficult terrain. Fortunately

Letter authorizing change in colour of the Royal Wagon Train Dress from blue to red.

HORSE GUARDS,

25th September, 1811.

Sir,

I have received His Royal Highness the Commander-in-Chief's directions to acquaint you that His Royal Highness The Prince Regent has been pleased in the name and on behalf of His Majesty to approve of the colour of the clothing of The Royal Waggon Train being changed from Blue to Red; the Clothing with the exception of this change of colour to continue in every respect the same as at present.

I have the honour to be,

Sir,

Your most obedient Servant,

(Signed) R. DARLING.

Deputy Adjutant General.

(Colonel Ralph Darling, 51st Regiment of Foot.)

Wellesley was a master of solving his logistic problems, having learned his lesson whilst fighting in many battles in India. If he was ill-served by inexperienced commissaries, he was quite capable of quantifying the requirement and issuing orders to ensure a timely delivery of necessities to his forces. Wellington was ever ready, however, to commend competence and Commissary General Robert Kennedy, who accompanied Wellesley at Mondego Bay and the subsequent march to Lisbon, gained favour for his zealous contributions to the logistic plan.

Within a month of landing in Portugal, Wellesley gave the French a foretaste of the capabilities of the British Army by the defeat of the French at Rolica and Vimeiro. The first Peninsular awards of bars to the Military General Service Medal 1793-1814 to members of the Royal Waggon Train resulted from these victories.

The command of the British Army in the Peninsula during the winter campaign 1808-09 now passed to Sir John Moore, Wellesley having temporarily fallen from favour; he was blamed for his involvement in the Treaty of Cintra which allowed the defeated French to evacuate Portugal and sail home in British ships.

In October, 1808, a British force under General Sir David Baird landed at Corunna, on the north-west coast of Spain, and it was followed a month later by reinforcements which contained three troops of the Royal Waggon Train. This force was to join Moore who by this time was preparing to march from Portugal into Spain to confront the French. A careful plan of supplies and transport was essential for success, but Moore began his advance with little support from the Spanish government and local population. With few reliable supply resources and with bad weather and indifferent transport arrangements, the regular distributions of supplies became increasingly difficult.

It was Moore's intention to strike at the French lines of communications with his Army, which had concentrated on 20 December. This threat was countered by Napoleon who directed his army, with a superiority of over six to one, to attack Moore's force. Against such odds Moore was forced to retire towards Corunna, where transports were at anchorage and evacuation of his force by sea was possible. But his retreat there, which began just before Christmas, was no easy matter in appalling weather conditions and with a growing lack of logistic support. Waggons provided from local resources broke down and the hired drivers deserted with their teams. Other waggons were too cumbersome for the narrow roads, which varied from seas of mud to ice-covered, from which many slid over the precipices. In these conditions extra horses had to be harnessed to each waggon so that the number which could be horsed was reduced, affecting the overall carrying capacity for supplies. The sprung waggons were used as ambulances due to the increased number of casualties. They had a load of two men lying or eight sitting, but each waggon required four horses and they often blocked the road.

Soon there was little food, no fuel, no shelter and nothing to drink but snow. Morale and discipline of the troops began to suffer, but, given the opportunity to engage the French, the spirit was still there. Small depots that had been set up by Baird *en route* to Corunna were sacked by Moore's hungry soldiers, and the stocks vanished, watched by hapless commissaries. Villages were plundered for wine and what little food there was, and almost every sign of a disciplined fighting force disappeared. It was only when Moore, who had been marching with the Rearguard, arrived forward with the main force on 2 January that order was restored.

The terrible winter retreat of some 300 miles will best be remembered for the culminating battle at Corunna on 16 January, 1809, where Moore was mortally

wounded, but not before he had been able to revitalize and reorganize his Army to face the French and defeat them. When one of the sprung waggons arrived to take him from the battlefield the six Highlanders who were carrying him in a blanket respectfully asked that they might continue, as they would march in step and carry him more comfortably – a soldierly tribute to a popular commander. The victory at Corunna allowed the British Force to be evacuated, and by the end of the 17th, following Sir John Moore's carefully laid plans, all were on board ship and set sail for England.

It is easy to understand that much of the blame for lack of logistic support and the ensuing suffering and chaos was directed at the Royal Waggon Train, starting with the Waggon Master General who was referred to as that 'fat General Hamilton and his useless Waggon Corps'.

Apart from an overall lack of experience and transport skills in the Royal Waggon Train, it had insufficient waggons and animals, and many of the waggons were unsuitable for the tasks and terrain. The fact that the waggons and animals that they had were used in small detachments, instead of being concentrated and carefully controlled, also contributed to the failings of the organization.

The Commissariat were no better, lacking experience and being confronted with a task beyond their comprehension. Looting of what supplies there were was commonplace, but sheer inadequacy of supplies and poor distribution compounded the situation on the ground. The deeper reason for the supply and transport failures was, however, the vital lack of understanding at the highest level of how the logistic needs of an Army should be met when operating at an abnormal distance from the supply ports. Hitherto the Royal Navy had for many years ensured that the British Army enjoyed an uninterrupted build-up of supplies which remained accessible to the battlefields close to the ports. Moore's route from north of Lisbon to Corunna was, however, extended over a long distance in very difficult conditions of terrain and weather. In these circumstances the absence of a professional appreciation of logistic and administrative support had a disastrous effect.

Sir Arthur Wellesley was now appointed to command another Army which disembarked at Lisbon in April, 1809, and thus began a period of five years campaigning against the French which was to become a personal and national epic. Wellesley considered that successful campaigning in the barren lands of the Peninsula depended upon an established system of supplies and transport and the prudent use of his seaward communications.

Having arrived in Portugal, he pushed north across the Douro, forcing the French to retreat and then faced by a greater force, he retreated first to a defensive line at Talavera, from where, having lost a quarter of his strength, he withdrew to Portugal. In these actions Wellesley had found the Transport Corps 'of the greatest use on the march and while stationary'. Some of the transport was poorly designed for the terrain and the sprung waggons in particular were used mainly on the good roads. These sprung waggons had been indispensable in the retreat at Corunna for the carriage of the wounded and more and more were they used for this purpose, two or three being attached to each division. The forward transport, supplying the Army with food, was carried on the backs of mules on the insistence of Wellesley because mules did not block the roads and were more flexible in their use than waggons. They operated under the direction of the Commissariat.

Among such loads would be fodder for the horses and mules, and a most important item for the British soldiery, the rum ration, set at a third of a pint per



Commissary Waggon Train operating under the Commissary General. Seen here with horse and bullock-drawn carts.

soldier per day. The requirements of mules for this organization produces some interesting statistics; for example: an Army of 50,000 would require one mule per seven soldiers: a cavalry brigade of 1300, with more horses than soldiers, would require one mule per two soldiers.

By now years of hard campaigning by the British Army had produced an efficient and confident fighting force. Little by little also the logistic support for the Army improved and the presence of Wellesley with his order and system made a substantial impact on its effectiveness.

After Talavera Wellesley withdrew the exhausted Army behind the impregnable defensive lines constructed at Torres Vedras, and the tasks of victualling the Army eased as it could now be supplied through the port of Lisbon and by local merchants. The French confronting Wellesley at the end of long lines of communication were prey to guerrillas, and with the country around devoid of food, were reduced to starvation.

In 1811 local transport proved inadequate to support the Army's needs and to help the mule transport attached to the Divisions it was decided to build 600 bullock carts to carry 800 lbs each. These were built during the winter at Lisbon, Oporto and Almeida and formed a Commissariat Waggon Train under the Commissary General. By this time the Commissariat had been given relative military ranks whilst remaining Treasury Officials, which added to the confusions of those who endeavoured to sort out the duties of the Royal Waggon Train with those of the Commissariat. Commissary General Kennedy returned to England and Wellington asked for Commissary General John Bissett as a replacement.

In 1812 a well-organized British Army with sound logistic backing took the offensive. A series of successes by Wellington against the numerically superior French encouraged Austria and Prussia, alongside Russia, back into the war against Napoleon. The Peninsular campaign ended with the advance north to the Pyrenees

and beyond into France. With his armies defeated in each battle and in spite of his tactical flair, Napoleon finally abdicated with the fall of Paris on 31 March, 1814, and his exile to Elba followed.

The Royal Waggon Train had been represented at most of the battles fought in the Peninsular War and many of its members were recipients of bars to the Military General Service Medal 1793-1814 which was ultimately issued in 1848. These included thirty-six members who were awarded the bar – Corunna.

Wellington paid the Commissariat a high compliment ‘Notwithstanding the increased distance of our operations from our magazines and that the country is completely exhausted, we have hitherto wanted nothing, thanks to the diligence and attention of Commissary General John Bissett and the officers of the department under his charge.’

The Royal Waggon Train gained the battle honour – PENINSULA.

When Wellington’s campaigns ended in 1814 his well seasoned Army was scattered and the Royal Waggon Train was reduced to five Troops. At home, the headquarters and depot had settled at Croydon where, amongst its activities, it established an unofficial band much enjoyed by the local populace and HRH The Duke of York, a close friend of the Commander, Colonel Digby Hamilton. A transport service was provided for the varying demands of the British Army at home and the following detail gives an idea of the nature of the work performed: fifty-five horses on the Royal Military Canal, Hythe, for works and roads; forty-eight on the Isle of Wight, for removal of sick and wounded, baggage, works and roads; eighteen at Portsmouth for sick; four spring waggons in Kent to convey sick from shore to hospitals in the south; sixty at Croydon for the transport of treasure and various duties and at Wormwood Scrubs, to make a field for exercise and roads to it; sixty at the Royal Military College for general duties.

WATERLOO

In 1815, Napoleon returned from exile and resumed power and hostilities against his old enemies, and the British Army was once again to be involved. But it was without the essential element of a supply and transport organization as the system which Wellington had so carefully built up between 1809 and 1814 had, in a short space of time, been dissipated. It was now necessary to repeat all the troublesome processes to re-establish it.

The Royal Waggon Train

To raise the number of Royal Waggon Train troops once more to twelve, four Hanoverian troops were recruited in June. The establishment of eight troops of Royal Waggon Train at this time was sixty-seven Officers, 1,005 Other Ranks, and 1,440 horses; one hundred spring waggons, five store, five forage and twenty-seven forge waggons. The record of the manner in which this establishment was used indicates that it was again employed in attachments to cavalry and to infantry regiments with the spring waggons carrying the sick and wounded.

Napoleon’s plan was to deal first with the Prussians, whom he attacked and

defeated at Ligny on 16 June, 1815. Wellington in the meantime held the French at Quatre Bras and withdrew to prepared positions at Waterloo.

The battle of Waterloo has been much written about and it is sufficient for this account to say that the cream of the Napoleonic war machine was defeated on that battlefield. The British Army, together with its allies, won a great victory and the hastily organized logistic support stood the test over a short period of time. Wellington's Army had reached the stage when he could say that with it he could go anywhere and do anything; an essential element of its perfection was the organization, slowly and painfully evolved, for supply and transport, it having been clearly established that the two must ever go hand in hand.

Napoleon abdicated a second time on 22 June, 1815, and died in exile on 5 May, 1821.

A detailed account of the day-to-day operation of the Royal Waggon Train during the Waterloo campaign exists only in the undertones of the regimental histories of others. One such history relates how a driver of the Royal Waggon Train, Private Brewster, drove a waggon of much-needed ammunition through the French lines at Hougoumont Farm to supply the beleaguered 3rd Guards.

The final duty of the Royal Waggon Train at Waterloo was the clearance of the battlefield, a task which involved burying the dead and burning the dead horses in great funeral pyres. Whatever their duties, it prompted Wellington to write, in the face of threatened Army reductions by the Treasury, 'No person can be more impressed than I am of the absolute necessity of a corps of the description of the Royal Waggon Train'.

As a mark of esteem, all officers present at Waterloo had the letter 'W' placed against their names in the Army List; all men were styled 'Waterloo men' and were granted special pensions.

The Royal Waggon Train gained its second battle honour – WATERLOO.

The Battle of Waterloo marked the end of a long series of wars with France and major British involvement on the continent of Europe.

At home the Army diminished to the boundaries of regimental influence and tribal attitudes became more important than military cohesion. National economy and the political suspicion of a victorious army after Waterloo reduced the ability of the British to raise a field army.

The Royal Waggon Train was employed on mundane transport tasks, having been reduced in December, 1815, to six troops and a year later to five. One such duty was accompanying the conveyance of military stores and personnel by fly boats on the canals of England. Pickfords, a name synonymous with British Transport since the early 18th Century, were contracted by the government to provide this relatively cheap transportation. The fly boats travelling at three and a half miles per hour required a crew of two steerers and two drivers. A trip would usually be divided into four or five stages, allowing relays of horses to do about forty miles per day.

In 1818 a General Order stated that only one private, two horses and one forge waggon were to be attached to each cavalry regiment and all others of the Royal Waggon Train to be maintained at their depot in Croydon. Only two troops remained at the end of 1818, with a detachment in Gibraltar in 1820, and thus it remained until disbandment in 1833.

THE CRIMEAN WAR

In 1854 Britain, with her ally France, drifted into war with Russia, who was threatening the Turks in the Middle East. The outbreak of the Crimean War on 24 March laid bare the neglect of the British Army during the previous forty years. The British expeditionary force, arrayed in their colourful uniforms, setting sail for Malta, whence they were gradually transferred to Gallipoli or Scutari, was hardly a field force. It lacked the cohesion that a staff organization and supporting service could have given. No land transport organizations existed and trained Commissariat officers were not available. Commissary General William Filder, an aged veteran of the Peninsular campaign, was given the task of collecting local transport, forage and fuel in a country which had even fewer such resources than he had found in impoverished Spain.

The force was transferred to the Black Sea port of Varna in Bulgaria to support the Turks who were resisting a Russian advance to Constantinople. When this threat withered in the face of the resolute Turks in May, the British troops remained to suffer many deaths from dysentery, cholera and typhus.

At the end of August, orders were received to attack Sebastopol, Russia's most important arsenal and naval station on the Black Sea. The battles in the Crimea which were to follow were marked with pride by Victorian England in naming streets, squares and barracks in their memory, but also with anger levelled at politicians, the General Staff and a system which brought needless suffering to her soldiers.

Delay in the arrival of supplies, no organization for receiving and distributing those items which did arrive but remained on board the ships or on the dockside rotting in the adverse weather conditions, inadequate clothing, no cooking arrangements and a casualty rate from disease which halved the numbers of the fighting troops at the battle front were all part of the Crimean scene. The appalling weather of the winter of 1854-55 added to the misery. The supply route from Balaklava, which had been captured in September, to the Sebastopol plateau known as the Uplands, where the British Army lay in siege of Sebastopol, covered a distance of eight miles. In many cases provisions were carried along this route by soldiers knee-deep in mud as there was little or no alternative transport.

Under the stress of the public indignation at this confusion, a new administration began to set things right. The Commissariat was transferred from the Treasury to War Office control, a Hospital Conveyance Corps was raised, a corps of labourers was sent from England to build a railway from Balaklava to the camp on the Uplands and a Land Transport Corps was to be formed 'to establish a more perfect system of land transport in the Army in the field'.

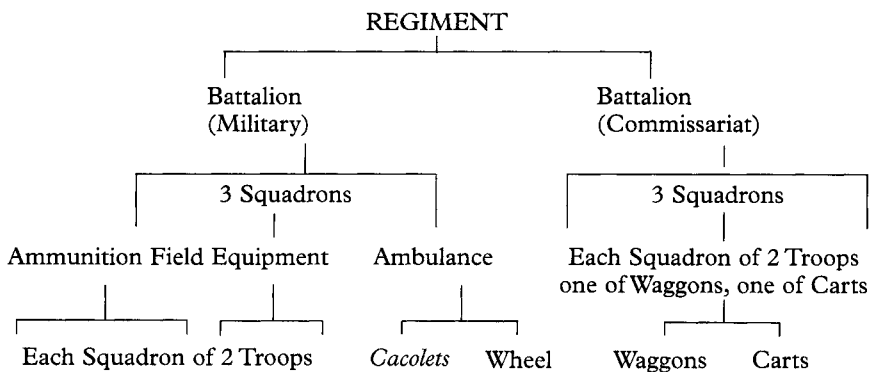
The Land Transport Corps

On 24 January, 1855, nearly a year after the start of the war, a warrant for a transport corps was signed. It was not raised until April when the Land Transport Corps was recruited with its headquarters in Horfield Barracks in Bristol. By 1856 it was in good shape, having been culled and then brought to a state of efficiency under the command of Colonel William McMurdo; but a real weakness still remained in keeping the Commissariat responsible for the load and the transport service responsible for its carriage.

The ultimate strength and disposition of the new Corps admirably fitted the organization of the Army it was supporting. Colonel McMurdo introduced a double

echelon system in which one wing worked forward one day and the other the next, between the base and the trenches. Agencies were opened throughout the Middle East to purchase mules, and when sufficient officers arrived McMurdo took control of the Commissariat transport and absorbed the Hospital Conveyance Corps. All requisitions for transport were sent to a Land Transport officer. The animals and transport at this time consisted of horses, ponies, mules, camels, bullocks and buffaloes with Arabian waggons and carts, and mules in the pack role. When the pack mules arrived at the front from the base during an engagement they were unloaded to be ready for carrying ammunition further forward, supplying water and medicinal comforts and carrying seats (*cacolets*) for the wounded.

As the size of the Army in the Crimea increased, a fresh organization of the Land Transport Corps was approved on 1 March, 1856. It was all military and based on the need for each Army Division to be supported by its own affiliated transport. As there were six Infantry Divisions and one Cavalry Division seven regiments of the Land Transport Corps were each divided into two battalions thus:



To clear the congested port of Balaclava a railway was constructed by civilian contractors with labour from Britain. It was ultimately supervised by the Land Transport Corps and the animals were drawn from an 8th Battalion. It was far from being just a simple track. The first two miles were operated by five twelve/eighteen ton locomotives driven by Royal Engineers. Then the side-tip waggons of the Land Transport Corps, fitted with railway wheels, were hauled up, eight at a time, by a stationary engine operated by engineers at Kadikoi. From there a team of horses hauled two waggons at a time up the steep gradient, then along a fairly level stretch, after which each waggon coasted down a hill which gave sufficient momentum to climb up the next and last one. Then each waggon was hauled by another team of horses to the end of the line on the Uplands in reach of the front line.

The final transport-carrying capacity of the Land Transport Corps in the Crimea amounted to three days' rations for 58,000 men and 30,000 horses, 200 rounds of ammunition per man for 36,000 men and 2,500 casualties in ambulances.

The final assault on Sebastopol in September, 1855, led to an armistice being signed in February, 1856. The winter in between these dates was in stark contrast to the first winter. The British force was well fed, well clothed and well sheltered. No one would have taken the smart, clean troops seen on the Uplands in January, 1856, for the same care-worn, overworked and sickly soldiers of the trenches of January, 1855. That this changed situation was directly related to properly organized, well-



The Land Transport Corps supervising railway operations in the Crimea 1855-57

balanced logistic support was not in doubt. However, when the Land Transport Corps was renamed the Military Train in August, 1856, as a permanent basis for transport support, all the old ills returned. The Military Train was reduced to 1,200

A general view of the Land Transport Corps bringing supplies ashore in the Crimea 1855-57.



men, in spite of the Commander in Chief Crimea, Sir William Codrington, protesting strongly that such a small train would only suffice for a Division. By setting supply upon a civil basis (the Commissariat) and transport upon a military basis (Military Train) a separation was created that became an ever-widening breach.

The evolution of the Military Train from the Land Transport Corps continued as a War Office committee met to report on the 'supply of stores to an Army in the field'. At the same time the Army Transport committee met to examine the question of transport services. These separate deliberations with their subsequent findings were overshadowed by the mutiny of Sepoy troops in Bengal and attention became diverted to the British Empire and the Indian Mutiny.

THE INDIAN MUTINY

The Indian Mutiny involved the entire native Army in Bengal. For the usual parsimonious reasons the European troops were spread too thinly and were without a transport service. Concentration could not be achieved and the Commissaries were unaware of what stocks of food were available. Delhi fell, the Cawnpore garrison was massacred and Lucknow was besieged.

In early 1857 the 2nd Battalion Military Train, commanded by Major J P Robertson, were under orders for China. When news of the Indian Mutiny reached their ship they were diverted to India, where, at Calcutta, they were equipped as light cavalry. The battalion fulfilled their new task admirably drawing praise from one commander, General Sir James Outram, and the Viceroy of India for a career 'short but brilliant and eminently serviceable to the country'. This service, which included the relief of Lucknow and operations around Azimghur, was marked by the awards of the Victoria Cross to Farrier Michael Murphy and Private Samuel Morley for gallantry in saving the life of the Adjutant of the 3rd Sikh Cavalry.

The Military Train gained its battle honour – LUCKNOW on 3 September, 1863.

The Mutiny led to the administration of India passing from the East India Company to the British Government.

THE MILITARY TRAIN

When fifteen battalions of the Land Transport Corps were reduced, and the Military Train was formed, Colonel William McMurdo was appointed Director General. He formed the Military Train from the pick of his old Corps, retaining the best officers and other ranks, supplemented from various cavalry regiments. There were three battalions, each of six troops and having twenty-seven officers, 480 other ranks and 546 horses. But by January, 1857, the strength had been increased to six battalions, each of four troops, with the Depot at Horfield Barracks in Bristol. In 1859 a 7th Battalion was raised to replace the 1st Battalion which had been sent to China.

In 1860 Colonel McMurdo was appointed to reorganize the Volunteer Forces for Home Defence and Colonel John Clark-Kennedy became Colonel Commandant of the Military Train. He had barely taken up his new appointment when he accompanied the 1st and 3rd Battalions Military Train to Canada. Neither battalion



The Military Train with horse-drawn waggon on home duties 1857.

saw active service, the 1st Battalion returning to Aldershot in July, 1862, and the 3rd Battalion to Woolwich in September, 1864. During this time the 3rd and 6th Battalions were employed on general transport duties at home stations.

The initial organization of the Military Train continued until 1865 when it was changed to a twenty-four troop establishment. The numbering of these troops from one to twenty-four have been carried through to the succeeding units of the Army Service Corps, the Royal Army Service Corps and Royal Corps of Transport who celebrated their centenaries in 1965, as a part of their on-going histories. In early 1857 the Military Train was stationed in Aldershot, which had just been established as a military camp and their Corps successors were in residence, in 'the home of the British Army', until the formation of the Royal Logistic Corps in 1993.

The troop organization allowed for one Captain, one Lieutenant, one Sergeant-Major, three Sergeants, four Corporals, one Trumpeter, one Harness-maker, one Farrier, one Sergeant Wheeler, one Smith, and fifty-six Privates – total seventy-one. The transport consisted of five general service (GS) waggons, one corrugated iron waggon with four horses, one forge cart, one pack saddle, a total of forty-one horses.

The glowing reputation of the 2nd Battalion affected the morale of the whole of the Military Train and a cavalry spirit tended to enter into the attitudes of the other battalions. In reality two or three cavalry charges proved a poor exchange for lack of skill in their own legitimate business and, whilst the Commissariat continued to carry out their task with considerable efficiency, the Military Train, in which officers purchased their commissions similarly to officers of the cavalry and infantry, drew scathing comments about its efficiency.

China

The 1st Battalion Military Train served in China in 1860 where a combined force of British and French were campaigning to ensure that the Chinese government honoured a peace treaty signed in 1858. When the battalion arrived in Hong Kong it was split into three divisions. The first division was sent to Japan to buy horses and cattle and the remaining divisions made arrangements for transport, but language difficulties hampered their efforts severely.

Large numbers of Chinese coolies were used to offset the work of the few animals that were available and horses, asses, mules, bullocks and every conceivable beast that could be found were used to move supplies.

The allied force of fourteen thousand British and seven thousand French, including the two divisions of the Military Train, embarked and sailed for the mainland. With little effort the defensive Taku Forts were taken and the troops marched into Tientsin, where, during a short delay, all the hired drivers and their animals disappeared. The force then advanced on Peking where the Chinese government surrendered and operations came to an end.

The 1st Battalion Military Train gained the battle honour – TAKU FORTS and PEKIN on 4 November, 1861.

This small campaign underlined all the usual problems of the separation of responsibility for transport and supplies. There was constant friction between the Commissariat responsible for supplies and the Navy and Military Train responsible respectively for transport afloat and ashore. Both declined to take orders from the Commissariat, although the Military Train were reported as knowing nothing of transport work and having little regard for it in any case, preferring to retain their light cavalry image gained in India. Additionally, the Maltese carts and the waggons sent to them from England, originally destined for the Crimea, were of faulty construction and the wood rotted and the harness perished through overlong storage.

Arguments of control continued but the final words appeared to be those of Colonel Clark-Kennedy: 'Any system based on the provision of food by the Commissariat and its independent conveyance by the Military Train would result in failure'.

New Zealand

In the Maori Wars of 1861-71 the first Commissariat Transport Corps was formed by the General in command and by 1863 there were thirteen companies dividing their responsibilities between land and water. The 200-mile line of communication varied from roads to rivers of varying depths and size and there were ten changes from land to water carriage.

When the 4th Battalion Military Train arrived in 1864, General Sir Duncan Cameron, who was in command, ordered that they were to be employed in and about Auckland and thus their field operations were restricted to only one cavalry charge at Nukumaru where Captain Thomas Witchell was commended for his leadership and the vigorous and effective charge over difficult ground.

Abyssinia 1867

The Abyssinian expedition of 1867-1868 did not directly involve the Military Train. The expedition was mounted from India under the commander-in-chief of the Bombay Army, Lieutenant General Sir Robert Napier, to secure the release of imprisoned Europeans from the tyrannical King Theodore of Ethiopia. A transport officer who had served in the Land Transport Corps in the Crimea, Major John Warden, was appointed, as was a senior supply officer from the Commissariat. Mules for the expedition came from Mediterranean countries and their collection and organization was supervised by Colonel Clark-Kennedy with detachments of the Military Train. The expedition's success in overcoming the hazards of climate and terrain was due to effective improvisation and the spirit and discipline displayed by the troops. Initial logistic problems were overcome and there was no dissent between Commissariat and Transport as the Indian Army favoured companies in which these duties were combined under a unified command. This only served to emphasize the shortcomings in the British Army logistic system which was to have to wait until the evolution of the Army Service Corps later in the century before a clear system was established.