Independent Advisory Panel for ATR (Winchester)
Annual Report as at 31st December 2014

CONTENTS

Composition of the IAP 4
Chairman’s Introduction 5
Permanent Staff Welfare and Accommodation 10
Discharge Procedures 15
Physical Training Provision 18
Overall Summary 23
Annex A: Rolling Action Plan 24
Commanding Officer’s Response 26

Abbreviations used in this Report

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>APC</td>
<td>Army Personnel Centre</td>
</tr>
<tr>
<td>ARTD</td>
<td>Army Recruitment and Training Division</td>
</tr>
<tr>
<td>ATR(W)</td>
<td>Army Training Regiment (Winchester)</td>
</tr>
<tr>
<td>ATU</td>
<td>Army Training Unit</td>
</tr>
<tr>
<td>CV</td>
<td>Cardio Vascular</td>
</tr>
<tr>
<td>CDW</td>
<td>Command Development Week</td>
</tr>
<tr>
<td>CO</td>
<td>Commanding Officer</td>
</tr>
<tr>
<td>CLP</td>
<td>Course Loading Programme</td>
</tr>
<tr>
<td>DoE</td>
<td>Defect on Enlistment</td>
</tr>
<tr>
<td>DAOR</td>
<td>Discharge As Of Right</td>
</tr>
<tr>
<td>DIO</td>
<td>Defence Infrastructure Organisation</td>
</tr>
<tr>
<td>ESL</td>
<td>Early Service Leaver</td>
</tr>
<tr>
<td>FTPR</td>
<td>First Time Pass Rate</td>
</tr>
<tr>
<td>HQ</td>
<td>Headquarters</td>
</tr>
<tr>
<td>H&amp;S</td>
<td>Health and Safety</td>
</tr>
<tr>
<td>HR</td>
<td>Human Resources</td>
</tr>
<tr>
<td>Acronym</td>
<td>Description</td>
</tr>
<tr>
<td>----------</td>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td>IAP</td>
<td>Independent Advisory Panel</td>
</tr>
<tr>
<td>JS HA O</td>
<td>Joint Service Housing Advice Office</td>
</tr>
<tr>
<td>MQ</td>
<td>Married Quarters</td>
</tr>
<tr>
<td>MHS</td>
<td>Modern Housing Solutions</td>
</tr>
<tr>
<td>MOD</td>
<td>Ministry of Defence</td>
</tr>
<tr>
<td>MAA</td>
<td>Master at Arms</td>
</tr>
<tr>
<td>NCO</td>
<td>Non Commissioned Officer</td>
</tr>
<tr>
<td>NFAS</td>
<td>Not Fit for Army Service</td>
</tr>
<tr>
<td>OFSTED</td>
<td>Office of Standards in Education</td>
</tr>
<tr>
<td>OC</td>
<td>Officer Commanding</td>
</tr>
<tr>
<td>PS</td>
<td>Permanent Staff</td>
</tr>
<tr>
<td>PFA</td>
<td>Personal Fitness Assessment</td>
</tr>
<tr>
<td>PT</td>
<td>Physical Training</td>
</tr>
<tr>
<td>PTI</td>
<td>Physical Training Instructor</td>
</tr>
<tr>
<td>QIAP</td>
<td>Quality Improvement Action Plan</td>
</tr>
<tr>
<td>QMSI</td>
<td>Quartermaster Sergeant Instructor</td>
</tr>
<tr>
<td>RCFT</td>
<td>Recruit Combat Fitness Test</td>
</tr>
<tr>
<td>RRC</td>
<td>Regional Resettlement Centre</td>
</tr>
<tr>
<td>RAP</td>
<td>Rolling Action Plan</td>
</tr>
<tr>
<td>RAPTC</td>
<td>Royal Army Physical Training Corps</td>
</tr>
<tr>
<td>RECU</td>
<td>Discharge for medical reasons</td>
</tr>
<tr>
<td>SFA</td>
<td>Service Families Accommodation</td>
</tr>
<tr>
<td>SLAM</td>
<td>Single Living Accommodation Module</td>
</tr>
<tr>
<td>SDW</td>
<td>Soldier Development Week</td>
</tr>
<tr>
<td>SHQ</td>
<td>Squadron Headquarters</td>
</tr>
<tr>
<td>SQMS</td>
<td>Squadron Quartermaster Sergeant</td>
</tr>
<tr>
<td>SE</td>
<td>Standard Entry</td>
</tr>
<tr>
<td>TAFMIS</td>
<td>Training Administration and Financial Management Information System</td>
</tr>
<tr>
<td>TC</td>
<td>Troop Commander</td>
</tr>
<tr>
<td>UAS</td>
<td>Unsuitable for Army Service</td>
</tr>
<tr>
<td>UWO</td>
<td>Unit Welfare Officer</td>
</tr>
<tr>
<td>VBL</td>
<td>Values Based Leadership</td>
</tr>
</tbody>
</table>
Composition of the IAP

Nicholas Prideaux, Brigadier (Retired), IAP Chairman

David Butler, Local Farmer

Neil Hopkins OBE, Executive Director, Maple Group of Colleges

Fiona Innes, Citizens’ Advice Bureau Volunteer and retired Primary School Teacher

Adie O’Donnell, Governor, HM Prison Service

Margot Power, Winchester City Councillor

Robert Sutcliffe OBE TD, Brigadier, Arable and Livestock Farmer

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

Further details of members of the IAP can be found at:


Photo: Lt Anthony Kinsella
Chairman’s Introduction

1. IAP activity 2014

During the year, the IAP continued to monitor the Training and Welfare of the Recruits by regular and unannounced visits to the Army Training Regiment (Winchester) both in Barracks, on local training areas and ranges and Salisbury Plain for the final Exercise. In addition, we have carried out three Studies which are summarized on pages 10-22. The recommendations from these Studies have been incorporated into ATR(W)’s Quality Improvement Action Plan (QIAP). Our relationship with the Permanent Staff (PS) has remained excellent at all levels and we have had plenty of opportunities to talk to Recruits during their Training as well as their families on Form Up, Open Days and Passing Out Parades. The Rolling Action Plan is at Annex A.

2. Training

a) Standard Entry

We have been impressed by the Training of the SE Recruits. The Training Programme of 14 weeks is intense but there is enough flexibility to ensure that all the subject matter required by the Common Military Syllabus is covered. This year the ATR has not been working at full capacity. 809 Recruits have started Training with a First Time Pass Rate (FTPR) of 85%. 60 Recruits were discharged either for medical reasons, Unfit For Army Service (UFAS) or Discharge As Of Right (DAOR). The wastage rate of 7% is well below the 11% target.

b) Army Reserve

Regrettably, there have been no courses run for Army Reserve Recruits. However, Training Teams have been deployed to support Army Training Units (ATUs) in other parts of the UK. ATR(W) stands ready to receive Army Reserve Recruits in 2015.

c) Permanent Staff

The PS have remained at a very high standard and this is reflected in the excellent results achieved by the Recruits during their Training. As we reported last year, the problem of PS arriving to take up their appointments at ATR(W) not having completed the required courses still remains. This year, of the 48 Instructors (Sergeants and Corporals) posted to ATR(W), 40 were not fully qualified on arrival. Clearly this is not satisfactory as it can take up to six months before qualification is achieved. We hope that the Army Personnel Centre can remedy this
problem in 2015. As all the Training Teams have not been fully occupied with Recruits, members of the PS have continued to take every opportunity to undertake professional development courses as well as representing the Regiment at the Army Skiing and Snowboarding Championships, winning the 4th Division Minor Units Football Championship and the Initial Training Group Regular Units Skill at Arms Competition.

d) Values Based Leadership

The high FTPR for Recruits during training has been influenced by the Values Based Leadership (VBL) programme for the Training Teams. This will continue next year as VBL is rolled out across the Army. We have agreed with the Commanding Officer that we will monitor how it affects ATR(W) and have included it in our RAP.

3. Welfare

a) Recruits’ Welfare

The Duty of Care for the Recruits is taken very seriously by the PS and we give high marks for the way this has been carried out. The Recruits feel confident that there is someone to whom they can turn if they have a problem. Much credit must go the Unit Welfare Officer (UWO), the Staff of the Welfare Centre including the RVS personnel, the two Padres and the Scripture Reader for their continuing excellent work.

b) PS Welfare

Our Study into the welfare of the PS and their accommodation found that there was no concern about the day to day welfare of both married and single personnel. However, there was real disquiet about the management and maintenance of the Service Families Accommodation (SFA). The details are contained in the Report on pages 10-14.

c) Recruit Preparation Study

Many Recruits and their parents have complained to us about the different, often confusing, sources of information that are available to Recruits before arrival at ATR(W). Some excellent work was done during the year to correct this anomaly. We have been involved in an advisory capacity in the development of a standard document which aims to cover the many aspects that individual Recruits need to know and therefore help him/her to be better prepared before starting training. It is hoped that this document will come into use in 2015.
d) Discipline

One Recruit failed the Mandatory Drugs Test and was discharged.

4. Education

TQ has now completed a year as the Education provider. The contract is working but some improvements are necessary and are being actioned. The enabling skills (Maths and English) are essential for whenRecruits move to Phase 2 training and the Education Wing has continued to ensure that the Recruits are stretched to achieve these standards with success. The Recruits speak positively about the help they receive and good use is made of the Tactical Immersion Suite which makes the subject matter more relevant to the military training. All are required to access this training even if a Recruit is of A* GCSE or even degree standard.

5. Rehabilitation

The rehabilitation of Recruits who are injured during training continues to be a real success story. The care and treatment (especially by the physiotherapists) they receive in Fox Troop is excellent. All Recruits comment very positively about the way that the PS respond to them as individuals and get them back into training as soon as is possible. There is still some concern about the number of Lower Limb Injuries to Recruits who are perhaps not as fit as they should be on arrival at ATR(W) or have pre-existing injuries. However, the matter is being carefully monitored and Injury Prevention is given high importance.

6. Community Engagement

In the last two years the charity focus has been on the Army Benevolent Fund – The Soldiers Charity. In 2013/14 £12K was raised and the Regiment was awarded a Highly Commended Certificate by the ABF for Unit Fundraising throughout the Army. This year, the Recruits and PS have been working hard collecting more money for the ABF. At the end of this year the total raised amounts to £24K from various events in and around Winchester, a Big Curry Lunch and abseiling down the Spinnaker Tower in Portsmouth.

More visible engagement with the local community has taken place for example, the Recruits assisting the local Children’s Hospice Charity acting as marshals and guides on its annual walk from Winchester to Salisbury, displays at local Village Fetes and The Band and Bugles of The Rifles (the resident Band) playing at the Littleton Summer Show. The involvement of local people
in ceremonial activity e.g. the Annual Remembrance Day Parade and Service at Sir John Moore Barracks is much appreciated and shows off the Army in a very positive light. We commend the efforts made this year as well as the strategy that is being developed for 2015.

7. **Civilian Staff**

The administration for ATR(W) relies on the Civilian Staff who do so much excellent work behind the scenes to ensure its smooth execution. Unfortunately, there are six vacant posts which cannot be filled other than by internal Recruiting. Four of these are in the Quartermaster’s Department which a serious deficiency. It is understood requests for these posts to be filled have been made to HQ ITG. We hope that the situation can be rectified as soon as possible so that the support for Recruit training is not put at risk.

8. **Infrastructure**

For the last two years we have voiced our concerns about the unsatisfactory state of the Recruits’ Ablutions and the crumbling heating and hot water system throughout the Barracks. We still remain very concerned. Although there has been some work done on the Ablutions this year, only two out of the ten blocks have been completed. We understand that there is no money left in the 2014/15 Budget to finish the remaining work and no indication when this will happen. There has been no progress in resolving the heating/hot water problem.

We are astounded that the essential work on the Ablutions can be started and only partially completed. In our opinion, this is a totally unacceptable state of affairs despite the Commanding Officer being given by the DIO at senior level an assurance that it is a high priority. The health and safety of the majority of Recruits is being put at risk as they continue to use sub-standard Ablutions.

9. **Reports**

The IAP has had access to the External Inspection Reports (e.g. Logistic Support and First Party Audit) carried out during the year. These have shown that ATR(W) has met the required standards (and in some areas exceeded them) and where recommendations have been made has implemented them.
FOCUS FOR 2015

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 in the QIAP. We will also carry out two Studies, Training Injuries and In-house Validation and monitor Values Based Leadership as it affects ATR(W).

Finally, I would like to thank my colleagues for their invaluable help and support throughout the year. We also thank the previous Commanding Officer, Lieutenant Colonel Neil Wright and his successor, Lieutenant Colonel Andy Cox, the Permanent Staff both military and civilian and the Recruits for their understanding and unfailing courtesy.

BRIGADIER (RETIRED) NICHOLAS PRIDEAUX
CHAIRMAN

31 DECEMBER 2014

Photo: Lt Anthony Kinsella
Permanent Staff Welfare and Accommodation

“The quality of Recruits would deteriorate if Ministers failed to take better care of servicemen and women…..and in this I very much include their families” General Lord Richards of Hurstmonceux, Maiden Speech in the House of Lords 2014.

1. Introduction

This study was carried out by Nicholas Prideaux (NP) and Fiona Innes (FI) between June and September 2014.

During the study it became apparent that there was no real concern about the day to day welfare of the Permanent Staff (PS) both married and single personnel. However, there was considerable disquiet about the management and maintenance of Service Families Accommodation (SFA). This is not a new subject but certainly an emotive one and is widely acknowledged not just by ATR(W) but also HQ Winchester Garrison and HQ 11 Brigade. Therefore it was necessary to consult people outside ATR(W) who have responsibility for the SFA allocated to ATR(W) PS.

2. Main Points

a) Welfare

This is not a problem. The PS and their families have access to the Welfare Staff at any time. It was clear from discussion that there was confidence in the system which works well. However there was a feeling amongst some of the wives that there is a “them and us” syndrome between those living in Worthy Down and Harestock. This is mainly because of a lack of a shop in the Worthy Down SFA area and the perception that the Harestock SFA is close to shops and have access to regular bus services into Winchester. Barton Stacey on the other hand has a shop, Post Office and a primary school within walking distance.

b) Married Quarters

(i) General

1. There is an over-riding perception that the Defence Infrastructure Organisation (DIO) and Modern Housing Solutions (MHS) are not fit for purpose in that there was a general feeling that nobody really cared
about the state of the SFA. However, the system for reporting defects appears to work well but it is the maintenance process which is unsatisfactory.

2. There is a real difference in the standard of cleanliness of the SFA at Move In. When Moving Out if the SFA is not up to the required standard of cleanliness there is a considerable fine taken out of the licence holder’s pay. This is then put into some pot and presumably is to be used to clean the house back up to the required standard. It appears that this extra cleaning is not always carried out as some of the SFA was well below standard.

3. The MHS Staff can be patronising appearing to regard the families as second-class citizens. There have been instances of families being accused of having too high standards, and expecting too much considering the low rent they have to pay.

(ii) Allocation

The allocation system works well and the majority of families are happy about this.

(iii) Maintenance

This is the main cause of much unhappiness. It would appear that the MQs are not being properly maintained, the excuse being that there is not enough money to carry out the repairs. Three cases are highlighted:

**Case A**
21 defects were identified after a Move In. After 4 months and 36 individual visits from MHS Staff 6 jobs were still outstanding and 7 of the 15 jobs completed were still causing problems.

**Case B**
A family where the mother is disabled got so exasperated waiting for the essential work to be done to the house that eventually, because of the slow process, the DIO approached the NHS who agreed to fit the handrails.

**Case C**
The kitchen was well below standard on takeover. The family was assured that this would be top priority and were promised that it would be refurbished. After a wait of six months, two new wall cupboards have been fitted but the location of the cooker which is behind the door and presents a safety hazard, still remains.
(iv) **Effect of Project Wellesley (Worthy Down)**

This project includes the building of 60 new houses. Inevitably these will be of a higher standard than the existing SFA and there is concern about the effect this will have on the morale of those who are living in “old accommodation”. It is also suggested that consideration be given to providing a shop in the SFA area.

(v) **Standards**

The two important documents that had a bearing on this aspect were as follows:

**Government Policy Paper - Improving the Rented Housing Sector.**

The Government believes that all social housing should meet a minimum standard of decency. Social housing should:

- be free of health and safety hazards
- be in a reasonable state of repair
- have reasonably modern kitchens, bathrooms and boilers
- be reasonably insulated

There is evidence that in some cases these standards are not being met in SFA.

**MEL Research Ltd _document DIO Accommodation Customer Satisfaction Tracker Survey Q1 2014/15**

This document infers that the majority of customers are satisfied with the DIO. Nobody who we interviewed had been contacted for his or her views. This, in addition to the evidence gained during the study and the number of Service Level Complaints in the Winchester area would appear to contradict the findings.

c) **PS Single Living In Accommodation**

(i) **Corporals**

There are no problems with the SLAM Blocks as they are only 2 years old. There are enough rooms for single and married unaccompanied personnel. The atmosphere in the entrance hall is a bit austere but having some pictures on the walls would help. The flowerbeds and hedges need attention as they are unkempt. Windows need cleaning; apparently Aramark is contracted to do this but only one clean per year.
(ii) **Warrant Officers’ and Sergeants’ Mess**

There is no problem with the new SLAM Annex. However, the living accommodation in the main Mess building (18 rooms) is dated with no en suite facilities and in the winter the heating is ineffective as the windows are draughty and personnel are reduced to using double duvets.

(iii) **Officers’ Mess**

The living accommodation is dated with no en suite facilities. There are separate ablutions for male and female Officers. Some showers are in need of repair and the baths are rarely used.

3. **Conclusions**

a) The welfare of the PS and their families is well catered for by the Unit Welfare Staff and is effective.

b) There are very real problems concerning the performance of the DIO and MHS in the management and maintenance on all the SFA Estates in Winchester Garrison in which married PS and their families live. Families feel that nobody cares about the state of their housing. Consequently some occupants have given up reporting defects and just live with it for the tenure of their tour because “nothing happens”. This is a sorry state of affairs.

c) The attitude of some of the MHS Staff towards the PS and their families is unacceptable and in some cases downright incompetent and devoid of any care. This needs urgent attention not just by the DIO but also at a very senior level in the Army chain of command.

d) Some of the single living accommodation in the Officers’, Warrant Officers’ and Sergeants’ Messes is outdated and in need of modernisation.

4. **RECOMMENDATIONS**

It is recommended that:

a) The whole system of maintenance of SFA is overhauled by the DIO and the Army chain of command should ensure that SFA conforms to the standards required by the Government policy for the Rented Housing Sector.

b) The DIO takes urgent action to ensure that the MHS and their successors (Carillion-Amey) understand that the expectations of service families are
no different to their civilian counterparts and that they are treated with respect.

c) Consideration should be given to the modernisation of single accommodation in the Officers', Warrant Officers' and Sergeants' Messes to include en-suite facilities.
1. **Introduction**

This study was carried out by Liz Winn (LW) and Neil Hopkins (NH) and began with a large remit, covering all discharge processes:

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>DoE</td>
<td>Defect on Enlistment</td>
</tr>
<tr>
<td>NFAS</td>
<td>Not Fit for Army service</td>
</tr>
<tr>
<td>RECU</td>
<td>Discharge for medical reasons</td>
</tr>
<tr>
<td>DAOR</td>
<td>Discharge As Of Right</td>
</tr>
<tr>
<td>UAS</td>
<td>Unsuitable for Army Service. Often referred to as UFAS.</td>
</tr>
</tbody>
</table>

During the course of the study, it was agreed that an initial, shorter study would be completed in relation to DAOR and UAS. The RECU arrangements had been covered to some extent during the previous year’s study into medical and rehabilitation services.

2. **Main Points**

a) **What is to be commended**

(i) It appears that Recruits are well informed about their entitlements in relation to DAOR.

(ii) ATR (W) is sensible about the interpretation of the 14 days’ notice period, allowing Recruits to apply less than 14 days before the DAOR window closes.

(iii) The observed DAOR interviews were conducted in a matter-of-fact and non-judgemental way. The Recruits were asked open questions and were treated with respect. Interviewers attempted to inject a sense of the realistic outcomes of the Recruit’s decision.

b) **Observations**

(i) The numbers of DAOR are generally low. However we are not aware of any systematic analysis of spikes or trends to see if there are factors that can be addressed by, for example, improvements to staff training or indeed the training programme.

(ii) In general, we wonder whether there is a need for a more “live” assessment of the data so that any clusters of discharges can be assessed closer to the time they happen. This might help address any issue before it develops too far.
(iii) It appears that there is no specific training for those conducting discharge interviews. We understand that each interview has to take account of specific circumstances on a case by case basis. However, it is not clear to us whether staff have been briefed on, say, the purpose(s) of the interviews, the expected conduct for interviews, ideal outcomes, whether different leadership styles could be used – eg coaching, negotiation, authoritative.

(iv) UAS – Unsuitable for Army Service - is closely tied up with the process for back or re-squadding. Some Recruits are given the chance to try with more time in a different squadron; others are discharged as unfit. Each one is a judgement call and staff training would perhaps be helpful here.

(v) Documenting some of the personal factors leading up to discharge requires sensitive handling to avoid Equality & Diversity concerns. For example, in the Cause and Analysis section of AF B6863 - Notification of the discharge of a regular Recruit - a failure to “fit-in” is highly subjective and has the potential to be used in a discriminatory fashion. It might be advisable to delete this as a “cause” or at least amend it to something less subjective such as “not effective as a team member”.

(vi) The paper-trail is vast and with some duplication. The tasks for HR and PS are considerable and sometimes complex (eg scheduling a range of interviews and administrative processes). This may create incentives to pass on responsibility for a Recruit, eg via re-squadding. One OC suggested that if a Recruit from his Sqn required discharge of any kind soon after having been re-squadred, he would consider it appropriate for his originating squadron to take on the paperwork.

(vii) Notwithstanding the above, it does appear that there might be opportunities for streamlining some of the paperwork. Although some information can be “cut-and-pasted” from numerous existing documents, there could be scope for making use of centralised records eg the TAFMIS system. This allows all data on a Recruit/soldier to be accessed at a single point. OC A Sqn had worked with this in a previous role and felt that it had potential for much broader use. Some training and adapting of existing systems would be required.

(viii) Recommendations are sometimes made that a discharged Recruit re-enlists in the future. It is not clear whether this has any bearing on future Recruitment. Some people think it does; others are less confident that Capita’s systems would be able to successfully
match the recommendation to a future Recruitment application. There may of course be a dual purpose of this recommendation, for example, to allow a Recruit to save face.

(ix) In one of the discharge interviews we witnessed, a Recruit was requesting discharge after one week. He had done the same thing several months previously at Pirbright, and then re-enlisted. We wonder how it had been possible for somebody who had been discharged after one week to re-enlist so easily. This may have been the result of the highly automated Recruitment process which was unlikely to have included a full and frank discussion with the army personnel about motivations etc. Were his records even considered on re-enlistment?

(x) Resettlement interviews are conducted for departing Recruits who are put in touch with a range of services and charities. This seemed good practice, but we were not sure how consistently this occurred.

(xi) Numbers for Defect on Enlistment are small – but as this is tied in with the Recruitment process, it needs to be monitored closely given current problems.

3. **RECOMMENDATIONS**

a) Investigate whether local systems could be adapted to reduce duplication of paperwork eg via TAFMIS.

b) Examine the existing training for conducting discharge interviews and develop a protocol. This need not be bureaucratic; simple shadowing of more experienced interviewers at first might be helpful.

c) Consideration should be given as to whether enough use is made of ‘live’ data on discharge as related to specific troops or intakes to see if any issues are arising which might be addressed immediately.

d) The recommendations from the commonality study about reducing DAOR should be explored in Command Development Weeks.

e) Whilst it maybe beyond the control of ATR (Winchester) as such, we recommend that the wider Recruitment process takes more consistent note of Recruits' previous attempts to undertake phase 1 training. In that light, we recommend that the advice given to discharged Recruits about whether or not to apply again is given and phrased more consistently at all ATRs.
Physical Training Provision

1. Introduction

This study was conducted by Adie O’Donnell in February/March 2014. The tempo of life at ATR(W) increased in September 2012 with the change to Standard Entry (SE), a busy Course Loading Programme (CLP) and the changes from a 23 week Training Programme to one of 14 weeks. As a result, the PT syllabus was modified to take account of these changes. The study focuses on the following:

a) Staffing
b) Facilities
c) Use of Facilities
d) Course Programme
e) Soldier Development Week
f) Additional PT

2. Main points

a) Staffing

(i) The Department consists of 1 x MAA, 1 x QMSI, 3 x Sergeants (one position vacant at time of report) 15 x PTI, 1 x Adventure Training, 1 x Pool Manager 1 x Lifeguard (unfilled position), 1 x IO PT; a total of 24 Staff.

(ii) The Department has shown itself to be a very efficient and effective operation managed by Captain W Pacter RAPTC. The Staff displayed high levels of motivation and professionalism during the training sessions observed throughout the Study. The Staff were found to be motivational and competent in all areas. Recruits were engaged during the sessions and responded with enthusiasm to all tasks. The sessions were appropriate to the level of fitness expected, achievable for those taking part and relevant to the tasks expected of them. The sessions were also progressive in their intensity to allow all Recruits to obtain the required standards.

b) Facilities

Recruits have the opportunity to utilise a wide range of activities and facilities during Phase One training. These include:

- Swimming Pool
- CV Suite
c) Use of facilities

(i) The PT facilities in the Barracks are well used, both inside and outside of the core training day. Staff and families are also able to participate in a wide range of activities.

(ii) Permanent Training Staff Competitions

- All Stars
- Clay pigeon shooting
- Volleyball
- Basketball
- Triathlon
- Swimming
- Football
- Tug of War

Results of all competitions are posted in the Gymnasium.

d) Course Programme

The Course Programme covers 5 key areas:

(i) **Strength & conditioning** - These sessions cover a number of skills and techniques including, punching and elbow strikes, lifting techniques, multi-gym and free weights, muscular endurance circuit consisting of body weight exercises such as press ups, pull ups, sit ups etc.

(ii) **Battle PT** - These sessions cover areas required while on operational duties including, rope climbs, jumping and landing techniques, vaults and outdoor obstacles.

(iii) **Swimming** - A progressive programme aimed at identification of confirmed non swimmers, complete non swimmers along with competent swimmers.

(iv) **Endurance** - training includes:
- Running, maximum 5 miles
- Loaded march; introduction to carrying a Bergen. This builds from walking to running
• Weapon carrying
• Preparation for fitness test.

(v) Test/Assessment - This includes:
• Introduction to standards required
• Lifts and carries
• Assessment of initial fitness levels, carrying, lifting and running
• Personal Fitness Assessments (PFA), Press ups, Sit Ups and 1.5 mile run
• Recruit Combat Fitness Test (RCFT) 6 Miles in 1 hour 30 minutes.

e) Soldier Development Week (SDW)

(i) The IAP visited Recruits taking part in the SDW at Sennybridge. The Centre provided excellent facilities. Indoor climbing facilities were well received and challenging for Recruits, providing a back-up activity for very inclement weather. Other activities were rain averse such as canoeing, mountain biking and hill walking, subject to risk assessments these can continue throughout poor weather. Pot-holing, although a dark wet and challenging activity, proved to be very popular and encourages many of the qualities expected of a soldier.

(ii) The staffing at Sennybridge was restricted in number which clearly proved frustrating and ensured that they were dependent on units sending trained staff to assist. This did not always happen, and a great deal of improvisation is needed to cover the full course content.
f) Additional PT for Recruits

(i) The study considered the possibility of adding additional sessions of Physical Training for Recruits during their own relaxation time. The PT Staff and a selection of the Squadron Training Teams were consulted.

(ii) The views were mixed. However, the consensus of opinion was that the programme on offer is intensive and designed to deliver Recruits to Phase 2 Training having built strength, conditioning and stamina to the appropriate level before further improvements in fitness could be reached. It was noted also that rest and recuperation between exercise is as important as the exercise itself. It is also a concern amongst some Staff that areas of study and practice are needed during "down time" and additional PT hobbies for Recruits could detract from this.

(iii) A great deal of time and investigation has been undertaken within the ATR during the past year in regard to injuries. The action taken has reduced the number of injuries sustained through corrective measures (eg brown boots). Introducing some contact sports and strenuous exercise during times of relaxation could lead to a fresh spike in numbers reporting unfit for duties through sporting injuries.

3. Conclusions

It is concluded that:

a) The Gymnasium provision is well used and effectively managed.

b) PTIs supervise and instruct in an appropriate manner.

c) Excellent levels of teamwork within the Department are evident.

d) Encouragement and motivation techniques are generally appropriate, constructive, supportive and well timed. However, although it is understood that enthusiastic support will always be important in the encouragement of higher and greater efforts, the deliberate and calculated use of language designed to belittle Recruits must be avoided at all costs and is clearly not appropriate at any time.

e) Training Staff display good leadership examples by participating in PT events.
f) The intensity of the programme is consistent with the ability levels of Recruits undertaking Phase 1 Training. This provides a solid base for further strength, conditioning and endurance progressions.

g) A plan is in place for increased usage of the Climbing Walls. The High Wire is used frequently both inside and outside the core training day.

h) The Soldier Development Week at Sennybridge is often compromised by ATR Staff attending to assist in supervising activities without having received the appropriate training beforehand.

4. RECOMMENDATIONS

It is recommended that:

a) The expectations of Training Staff towards Recruits during the exercise phases of Exercises Half Way and Final Fling must remain constant with the levels of fitness and stamina provided via the PT programme

b) Careful thought must be given to the efficacy of the provision of additional PT (hobbies) for Recruits after hours

c) Initial induction for all Training Staff including PTIs should include focus on appropriate language to be used while training or instructing Recruits

d) A separate study into SDW and the use of Climbing Walls and High Wire activities and training needs should be undertaken.
Overall Summary

During 2014, ATR(W) has continued to fulfil its core purpose of training and delivering high standard and well-motivated Standard Entry Recruits to Phase 2 Training. This is evidenced by the high First Time Pass Rate and comparatively low wastage rate. It also reflects very well on the Permanent Staff at all levels especially in the Training Teams who work very long hours teaching and where necessary, mentoring the Recruits to achieve excellent results. We remain impressed by the duty of care for the Recruits and also the Permanent Staff and their families. However, we do have considerable misgivings about the management and maintenance of the Service Families Accommodation which is a matter that needs urgent attention. We have also noted the continuing problem of some of the Permanent Staff arriving for duty at ATR(W) not having completed the mandatory courses. We hope that this can be resolved in the near future. The Civilian Staff have an important role to play in the smooth running of the Regiment. They work long hours too and we consider it of high importance that the gapped posts are filled as soon as possible.

Once again, we raise the subject of the infrastructure of Sir John Moore Barracks. It is disappointing to say the least to note that the problems continue. We can only comment in the strongest terms on the apparent inability of the DIO to complete essential work on the Recruits Ablutions let alone decide on a solution to solve the problem of the heating and hot water system.

Overall, this has been another successful year for ATR(W). Much excellent staff work has been done especially bringing together all the important and correct information that Recruits need to have before they arrive to start their training. We hope that this will come into force as soon as possible. All the Inspecting Officers at Passing Out Parades have commented on the high state of morale of the Regiment. We endorse wholeheartedly these comments which are symptomatic of a very well organized and led Regiment by two Commanding Officers and their Staff both military and civilian during the past year. The results speak for themselves.
## PART 1: PROPOSALS

<table>
<thead>
<tr>
<th>Ser</th>
<th>Area</th>
<th>Source</th>
<th>Ref</th>
<th>Comment</th>
<th>Planned Action</th>
<th>Responsibility</th>
<th>Time Line</th>
<th>Last Reviewed</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Army Reserve Trg</td>
<td>Chair</td>
<td>17/15</td>
<td>Priority 1 Area - agreed at Formal Meeting 21 Oct 14</td>
<td>Monitor Army Reserve Trg.</td>
<td>All</td>
<td>31-Dec-15</td>
<td>21-Oct-14</td>
</tr>
<tr>
<td>2</td>
<td>SE Trg</td>
<td>Chair</td>
<td>18/15</td>
<td>Priority 1 Area - agreed at Formal Meeting 21 Oct 14</td>
<td>Monitor SE Trg.</td>
<td>All</td>
<td>31-Dec-15</td>
<td>21-Oct-14</td>
</tr>
<tr>
<td>3</td>
<td>Trg /Medical</td>
<td>Chair</td>
<td>19/15</td>
<td>Priority 2 Area - agreed at Formal Meeting 21 Oct 14</td>
<td>Examine Rct Trg Injuries</td>
<td>LW/FI</td>
<td>01-Jun-15</td>
<td>21-Oct-14</td>
</tr>
<tr>
<td>4</td>
<td>Trg</td>
<td>Chair</td>
<td>20/15</td>
<td>Priority 2 Area - agreed at Formal Meeting 21 Oct 14</td>
<td>Examine Internal Validation</td>
<td>NP/DB</td>
<td>01-Jun-15</td>
<td>21-Oct-14</td>
</tr>
<tr>
<td>5</td>
<td>Trg</td>
<td>Chair/ CO</td>
<td>21/15</td>
<td>Priority 2 Area - agreed at Informal Meeting 17 Nov 14</td>
<td>Monitor Values Based Leadership (VBL)</td>
<td>All</td>
<td>31-Dec-15</td>
<td>17-Nov-14</td>
</tr>
</tbody>
</table>

## PART 2: ACTION PLAN

<table>
<thead>
<tr>
<th>Ser</th>
<th>Area</th>
<th>Source</th>
<th>Ref</th>
<th>Comment</th>
<th>Planned Action</th>
<th>Responsibility</th>
<th>Time Line</th>
<th>Last Reviewed</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Timely* (Reviewed)
### PART 3: REGISTER OF ACTIONS COMPLETED

<table>
<thead>
<tr>
<th>Ser</th>
<th>Area</th>
<th>Source</th>
<th>Ref</th>
<th>Comment</th>
<th>Planned Action</th>
<th>Responsibility</th>
<th>Time Line</th>
<th>Last Reviewed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>IT</td>
<td>Chair</td>
<td>06/12</td>
<td>IAP Informal Meeting 24 Jan 12</td>
<td>Scope IAP requirement for access to Information on DII (ATF(W) Share Point). IAP members can request access via Sqn links.</td>
<td>CO/2IC B/NP</td>
<td>13-Feb-12</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Social</td>
<td>CO</td>
<td>07/12</td>
<td>IAP Informal Meeting 24 Jan 12</td>
<td>CO to propose dates for IAP Dinner. - 21 Mar 12</td>
<td>CO</td>
<td>13-Feb-12</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Financial</td>
<td>Chair</td>
<td>08/12</td>
<td>IAP Informal Meeting 24 Jan 12</td>
<td>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.</td>
<td>NP</td>
<td>13-Feb-12</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Communication</td>
<td>JJ</td>
<td>05/12</td>
<td>IAP Informal Meeting 24 Jan 12</td>
<td>CO to check messaging system (answer machines) on all key Trg Sqn and Sp Dept telephones.</td>
<td>CO</td>
<td>15-Mar-12</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Unit re-rolling</td>
<td>Chair</td>
<td>03/12</td>
<td>Priority 1 Area - agreed at Informal Meeting 24 Jan 12</td>
<td>Monitor the plans for the transition from ATFC(W) to ATR(W).</td>
<td>JJ and CP</td>
<td>30-Jun-12</td>
<td>16-Apr-12</td>
</tr>
<tr>
<td>6</td>
<td>Recruitment</td>
<td>Chair</td>
<td>04/12</td>
<td>Agreed at Informal Meeting 24 Jan 12</td>
<td>Recruitment of 3 new members. - Two members have joined IAP wef Mar 12. Third member recruited to the panel.</td>
<td>All</td>
<td>30-Jun-12</td>
<td>09-May-12</td>
</tr>
<tr>
<td>7</td>
<td>Trg Programme</td>
<td>Chair</td>
<td>01/12</td>
<td>Priority 1 Area - agreed at Informal Meeting 24 Jan 12</td>
<td>Examine the Management of the Training Programme including resources, facilities and timetabling.</td>
<td>NP and JB</td>
<td>30-Jun-12</td>
<td>26-Jun-12</td>
</tr>
<tr>
<td>8</td>
<td>Annual Report</td>
<td>Chair</td>
<td>12/12</td>
<td>Priority 2 Area - agreed at Informal Meeting 24 Jan 12</td>
<td>Examine the Annual Report format and revise as appropriate.</td>
<td>NP</td>
<td>01-Oct-12</td>
<td>28-Aug-12</td>
</tr>
<tr>
<td>9</td>
<td>Education</td>
<td>Chair</td>
<td>02/12</td>
<td>Priority 1 Area - agreed at Informal Meeting 24 Jan 12</td>
<td>Examine Functional Skills and monitor exam results.</td>
<td>JT</td>
<td>30-Sep-12</td>
<td>26-Jun-12</td>
</tr>
<tr>
<td>10</td>
<td>Sp Services</td>
<td>Chair</td>
<td>10/12</td>
<td>Priority 2 Area - agreed at Informal Meeting 24 Jan 12</td>
<td>Examine the Welfare Services including WHVS and Chaplains.</td>
<td>FI &amp; JB</td>
<td>01-Oct-12</td>
<td>26-Jun-12</td>
</tr>
<tr>
<td>11</td>
<td>Logistic Support</td>
<td>Chair</td>
<td>11/12</td>
<td>Priority 1 Area - Reviewed 28 Aug 12</td>
<td>Examine QM's Dept including Clothing and Arms stores, Kitchen and Food (Aramark contract) and all Accts.</td>
<td>NP &amp; NH</td>
<td>31-Jul-13</td>
<td>26-Jun-13</td>
</tr>
<tr>
<td>12</td>
<td>Healthcare</td>
<td>Chair</td>
<td>09/12</td>
<td>Priority 2 Area - agreed at Informal Meeting 24 Jan 12</td>
<td>Examine Healthcare cover, including Dental and Rehab (FoxTp).</td>
<td>FI &amp; LW</td>
<td>05-Sep-13</td>
<td>22-Oct-13</td>
</tr>
<tr>
<td>13</td>
<td>Miscellaneous</td>
<td>Chair</td>
<td>17/12</td>
<td>Priority 2 Area - agreed at Informal Meeting 19 Nov 12</td>
<td>Follow up recommendations of annual report and 3 studies completed in 2012.</td>
<td>All</td>
<td>30-Oct-13</td>
<td>22-Oct-13</td>
</tr>
<tr>
<td>14</td>
<td>Administration</td>
<td>Chair</td>
<td>16/12</td>
<td>Priority 2 Area - agreed at Informal Meeting 22 Oct 12</td>
<td>Examine Rct Documentation</td>
<td>CP &amp; JT</td>
<td>01-Dec-13</td>
<td>22-Oct-13</td>
</tr>
<tr>
<td>15</td>
<td>Physical Trg</td>
<td>Chair</td>
<td>15/12</td>
<td>Priority 1 Area - agreed at Formal Meeting 26 Jun 12</td>
<td>Examine the Physical &amp; Recreational Trg Programme</td>
<td>AOC</td>
<td>01-Jun-14</td>
<td>24-Jun-14</td>
</tr>
<tr>
<td>16</td>
<td>Recruit</td>
<td>Chair</td>
<td>16/13</td>
<td>Priority 2 Area - DAOR/UFAS</td>
<td>Examine procedures for DAOR/UFAS.</td>
<td>LW/NH</td>
<td>01-Sep-14</td>
<td>24-Jun-14</td>
</tr>
<tr>
<td>17</td>
<td>Welfare</td>
<td>Chair</td>
<td>17/13</td>
<td>Priority 2 Area - PS Welfare and Accommodation</td>
<td>Examine PS Families' Welfare including housing.</td>
<td>NP/FI</td>
<td>01-Sep-14</td>
<td>24-Jun-14</td>
</tr>
</tbody>
</table>
Commanding Officer’s Response

This has been a demanding and successful year for ATR Winchester; this report accurately captures much of the character of that journey. Our Independent Advisory Panel (IAP) has challenged and encouraged us, in equal measure, and we continue to place great value on their contribution. I am particularly grateful for the wise counsel I received from the IAP Chairman during my initial few months in command. The IAP’s collective knowledge and advocacy has done much to ensure campaign continuity through the autumn term.

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. I do not intend to record the Regimental actions taken in response to the IAP studies and interventions. Each 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 explain and document the reason why this may not be possible.

It is however worth focusing on a couple of key observations from the report. First; I can only echo the frustration of our infrastructure and basing low wire entanglement. I can report that Commander Initial Training Group and Deputy Commander 11 Infantry Brigade recognise the state elements of our estate is in, they have raised them to 2* level and I am increasingly confident we will address some of these challenges in 2015. Secondly; the focus on discharge procedures has stimulated some useful innovation in interview techniques and the approach to aspects of Command Development Week. So, the IAP is absolutely integral to our committed approach to Continuous Improvement. My Permanent Staff (military and civilian) Recruits and their families understand the role and importance of the IAP. The IAP’s impartial, objective involvement emphatically assists our welfare and supervisory care regime.

Looking forward, I greatly welcome the areas highlighted for detailed study in the IAP Rolling Action Plan for 2015. In particular I feel that Internal Validation, Training Injuries and our delivery and refinement of Values Based Leadership will benefit from a fresh, challenging and independent eye being cast over them. I look forward to the findings of these studies in due course.

Finally, I should like to record my sincere gratitude to the IAP Chairman and 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 give up a considerable amount of their valuable time for the good and benefit of this Regiment and we are very much better placed to deliver our outputs as a result. We are lucky to have them.

Lt Col AD Cox MBE MERCIAN

6th January 2015