

The Army Training Regiment Winchester



Independent Advisory Panel
Annual Report 2012

INDEPENDENT ADVISORY PANEL TO ATR (WINCHESTER)

ANNUAL REPORT AS AT 31ST DECEMBER 2012

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Abbreviations used in this Report:

ARTD	Army Recruiting and Training Division
ATR(W)	Army Training Regiment (Winchester) formerly ATFC(W) Army Technical Foundation College (Winchester)
CO	Commanding Officer
DIO	Defence Infrastructure Organisation
GCSE	General Certificate of Secondary Education
IAP	Independent Advisory Panel
JE	Junior Entry
MoD	Ministry of Defence
NCO	Non Commissioned Officer
OFSTED	Office of STandards in EDucation
PS	Permanent Staff
RAC	Royal Armoured Corps
RAP	Rolling Action Plan
RSM	Regimental Sergeant Major
SE	Standard Entry
SNCO	Senior Non-Commissioned Officer
TSC(A)	Trained Soldier Course (Alpha)
URL	Uniform Resource Locator (address of a World Wide Web page)
WO	Warrant Officer
WRVS	Women's Royal Voluntary Service

COMPOSITION OF THE IAP

Nicholas Prideaux, Brigadier (Retired), IAP Chairman

John Beveridge, Retired Solicitor and Former Winchester City Councillor

Neil Hopkins, Principal of Peter Symonds College, Winchester

Fiona Innes, Retired Primary School Teacher and Citizens' Advice Bureau Volunteer

Adie O'Donnell, Governor at HM Youth Offending Institute, HMP Reading

Chris Pines, Retired Primary School Teacher and Winchester City Councillor

Jim Tiles, Professor Emeritus of Philosophy, University of Hawai'i

Liz Winn, Partnership Manager, Wessex Group of Sixth Form Colleges.
(Replaced John Beveridge on the Panel in November 2012)

Further details of members of the IAP can be found at

http://www.army.mod.uk/training_education/training/18525.aspx



CHAIRMAN'S INTRODUCTION

CHANGE

1. The most significant event since last year's Report has been the departure of the Junior Entry (JE), the re-designation of the Army Technical Foundation College, Winchester (ATFC(W)) to the Army Training Regiment, Winchester (ATR(W)) to reflect the return of Standard Entry (SE) or Adult Recruits for their Phase I Training and the arrival of Recruits from the Army Reserve for their basic Training. It was a far-seeing Quartermaster who had kept the old ATR(W) signage!
2. The Commanding Officer changed in April 2012. Lieutenant Colonel Peter MacMullen handed over to Lieutenant Colonel Neil Wright. The IAP acknowledges with gratitude Colonel Peter's time in command and particularly his support for our work. We welcome Colonel Neil (who has had experience of the IAP at the Infantry Training Centre at Catterick) and have already forged a close working relationship with him.
3. There have also been changes in the IAP too. Mr David Drake resigned in October 2011 and Mr. John Beveridge retired in November 2012. We thank them both for their contribution to our work. Councillor Jacey Jackson retired in April 2012 after seven years with the IAP, the last three as Chairman. Her dedication and quiet diplomacy were invaluable and we wish her well in retirement. Four new Members have joined during the year, Mrs Fiona Innes, Mr Neil Hopkins, Mr Adie O'Donnell and Ms. Liz Winn. We are delighted to welcome them. More details of the Members can be found at the URL on page 2.

TRANSITION FROM JE TO SE AND ARMY RESERVE TRAINING

4. We continued to monitor the training at ATFC(W)/ATR(W) and paid close attention to the period during the year when Junior Soldiers and Adult Recruits were being trained at the same time.
5. From JE to SE. The supervisory arrangements that were put in place to ensure that Junior and Adult soldiers were separated during the transition period worked very well and with no problems. The last JE Intake Passed Out at the end of September 2012. It is worthy of note that in the two-year period (September 2010 to September 2012) 1630 Junior Soldiers started training at Winchester, 214 did not complete training for various reasons e.g. Discharge As Of Right (DAOR) or Not Fit For Army Service (NFAS), therefore there was an 87% pass rate. This is a great testament to the Permanent Staff (PS) who trained them so well. The dynamics changed with the SE Course. With 14 weeks to cover the syllabus comes greater pressure on the PS. However, we have been impressed by the adaptability of those responsible training these Recruits, who have a more mature outlook and level of motivation.
6. Army Reserve Training. This has been a new experience for the ATR. Considerable thought was put into the preparation for receiving the Recruits from the Army Reserve.

Brigadier Simon Bell, a senior Army Reserve Officer, and a team of his SNCOs briefed the PS and the IAP on the characteristics of the modern Army Reserve soldier, which was invaluable. In truth, the PS have much enjoyed teaching these Recruits who are keen to learn and appreciate the professional approach. The only problem to date has been the course loading. It is very frustrating when the loading for a recent TSC(A) course was 120, amended nearer the course start date to thirteen and eventually only six Recruits arrived of which four completed the course. An extract from an article written for the October 2012 edition of The Royal Signals Corps Magazine by a Recruit from 71st (City of London) Yeomanry Signal Regiment is worth reproducing:

“ [T]he environment at Winchester was of the highest standard. Taught by the Regulars, the Directing Staff treated the Recruits as like-minded individuals. Although we were given more responsibility over our tasks, we were still Soldiers Under Training and had to dig in and work hard to pass all the required tests. In fact, due to our maturity, higher standards and results were expected from us. For myself, completing the Course gave me a great sense of accomplishment.....I felt involved and my efforts were being recognized. This in turn allowed me to push myself outside my comfort zone and commit to the 14 days of intense learning, running, drill and scoff! All in all it was the most rewarding two weeks of my life so far. “

COMMUNICATION AND RELATIONSHIPS

7. The IAP was determined this year to improve communication and relationships with the PS, the Recruits, their Families and the civilians who work at Sir John Moore Barracks. Some of the initiatives have included; Informal talks with the WOs' and Sgts' Mess and the Corporals' Mess, the inclusion of information about the IAP in the Workplace Induction Package for all new arrivals, speaking to Parents and Families of Recruits on Form Up and Families Days, attaching IAP Members to Training Squadrons, attending Unit Welfare Meetings and the Chairman holding regular monthly meetings with the Commanding Officer.

8. It is fair to say that the IAP is now not regarded as “Enemy Forces” but rather as being a source of impartial, helpful advice and encouragement to everyone. This is just as it should be.

ACCOMMODATION

9. Recruit Accommodation. The condition of all the Ablutions within the Recruit Accommodation Blocks continues to deteriorate. (See our Report for 2011, p. 9.) With funding only available for “patch repair” the decline can only continue. We understand that steps are being taken by ARTD to establish whether any available under-spend from this FY might be directed to bring forward the required work. It remains to be seen whether this meets with success. Sadly, this situation is repeated in other parts of the Barracks infrastructure and might best be characterized as “managed decline” of the estate.

10. Families Married Quarters. The general state of the PS Families Married Quarters is very disappointing. To be blunt, we feel that the Families deserve better. One example of unacceptable levels of service involves the refurbishment of kitchens in the Married Quarters on the Harestock estate. From start to finish this took three weeks to complete during which families were expected to “camp” in their Quarters or use other kitchens in empty Quarters elsewhere on the estate. No commercial letting agency would expect clients to do without such basic requirements for extended periods like this and we feel it is totally unacceptable that military families should have to suffer such conditions. No financial recompense or rebate was offered. Another example relates to an unserviceable central heating system that was not properly prepared for occupation of the Quarter nor was it swiftly repaired. There are other examples, which have been raised in the Welfare Services Report (see paragraphs 2f and 4a on page 10). In short, we are very concerned that the contractors are failing and appear to have no interest in any duty of care with regard to PS families. Moreover, it would appear that the military Chain of Command has little, if any, power to improve this shocking situation.

RECRUITING

11. Functional Skills Preparedness of JE and SE Intakes. There have been comments on what appeared to be severe academic deficiencies on arrival of two Junior Soldiers in last JE Intake and one Adult Recruit in the first SE Intake, which raised concerns that improvements might be needed to the Army’s recruiting/selection screening procedures. After we made enquiries of the Education Wing (where the Functional Skills of all Recruits are screened) it became clear that the existing resources for assisting individuals were adequate to deal with such special learning needs. However, rather than suggest any changes to current screening procedures, we would emphasise that terms such as dyslexia and dyspraxia when they appear, should be treated with caution. They have precise clinical uses and the diagnostic assessment is lengthy and involved. They are also used loosely in educational circles to avoid the stigma of terms such as “thick” or “clumsy” by suggesting a condition, which is not the fault of an individual. Those who, as a result, come to describe themselves as dyslexic or dyspraxic may have special learning needs but are not necessarily unfit for Army service.

12. The Royal Armoured Corps (RAC) New Height Regulations. The introduction of new height regulations for Recruits joining the RAC became apparent in September 2012 when Recruits from C Squadron ATR(W) went to the RAC Centre at Bovington for their Phase 2 Training visit. There some nine of them were told that they could not join the Regiment for which they had been recruited because of their height. It was as blunt as that and left the Recruits de-motivated and unsure of their future. This situation was a complete shambles (especially as the Recruits were only told two weeks before they were due to Pass Out) and the result of poor passage of information and some disaggregated execution outside ATR(W).

OUTREACH

13. Local Community. The ATR maintains good relations with the local community especially the villages of Littleton and Harestock, which are next to the Barracks. The RSM attends the Parish Council Meetings of both villages on a regular basis. This close liaison helped to defuse a potentially sensitive situation earlier in the year with the residents of Chestnut Avenue just outside the rear gate of the Barracks.

14. Embracing Local Agencies. Thanks to a member of the IAP (Mr. Neil Hopkins, Principal of Peter Symonds College, Winchester), ATR(W) has been able to access valuable and timely advice in preparation for the upcoming OFSTED Inspection.

INSPECTION REPORTS

15. The IAP has had access to the External Inspection Reports e.g. **Army Inspectorate Individual Training (AIIT)** carried out during the year. We are pleased to note that ATR(W) has met the required standards and where recommendations have been made has implemented them.

WORK OF THE IAP

16. Rolling Action Plan. The work of the IAP is now contained in a Rolling Action Plan (RAP), which has been updated regularly throughout the year. The RAP as at 31 December 2012 is attached at Annex A. The main effort has concentrated on monitoring the Training and Welfare of the Adult and Junior Soldiers. In addition, three Studies have been carried out; Management of the Training Programme, Welfare Services and Education Functional Skills/Exam Results. These Reports are summarized on pages 7 to 13.

17. Future Work. In 2013 the IAP will continue to monitor SE and Army Reserve Training as well as following up on the Recommendations of this year's Reports. In addition, four Studies will be done: Healthcare, Logistic Support, Physical and Recreational Training and Recruit Documentation.

BRIGADIER (RETIRED) NICHOLAS PRIDEAUX,
Chairman

31 December 2012



MANAGEMENT OF THE TRAINING PROGRAMME

1. **Introduction.** Two Members of the IAP, John Beveridge and Nicholas Prideaux, carried out a Review of the Management of the Training Programme including the resources available, facilities and timetabling. A series of meetings were held with those responsible for the planning and delivery of training.

2. **Main Points.**

- a. The change from Junior Entry (JE) to Standard Entry (SE) soldiers under training and the introduction of Army Reserve training would increase pressures and demands on facilities and Training Staff. The 14-week Course for SE will be more intense than the 23-week course for JE and the courses for the Army Reserve will be different than the other two. However, this situation was well understood by the Training Staff and sensible, positive plans were in hand to deliver the various levels of training required until the phasing out of JE at the end of September 2012.
- b. The limited availability of Ranges was highlighted. This will become a greater problem in future. One possible solution to this would be the construction of a 100-metre Range within the Barracks for which there is room. However, it is appreciated that this would be subject to funding becoming available, Range Danger Area constraints and local population reaction.
- c. There was concern that the priority given to Rifle Shooting and the standards required were set too low. This could be improved by raising the profile of Shooting and reviewing the minimum standards required of all soldiers under training.
- d. The value of the Corporals in charge of Sections within Troops in the Training Squadrons delivering high quality training is well recognized. Most, but not all, who are posted in, are qualified for the job but not all have attended the two mandatory courses (All Arms Skill At Arms and ARTD Staff and Leadership School). This is a serious limitation on their effectiveness in leading and training their Sections and imposes a strain on other Corporals who have to cover for them whilst they attend the Courses after arrival at Winchester. This should be avoided.



3. Conclusion. Overall, the Training Programme is very well managed. The structure in place for planning and managing the Programme ensures that the training for the JE, SE and Army Reserve is delivered as efficiently as is possible making the best use of the resources and facilities within the Barracks and outside on Ranges and Training Areas.

4. Recommendations.

- a. Consideration should be given to increasing the profile and priority of Rifle Shooting in the Training Programme and raising the minimum standard required of all soldiers under training.
- b. The possibility of constructing a 100-metre Range in the Barracks should be examined. However, it is accepted that there are financial and other constraints, which may make this impossible.
- c. All Units sending Corporals to ATR (Winchester) to train soldiers should ensure that they have completed the two mandatory courses before taking up their appointments.



WELFARE SERVICES INCLUDING WRVS AND CHAPLAINS

1. Introduction. Two members, John Beveridge and Fiona Innes of the IAP carried out a review of the Welfare Services including the WRVS and Chaplains. A series of meetings were held with those responsible for Welfare Services at ATR (Winchester).

2. Main Points.

- a. The Commanding Officer's Directive of August 2012 reinforces the standards and expectations to be attained by the Permanent Staff in their duties for training and looking after Recruits and by the more senior Staff towards their subordinates. The emphasis is on the importance of the Permanent Staff considering the needs and aptitudes of each Recruit, overcoming any barriers and maximising the potential of every individual for the benefit of themselves and the Army. This sets a caring tone and introduces an ethos, which could lead to the Regiment and the Recruits achieving higher standards and results in the future, and with more Recruits completing their training.
- b. The Commanding Officer created the new temporary post of Regimental Shepherds to provide additional informal Welfare support for each Training Squadron at times outside the formal training programme, during the transitional period when the Regiment was changing from training Junior to Adult Recruits and introducing the training of Reservists. In view of what we say below about the WRVS, we expect this to have had a positive effect on morale and the management of Welfare problems during potentially difficult periods.
- c. We found that the importance given to the care of Recruits in the documents we have read is applied very well in practice. The Welfare Centre Staff are experienced and one of them has attended the appropriate training course on Equality and Diversity, so they are equipped to manage issues in those categories. They were both confident about the effectiveness of the care provided for all the Recruits and they also look after the Welfare requirements of the Permanent Staff. But there is a feeling that some Troop Commanders are not making use of the support offered by the Welfare Centre as fully as they could when Welfare problems arise among the Recruits in their Troops.
- d. The work of the two WRVS Ladies is a valuable part of the system and that this is recognised by the Regiment. As they are outside the chain of command it is often easier for the Recruits to speak to them about any problems during informal, off duty occasions in the Welfare Centre where there is a friendly and relaxed atmosphere, (marred only by some of the computers being out of use). The WRVS Ladies log all Welfare issues raised with them on the Performance Support Register and a recent change in procedure means that one of the WRVS Ladies now attends the monthly Regimental Welfare Meeting as well as the regular meetings of the Welfare Team. This ensures that their role is further embedded into the Welfare structure. In view of their value, it is of concern that the future of the WRVS role at the Regiment is uncertain because of financial pressures. While it is understood that it may be possible for the service to be

provided by another body, it is important that people of suitable experience and skills are appointed.

- e. In meeting with the Chaplaincy Team, we learnt that the Scripture Reader as part of his duties regularly visits the Recruits in their barrack rooms when they are off duty in the evening. Like the informal opportunities with the WRVS, this can be another useful occasion for Recruits to raise Welfare problems with someone not in the formal chain of command.
- f. The Welfare Officer raised with us complaints he has received about the poor standard of Married Quarters in Connaught Road Worthy Down in which some Permanent Staff with families are housed. These are damp and dark to the extent that lights have to be on all day in the rooms at the front.

3. Conclusion. The documents we have seen and the people to whom we have spoken clearly indicate the ATR takes seriously its duty of care for the wellbeing of all the Recruits and the Permanent Staff. There is a strong framework in place for overseeing the development and care of all Recruits during their time at the ATR. The duties and responsibilities of the Permanent Staff throughout the chain of command are clearly set out.

4. Recommendations.

- a. An urgent investigation should be undertaken into the condition and state of repair of the Married Quarters at Connaught Road, Worthy Down and reported to the DIO. A Follow Up Report should be given to the affected families.
- b. Should the current WRVS Staff be withdrawn, steps should be taken to replace them with experienced and trained personnel.
- c. The Training Staff should continue to be monitored to ensure that the care of Recruits laid down in the CO's Directive of August 2012 is being carried out and if so, establish if improvements to the performance of Recruits are flowing from this.
- d. The Troop Commanders should encourage their Troops to make full use of the support and the facilities available at the Welfare Centre.
- e. The work of the Regimental Shepherds should be reviewed to establish their value and if any lessons learnt could be implemented permanently.
- f. The broken computers used by the Recruits in the Welfare Centre should be repaired.

EDUCATION (ESPECIALLY INSTRUCTION IN FUNCTIONAL SKILLS)

1. Introduction. IAP member, Jim Tiles, monitored the provision of instruction in functional skills by observing classes and holding discussions with Army and civilian personnel who work in the Education Wing.

2. Main Points.

- a. There was a delay in finalising the adjustment to the contract with Chichester College to take account of the change from Junior to Standard Entry. This may not have been as egregious as last year—when there was no contract in place for the external provision of instruction to the three squadrons of JE 5—nevertheless, two lessons were lost at the beginning of SE 1 and the stress of uncertainty on the providers is not likely to have helped them to maintain the quality of their instruction.
- b. After the delay that resulted in there being no external provider for JE 5, Chichester College took up the contract for the provision of functional skills instruction in the Autumn of 2011, but the examination results for JE 6 were disappointing—well below the national pass-rates for those taking exams from the same board (Edexcel).
- c. Chichester staff worked closely and critically with the Education Officers to adjust not only the delivery of lessons but the choice of level of exam for which Junior Soldiers were to be prepared and the circumstances under which the exams were to be taken—reverting from computer marked to written exams in order to avoid lengthy travel to the exams and avoiding, where possible, scheduling exams when Junior Soldiers would be exhausted after Training Exercises away from barracks.
- d. The results for JE 7 and JE 8 suggest that these efforts were effective. Results for JE 7 (three squadrons) in Maths and English L1 were well above national Edexcel pass-rates; Maths L2 results were same as, and only English L2 results were below, national pass-rates. Results for JE 8 (two squadrons) in both levels of English and in Maths L2 were well above the national pass-rates; only Maths L1 results were below the national pass-rates.
- e. Exam results are no longer a concern for Winchester now that the training of Junior Soldiers has moved to Harrogate. Training for Standard Entry Recruits takes fourteen weeks as opposed to twenty-three weeks for Junior Entry, and instruction in functional skills for SE is proportionately less. Consequently the aim of functional skills provision for SE will be to evaluate skill levels of SE Recruits upon completion as well as prepare them for Phase 2 training where they will sit exams for the qualifications they need—unlike JE, where Junior Soldiers without adequate GCSEs were prepared to acquire functional skills qualifications.

- f. Chichester staff have developed a pilot syllabus for SE functional skills, which they will be refining further during the coming year at Pirbright as well as at ATR(W). Differences from JE include: English and maths will be taught by the same instructor; as the Realities of War exercise is shorter and involves no foreign travel, oral presentations are to be given by Recruits on their chosen cap badges. The outline of the syllabus seems commendably fit for purpose—although no longer including the trip to France is a matter of regret as it was very beneficial to the cultural awareness and value-based leadership components of the education offered to the JE.
- g. Because many Junior Soldiers did not appreciate the extent to which functional skills are necessary to being an effective soldier, the IAP report for 2011 made three recommendations to help make clear to Junior Soldiers that the Army had an interest in what was provided in the classes taught by the external instructors: (1) NCOs and officers be more closely involved with the classes; (2) Officers and NCOs be present when Junior Soldiers give their oral presentations to ask questions; (3) the external instructors be made familiar with what the overall training programme involves.
- h. The external instructors do appear to have a much clearer idea of the overall aim and content the training programme. However, it may be argued that SE Recruits come with more work experience and are thus more likely than Junior Soldiers to appreciate the relevance of functional skills. This argument would appeal particularly to NCOs who (members of the IAP have heard first-hand) do not want to have to sit through functional skills classes.
- i. Although training staff have been present at only about 5% of functional skills classes this year, several anecdotes told by the external staff have nevertheless underscored the value of having experienced soldiers present to relate functional skills to the tasks soldiers are expected to perform. If efforts were made to identify appropriate training staff and to invite them to be present at specific lessons, this might circumvent the pushback from NCOs.

3. Conclusions.

- a. The efforts that resulted in improved the exam results illustrate the difficulties faced by instructors new to a situation and the reason that instruction should not be treated as a readily fungible commodity. Providers need time to adjust what they do to the circumstances under which their students are to learn, as well as the circumstances under which instructors are to teach and prepare their students to be examined.

- b. It remains useful to have Recruits hear from experienced soldiers about the connections between their functional skills lessons and the responsibilities they will be expected to carry out when their training is complete. It would probably be more worthwhile to identify the willing and encourage them to share their experience, than to impose on the unwilling.

4. Recommendations.

- a. Although responsibility for contracts does not fall on anyone at ATR(W), pressure should (continue to) be applied, where and when possible, on the appropriate departments of the MoD to try to forestall delays in securing contracts for the external provision of functional skills instruction, in particular when the present contract is due for renewal in August 2013. (It might also be helpful to remind those responsible of the transition costs see conclusion a. above—incurred when a new provider is engaged.)
- b. Efforts should (continue to) be made to relate functional skills instruction to the overall training by (1) ensuring that as staff from the external provider turnover, new staff are made adequately familiar with the training program, (2) ensuring that when Recruits give their oral presentations on their chosen cap badges, training staff with those cap badges are present to ask questions and provide feedback, (3) having training staff present during more of the functional skills instruction to help relate lesson content to tasks soldiers are expected to perform.



OVERALL SUMMARY

This has been a busy year with a change of role from the Army Technical Foundation College training Junior Soldiers back to the Army Training Regiment for Adult Recruits and Army Reserve training. This change, and all it has entailed, has been effected with considerable professionalism and skill by the new Commanding Officer and the Permanent Staff, both military and civilian. We welcome the improvement in the communication between the IAP and the ATR, which has resulted in a more open and businesslike relationship.

We remain very concerned about the standard of Ablutions in the Recruit Accommodation and the serious state of the Permanent Staff Married Quarters and hope that these concerns will be addressed as a matter of urgency.

Apart from this, we consider that ATR(W) is in good shape and prepared to meet the challenges of next year with confidence.



ATR(W) INDEPENDENT ADVISORY PANEL ROLLING ACTION PLAN

as at 31 Dec 12

PART 1: PROPOSALS

Ser	Area	Source	Ref	Comment	Planned Action	Responsibility	Time Line	Last Reviewed
PART 2: ACTION PLAN								
Ser	Area	Source	Ref	Comment	Planned Action	Responsibility	Time Line	Last Reviewed
							(Timely)	(Reviewed)
1	Army Reserve Trg	Chair	13/12	Priority 1 Area - agreed at Informal Meeting 16 Apr 12	Monitor Army Reserve Trg.	All	1-Apr-13	19-Nov-12
2	SE Trg	Chair	14/12	Priority 1 Area - agreed at Formal Meeting 26 Jun 12	Monitor SE Trg.	All	1-Apr-13	19-Nov-12
3	Healthcare	Chair	09/12	Priority 2 Area - agreed at Informal Meeting 24 Jan 12	Examine Healthcare cover, including Dental and Rehab (Fox Tp).	FI + LW	1-Apr-13	19-Nov-12
4	Logistic Support	Chair	11/12	Priority 1 Area - Reviewed 28 Aug 12	Examine QMs Dept including Clothing and Arms stores, Kitchen and Food (Aramark contract) and all Accn.	NP + NH	1-Apr-13	19-Nov-12
5	Physical Trg	Chair	15/12	Priority 1 Area - agreed at Formal Meeting 26 Jun 12	Examine the Physical & Recreational Trg Programme	AOD	1-Apr-13	22-Oct-12
6	Administration	Chair	16/12	Priority 2 Area - agreed at Informal Meeting 22 Oct 12	Examine Rct Documentation	CP + JT	1-Jun-13	22-Oct-12
7	Miscellaneous	Chair	17/12	Priority 2 Area - agreed at Informal Meeting 19 Nov 12	Follow up recommendations of 3 studies completed in 2012.	All	1-Apr-13	19-Nov-12

PART 3: REGISTER OF ACTIONS COMPLETED

Ser	Area	Source	Ref	Comment	Planned Action	Responsibility	Time Line	Last Reviewed
1	IT	Chair	06/12	IAP Informal Meeting 24 Jan 12	Scope IAP requirement for access to Information on DII (ATF(W) Share Point). IAP members can request access via Sgn links.	CO/2IC B/NP	13-Feb-12	
2	Social	CO	07/12	IAP Informal Meeting 24 Jan 12	CO to propose dates for IAP Dinner. - 21 Mar 12	CO	13-Feb-12	
3	Financial	Chair	08/12	IAP Informal Meeting 24 Jan 12	Clarification of the issue of claiming expenses/accepting hospitality (e.g. attending POP Lunches) and Honorary Mess Membership. Claim motor mileage for travel, but no money to attend lunches and bills will be raised for those that attend.	NP	13-Feb-12	
4	Communication	JJ	05/12	IAP Informal Meeting 24 Jan 12	CO to check messaging system (answer machines) on all key Trg Sgn and Sp Dept telephones.	CO	15-Mar-12	
5	Unit re-rolling	Chair	03/12	Priority 1 Area - agreed at Informal Meeting 24 Jan 12	Monitor the plans for the transition from ATF(W) to ATR(W).	JJ and CP	30-Jun-12	16-Apr-12
6	Recruitment	Chair	04/12	Agreed at Informal Meeting 24 Jan 12	Recruitment of 3 new members. - Two members have joined IAP wef Mar 12. Third member recruited to the panel.	All	30-Jun-12	9-May-12
7	Trg Programme	Chair	01/12	Priority 1 Area - agreed at Informal Meeting 24 Jan 12	Examine the Management of the Training Programme including resources, facilities and timetabling.	NP and JB	30-Jun-12	26-Jun-12
8	Annual Report	Chair	12/12	Priority 2 Area - agreed at Informal Meeting 24 Jan 12	Examine the Annual Report format and revise as appropriate.	NP & JT	1-Oct-12	28-Aug-12
9	Education	Chair	02/12	Priority 1 Area - agreed at Informal Meeting 24 Jan 12	Examine Functional Skills and monitor exam results.	JT	30-Sep-12	26-Jun-12
10	Sp Services	Chair	10/12	Priority 2 Area - agreed at Informal Meeting 24 Jan 12	Examine the Welfare Services including WRVS and Chaplains.	FI & JB	1-Oct-12	26-Jun-12

COMMANDING OFFICER'S RESPONSE

1. These cogent and helpful observations afford me considerable assurance that we are doing the right thing and that my combined team of military and civilian staff are all pulling in the correct direction and in the best interests of recruit training and welfare.
2. The composition of the IAP offers a broad spread of professional independent subject matter expertise upon which to draw, including public services, the education sector, local politics and civic life. I am glad to note from this report that IAP members have had an impact upon pretty much every aspect of Regimental life. As Commanding Officer my greatest priority is to focus upon the Supervisory Care and Welfare regime in place to support my recruits. I draw a great deal of confidence from knowing that the IAP exercise unfettered access to all areas within Sir John Moore Barracks and will report directly upon what they find.
3. In addition to those areas highlighted in this report, the IAP has offered valuable assistance in a number of very specific areas. These include: advice on the Ofsted Common Inspection Framework from Peter Symonds College; advice in relation to assisting recruits with dyslexia and dyspraxia (Professor Tiles) and insights to public sector leadership. So IAP involvement has been far reaching and greatly to the benefit of this Regiment. Importantly, the Panel have helped by challenging assumptions that inevitably creep into some routine practices and IAP members have continued to offer relevant fresh perspectives. I believe that it is entirely appropriate that we use the IAP as a sounding board in this way.
4. Beyond their primary focus on the recruit population the IAP has also assisted greatly in our interaction with the civic community; the community within which we live and from where we draw our recruits and staff (military and civilian). For instance, the IAP stood ready to exert influence with the Local Authorities when several permanent staff members posted to Winchester struggled to find spaces for children in local schools. Similarly they have assisted relations with local councils. So I see the IAP as a significant enhancement to our community involvement and engagement and I believe that they have delivered considerable benefit in this sense.
5. Without doubt the greatest challenge in the last year has been the transition from Junior to Standard Entry and adoption of the Army Reserve courses. I am pleased to note that this has taken place in a seamless manner and that additional transitional supervisory care measures worked. Key to this has been duty of care towards our recruit population and I would commend my staff for the sensitive manner in which this has been delivered. Yet much success can also be attributed to positive relationships fostered with the relatives, families and friends, of recruits in training. So much of the recruit's motivation to succeed comes from external encouragement and I am grateful for the way in which the IAP has supported this interaction throughout the course lifecycle: from Form Up, through Families Days, to Pass Out Parades. Families and friends are greatly reassured by this involvement and through gaining an understanding of the independent role played by the IAP. I have no doubt that this has assisted us in maintaining the high pass rate touched upon in the report.

6. Finally, turning to the detailed recommendations contained within this report, I find these to be insightful and pragmatic. What is clearly evident is that the IAP has a well-grounded appreciation of the operating environment within which we deliver Phase 1 training. The detailed recommendations in the report will now be drawn into the ATR (W) Continuous Improvement process, but to seize upon several themes:

7. Service Families Accommodation (SFA): The report highlights that the standard of SFA varies markedly and preparation of quarters by Defence Infrastructure Organisation (DIO) has been poor in some cases. I am pleased to note that DIO has undertaken to meet with my staff and work through our key concerns in relation to SFA.

8. Royal Armoured Corps (RAC) Height Regulations: The report pinpoints the significant human impact of this policy. Noting that this should be a short-lived phenomenon as policy takes effect, we shall continue to work with HQ RAC until recruiting delivers appropriately.

9. Rifle Shooting: A great deal of effort has been put into shooting and marksmanship over the past eight months. There is a very successful ATR (W) Staff Shooting Team – this delivers many benefits. Staff coaching methods have improved markedly and recruits who score highly enough to achieve Marksman wear the badge on their daily working dress and ceremonial uniform.

10. Welfare Centre: The Welfare Staff are a significant force multiplier in support of Instructors and the Chain of Command. Junior commanders and their recruits must take full advantage of the service: a point that is hammered home to staff on the Command Development Week (In-Service Training in advance of every course form up). This will continue to be re-emphasised and action taken to ensure that staff make full advantage of the Welfare Centre.

11. SE Skills Profile (Functional Skills) training continues to evolve as course feedback and best practice informs our Quality Improvement process. I continue to argue for the Realities of War package to be delivered in France and Initial Training Group appears receptive. The report highlights the clear benefits of Troop Staff being involved in supporting Chichester College delivery of Skills Profile training. This is now being implemented.

12. All recommendations made in the report will now be added to the ATR (W) Quality Improvement Action Plan (QIAP) and then fully scoped in the February Self Assessment Board.

13. In sum, I should like to thank the Panel for a very meaningful Annual Report. I believe that the IAP Action Plan has delivered a series of highly relevant studies and that

the recommendations will feed directly into quality improvement to the benefit of recruits and staff. I am greatly appreciative of the value of this process.