**Michael David Norfolk CEng**

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**Chartered Marine Engineer with extensive knowledge of ship operation, design and management of support services. Professionally qualified member of the Institute of Marine Engineering, Science and Technology.**

**Experienced in naval ship acceptance and commissioning procedures and also working within a naval/industry relationship**

**Highly self motivated with a clear and focused approach. Speciality is team and organisational change management. Strategic in outlook, comfortable working at all levels within an organisation. Strong emphasis in people and team development leading to effective working for a common aim, generally considered by peers and colleagues as a ‘steady pair of hands’ who can detect risks and mitigate them before they become too serious**

**Director – Appleton Maritime Consultancy Limited (2008 – present)**

September 2012 – April 2013 – Project managed defect rectification period of HMAS Choules following a serious high-voltage transformer defect, which has been analysed as a class issue affecting similar ships. Acted as Consultant Chief Engineer to A&P Australia for the execution of this contract. HMAS Choules now back in service.

December 2011 – June 2012 – Project Manager for HMAS Choules annual passenger ship certificate renewal and in-service maintenance period. This involved planning the Statutory Classification items from the Lloyd’s Register database and integrating the ship’s raised defects and Commonwealth of Australia (CoA) design changes. As a dual task I project managed the CoA requirement for a training package for 78 new members of the ship’s company. This involved re-drafting the previous year’s training modules and mobilising 12 UK based OEMs and Subject Matter Experts to travel to Sydney to carry out the training. This was all achieved in the four-week schedule allocated. The CoA Project Lead (my customer) received a commendation from the Chief of the Australian Navy for the execution of the project.

July-October 2011 - Project Training Co-ordinator for a training contract between A&P Group Limited and the Royal Australian Navy. This contract followed the sale of the former RFA Largs Bay to the RAN (now renamed HMAS Choules) and required a very quick turnaround to enable the ship to safely sail back to Australia in order to meet their operational requirements. In this role I identified the ship system and equipment training requirements and translated these into a set of training modules for formal delivery to the new ship’s staff, this included the writing of the formal learning objectives and outcomes which had to be endorsed by the RAN training authorities. I also identified the Original Equipment Manufacturers and managed the purchase orders for this part of the project, which was delivered on time and to budget.

2010 I - Test and Commissioning Manager for A&P Group for the reactivation and sale of the former Royal Navy Minehunters Dulverton and Cottesmore to the Lithuanian Navy. This was a Thales Naval Limited contract with A&P as major sub-contractor to Thales. My role as Test Manager involved endorsing acceptance test forms (as part of the Test Group). Commissioning legacy equipment and systems as completed by A&P Production and subsequently planning the formal Acceptance by both Thales (Supplier) and UK MoD (Customer). In this role I acted as the Chief Engineer for both ships’ initial and pre-handover sea trials due to the ships operating as Lithuanian naval vessels with Thales acting as safety Duty Holder.

2008 - I worked with Rolls Royce and their partners Hyundai Heavy Industries (HHI) on the bid for the next generation of RFA Fleet Tankers. This involved reviewing the HHI initial and intermediate bids and tender returns and advising them accordingly and involved two separate visits to Ulsan, South Korea.

2009 – Acceptance Manager for James Fisher Limited on the sale of the ex RFA Sir Bedivere to the Brazilian Navy. In this role I chaired the Joint Test Group and managed the production and execution of the Test Forms. This was a particularly challenging role due to the different interpretation of the purpose of the Test Form acceptance process by the customer (UK MoD Disposal Services Authority) and the ultimate customer (Brazilian Navy).

**Commodore Engineer Royal Fleet Auxiliary Service (2002-2008))**

Team Leader for the RFA Support Integrated Project Team (IPT) providing ships support services to the RFA Flotilla. With a staff of 80 and an average annual budget of £80M the IPT is responsible for all aspects of maintenance and design for 18 ships. Maintaining safety management configuration and design changes. Drawing up annual, four and ten year budgets and business planning. Typically large projects that were contracted for were up to £15M. During my tenure as the IPT Leader I instigated the current RFA Through-Life ‘Cluster’ contracts. Having reviewed the contracting strategy for RFA Upkeep in 2003 I considered that a better way of contracting was necessary to ensure the availability of safe, capable ships whilst also saving money. The process started with a pilot project on RFA Argus, which was contracted ‘through-life’ in a tripartite arrangement with Rolls Royce and A&P Falmouth in 2005. This project demonstrated the feasibility of a through-life philosophy and ultimately in 2008 the entire RFA Flotilla was contracted out to Cammell Laird and the A&P Group. I consider that the work involved in shaping this new contracting strategy was my biggest achievement during my many years with the organisation.

As my role as Commodore Engineer I was also head of profession for RFA engineering. Following on from previous work in my COMRFA (1998-2002) appointment I was instrumental in taking forward the ‘Platform Engineering’ concept that is currently the RFA engineering preferred professional route. Platform engineering amalgamates the marine and systems engineering branches and has come as a result of more complex, electric propulsion, vessels. From 2001 to 2008 I chaired the RFA Technical forum that developed the required courses to achieve this fundamental change.

**Commander-in-Chief Fleet Organisation – Portsmouth 1998-2002**

Chief Staff Officer (Engineering) to Commodore RFA. Responsible for engineering standards throughout the RFA Flotilla. RFA Fleet Safety Officer and Designated Person Ashore (DPA). Responsible for cargo fuel quality in the RFA tanker fleet. Management of the defect reporting system for the RFA. Whilst in this role I undertook an acceptance off contract of a new build Ro-Ro that was being chartered to the RFA under a bare-boat charter arrangement. The project was complex in that I accepted the ship on charter simultaneously as the owner (STENA Ro-Ro) took delivery of the ship from the Italian shipbuilder in Genoa. The negotiations over the period were complex and I gained an understanding of the complexities of multi-national contracts.

As Flotilla safety officer I presided over a Naval Board of Inquiry into the circumstances surrounding the unexplained loss overboard of a junior naval rating. I flew to RFA Argus off Portugal with a team of three people to conduct a formal inquiry, which was later commended by Principals. The missing seaman was later declared missing, presumed dead, by the coroner. I later met with the family of the presumed deceased to explain my rationale during the inquiry.

One other notable role during my period as Flotilla Safety Officer was as part of the JSP 430 editorial re-write committee. JPP 430 is the Naval Ship Safety Management Handbook and the original document was severely out-dated. Challenges included ‘selling’ the changes to the wider Naval community and particularly the Naval Support Command who felt that the changes made them responsible for ship safety without the supporting mechanisms to aid them.

**Naval Support Command – Bath 1993-1997**

Technical Superintendent in charge of RFA Fort Victoria, RFA Fort George and RFA Argus. Specification compilation and project management of major docking periods. On introduction of the Fort Victoria and Fort George into service I became the *de facto* MoD guarantee manager and had to manage complex arrangements between the lead shipyard (Harland & Wolff) and the in-receivership follow on shipyard (Swan Hunter), the work was carried out concurrently in Portsmouth Dockyard and DML. My budget for the get well/guarantee package was c£10M. I carried out an emergency dry-docking of RFA Grey Rover in Montevideo to replace the rudder and steering gear systems. The innovative nature of the repair was the later subject of a Chartered Engineer project dissertation by the ship’s chief engineer. I also project managed the fire damage rectification on RFA Argus which gave me an insight into the work of marine casualty work.

**Director General Supply Transport (Naval) – London 1992-1993**

Technical Superintendent for in-service maintenance of the RFA Flotilla. Setting up worldwide lubricating oil contract with Total Elf-Fina. Member of the Merchant Navy Training Board.

**Royal Fleet Auxiliary Service 1973-1992**

Sea going engineer officer with the RFA. Promoted to Chief Engineer Officer in 1988. Chief Engineer Officer of RFA Fort Grange, Gulf War 1991.

**Education & Professional**

* Chartered Engineer – Member of the Institute of Marine Engineering, Science and Technology.
* Engineering Council examinations Part 2 – Glasgow College of Nautical Studies. 1996-2001
* Class 1 Marine Engineer Officers Certificate – Liverpool Polytechnic 1980
* Nevins Award winner – highest marks Class I Certificate, UK wide 1980
* Class 2 Marine Engineer Officers Certificate – Llandaff College 1976
* Certificate in Occupational Health and Safety – University of Portsmouth 1994
* Graduate – UK MOD Acquisition Leadership Development Scheme 2003
* UK MOD Finance License 2004
* ISO 9000 Lead Auditor 1998
* ISM Code Lead Auditor 1999
* Member and Trustee of Lloyd’s Register General Committee (2002-2008)
* Member Lloyd’s Register Naval Ships Technical Rules Committee (2002-2008)
* Member Chamber of Shipping Marine Issues Committee (1998-2001)

**Skills**

* Strong team leadership skills
* Strong engineering acumen
* Good ‘hands on’ engineering management
* Knowledge of Ministry financial and commercial procedures
* Chairmanship
* Literacy and use of English language
* Strong inter-personal skills

**Personal**

**Born:** 31st July 1953 **Nationality:** British

**Status:** Married to Patricia **Dependants:** Two children (33 and 25)