

The Army Training Regiment Winchester



Independent Advisory Panel Annual Report 2013



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INDEPENDENT ADVISORY PANEL TO ATR (WINCHESTER)
ANNUAL REPORT AS AT 31ST DECEMBER 2013

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Abbreviations used in this Report:

ADSC	Army Developments and Selection Centres
ARTD	Army Recruitment and Training Division
ATR(W)	Army Training Regiment (Winchester) formerly
CO	Commanding Officer
DAOR	Discharge As Of Right
DMICP	Defence Medical Information Capability Programme
DIO	Defence Infrastructure Organisation
FTPR	First Time Pass Rate
HQ	Headquarters
H&S	Health and Safety
IAP	Independent Advisory Panel
NCO	Non Commissioned Officer
NFAS	Not Fit for Army Service
OFSTED	Office of STANDARDS in EDucation
PS	Permanent Staff
PT	Physical Training
QIAP	Quality Improvement Action Plan
QM	Quartermaster
RAP	Rolling Action Plan
SE	Standard Entry
TOIL	Time Off In Lieu
VBL	Values Based Leadership

COMPOSITION OF THE IAP

Nicholas Prideaux, Brigadier (Retired), IAP Chairman

Neil Hopkins, Executive Director, Maple Group of Colleges

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

Adie O'Donnell, Governor, H.M. Prison Service

Chris Pines, Retired Primary School Teacher and Winchester City Councillor

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

Liz Winn, Partnership Manager, Wessex Group of Sixth Form Colleges.

Further details of members of the IAP can be found at

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



CHAIRMAN'S INTRODUCTION

IAP ACTIVITY 2013

1. During this year, the IAP has continued to monitor the Training and Welfare of the Recruits by regular visits to the Army Training Regiment (Winchester) (ATR(W)) both in and out of Barracks. In addition we have carried out three Studies which are summarized on pages 6 to 13. Our relationships with the Permanent Staff (PS) have remained excellent and we have had ample opportunity to talk to Recruits during their training as well as their families on Form Up, Open Days and Pass Out Parades. The Rolling Action Plan (RAP) is at Annex A.

TRAINING

2. Standard Entry (SE). This has settled down very well. Some sensible and practical changes have been made to the Training Programme and this has contributed to the First Time Pass Rate (FTPR) averaged at 83% but the overall Pass Rate has been 89%. Wastage rates due to Discharge As Of Right (DAOR), medical reasons and unsuitability for Army service have been around the 11% target.

3. Army Reserve. There has been a disappointing take-up for the Courses planned for Reserve Army Recruits. Only one Course has been run during the year (November 2013). However, two Training Teams (TT) supported Courses at the Army Training Unit (ATU) in Scotland. ATR(W) has remained focused but nonetheless it has been frustrating for the PS.

4. Permanent Staff. The PS have remained at a very professional level and this has been reflected in the high standards achieved by the Recruits during the 14 week course. However, some 12% of PS arriving at ATR(W) have not completed the required courses before taking up their appointments. This was noted in last year's Annual Report but the problem continues. There is also an imbalance between the number of male and female Instructors but this is being addressed. We have noted that effective use has been made of the time when Training Teams have not been training Recruits with PS attending Career Courses, Adventurous Training and Sports.

5. Values Based Leadership (VBL). We have been impressed by this programme which has been developed during the year specifically to improve FTPR and address areas for development in the TTs. There is no doubt that it has been very beneficial in terms of maximising the performance of the PS and consequently of the Recruits.

WELFARE

6. OFSTED Inspection. We were delighted (but not surprised) that ATR(W) was given an Outstanding grading. The Report commended the excellent Welfare and Duty of Care that exists for the Recruits and PS alike. There is a very balanced and thoughtful approach to this important subject by the Commanding Officer and his Staff at all levels. As a result, the Recruits feel "safe" and able to raise their concerns with their Troop Staff or the Welfare Staff (including the Chaplaincy) confident in the knowledge that they will be listened to and helped when necessary.

7. Welfare Facilities. The Recruits have regular access to the Welfare Centre which now includes Wi-Fi and therefore able to gain access to Skype so they can maintain contact

with their families and friends. The Royal Voluntary Service (RVS) Staff has been depleted during the year and at one stage was down to one person. We hope that this situation can be changed as there should be three members of Staff all of whom play a significant role in the welfare process. However, the Recruits have commented that they appreciate the friendly and welcoming atmosphere in the Welfare Centre.

8. Discipline. Regrettably, during the year, there have been three cases of inappropriate conduct between PS and Recruits. These were dealt with firmly, fairly and in a timely manner. The IAP was kept informed at all stages.

REHABILITATION

9. The rehabilitation of Recruits who are injured in training is undoubtedly the success story of the year and this is highlighted in the Medical Study Report on pages 6 to 8. In the past, being sent to Fox Troop might have been seen by the Recruits as a punishment and sometimes as a threat by the PS to those Recruits who were under-performing. This resulted in a loss of morale and ambition. However, this is now manifestly not the case. Recruits are very positive about the care and treatment they receive which has enabled them to return to training with confidence. Much credit must go to the PS of Fox Troop not just for the very professional way in which they have changed the ethos but also the understanding of the Training Squadrons regarding the role of Fox Troop.

10. Lower Limb Injuries. There was concern earlier in the year about the number of lower limb injuries to Recruits in the early stages of training. The Commanding Officer ordered an investigation into the causes of these injuries which resulted (*inter alia*) in effective changes being made to the Physical Training Programme. However, there are still a number of Recruits both male and female who struggle with their fitness during the first few weeks of training. When asked, some Recruits admit that they have not seen the booklet Get Fit For The Army nor told at the Selection Centre about the requirement for getting fit before arriving at ATR(W).

EDUCATION EXTERNAL PROVIDER

11. In August the contract for the External Provider of functional skills lessons was awarded to TQ, a firm with considerable experience providing educational services to the military. The transition involved only minimal disruption, principally because experienced instructors, who had worked at ATR(W) under the previous provider (Chichester College), were hired by TQ. The Education Wing has so far found coordinating with TQ to be unproblematic. There is now, moreover, an efficient arrangement in place for NCOs involved in training to contribute in useful ways to a number of the functional skills lessons.

INFRASTRUCTURE

12. Sir John Moore Barracks. The Logistic Support Study Report on pages 9 to 11 highlights the continuing problems over the unsatisfactory state of the Recruits' Ablutions and the provision of Heating/Hot Water throughout the Barracks. The former was raised in last year's Annual Report and the latter up the chain of command during the past year. We make no apology for raising the spectre yet again. The progress in resolving the problems continues to be agonisingly slow. Some impetus was achieved with the DIO regarding the Recruits' Ablutions and £500K was found to enable work to begin in November 13 and it can only be hoped that it will be completed in this Financial Year. Unfortunately, there is still no

solution to the Heating/Hot Water problem which affects everyone in the Barracks. Temporary fixes continue to be put in place but how long these will last is anyone's guess. This, coupled with the lack of funds to keep the Barracks in a good state of repair for the next 10 years, is not so much managed decline but neglect over a period of years with substantial financial implications which need to be addressed at a very high level.

13. Families' Married Quarters. Last year we reported on the disappointing state of the PS Families' Married Quarters. We are pleased to note that there has been some improvement during this year as a result of the DIO putting more money into the repair of Quarters and effort into the management or duty of care for PS families. However, it is still not 100% effective and we will continue to monitor the situation.

COMMUNITY RELATIONS

14. The signing of the Armed Forces Covenant between Winchester City Council and Winchester Garrison in March 2013 was welcomed. It has opened up opportunities for closer cooperation and mutual help in which ATR(W) has more than played its part especially with respect to the local community. We feel that the IAP has a part to play in maintaining continuity and we are fortunate to have a City Councillor as a member of the IAP thus providing a very useful link into the civic organization of Winchester when necessary.

REPORTS

15. Recruit Reports for Phase 2 Training. We have been pleased to have been able to give advice during the production of a much improved and widely welcomed Report Book on Recruits as they move from ATR(W) to Phase 2 Training Units to start their specialist training.

16. External Reports. The IAP has had access to the External Inspection Reports (eg First Party Audit by HQ Initial Training Group). These have shown that ATR(W) has met the required standards and where recommendations have been made has implemented them.

FOCUS FOR 2014

17. The IAP will continue to monitor the Training and Welfare of SE and Army Reserve Recruits as well as following up on the Recommendations of this year's Studies which have been incorporated into the ATR(W)'s Quality Improvement Action Plan (QIAP). We will also carry out three Studies: Discharge Procedures, Property and PS Families and In-house Validation.

Finally, I would like to thank my colleagues for their continued help and support throughout the year. We also thank the Commanding Officer, his Staff both military and civilian and the Recruits for their understanding and unfailing courtesy.

BRIGADIER (RETIRED) NICHOLAS PRIDEAUX
Chairman

31 December 2013

HEALTHCARE COVER **INCLUDING DENTAL AND REHABILITATION**

Fiona Innes and Liz Winn

1. **Introduction** This study was carried out over eight months (January – August 2013) and many meetings were held with those responsible for healthcare.

2. **Main Points:**

a. Medical. Administration of Army medicals is done efficiently and with humanity. Medicals are conducted after attestation. Recruits who fail their medicals remain the responsibility of the Army until they can be discharged.

There are very high levels of care, concern and support for Recruits who have been injured during training. Their individual rehab programmes are constantly reviewed to ensure that the Recruits are returned to Phase 1 training as soon as is possible; not only in peak physical condition but also with a positive mental attitude.

Access to defibrillators is via the Physiotherapy Department and the medical centre. Some PT staff felt that there ought to be one in the PT department.

b. Rehabilitation. The physiotherapy equipment and facilities for Recruits are easily accessible and appropriate. However, the lack of receptionist staff sometimes makes it difficult for physiotherapists to concentrate on treatment.

There are weekly meetings between Medical staff, the Rehabilitation Troop staff (Fox Troop) and the Physiotherapy department; they review cases, plan treatment and the return to training. These meetings are conducted with care and great attention to detail.

The staff concerned make considerable effort to ensure that the Fox Troop Recruits are given every opportunity to recover from their injuries. Although the experience of the medical centre was not good for one Recruit who complained officially, the complaint was dealt with satisfactorily. Some Recruits in Fox Troop complained that while others assigned to Fox Troop appeared to know what would happen to them, they were left insufficiently informed about their future.

We do not know enough about those that do not return to their Troops or who leave on DAOR or with a medical discharge etc, or who are sent away from Winchester to complete their training elsewhere e.g. at Pirbright.

c. Continuity of Training during Rehabilitation. The mission of Fox Troop includes ensuring that injured Recruits are given every possible chance to complete their training successfully. Recruits assigned to Fox Troop not only have an individual care plan and are responsible for following their rehabilitation plan, they are also given help to maintain what they have learned up to the time they sustained injury and to advance within the Phase 1 programme.

The staffing of Fox Troop is based on an agreed forecasted percentage of Recruits likely to sustain injuries. Fox Troop leaders have worked hard to build the reputation of the Troop and increase understanding of their role and function by recruiting outstanding staff from the Training Squadrons. This appears to have borne fruit and most PS from Troop commanders on down have a positive understanding of its role.

However, there remain instances of Fox Troop being used as a threat to under-performing Recruits. This was illustrated to us in part by most of the Recruits in Fox Troop expressing surprise at the levels of support rather than punishment. Recruits in Fox Troop were on the whole very positive about their experience and felt it was better than they had expected (though there were a few concerns about the pace of life/education).

There is, nevertheless, a perceived correlation between more than one admission to Fox Troop and discharge – either as DAOR or other. The process of referral to Fox Troop is clear (though this is not always consistently followed). Some Recruits in Fox Troop are not very disabled, eg Non Freezing Cold Injuries (NFCIs), but are still unable to take part in military training for a number of weeks. There was a demonstrated commitment to getting to the bottom of the real reason for referral to Fox Troop – some injuries, whilst certainly real, could mask or indicate a Recruit's perception of failure.

d. Lower Limb Injuries. Throughout our study one question was continually asked, "If injuries can be predicted, can they be prevented?" PT programmes are designed to minimise injury by following a graduated programme and by building in some differentiation, particularly at the beginning of training, to take account of different levels of fitness. But beyond this there does not appear to be a single strategy for doing this.

During the period of the study the CO instigated a review of injuries as they were higher than had been the case during Junior Entry. This is ongoing. There are differing opinions on why injuries may be higher. Physiotherapists suggest it may be the result of a shorter programme – with no built in recovery time for strenuous activity. Recruits say that their experience of pre-entry fitness training and advice varied quite considerably. Some admit that their levels of fitness at the start of training were not adequate. We investigated the advice and support given at recruiting offices and consider that the reduction in face-to-face contact and support may further weaken the impact of advice about fitness prior to enlistment.

e. Dental. Dental care is most impressive. All Recruits have their initial check up within Week 1. They receive a minimum of 2 hours dental attention including lectures on dental healthcare. About 75% will need further treatment, one or two even needing up to 12 hours of treatment. Fox Troop Recruits requiring dental treatment will have this attended to whilst they are in Fox as they have the time available for this.

Project Molar was implemented in 2006 with the target of delivering 80% of Recruits into the Field Army (end of Phase 2) with all their outstanding dental treatment appropriately addressed. According to the Project Molar updates January 13 and April 13, ATR(W) achieved 85% and 83% dentally fit on completion of their Phase 1 training.

3. Conclusion. The health and rehabilitation of Recruits has a broad reach and is not merely confined to the services provided in the ATR (i.e. the Medical and Dental Centres, Physiotherapy and Fox Troop). This study has focused on the latter aspects and recommendations largely relate to those. However, the study indicated that there are other external factors that have an impact and these are mentioned as a concern below.

4. Recommendations:

a. A watching brief should be maintained on injury levels of Recruits and periodic reports made to the IAP in order to discuss trends and any preventive measures, including those that may emerge as good practice from other training regiments.

b. The IAP should be informed when injury levels are higher than expected.

- c. Fox Troop briefings/events should be well-attended in Command Development Week by all staff to improve overall understanding of their role and so that information flows on referral are effective.
- d. The role of Fox Troop should be included in the induction of all PS.
- e. All Staff should be aware of the location of defibrillators and know how to contact trained users in an emergency.
- f. The currently vacant receptionist post in the medical centre should be filled as soon as possible. The role should involve a half time split between the Medical Centre and the Physiotherapy Department.
- g. The ATR should continue to review the advice given to Recruits at ADSC about fitness levels.
- h. ATR and IAP could continue to review the impact of recruitment and selection process and advice given to Recruits about fitness levels.



LOGISTIC SUPPORT

Nicholas Prideaux and Neil Hopkins

1. Introduction. The tempo of life at the ATR increased in September 2012 with the change from Junior Entry (JE) to Standard Entry (SE) with a busy Course Loading Programme (CLP) and the consequent changes from a 23 week course to one of 14 weeks. These changes affected not just the Training Squadrons but also the Quartermaster's Department and the calls on Logistic Support. It was decided to concentrate on those aspects of Logistic Support which bear directly on the welfare and training of the Recruits: Clothing and Equipment, The Estate, Catering, Transport and Health & Safety. The Study was carried out over a period of six months (January – June 2013) and included interviews and visits to the relevant Departments.

2. Main Points:

a. Staffing. The Civilian Staff are the lynchpin of the QM's Staff. There has been some improvement in the staffing during the year. The importance of Civilian Staff continuity cannot be emphasized too strongly and it is considered that any further reduction or increase in turnover would affect the effectiveness and integrity of the support for Recruits welfare and training.

b. Clothing. The issue of clothing continues to be a concern. This year hardly a week has gone by without an issue arising and thus hampering the smooth running of the busy Department. All the problems have been passed to HQs ITG and ARTD and although the QM is confident that he will "find a fix" as has been done in the past year, this is hardly a good way of doing business. There have been several examples of Recruits arriving at ATR(W) with abnormal sizes in boots and clothing (and in one case being too tall for the standard bed!). This has wasted much time in the first week of training. It is considered that a way of avoiding this would be for the measurements of all Recruits to be sent to ATR(W) in good time prior to their arrival.

c. Equipment Management. This has been excellent. Several improved care procedures have been put in place since the last Equipment Care Inspection Report (October 2012) and it is clear that this subject is given high priority in ATR(W). The Sergeant Armourer's post has been gapped for some time as REME has been unable to fill it. This has not been critical but nonetheless added considerably to the workload of the Corporal Armourer. It is noted that the post will be filled in November 2013.

d. The Estate. This is the area which continues to cause much concern:

- (1) Ablutions. The unsatisfactory state of the Ablutions in the Recruits' Accommodation Blocks was highlighted in last year's Annual Report. Nothing has been done to rectify the situation in the first six months of this year although the DIO has intimated that funding will be found in this FY to complete the necessary work. This is a disgraceful state of affairs and it is surprising that the Ablutions have not been condemned on health and safety grounds or the Press alerted.
- (2) Heating and Hot Water System. There is also a major problem throughout the whole Barracks. A temporary fix has been in place and it can only be hoped that the DIO can find a solution before Winter sets in. This regrettable situation is not so much managed decline but neglect over a period of years.

(3) Day to Day Maintenance. There is also concern over the maintenance of the Barracks which was also commented on in last year's Annual Report. There has not been much sign of improvement this year. The examples are legion: windows needing repair, no painting and decorating programme in place to name just two. The day to day maintenance is carried out by a civilian contractor (PRIDE) and they can only do so much within the current Budget. Given this, it might even be cheaper to bring some of these operations in-house rather than paying an outside contractor. However there is no handyman established on the QM's Staff to carry out essential tasks. Currently there is no local control over the annual Budget of £16K and thus it could make more sense to devolve this responsibility to the Commanding Officer.

e. Catering. The Main Kitchen is beginning to show its age and there has not been much investment in new equipment for some time. However, as a result of a recent survey, funding appears to be available and it is hoped that renovation will be completed in the current FY. The standard of food and hygiene is good despite the problems Aramark has had during the year in recruiting civilian chefs. It was also noted that the Complaints procedure was not working although the Recruits, when asked, were generally content with the general standard of the food they were eating.

f. Transport. There is no doubt that the civilian drivers are much busier now with SE Training in full swing. Currently there is one driver short of an establishment figure of four. These drivers work on a voluntary overtime basis, accruing TOIL to support ATR(W) driving commitments. The vehicle fleet consists of 21 vehicles, six of which are permanently allocated to the Padres, Welfare, the QM, Provost Staff and the Training Wing Staff. The remaining 15 vehicles are used as pool vehicles for the three Training Squadrons and HQ Squadron (Fox Troop). Some time ago a case was produced to increase the vehicle fleet by four vehicles but came to naught in the current financial climate. It is understood that the vehicle fleet is under the control of project PHOENIX and it is considered that an analysis of the current use of the current ATR(W) vehicles should be carried out to see if this increase is still valid to support training. It appears that a considerable amount of drivers' time is being wasted taking Recruits to specialist medical appointments at hospitals (as far afield as Windsor), waiting for them and then returning to ATR(W). It is thought that using taxis for all or part of the journey might be cheaper than using ATR(W) drivers.

g. Health and Safety. ATR(W) has been well served by an H&S Advisor whose enormous fund of knowledge and experience has resulted in the Regiment being as compliant as it can be. However, two areas of concern were noted:

- (1) Hearing Protection Capability Gap. This is an ongoing problem which is currently being staffed. ATR(W) personnel do wear the currently issued hearing protection for live and blank firing and pyrotechnics. However, there is a potential risk to personnel suffering from noise induced hearing loss (NIHL) as well as the risk of an influx of compensation claims should evidence be produced stating that the types of hearing protection currently on issue do not meet the Noise At Work Regulations 2005
- (2) Reporting of Accidents and Incidents. There is evidence to suggest that Training Teams are not as diligent as they should be about reporting Accidents and Incidents despite the efforts of the H&S Advisor raising the importance of the requirement on the Regimental Risk Register and the QIAP and briefings during Command Development Week (CDW). The new Defence Medical Information Capability Programme (DMICP) might be a source of help if it could be updated to include a

prompt for the Medical Staff to check when an individual has had an accident resulting in being given Light Duties (7days) or has had to visit a civilian hospital for treatment.

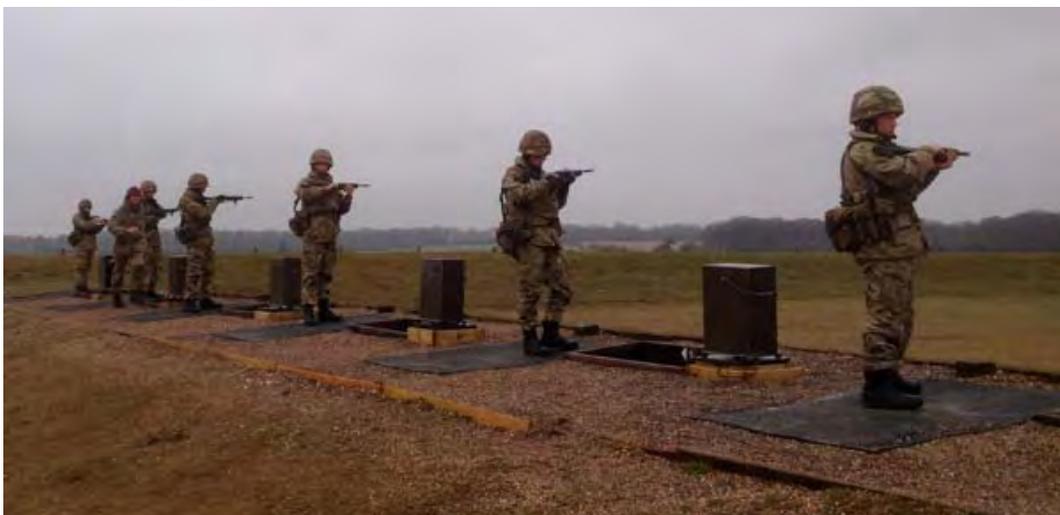
3. Conclusion. The main focus of this Study has been on those aspects of Logistic Support at ATR(W) which bear directly on the welfare and training of Recruits, rather than the inherent efficiencies or inefficiencies of the system. With the exception of the long running, sorry saga of the state of the Ablutions, the Heating/Hot Water and the day to day maintenance of the Barracks as a whole, there is little doubt that much is done behind the scenes for the Recruits' benefit to ensure that they are well supported.

4. Recommendations:

- a. The measurements of all Recruits should be passed by CAPITA to ATR(W) before the start of training.
- b. Responsibility for the Maintenance Budget for ATR(W) should be devolved to the Commanding Officer.
- c. The business case for additional vehicles should be revalidated.
- d. A more cost effective system should be devised and put in place for the transportation of Recruits to/from Specialist medical Appointments away from Winchester.
- e. An investigation should be instigated to ascertain if the DMICP could be updated to allow a prompt for Medical Staff to check Accident information and subsequent follow up.

AFTER NOTE

1. This Report was completed in July 2013. Since then money has been found by the DIO to refurbish the Recruits Ablutions in the current FY. A temporary fix has been put in place to ameliorate the problem over Heating/Hot Water.
2. Thus the two Recommendations regarding these matters have been omitted from the Report above although they still remain in the ATR(W) QIAP.



TRAINING RECORDS

Chris Pine and Jim Tiles

1. Introduction. An extensive record of each Recruit's progress is kept on a standard form currently 17 pages long (see below on ongoing proposals to redesign this form). The record serves two important functions:

a. To inform the Phase 2 establishment of the level of competence achieved by a Recruit in Phase 1 and any weaknesses that will need to be remedied or problem areas that will need to be monitored.

b. To keep the Recruit mindful of the skills and habits to be acquired and the performance standards to be achieved in the course of Phase 1 training.

2. Main Points:

a. Reports. The second of these functions is accomplished by the Troop and Section Commanders each entering on the record a written report of the Recruit's performance as of Weeks 4, 8 and 12 and informing the Recruit of the contents of this report in an individual interview which the Section Commander (Corporal) conducts with the Recruit in the week following the writing of each of the reports. The Recruit is read the report and given explanatory oral comments, where the Section Commander feels these may be helpful. The Recruit is then asked to read the report and is given an opportunity to request modifications in order to correct factual errors or take account of extenuating circumstances. If there are areas where the Recruit's performance is below standard, the Section Commander and the Recruit agree specific goals to be achieved during next period of training. This goal is (currently) articulated on the Recruit's record in terms of time frame, steps to be taken and barriers to be overcome. When satisfied with its content the Recruit signs the record.

It was this use of the training record to involve the recruit in the evaluation and goal setting for his or her own development, which particularly interested us. One of us (Tiles) undertook to observe a sample of all three (weeks 4, 8 and 12) interviews conducted over the summer by Section Commanders of 7 and 10 Troops of B Squadron. These observations included a sample of the initial interviews the Troop Commanders (Captain or Lieutenant) conducted with each of the Recruits to open in effect the record with details of the Recruit's reasons for enlisting, qualifications, previous employment, family, financial and welfare situation as well as an initial assessment of the Recruit.

The interviews that were witnessed, while exhibiting a variety of styles, all appeared to fulfill their purpose satisfactorily. The Values Based Leadership programme (Chairman's Introduction, paragraph 5) offers guidance on this to Section Commanders, who ask for it in the course of their supplementary training, but general improvement (in the spirit of the Continuous Quality Improvement effort) might well be achieved by discussing with training staff what are the best practices in writing reports and conducting interviews with Recruits.

b. Record Forms. Although we did not set out to assess the form the training records take, it did appear that when arriving at a Phase 2 establishment in large quantities, it would be difficult to assimilate their contents and hence in their present form were not as useful as they might be in serving the first function noted above. It was also striking how much of the three pages available for each of the three period reports was given over to boxes to tick. (Only one of the Section Commanders, who was observed, took the trouble to go explain his reasons for the marks he entered in the boxes.)

Quite independently of our interest in the use of training records, the CO of ATR(W) this year initiated a redesign of the form the records take. The most significant feature of the new design is a table on the cover of the report book indicating in which areas (welfare,

discipline, fitness, education, etc.) the Recruit "requires action" and puts a summary of the final report on the following page. (This will clearly improve the report form's capacity to fulfill the first function mentioned above.) The proposed redesign reduces the form from 17 to 13 pages (unless extra space is needed for additional records of missed lessons, warnings, discipline, goal setting) and does so in large measure by reducing the space taken up by tick-boxes.

Having attended the meeting with PS on 18 September at which the new design was first presented, Tiles communicated the following suggestions to the CO.

- (1) Language of the Learning Agreement. The draft record record form included as a new feature the learning agreement which Recruits have been asked for some years to sign. The IAP has previously suggested that this agreement was written in a dialect of English (military acronyms) which was likely to be unintelligible to Recruits and thus any signature to it could not be treated as informed consent. A subsequent draft helpfully spelled out many of the acronyms, but there is still space on the second page devoted to this item for there to be explanations of MATT, MOD, CASEVAC, WIP, EO&D, H&S.
- (2) Performance Indicators. What allowed the space devoted to tick-boxes to be reduced was the removal of positive and negative indicators of progress toward the goals of training. Example: Core value of courage: positive indicator, "displays determination and guts during physical tasks"; negative indicator "gives up easily and lack determination during physical tasks." In some cases these indicators serve as a useful reminder to training staff of what to look for in a Recruit's development, thereby serving a third function in addition to the two mentioned at the beginning of this report. This function, however, can and should be performed in other ways and the second suggestion was to take steps to ensure that the training staff do not lose sight of the information previously contained in the indicators (especially of the core values, where the indicators helped to make the abstract words for the values concrete and specific.) Perhaps Section Commanders could be issued a separate card, memo style, with positive and negative examples illustrating practically each value being assessed, or the staff who conduct the Values Based Leadership programme could be asked to consider making performance indicators on the old forms the basis of a discussion of how to fill in reports and conduct interviews more effectively (see end of **a.** above.)

3. Recommendations:

- a. We persist in recommending a more comprehensive response to the first suggestion under **b.** (1) above.
- b. Invite those involved in the Values Based Leadership programme to improve the awareness of training staff of the best practices to be followed in filling in report forms and conducting interviews.
- c. As we understood the practice before looking more closely, using records to involve Recruits in their own development appeared as enlightened technique (to us as career educators). We thought a report on this practice in this year's IAP Annual Report would be of interest to that portion of our readers who are potential recruits or their parents. We therefore also suggest that it would be useful to potential recruits and their parents, if the form of the record, when it is finalised, were put in some appropriate place on the ATR(W) website and a link to it placed here.

OVERALL SUMMARY

ATR(W) has continued to fulfill its core purpose of training and delivering high grade Soldiers to Phase 2 Training in a thoroughly professional way. This has been reflected in the high First Time Pass Rate and comparatively low wastage. We have been impressed by the strong leadership displayed by all ranks from the Commanding Officer to the Section Commanders and by the exemplary way that the Regiment has fulfilled its duty of care for the Recruits throughout their 14 week course. Our relationship with the Commanding Officer and his Staff both military and civilian remains excellent. This has enabled us to carry out our role effectively including conducting three Studies from which some useful Recommendations were made and have been incorporated into the Regiment's Quality Improvement Action Plan (QIAP). We have also had plenty of opportunities to speak to Recruits' Families and the Recruits themselves.

We make no apology for raising once again the vexed subject of the unsatisfactory state of the infrastructure of Sir John Moore Barracks. This Report has highlighted some of the continuing problems; work on the Recruits' Ablutions has been delayed yet again until 2014 and the Heating and Hot Water System is a source of much concern. A permanent solution must be found without delay.

This has been a very busy and successful year for ATR(W) culminating in an Outstanding grading in the recent OFSTED Inspection. This was very well deserved and reflected the high standards that exist not just in the training of Recruits but also in the welfare, logistic and medical support as well as the now much improved Report Book which will follow them into their Phase 2 Training. The latter is just one example of some of the excellent behind the scenes work which ATR(W) has done during the year and in which the IAP was delighted to have been involved.



Photo Credit: Andy Sollars

4	Communication	JJ	05/12	IAP Informal Meeting 24 Jan 12	CO to check messaging system (answer machines) on all key Trg Sqn 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 ATFC(W) to REB(W)	JJ and CP	30-Jun-12	16-Apr-12
6	Recruitment	Chair	04/12	Agreed at Informal Meeting 24 Jan 12	Joined IAP wef Mar 12. Third member recruited to the	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
11	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	31-Jul-13	26-Jun-13

Commanding Officer's Response

This has been a demanding but hugely successful year for ATR Winchester and I feel that this report very accurately captures all of that. Our Independent Advisory Panel has challenged and encouraged us, in equal measure, and we have greatly valued their advocacy.

I have found the studies conducted as part of the IAP Rolling Action Plan to be invaluable in focusing detailed attention into particular parts of the Regiment. As this report amply highlights, the IAP has constructively questioned some of our practices and procedures and offered very useful analysis and recommendations.

It is not my intention to record, in this response, all of the actions we have taken as a result of the IAP studies. It is enough to say that every recommendation is entered into the ATR Winchester Quality Improvement Action Plan and reviewed at monthly Self Assessment Meetings. In most cases recommendations are incorporated in full. Where they cannot be, we record the reason why this may not be possible. So, the IAP is absolutely integral to our approach to Continuous Improvement.

My Permanent Staff (military and civilian) and Recruits, understand the role and importance of the IAP. The IAP's impartial, objective involvement undoubtedly assists our welfare and supervisory care regime. I am pleased to note that this was recognised in the recent Ofsted Inspection conducted in ATR Winchester. It stated:

The Independent Advisory Panel provides an effective and thorough view of concerns that are affecting recruits and permanent staff. The establishment values their insights and encourages members to attend regular meetings, as well as undertake visits at any time. Recommendations made by the Panel are incorporated into the establishment's Quality Improvement Action Plan.

It is worth noting that the strong Ofsted performance has done much for the morale, professional bearing, pride and sense of purpose of all of the Staff and Recruits who serve here: success breeds success.

Looking forward, I greatly welcome the areas highlighted for detailed study in the IAP Rolling Action Plan for 2014. In particular I feel that Internal Validation, Discharge Procedures and PS Families' Welfare will benefit from a fresh and independent eye being cast over them and I look forward to the findings of these studies in due course.

Finally, I should like to record my sincere gratitude to the IAP members. I am most fortunate to have a panel drawn from a broad cross section of society and civic life, bringing genuinely fresh perspectives. Dedicated volunteers, the IAP members give up a considerable amount of their valuable time for the good and benefit of this Regiment and we are very much better off for their contribution. For this ATR, the IAP is the most meaningful manifestation of the Community Covenant in action. It is my firm belief that this model of community involvement has proven invaluable in supporting the delivery of military capability by this ATR and stands as an excellent example of best practice that might be emulated elsewhere in the military.