

ARMY FOUNDATION COLLEGE
SUPERVISORY CARE DIRECTIVE

References:

- A. Commanding Officer's Supervisory Care Risk Assessment dated Sep 14.
- B. JSP 898 Supervisory Care Policy dated May 09.
- C. Army Recruiting and Training Division Handbook revised Oct 12.
- D. ITG Supervisory Care Policy dated Nov 13.
- E. ITG Care for Under 18s dated Nov 13.
- F. DIN 2011DIN01-233: Policy on the Care of Service Personnel Under the Age of 18.
- G. AGAI 67.
- H. QRs Ch 3.
- I. JSP 763 MOD Bullying and Harassment Complaints Procedure dated Jul 13.
- J. AGAI Vol 3 Ch 110 Suicide Vulnerability Risk Management (SVRM) Policy.
- K. JSP 760 Chapter 20 – Pregnant Service Women.
- L. DM(A)/550/03 Policy On The Management Of Pregnant Personnel During Recruiting, Selection, Initial Training And During Service.
- M. JSP 893 Policy on Safeguarding Vulnerable Groups dated Aug 12.
- N. JSP 834 Safeguarding Children and Young People.

COMMANDING OFFICER'S COMMITMENT

1. The Army Foundation College Supervisory Care Policy Statement makes it clear that the care and welfare of the Junior Soldier (JS) and Permanent Staff (PS) at the AFC is a chain of command responsibility; chapter 3 of Queens Regulations (QRs) clearly states this requirement. Considering the numbers, length and intensity of training for JS and the wider impact on the PS, our pastoral care has to be particularly effective and efficient; supervisory care firmly sits in the Moral Component, it is underpinned by the British Army's ethos (Core Values, Warrior Spirit and the Regimental system) and achieved through good leadership and high standards of discipline. Effective supervisory care relies on everyone, JS to the most experienced and senior PS, we must all have the moral courage to highlight something, which we feel is wrong or could be improved.

2. This directive is based on the outcome of our comprehensive Commander's Risk Assessment (CRA) including a Suicide Vulnerability Risk Management (SVRM). It considers our legal and moral obligations to our staff and JS. Both documents will be reviewed annually and updated as necessary. All Permanent Staff, including wider MOD and contractor staff, must adhere to this directive and in addition read 'Suicide Prevention: A Commander's Guide'. This can be found in the reference list at Annex A. This directive underpins my Centre of Gravity (CoG); 'Duty of Care'.

OUTLINE OF THE COURSE

3. The AFC delivers some 1000+ JS annually to Phase 2 training. A JS completes either a year or 6 months of basic training at Harrogate prior to their Special-to-Arm Phase 2 training. The length of Ph1 training is determined by their cap-badge. During their time at the AFC they will conduct Military Training, Functional Skills education and Military Studies; eligible JS will also be loaded onto the relevant Army Apprenticeship in preparation for Ph2. Both courses are intense and challenging for numerous reasons as highlighted in our risk assessment; there are particular periods to note and these, along with mitigating actions, are highlighted in this directive.

VULNERABLE POINTS FOR PS AND JS.

4. As detailed in Ref A and under the guidance of Ref B, it is assessed that the JS and PS are most likely to feel pressure at the following points of the course:

- a. **Arrival.** The shock of capture for new JS amplifies any fears that they may have had on arrival at the AFC. Any existing welfare issues that have been brought with the JS will only be worsened in the short term by separation. Those JS arriving later than anticipated, have administrative issues, or have failed the IMA will be at greater risk. OP ROCKET is to be briefed in detail for these JS.
- b. **First 6 weeks.** The AFC First 6 Weeks Policy (F6W) is to be read by all staff and can be found in the references folder to this document for guidance. The F6W are intense for both JS and PS. Many PS will begin their time at the AFC during the F6W period and may have also recently returned from Op Tours. These PS will need a period of reintegration. This combined with the stresses of moving to a new unit, for PS and their families, can be particularly challenging. PS struggling to re-integrate are to be highlighted to the WAM and be made aware of Welfare and Medical Services via the UWO.
- c. **Compassionate Leave.** At an already emotional time for whatever the reason, any problems or worries are accentuated and the belief in ones ability to carry on is weakened. Full support must be provided to all JS and PS requiring compassionate leave.
- d. **Leave.** Having experienced a period of rest and recuperation JS may start to feel apprehensive about returning to the AFC, this is where parental support is most prevalent.
- e. **Education.** Those who have previously struggled with education will find a support structure is in place to help them, however during periods of exams there will be JS and PS who feel the pressure. This is to be considered by all PS and Education Staff.
- f. **Overseas Travel.** The JS will travel to France for Realities of War (RoW) and possibly further afield for Adventurous Training (AT). For many this will be their first time abroad and this may cause some to feel pressure due to entering the unknown.
- g. **Exercise.** Exercise is used as a way of teaching fieldcraft and leadership and can prove a challenging time due to physical exertion, lack of sleep and all round degradation. For those new to the Army it is a shock to the system and although necessary pressure is applied as a training tool, PS are to monitor JS carefully.
- h. **Adventurous Training (AT).** AT is to be fun but also is designed to make an individual push their boundaries to do something that they wouldn't ordinarily do, such as facing a fear of heights or small spaces. Some JS will thrive but individuals will find this unsettling.
- i. **Leaving the AFC for Ph2 Training.** Information regarding Ph2 must be all encompassing. Visits must take place with key POC passed onto the JS for their leave period. Head of Arm (HoA) at AFC is to engage with the JS, the HoA must be made known to the JS on their arrival. Ph2 Education requirements and preventing skills fade is an ongoing project at AFC.

PRE ARRIVAL AND ARRIVAL PROCEDURES

5. **Induction.** All JS and PS will receive an induction and will be briefed on how to report anxiety concerns regarding training, or concerns of a personal nature. Further PS direction regarding Induction is given at para 21 but for the JS, this is to be given on the Reception Day. This is a critical event for the JS and first impressions count. PS must demonstrate a sympathetic and professional attitude to both parents and JS during Reception Day.
6. **Complaints Procedure.** All staff are to be made aware of the complaints procedures. Complaints procedures are to be displayed in Coys and Depts. All PS of the College are to ensure that their staff and JS fully understand where to find information and who they can speak to. More detail and guidance is listed in Annex A or can be gained from the UWO, RAO or E&D Advisor.
7. **Letters.** An initial letter from the CO will be sent to parents/guardians and is to include explanation of the unit Supervisory Care Regime. This is to be sent prior to arrival and is the responsibility of the College Coordinator. All OCs are also to write a letter to parents, this is to be enclosed with the Parental Packs given out on Reception Day. Finally OCs are to write a letter to all JS explaining the format and expectations of the first 6 weeks.
8. **Parents Pack.** All parents and guardians are to be given a 'Parents Pack' on Reception Day with key information regarding the AFC and most importantly information on how to contact the AFC. (If parents did not attend the reception day this is to be sent by Coy staff following the event).
9. **Welfare Activities First Six Weeks.** In this critical period it is important that each Coy has a regime in place to occupy and interest the new JS, particularly at weekends. There is a budget for these activities; this to be coordinated by the Coys with the support of CHQ.

ACCOMMODATION

10. **Trainees.** The JS are accommodated in 12 man rooms and are immediately 'buddied' with another JS. This is important for bonding, encouraging problem sharing and team support. In accordance with AFC Standing Orders Part 1 (Discipline), JS of the opposite sex are not permitted to enter each other's rooms. Within the mixed platoons' accommodation, clear rules are to be displayed explaining this. Accommodation checks are to be carried out as per Standing Orders by Coy and duty personnel. PS are to ensure that damages or faults are reported in a timely manner and highlight any wider issues through the CoC.
11. **Permanent Staff.** Permanent Staff accommodation is located separately from the JS. PS are to ensure that block damages or faults are reported in a timely manner through the CoC. Service Families Accommodation (SFA) is located opposite the main camp. Any problems with SFA should be initially directed to the AFC Helpdesk ext [REDACTED]; advice and support can also be sought from the UWWO ext [REDACTED]. PS may choose to live in their own private accommodation; all details are to be correct and up to date on JPA.

CONDUCT OF TRAINING

12. **PS Poor Performance and Remedial Training.** Any member of PS deemed to be falling below the required standard, in any respect, is to be managed and monitored in the first instance by the relevant Coy HQ. OCs should ensure that they have a clear system of warnings in place to support the management of poor performance within its ranks. Poor performance in relation to Fitness, Values and Standards, failure to deliver Values Based Leadership and delivering poor instruction are to be monitored. Instructors can seek advice for improvement via Fox Coy, the Coy

Learning Development Officer, SO3 Development or training staffs in CHQ. Instructor monitoring is to be carried out in all Coys, it is to be recorded with evidence of timely feedback in order to assist with supporting and developing PS skills and confidence. These individuals must be highlighted at the PS WAM.

13. The AFC is also to be compliant with the Policy for Remedial Training for PT Test/Assessment failures as laid down in MATT 2. Personnel who fail the test/assessment are to be re-tested after an appropriate period of rest (not less than 48 hours and within 7 days). Those who subsequently fail the re-test/assessment are referred for medical assessment prior to starting Remedial PT. All Remedial PT is overseen by the QMSI P&RTC.

14. **JS Poor Performance, Remedial and Missed Training.** Poor performance for either attitude or skills is to be managed in accordance with the Corrective Training Policy outlined in the ARTD Handbook found at Ref C under G1. OCs should ensure that they have a clear system of warnings in place to support the management of poor performance (i.e. Section Comd's and PI Sgt's Warnings under AGAI 67). JS who are performing poorly are to be debriefed weekly by their Section Commanders and an appropriate action plan put in place. Interviews are to be recorded for future reference. Any missed training is to be recorded in the 'Missed Training Register' along with the date the missed training was completed.

15. If a JS cannot complete a required serial or PT related task because their level of physical fitness, then Physical Deficiency Training (PDT) may be required. The PI All Arms Physical Training Instructor (AAPTI) in consultation with the QMSI is to ensure that the appropriate PDT in accordance with the JS stage of training and area of physical weakness is conducted. Furthermore a JS should not undertake more than one hour of additional training per day, with a maximum of 5 hours in any week. Guidance can be found at Annex A under AFC/PD/4201 – PDT Policy.

16. **JS Monitoring and Feedback.** JS are to be regularly briefed on their progression in training and education during their time at the AFC. This will include formal recorded interviews but also varied feedback depending on the task. Hot and Cold debriefs will take place for both the team and the individual when appropriate.

17. **End of Course Reports and Passage of Information.** In addition to information being passed during visits to Phase 2 (Ph2) and hosting visits at AFC for Ph2 Commanders, information is passed between the AFC and Ph 2 units in the form of individual reports. These are to include a welfare section containing a record of any significant G1 welfare concerns; these will be flagged up to the receiving unit (without including precise details). For more information, refer to the 'Trainee Reporting Policy' instruction in the ARTD Handbook under G1 Personnel. End of Course Reports are to be completed on all recruits and sent to Ph 2 before the arrival of the trainee. The receiving unit must be notified verbally before the arrival of any trainee with a serious training or G1 risk.

18. **Functional Skills (FS).** PS FS courses are to be provided by the Basic Skills Development Manager (BSDM). FS achievement is critical for promotion and the CoC must support where required to ensure eligibility for promotion criteria are met in a timely manner. For JS, FS are delivered as part of the syllabus by the Education Contractor in line with Apprenticeship Scheme requirements.

19. **Specific Learning Difficulties (SpLD).** Many people with SpLD state that they have been labelled as lazy, stupid or careless which can destroy self esteem, confidence and the desire to learn. Staff are to ensure that they seek advice from the Education Wing for anyone identified with potential difficulties. Individuals can gain advice and assessment directly from the BSDM.

STAFF SELECTION, TRAINING AND VALIDATION

20. **Staff Selection.** No staff selection process beyond MCM Div manning allocation is conducted to assess the suitability of military individuals for assignment at the AFC. If a member of staff is in any way deemed unsuitable for post by the CoC, CHQ are to be informed immediately. Staff can however be internally selected for Instructor qualifications and CPD in this field. The Coy Learning Development Officers will advise and guide as to which instructors should attend Army Instructor Capability Courses. This will enable the development of best practice for the college using the right role models. Pre employment training at ASLS is also a tool used to identify those not deemed suitable or those at risk.

21. **MOD and Contractor Staff.** This directive is to be adhered to by all MOD and Contractor staff. Any complaints against members of staff are to be thoroughly investigated in liaison with CHQ. MOD and Contractor Staff may seek guidance through the welfare agencies at the AFC if they so wish in relation to wider staff issues and JS. This is to be a mutually supportive relationship.

22. **Staff Training.** Training for PS is to be provided regularly to equip them to deal with training and welfare issues. It is to be noted that despite best practice guidance, many instructors arrive in post not equipped with the correct training to start. OCs must manage this risk using mitigating procedures such as 'peer to peer' review, pairing of instructors and supervision. OCs can seek advice and guidance from CHQ. Staff training is to be constantly validated by the CI and OC Val and will take the following format:

a. **PS Induction Course.** Welfare for Under 18s (U18s) is to be delivered as part of the Induction Course for all military and MOD staff, building on training delivered at ASLS. Guidance can be found at Refs D, E and F. Contracted staffs are to ensure this forms part of their own arrivals process. AFC specific training will be delivered to address the needs of new staff in understanding the welfare ethos of the College and how to adapt to the U18 environment of the AFC. This must be completed within 3 months of arrival at the AFC.

b. **DCC Course.** This course which is designed as a refresher in military skills, is designed to build on knowledge and experience in order to build staff confidence. It provides an opportunity for the PS to re-engage with how it feels to be a student and to identify what a good instructor looks like. It must be completed on arrival.

c. **Permanent Staff Development Course.** Prior to the start of each intake, SO3 Development will manage and deliver the PS Dev course. This will be delivered alongside the DCC course but focus on leadership and management. All staffs are to attend within 12 months of arrival and registers are to be retained by SO3 Dev. Military PS development is to be mutually supporting to any wider MOD and contractor staff development programmes.

d. **Continuous Professional Development (CPD).** SO3 Dev is to incorporate elements of welfare training within the CPD package, including Values and Standards (V&S) and Values Based Leadership (VBL). This package is run at various command levels, this is to ensure the best training and development is provided addressing the specific needs of each level of command. Wider CPD will be delivered through MATTs training, BATs training and PS clinics which will focus on identified areas for development.

e. **Staff Validation.** Staffs are to be monitored in order to identify and maintain best practice. This includes external monitoring via the Independent Advisory Panel (IAP). This will be achieved through regular IAP visits, formal/informal observations and through the delivery of the Army Instructor Capability (AIC) programme. Validation is to include 'peer to

OFFICIAL

peer' review that will take place twice per month for each instructor. It is to be noted that 'informal feedback' still requires recording and timely feedback must be given; this will be checked during First Party Audits (FPA). The results are to be available for the OC and CO as per ITG Policy. It is important that the JS see this as best practice as they progress in their careers and understand that as an instructor, the 'student learning experience' is critical to success.

f. **CRB Checks.** CRB checks will be completed, ideally before arrival at the AFC. The SSA will ensure the correct forms are issued and maintain the unit CRB register. In the case of those awaiting the outcome of checks, the CO will assess each individual and complete an MS Referral 'At Risk' assessment form.

g. **Pre Employment Training (PET).** All PS are to have completed ARTD Staff Leadership School (ASLS) course (either Instructors or Staff) before singular interaction with JS. Any PS without the qualification are to be supervised by another member of PS until qualified. The Adjt and RCMO are to ensure, where possible, that PS arrive with the prerequisite qualifications. If not, then in conjunction with Coy 2ICs and the courses clerk, they are to book staff on the courses as soon as possible.

SUPERVISORY RATIOS

23. **Supervisory Ratios General.** The following supervisory ratios are to be adhered to whilst JS are in training at the AFC, deployed on field exercises or during personal and team development training. (Exemptions exist for lessons taken in the classroom or lecture theatres where numbers may exceed these norms.) Any issue regarding ratios which cannot be resolved is to be highlighted asap through the CoC.

- a. JS undertaking instruction: 1 Instructor to a max of 12 JS.
- b. Hill Walking: 1 Instructor to a max of 6 JS.
- c. Indoor PT: 1 Instructor to a max of 24 JS¹.

24. **Supervisory Ratios Welfare/Medical/Chaplain.** JS require 24 hour access to at least one member of welfare staff. This can only be provided "on call" within the current resources of the AFC. Coys are to regularly review and update their notice boards which detail how to contact welfare staff.

- a. There is to be a duty Padre on call 24/7.
- b. WRVS Services Welfare Officers (SWO) will operate all lunch-times and during the evenings.
- c. Unit Welfare Officer (UWO) on call.
- d. Med Centre care is available 24/7.

25. **Supervisory Ratios Sport.** There are specific requirements for supervisory ratios where JS play sport or take part in Sports and Skills. Direction has been produced by OC Fox Coy which sets out the requirements. Further guidance can be found in the references listed at Annex A.

¹ Although the AAPT1 to JS ratios are 1:16 and 1:24 for outdoor and indoor PT respectively, of note is that all PI staffs are additional PS Instructors on every lesson.

OFFICIAL

AFC WORKING HOURS

26. **Working hours.** Normal working hours will be dictated by the course programme in line with ITG guidance. It is to be noted through the CoC that delivery of Ph1 training at the AFC is intense for PS and JS alike. Coy staffs are to ensure working hours are sensible and manage their PS and JS effectively. Exercises and some wider activities across the college will entail working out of hours. Guidance can be sought from the Trg Maj on specific exercise requirements. As stated in Ref B, JSP 898, Normal working hours are typically 0800hrs – 1800hrs.

27. **Out of Hours (Off Duty).** This is the time spent in the AFC outside Normal Working Hours or Silent Hours, typically Mon – Fri 0630hrs – 0800hrs and between 1800hrs – 2300hrs.

28. **Out of Hours (Silent Hours).** The hours when JS are expected to be asleep typically 2300hrs -0630 hrs.

29. **Duties.** Outside Instructional Hours (including weekends) – the following Staffs are to be on duty:

a. College Level:

- (i) Duty Field Officer – on call.²
- (ii) Duty Officer – on camp.
- (iii) Regt Orderly Sergeant – on camp.
- (iv) Guard Commander – Guard Room.

b. Coy Level:

- (i) CONCO – close proximity/sleeps in Coy lines.
- (ii) Coy Duty Officer – on call.
- (iii) Coy Stand by CONCO – on call.
- (iv) PLONCO as per F6W Policy.

Detail of the duties and responsibilities of each of the above are contained in AFC Standing Orders.

SUPPORT AND STAFF RESPONSIBILITIES

30. **Primary Supervisory Staff.** This is the Section Commander, Platoon Commander and Coy level staff; they are responsible for the continuous (24hr) supervision of the JS whilst at the AFC and are likely to be the first point of contact for JS welfare.

31. **Secondary Supervisory Staff.** The JS' instructors, military and civilian, who although not responsible for the supervision of the JS outside of working hours, are a major influence on the JS during the working day. This will also include the RAO and Medical Staff. They are likely to be the first point of contact for some supervisory care issues. Communication and records must be

² On Call in the local area means no more that 20 min max travelling time to camp.

OFFICIAL

maintained between secondary staff and the Plt and Coy level staff. Ultimately all staff, regardless of rank or role at AFC, including military and civilian may be approached as a first point of contact.

32. **Tertiary Supervisory Care.** Underpinning all levels of care is a network of proactive agencies at the AFC providing informal development of the JS and a secure support system for the JS and PS to raise issues outside of the COC. These include:

a. **Unit Welfare Officer (UWO).** The UWO is responsible for the coordination of all primary welfare providers and the delivery of Welfare to JS. The UWO is also required to build good working relationships and contacts with the internal and external agencies involved in welfare support.

b. **Unit Families' Officer (UFO).** The UFO is required to operate and provide a Families' Welfare Office to support the married PS and their dependants. This office is to be prepared to offer help and guidance, in particular on the postings in and out of the unit. It should also be prepared to act as first point of contact in times of domestic problems, and be prepared to use personal judgement in advising on suitable courses of action. The UFO is also assisted by the Community Development Worker. Details of the Families' Welfare Office can be found in the references at Annex A.

c. **WRVS SWO.** There are four SWOs who will operate a lunchtime, evening and weekend club. Facilities will include: pool table, table tennis, TV, internet access, X box games and a cinema with a free cup of tea, coffee or squash in the Junior Soldiers Welfare Centre. This facility offers the opportunity for the JS to relax and socialise whilst offering an independent, unbiased, non-judgemental listening ear. Opening Hours are to be:

a. Mon-Fri 1000hrs – 2200hrs.

b. Sat and Sun 1300hrs – 2200hrs.

c. Non Military Working weekend 1030hrs – 1230hrs and 1430hrs – 2130hrs.

d. **Chaplaincy.** There are two padres (Protestant and Catholic) and a TA chaplain within the chaplaincy. There is also a church and multi-faith room for worship. All three padres are approachable and contactable 24/7. Details of their responsibilities can be found at Annex A. The Chaplaincy is to be open Mon-Fri 0800hrs – 1645hrs. The Church is open for quiet reflection at all times.

e. **HIVE.** The HIVE Information Service provides a varied range of information to JS, PS and families at the AFC. HIVE support to AFC is provided by satellite support from the York HIVE. The York HIVE representative also attends JS, PS and families inductions.

f. **IAP.** The IAP is also part of this network of agencies at the AFC providing a point of contact for JS on a regular basis and a means of communicating the issues through to the CoC.

FACILITIES

33. **SANDES.** This is a club/restaurant operated by a Northern Ireland Christian Charity. There are four full-time workers. It provides home-cooked food and beverages in an all ranks relaxed environment with TV, pool and arcade games. The SANDES staff is made up of trained welfare workers.

OFFICIAL

Edition 9 – Sep 14

OFFICIAL

34. **JS Shop.** The JS shop is to operate as a lunchtime, evening and weekend facility. Vending machines are to be provided throughout the college including this location. Note that owing to the age of the JS no gaming machines are permitted.
35. **Mallon Lounge.** This is predominantly a PS café offering a relaxed social environment. Between Mon-Fri this facility is exclusively for PS but will soon open for JS during weekend periods. Details will be placed on Part One Orders.
36. **JRDF.** The JRDF provides feeding for 1,400 JS and many PS JNCOs. The JRDF provides the following in order to improve the service offered to the JS.
- a. TV screens to improve the ambiance of the dining hall.
 - b. HATs, an extra high-energy snack and drink are available to the JS on departure from the evening meal.
37. **Learning Resources and Learning Support Centre (LRC).** The LRC provides a library resource for JS with specific information packages for JS about their future units and educational projects. It also provides several Internet connected computers. The Learning Support Centre provides further education support on a drop-in basis and has its own computer suite.
38. **Electronic Learning Centre.** Online courses will be available for PS and dependents when the eLC re-opens in Winter 14/15. Details are to be regularly placed on Part One orders. The eLC is located alongside the Penny Pot Nursery facility in Hildebrand Bks.
39. **Imjin Platoon.** Imjin Platoon is a holding platoon for JS and is split between JS that are rehabilitating and those awaiting discharge. It plays an important role within the AFC and is in effect one of the AFC's Welfare Agencies. The operating procedures for Imjin Platoon can be found in Standing Orders and at Annex A.
40. **Gym.** The gym for use by JS, PS and Civilian staff alike; is to be open outside of normal training. Timings are to be placed on Part One Orders.
41. **Laundry.** The contractor provides a laundry service. Each company has a day for JS to put in military clothes for two free washes coordinated by their respective CQMS.
42. **Hairdressers.** There is a hairdresser in the college that can cut male and female hair. If requested it will open on weekends for large numbers of JS. PS are to liaise directly. The current cost is £6 for men and £7.50 for ladies.
43. **Post.** Mail is to be delivered for JS to their PI during the day and distributed to them in the evening. Stamps are available in the Cost Cutter shop. There is a post box inside the college located at the entrance to College HQ.
44. **Penny Pot Nursery.** Significant refurbishment has taken place at the Penny Pot Nursery in Hildebrand Bks. This offers a financially competitive local service to PS and their families. Further details can be sought from the UWO.

SUPERVISORY CARE – GENERAL

45. **Discipline.** Not only is discipline the primary antidote to fear in combat, it is critical to an effective unit and underpins trust in the systems we have in place for PS and JS support and services. It is everyone's responsibility to maintain and uphold our high standards of discipline and

OFFICIAL

Edition 9 – Sep 14

OFFICIAL

have the moral courage to act when something is wrong. PS are to be aware of the rules regarding collective corrective training; it is only to be used when a group is judged collectively at fault and care is to be taken to ensure this type of action is justified and recorded. This policy is also contained within the ITG pocket books issued to PS for further reference.

46. **Disciplinary and Administrative Action.** If formal action needs to be taken against an individual, minor or major sanction, then advice can be sought from AGAI 67 at Ref G, or through the CoC. JS are subject to military law. The punishments which may be awarded to JS for disciplinary offences are listed in the Army Act 1955 and QRs at Ref H, Chap 6.070 – 6.078. Unofficial punishments are not to be awarded by PS. Any PS unsure of procedures are to seek advice from their CoC, Welfare or CHQ.

47. **Allegations Against PS.** Any allegations of mistreatment or improper conduct, including abuse of power will be dealt with by the CO. Where applicable the PS in question will in the short term be removed from interaction with JS for the duration of the investigation, whether internal or external. If the allegations are proved then the individual will be charged in line with AGAI 67. If the allegation is found to be false the PS is to be returned to training immediately. All allegations must be reported up the chain of command immediately; without exception.

48. **Post Traumatic Stress Disorder (PTSD).** Some members of PS will have been posted to the AFC without their full allocation of post operational tour leave (POTL). The CoC is to ensure that these PS are monitored and where applicable exclude them from pursuing extra task in their initial period at the AFC.

49. **Leave Policy.** Leave for PS and JS is timetabled around delivery of the Ph1 Syllabus, graduations and new intakes. All PS are to ensure that they enter their leave onto JPA and ensure that Coy administration of JS leave information is completed properly and in a timely manner via the Coy Clk. Additional leave requests, or Time off in Lieu (TOIL) of leave period duties will be considered on a case-by-case basis through the CoC.

50. **Drug Abuse.** Each case involving drug abuse will be judged on an individual basis after seeking guidance from the Disciplinary Chain G1 Staff and HQ ITG. In most cases, drug abuse by a JS or member of the PS is likely to lead to discharge. It is essential that PS remain aware of the signs of drug abuse within their own ranks but also in the JS. Drugs awareness training is to be provided.

51. **Bullying and Harassment.** Bullying and harassment are not tolerated. All complaints must be reported promptly through the chain of command for either JSP 763 action (see Ref I) or formal investigation by the SIB. Guidance on matters of Bullying and Harassment can be obtained from the AFC E&D Advisor with policy direction at the ITG Policy Document. Note that any E&D issue (including all instances of bullying must be entered on the USBR Log by Coy 2ICs or qualified E&D advisors. The AFC has a Bullying Working Group and specific policies to deal with this issue. Further references and POC are listed at Annex A.

52. **Fraternisation.** JS and PS relationships are not tolerated at the AFC, including social media communications. Any PS accused of fraternisation will be RTU'd without prejudice until the internal investigation is conducted and then either reinstated, if found unproven, or charged by the Commanding Officer if proved, in accordance with AGAI 67.

53. **Deliberate Self-Harm (DSH) and Suicide.** Statistically young people between the ages of 16 and 20 are those most at risk of suicide and soldiers are at their most vulnerable in their first few years of service. Moreover those who have committed DSH are 60 – 100% more likely to attempt suicide. It follows that commanders and staff at the AFC must be particularly vigilant and

OFFICIAL

OFFICIAL

do all they can to identify those at risk and prevent suicide. All permanent staff must read the booklet "Suicide Prevention A Commander's Guide". Threats or actual attempts at Suicide and Self-Harm are to be managed in accordance with the AFC Welfare Policy on Suicide and Self Harm and AGAs Vol 3 Chapter 110 (Ref J)

54. **Female JS and PS.** Female soldiers are an integral part of the military and I expect positive reinforcement of this message conveyed at the AFC. All females are to be made aware of and provided with the opportunity to speak with other females in the CoC regarding personal or welfare issues. Any female JS expressing an intention to leave, is to be placed in contact with a female member of the PS to discuss their options. Accommodation is to be separate and governed by the direction of AFC Standing Orders listed at Annex A.

55. **Pregnancy.** The policy guidance for pregnant servicewomen can be found at Refs K and L. The guidance is comprehensive and includes uniform, work, pay, leave and training. Any staff dealing with the issue of JS pregnancy are to inform the CoC immediately and seek guidance through the UWO, the Medical Centre and the RAO Dept.

SPECIAL GUIDANCE FOR U18s

56. Ref E highlights specific factors for consideration for dealing with U18s Supervisory Care; these issues, along with mitigating actions, are listed below.

The Law and Military Policy

57. **Children Leaving Care Act (2000).** Via the UWO, advice can be sought regarding the involvement of the Local Authority Safeguarding Team for the AFC and if necessary the Local Authority contact for the JS' home area as detailed in Ref M. For the AFC to be fully abreast of recent legislative and inspection requirements, particular attention has been paid to the safeguarding and care arrangements for those who are care leavers or who were 'looked after children' prior to recruitment to the Armed Forces. Coys are to ensure that they identify JS who this applies to and inform the UWO for advice and guidance asap. Guidance can be found at Ref N.

58. **Guard Duties.** JS are not to be used as armed guards until they have successfully completed Ph1 training. The use of trainees is governed by the Armed Forces Policy on Armed Guarding of Ph1 and Ph2 Establishments. The unit must comply with this policy.

59. **Gaming Machines.** Under 18s are prohibited by law from playing some gaming machines, the AFC will not provide JS access to gaming machines in barracks in order to adhere to law and reduce the risk of under-age gambling.

60. **Smoking.** There is a total no smoking policy inside accommodation, offices and education buildings and public places inside the College. The College Smoking Policy details the restrictions on the time and locations that JS and PS are allowed to smoke. The MRS has an ongoing no smoking campaign. JS may not purchase cigarettes on camp furthermore Permanent Staff are not allowed to purchase cigarettes or alcohol on behalf of trainees under the age of 18.

61. **Alcohol.** The law regarding alcohol and U18s must be adhered to. Gifting or bartering will not be tolerated and may result in disciplinary action as per ARTD guidance at Ref C. JS are not permitted to drink alcohol whilst at the AFC unless with their parents/guardians and in line with the Law. The policy on alcohol is set out in Section 2 to AFC Standing Orders. PS do not have the authority to authorise the consumption of alcohol by under-18s.

OFFICIAL

62. **Drugs.** Drug abuse is not tolerated, this is not just an U18s issue but staff must be aware of the signs of drug abuse amongst the JS and act immediately if they suspect drug use.

63. **Speeding.** The AFC will operate a strict speed limit of 15 mph with speed bumps and speed guns to ensure compliance. The one way system will provide a greater level of safety by ensuring the traffic is only ever one car wide. The PROVOST staff is to ensure adherence for all staff and visitors to camp. Speeding on camp is a risk to JS and PS as they conduct their daily business.

GOOD PRACTICE AND MILITARY PROCEDURES.

64. **At Risk Handovers.** Information must be passed to the JS receiving unit to ensure the correct level of care on arrival. AGAI 110 procedures must be followed (Ref J). Where required, a welfare and or medical report must be raised and passed between current and future Welfare Officers. Any concerns must be clearly outlined in the final training report.

65. **Vulnerable Trainees.** Under 18s are more likely to be prone to problems such as harassment, bullying or discrimination. Such individuals must be identified within the CoC and monitored in accordance with Ref E and AFC Standing Orders. Advice can be sought from the Adjt or the UWO. All trainees are to be made aware of where to seek advice and information in the Coy lines with contact details of key staff readily available on noticeboards.

66. **The Right to Leave.** Specific provision for 'Unhappy Juniors' under 18 to be discharged exists under QRs para 9.414, notwithstanding that their 6-month statutory period of discharge has passed. Reference F gives full details of Discharge as of Right (DAOR), further detail is listed in Sect 9 to AFC Standing Orders. Discharge of a JS on the SVRM Register will be carefully considered, however in principle, discharge is the norm as per AGAI Vol 3 Ch 110. These cases are to be raised at the WAM by OCs. Particular care must be given to those JS awaiting discharge and JS who have elected to DAOR must be dealt with fairly and speedily. Ideally JS are to be kept within their Coys until discharge is processed as per AFC Standing Orders. Those with no home to go to or JS who have been in care are to be flagged to the Welfare Staff and CHQ.

67. **Incident Reporting.** When reporting any serious incidents involving U18s, it must be highlighted in the INCREP that U18s are involved. Once the unit (CO and Adjt) are aware, the SO3 Val is to inform the IAP Chair, the OCs and their respective IAP members. The Local Authority Safeguarding Team will be informed and the authority in which their parents reside via the Adjt. Additionally, Safeguarding Directorate Children and Young People at Army HQ should be informed. Where serious incidents occur (rape, assault or self harm) then parental involvement should be managed on a case by case basis. Considerable weight must be given to the wishes of the JS. Where situations demand parental involvement against the wishes of the JS, this must be explained thoroughly.

68. **Homesickness.** This is thought to be more common in younger people, especially in U18s. A considerate approach can help JS overcome their issues without additional intervention. PS are to identify individuals on a case by case basis and make good use of the AFC Welfare system via the UWO. The 'buddy buddy' system is to be adhered to in all training platoons.

69. **Learning Ability.** Many of the AFC's U18s may struggle with learning and retaining information. PS must be mindful when teaching lessons of the nature of their students and be prepared to repeat lessons and support as required. Guidance, including tips for instruction, can be sought via the BSDM on ext [REDACTED].

70. **Physical Training (PT).** There is a large spread in regards to physical development across the college due to the age of the JS. This is to be taken into account when conducting group activities. PT is to be progressive to avoid injury whilst ensuring that the output standards are met at the end of the course.

71. **Injury.** JS are encouraged to make the PS aware of any injuries that they sustain throughout training. PS are to ensure that they set the conditions for the JS to report injuries. This includes the reporting of non-freezing cold injuries at the earliest stage, advice can be sought from the Medical Centre. At no time are injured JS to march with their platoons.

72. **Attitude.** This can be an issue for PS. JS can appear indecisive and fickle. Time should be given for them to make decisions regarding their futures and they should be pointed in the direction of welfare support. PS can seek guidance in dealing with these issues from the UWO or from CHQ.

73. **Personal Administration and Finance.** Hygiene matters need monitoring and dealing with in a sensitive manner. Sufficient time must also be given to form filling with the appropriate level of supervision. PS must also monitor monetary issues closely to encourage good personal administration but also prevent theft and fraud. All JS will be provided initial financial advice as part of the programme. Within the first 6 weeks all JS are to be briefed on the risk of 'Pay Day Loan' companies.

74. **Communications.** The CoC will be involved in this process through routine calls and letters to families/parents/guardians. Close contact with parents is fundamental to the wellbeing of the JS. Parents are to be encouraged to attend at the 6 week point, the open day followed by a Coy open day in the second term (mid course) before the Graduation Parade. At the start of the Course JS are to sign a document allowing parental contact (or not). Telephone/contact registers must be maintained for each platoon and routinely checked at Coy level. They will also be checked as part of the First Party Audit Process.

a. **Mobile Phones.** Phones are not to be removed from JS and their use is not to be restricted on breaks or out of hours beyond the detail given in the AFC F6W Policy. If during this period JS need to use their phones, they can be requested via their platoon staff. When on exercise PS are to explain that they will not have their phones and explain why (as per ITG Policy). For JS without mobile phones coin telephones are to be provided. Welfare telephone calls can be made free on official phones in the Platoon offices and in the Welfare Centre via the SWOs.

b. **Internet.** Where possible JS are to be granted access to the internet. Controls must be put in place to ensure personal /internet security including posters for awareness and briefings from staff (military and civilian) when computers are used as part of the education and training programme.

75. **E-Security.** Awareness of cyber bullying and personal e-safety is highlighted to the JS within the first 6 weeks and is to be monitored by PS and considered as a cause for an unhappy JS. All JS are to be given an introductory lesson regarding internet safety with key information stationed at every IT terminal in the Coy lines and Education Wing. All PS are to be briefed on IT and personal security on the Induction Brief.

76. **Supervision.** The Company Orderly NCO (CONCO) must be accommodated during silent hours in close proximity to the recruit accommodation that he/she is supervising. The CONCO Bunk should be a fixed location known to the JS throughout the Coy. The CONCO's location must be known to JS at all times (location notice on bunk). All Coys have a step up CONCO who must

OFFICIAL

be able to contact CONCO easily at all times. During the F6W, this detail will also apply to the PLONCO. Orders are at Annex F to Section 4 of AFC Standing Orders.

77. **JS With No Family.** Particular care needs to be taken with JS who have no family. The AFC direction is listed at Annex A, it should be noted that these JS have to have a confirmed leave address and appropriate carer to reside with over leave periods. PS are to liaise directly with the UWO in regards to plans for JS who meet the criteria of Ref K.

78. **Booking in and out procedures.** JS are not permitted to walk out until after week 6. JS are to book out through their CONCO and then through the Guardroom. They are to book-in in the same way. Details of the procedures are set out in AFC Standing Orders Section 2.

79. **Meals.** Mealtimes are to be attended by Duty Staff in accordance with their individual mounting orders, all JS are to be paraded at all meals. It is essential that the JS receive advice regarding healthy eating and diet throughout their time at the AFC and this is to be programmed at relevant stages in consultation with the RCWO. World faith rooms are to be available and the catering requirements for different faiths are to be provided in camp and on exercise.

80. **Weekends.** Coy staff are to inform CHQ of the numbers of JS expected to remain over weekend periods. Where applicable, weekend activities will be arranged for those remaining on camp. Funding and advice is available from CHQ via the Trg Maj.

MANAGEMENT AND DUTIES

81. In order ensure compliance at all levels, the oversight of AFC's supervisory care and welfare will be provided by the Welfare Working Group (WWG) which is supported by a series of supporting sub-working groups including the Welfare Action Meeting (WAM). TORs for each working group can be found in AFC Standing Orders. If any member of PS feels that an issue needs to be raised to CHQ regarding welfare, they are to discuss it with their CoC. If appropriate, the issue will be raised in the relevant working group. Forums are also organised to capture welfare issues and provide feedback to ongoing issues; PS are to ensure maximum attendance. These are to include:

- a. **JS Feedback Forum.** To be held every ½ term and enable JS to discuss their general welfare issues with the supporting College agencies.
- b. **JS Messing Meeting.** To be held monthly and enable JS representatives to discuss catering issues and problems regarding the Junior Ranks Dining Facility (JRDF) with the Unit Welfare Officer (UWO) and RCWO.
- c. **PS Welfare Forum.** To be held once a term and enable PS to discuss general welfare and training issues to the Unit Families Officer.
- d. **Dependants Feedback Forum.** To be held for families bi-annually to talk about housing, the community and family issues which affect the married personnel of the AFC.
- e. **Community Liaison Group.** To be held to bring together the local Parishes, County Councillors and members of the AFC to discuss matters which affect the local communities.
- f. **Unit Health Committee.** To be held to provide policy direction on the promotion of all health matters, in particular the promotion of healthy living. This meeting will immediately proceed a WAM on a termly basis.

OFFICIAL

Edition 9 – Sep 14

g. **QIAP/CISP Suggestion Boxes.** The boxes are to be maintained by the Coy staff in the Platoon lines. All boxes are to be functional and repaired in a timely manner to encourage JS to engage in making suggestions. Suggestions can be anonymous and this must be emphasised. Feedback will be provided every two months. Details of how to use the CISP process must be placed near the box, with plenty of blank forms in each of the Coy lines.

h. **CO outreach:** The CO conducts the following forums to reinforce direction, update on Unit progress against the plan (and any additional initiatives) and provide wider context within the ARTD and the Army:

(i) Start of term PS update (in Sep this coincides with Unit orders).

(ii) Brief to messes – this coincides with mess meetings.

(iii) Termly brief to contractors by departments (to be superseded by Coy/Dept briefs only in the near future).

(iv) Brief to Coys / Depts.

(v) PS focus groups (organised by the Adjt).

(vi) A termly JS welfare 'fire side chat' (organised by the Senior Chaplain).

This is all in addition to the routine and regular visits and inspections.

i. **Independent Advisory Panel (IAP).** This committee of dedicated external professionals take a keen interest in the AFC and provide feedback on a regular basis including welfare. Meetings are to be held regularly. The relevant PS are to provide feedback in their SME areas as directed.

COMMANDER'S SUMMARY

82. Our task is sizeable. We train U18s, some as young as 16.2 from across a wide range of backgrounds and abilities. We create soldiers and develop leadership potential so that our JS are given the tools for a long and successful career. We are unique in trying to do this and yet we are also hugely successful (60% of the WO1s in the Army were Junior Entrants). As staff, the majority of us arrive without the necessary training and are confronted by the challenge of long days, numerous nights out of bed and nurturing the Army's most sensitive recruits. Therefore, the welfare, education and ensuring PS are recognized is a critical component of what we do. What this directive has outlined is the critical component of our 'Duty of Care' for it is paramount, it is the bedrock from which everything else is built; without a firm footing we undermine all other efforts. Welfare or 'Duty of Care' isn't a single strand it is all encompassing and therefore all PS have a part to play in ensuring we have the most comprehensive network of supervisory care for JS and PS that is possible. Success depends on us all playing our part and I emphasize the importance of our ethos and the continued application of good values based leadership.



AFC REFERENCES FOR SUPERVISORY CARE

In addition to key references detailed in the SCD, the following documents are available for further information at the SCD link of the AFC SharePoint homepage:

1. CO's Supervisory Care Risk Assessment
2. CO's Supervisory Care Policy Statement
3. AFC Supervisory Care and Welfare Structure
4. AFC Standing Orders
5. Welfare Working Group – Terms of Reference
6. Subordinate Working Groups
7. Welfare Delivery
8. Discharge and Resettlement
9. U18s Without Homes Leaving Care
10. Casualty Notification and Visits to AFC Casualties
11. AFC Anti Bullying Policy
12. Prevention of Suicide
13. AFC Families' Welfare Office
14. AFC Equal Opportunities Statement
15. AFC Welfare Aide Memoire
16. IMJIN Plt Operating Procedures
17. AFC – Army Chaplains
18. AFC – Complaints Procedures
19. AFC – Parental Correspondence Templates
20. Climatic Injuries
21. AFC F6W Policy
22. AFC/PD/4201-PDT policy