

The Army Training Regiment Winchester



Independent Advisory Panel Annual Report 2018



Independent Advisory Panel for ATR (Winchester) Annual Report as at 31December 2018

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Abbreviations used in this and previous reports	
ALC	Army Leadership Code
APC	Army Personnel Centre
ARTD	Army Recruitment and Training Division
ATRW	Army Training Regiment (Winchester)
ATU	Army Training Unit
BAME	Black and minority ethnic groups
BHD	Bullying, harassment and discrimination
CV	Cardio Vascular
CDRILS	Mnemonic for army values: Courage, Discipline, Respect for others, Integrity, Loyalty, Selfless Commitment
CDW	Command Development Week
CO	Commanding Officer
Coy	Company
CHQ	Company Headquarters
CLP	Course Loading Programme
CQMS	Company Quartermaster Sergeant
DoE	Defect on Enlistment
DAOR	Discharge As Of Right
DIO	Defence Infrastructure Organisation
E&D	Equality and Diversity
ESL	Early Service Leaver
FTPR	First Time Pass Rate
HQ	Headquarters
H&S	Health and Safety
HR	Human Resources
IAP	Independent Advisory Panel
JSHAO	Joint Service Housing Advice Office
MQ	Married Quarters
MHS	Modern Housing Solutions
MILCOM	Military Communications
MOD	Ministry of Defence
MAA	Master at Arms

NCO	Non Commissioned Officer
NFAS	Not Fit for Army Service
OFSTED	Office of Standards in Education
OC	Officer Commanding
Phase 1	Basic Training
Phase 2	Initial Trade Training
PC	Platoon Commander
PS	Permanent Staff
PFA	Personal Fitness Assessment
PI	Platoon
PT	Physical Training
PTI	Physical Training Instructor
QIAP	Quality Improvement Action Plan
QMSI	Quartermaster Sergeant Instructor
RCFT	Recruit Combat Fitness Test
RRC	Regional Resettlement Centre
RAP	Recruit Allocation Plan
RAPTC	Royal Army Physical Training Corps
RECU	Restricted Employment in Current Unit
RSM	Regimental Sergeant Major
RVS	Royal Voluntary Service
SITREP	Situation Report
SFA	Service Families Accommodation
SLAM	Single Living Accommodation Module
SDW	Soldier Development Week
Sgt	Sergeant
SHQ	Squadron Headquarters
SQMS	Squadron Quartermaster Sergeant
SE	Standard Entry
TAFMIS	Training Administration and Financial Management Information System
TC	Troop Commander
Tp	Troop
TT	Training Team
UFAS	Unsuitable for Army Service
UWO	Unit Welfare Officer
VBL	Values Based Leadership
V&S	Values and Standards

Composition of the IAP

This annual report covers the period from 1 January to 31 December 2018. During this period there were seven members of the Independent Advisory Panel. The functions of the Panel are explained in the Chairman's Review below.

Panel members are drawn from the civilian community in and around Winchester and we have between us a wide range of experience in business, the public sector, the charitable and not for profit sector and education and training. For example IAP members in 2018 included a Winchester City Councillor, a local farmer, two lawyers, a previous manager of a group of sixth form colleges, a retired highways engineer and a former infantry Colonel.



Chairman's Review



1. IAP activity in 2018

The IAP has completed another busy year monitoring the training and welfare of the recruits. The mandate of each IAP (the various Phase 1 training establishments in the Army all have similar panels) is to provide an independent source of advice, challenge, encouragement and support to the training unit in order to exchange information, provide feedback and assist in identifying areas for improvement. Its members have unrestricted access to ATRW and can attend with or without notice.

The IAP carries out its functions in a number of different ways, some formal and some informal, and the balance of these activities varies at different points in the year and from member to member. Some of our main activities are:

- Formal review meetings at which the Commanding Officer and the Regimental Sergeant Major meet the IAP members to discuss issues relevant to training and welfare
- Regular one to one meetings between the Chairman of the IAP and the Commanding Officer
- Visits by individual members to observe training activities and to talk to recruits, their families and Permanent Staff. All IAP members have Army security passes and we are able to come into the Barracks at any time. We also attend training exercises outside the Barracks, such as Exercise Half Way (week 7) and Exercise Final Fling (week 12), which take place on Salisbury Plain or at Hankley Common, or range firing at Moody Down, Chilcomb and Longmoor. Each IAP member is attached to one of the Regiment's training companies so he or she gets to know the Permanent Staff and recruits passing through that company and takes a special interest in that company's achievements or challenges

- Attending Form up Days, Families Days and Pass Out Parades, which are excellent opportunities to talk to the families of recruits about how they see the training and welfare experience at Winchester
- Attending Regimental Cross Briefings and Self-Assessment Meetings
- Researching and writing up studies analysing specific issues relevant to training and welfare.

2. Activity levels in the Regiment

The Regiment has an annual capacity of 1,444 Standard Entry (SE) recruits. The Regiment can field 15 recruit training teams, with five platoons in each of the three training companies. Each platoon has a capacity of up to 40 recruits.

Recruiting to the British Army has been slow for a number of years, leading to the Phase 1 training establishments at Pirbright and Winchester being under capacity throughout 2018. Relevant numbers for 2018 at ATRW are as follows:

Recruits starting courses	689
Discharge as of right (ie voluntary withdrawal by the Recruit)	30
Defect on enlistment (eg pre-existing medical condition)	33
Unfit for Army service (dismissal by the Army)	18
Other discharges	6
Overall wastage rate	12.6%

The First Time Pass Rate (FTPR) for recruits passing through ATRW was 75% in 2018. A variety of factors influence the FTPR but ATRW has consistently good results when compared statistically with other Phase 1 training establishments.

The low occupancy levels throughout 2018 constituted a challenge for the Commanding Officer and the Permanent Staff. Instructing staff are drawn from all parts of the Army and posted to Winchester for a period between one and two years. The posting is intended to attract the best performing staff, of all ranks. In times when there are low occupancy levels at the camp, some training teams have no recruits to train or are training a single platoon in isolation, as opposed to a larger intake of two or three platoons. It is easier to create a realistic training experience for the recruits if there are more people involved, particularly when in the field.

The CO instituted a number of measures to ameliorate the situation. Some training teams from Winchester were 'lent' to the Army's national recruiting effort and worked at recruiting centres around the country or visited schools and colleges. The presence of serving soldiers in uniform, with up to date knowledge of life in the Army, has a beneficial effect on recruiting. From the personnel and management perspective, staff were encouraged to increase their involvement in adventurous training (AT), so that down time in Winchester could be converted to achievement of personal goals in sailing, mountain climbing or triathlon, for example. In paragraph 6 we describe a major AT expedition in Norway. Staff were also able to take courses relevant to their future Army career, putting them in a good position for future promotions.

On the sporting front, the Regiment was the Army Minor Units Sports Champions for the second year running.

In addition, the training teams continued their normal activity of running Alpha and Bravo courses for soldiers from the Army Reserve, either at Winchester or by sending ATRW staff out to deliver courses at local training centres. In 2018 ATRW ran 7 Alpha courses and 11 Bravo courses in Winchester, totalling 363 Reserve soldiers. The pass rate was 85.4%, with the reasons for not passing including reserve trainees withdrawing from the course, returning to their units because of injury or failing to complete an element of the training.

Overall, there were few incidents of indiscipline or poor behaviour from the Permanent Staff despite the frustrations accruing from a less than full complement of trainees. The national recruiting position improved towards the end of the year and we hope this quiet phase has passed at Winchester.

3. Ofsted inspection

There was no Ofsted inspection this year. Instead the Commanding Officer initiated an inspection of the Regiment which was announced in the same timescale as an Ofsted inspection – 24 hours' notice.

The following day, a member of the IAP attended meetings with recruits and PS and visits were made to the cookhouse, Welfare Department etc. Although this could not entirely mimic the experience of an Ofsted inspection it had some useful outcomes. Staff had little notice and had to provide materials and data in advance, which Ofsted would have requested. They established an itinerary of key staff who presented as if it had been a full inspection. They had to make use of a substitute Ofsted nominee (a person designated to support the inspection) as the designated nominee was out of office at the time of the inspection.

In addition, a report was prepared by the IAP member which highlighted progress made on the recommendations from the last Ofsted inspection. The report also made some suggestions about the extent to which policy and procedures are embedded into the daily life of ATRW and/or understood by PS - and recruits where applicable. Some useful feedback from PS and recruits was also gathered. The IAP report has been used by RHQ to strengthen the Regiment's position in relation to a future Ofsted inspection and all suggestions made in the report have been addressed or have a planned response. For example, there is a renewed impetus on improving the use of virtual learning technology, increasing the use of skilled recruits in supporting those who might need additional input and improving the evidence base for demonstrating the Regiment's assessment of its own quality.

4. Integrated training of male and female recruits

In previous Annual Reports we have described how integrated or semi-integrated training has taken place at ATRW. In 2018 ATRW trialled what the Army terms

'inclusive' training. Female recruits are taught separately for some physically demanding activities such as gym sessions and drill but otherwise form part of an integrated intake. The Army continues to have concerns about the possibility of causing injury to female recruits if they are compelled to take part in physically demanding tasks alongside their male peers. In November one of the Army's occupational psychologists visited the camp to talk to recruits and staff on the 'inclusive' course, and one of the Panel members attended the session and was able to talk to the officer concerned. We wait to see what the final conclusions will be.

The Permanent Staff and the IAP consider that *fully integrated* training (i.e. male and female recruits living and working together in mixed units and going through the complete course as mixed units) is both constructive and to be encouraged, given that the Field Army is now fully integrated, with restrictions on female soldiers joining the infantry having been removed in 2018, and that the majority of recruits join ATRW following time at co-educational schools. Our view is that integrated training offers a superior experience for both male and female recruits: for the arguments, see our study on this subject in 2016.

5. Regimental Cross Briefings

Panel members attended a number of cross briefings during the year. All the Permanent Staff (except for a number who remain to supervise the recruits in their accommodation) are asked to meet for a couple of hours to listen to presentations from within the Regiment and from outside speakers. Discussion then follows. Topics included special considerations when training female recruits, factors affecting the behaviour of recruits from Fiji (the strict class system in Fiji can conflict with the different hierarchy of rank in the British Army) and an analysis of how the brain works to resolve conflicts. We think these sessions are very useful and a worthwhile initiative.

6. AT expedition to Norway

AT is an important part of life in the Army. The recruits do a week of AT during their Phase 1 course, attending an Army AT centre in the Brecon Beacons, where they experience activities such as rock climbing, caving and canoeing.

The PS attend AT courses and events on an individual basis during their time at Winchester, and the Regiment organises one or two major AT exercises each year. In 2018 the main exercise, Ex Viking Tiger, was a winter expedition to the mountains of Norway, involving 14 Permanent Staff. Participants ranged from corporal to the Commanding Officer. There were two expert skiing instructors from outside the Regiment.

The team successfully skied across the Hardangervidda Plateau taking a route similar to that used by the 'Heroes of Telemark', before heading into the Jotunheimen mountain range to summit the highest mountain in Northern Europe – Galdhoepiggen at 2469 metres. The nine day expedition required both Nordic and downhill skiing and covered approximately 450 km.

The objectives of the exercise were to:

- Qualify all participants to NF2 (Nordic Foundation 2 – a recognised qualification in Nordic skiing)
- Complete a demanding and arduous Nordic Ski expedition in Norway
- Develop leadership, teamwork and mental resilience across a range of Phase 1 instructors.

All these objectives were achieved, with a team of whom half the members had not worn skis before 2018. In addition to the leadership skills required, the logistical and financial planning was a good test for the young officers who had been responsible for its planning and conduct. Although recruits do not participate in such exercises, they have clear benefits for the development of individual NCOs and officers.

7. IAP studies

The Panel normally carries out one or two studies during the course of the year, producing reports which are delivered to the Commanding Officer. This year the Panel have worked on two studies:

(a) The recruitment pipeline

The IAP has been aware for some time that there is widespread dissatisfaction with the recruitment and subsequent administration process managed by Capita for delivering aspirant Army recruits to Phase 1 training. Reservations as to the efficiency, and thereby effectiveness, of the system have been expressed by recruits themselves, by training staff and by those involved in the welfare of the recruits whilst undergoing training. The IAP decided to conduct a study into the impact of the recruitment process on recruits and PS in Winchester.

In addition to conversations in meetings with PS, a sample of 185 recruits completed a questionnaire during training. They were asked about how long it took them to arrive in Winchester once they had passed the selection centre; the quality of advice and information given to them during recruitment; whether there were any delays and the reasons for them; whether they felt that the recruitment process had had an impact on their success in Phase 1 (positive or negative).

The recruits who eventually arrive at ATRW have to some extent “survived” the process and have demonstrated considerable resilience in doing so. Even so, there are issues highlighted by recruits that need addressing – either because they will contribute to a further loss of potential recruits or because the recruitment process has an adverse effect on the training and management of the individual. Two-thirds of those questioned experienced some problem or other and some had experienced such long delays that their circumstances had changed in the meantime, leaving some to feel that they no longer wished to be in the Army. For ATRW, the impact of the recruitment process can be felt in the following areas:

- Managing different levels of fitness on arrival
- Organising changes to Cap Badge

- Discharge due to defect on enlistment
- Discharge due to changed circumstances – DAOR
- Joining instructions

The study is nearing completion and will be put on the Regiment's website early in 2019, together with the CO's response.

(b)Mental resilience training (MRT)

As discussed in last year's Annual Report, all recruit training at Winchester now includes some sessions on MRT. Furthermore the new Common Military Syllabus, CMS 18, which ATRW trialled on an intake towards the end of the year, contains compulsory sessions on MRT. The Panel has been researching the way in which MRT is delivered and seeking views on its effectiveness. Our study will be put on the Regiment's website when it is completed, together with the CO's response.

8. Conclusion

We expect 2019 to be another busy year for the Panel, with signs of recruitment to the Army improving nationally, leading to larger numbers of recruits at Winchester. We will complete the studies referred to in paragraph 7 above and consider what other areas we could usefully look at. We welcome the Government's decision to delay the closure of the camp until 2021: ATRW is a highly rated training regiment and consistently produces above average results compared with other Phase 1 establishments. In view of the longer remaining period during which it will receive recruits – almost three years – we will continue to press for the necessary expenditure on repairing the physical infrastructure, highlighted in the most recent Ofsted inspection.

I should like to conclude by thanking my colleagues on the Panel for their invaluable help and support throughout the year. We also thank the Commanding Officer, Lieutenant-Colonel Nick Mackenzie, the Permanent Staff both military and civilian and the recruits for their understanding and unfailing courtesy.

Christopher Causar
Chairman
31 December 2018



Commanding Officer's Response

2018 has been a challenging year for the Regiment, not least because of the widely publicised reduction in applications to join the Army, which in turn has reduced the numbers that we have been able to train. However, we have seen this as an opportunity; firstly, we have been able to dedicate more time to the recruits that we have trained, thus providing them a better and more individual training experience. Secondly, we have had the opportunity to further develop the staff that train these recruits. Throughout my time as the CO, it is clear that the more time we dedicate to developing our staff the better they become at leading and training the next generation of the Army.

As in 2017 we have continued to develop through our continuous improvement programme and through honest self-appraisal process; whilst we were not inspected by Ofsted, the 'Mocksted', which was supported by the IAP, was a key milestone in ensuring that we continue to deliver high quality training and support to our recruits which sets us apart from other organisations.

The closure of Sir John Moore Barracks has now been delayed until the end of 2021, this is great news for all the people that work in this organisation. I am pleased to write that over the course of the year, despite limited financial resources, we have implemented a programme which has enhanced elements of the ageing infrastructure on the camp; the focus has been on the recruit's accommodation. This programme will continue throughout the course of 2019.

As we look forward to 2019 there are already clear signs, because of a highly successful advertising campaign, that the number of recruits will increase over the course year. The staff are eager to train these young people as they start their journey in the Army.

As with previous years the role of the IAP during the Ofsted inspection and the remainder of the year has once again been outstanding. I have been hugely impressed by their dedication and honest appraisal of the Regiment; this only adds to the positive nature of how we do business.

Lieutenant Colonel NP Mackenzie LANCS
13 February 2019