See distribution	Reference

Date:6 Nov 2015

REPORT OF THE TRAINING ASSURANCE VISIT TO ARMY FOUNDATION COLLEGE HARROGATE (AFC(H)) *: 2-4 NOV 15*

Introduction

1.   AFC (H) is an Army Recruiting and Training Division (ARTD) training establishment situated Harrogate. It is responsible to GOC RTD for the delivery of Phase 1 Junior Entry (JE) Common Military Syllabus (CMS) Courses. The School delivers 2 long Courses (52 weeks) and 4 short courses (26 Weeks) per year, training approximately 1,300 JE soldiers each year. Annual Phase 1 SOTR is 1,300 for the training year 2015/16. Unit's Trg Regt mission is:

> '*To train JS to the output standard required by the CMS (JE) Course Folder in order to provide the right inflow to Ph 2 to meet the Army's operational requirements*.'

2.   **Training Requirements Authority (TRA)**. The TRA for AFC(H) is ITG.

3.   **Purpose of assurance**. The purpose of the Assurance audit was to measure the extent to which the organisation achieves and maintains quality standards, whether good practice is being spread and if performance is improved through a culture of continuous improvement. This was conducted against three main criteria: the Defence Systems Approach to Trg Quality Standard (DSAT QS) as outlined in JSP 822[1], to assess the quality of trg and education delivered against the Common Inspection Framework (CIF) and where appropriate, to consider arrangements for the Care and Welfare of trainees iaw JSP 898. In order to assist in the Continuous Improvement (CI) process, observations made against the DSAT QS are detailed in the attached Annexes.

4.   **Approach**. The Training Assurance Team conducted a desk level analysis of exisiting Continuous Improvement data (SAR, QIPs, Quarterly reporting) and the School provided a variety of data for pre-audit analysis. The visit comprised briefings and interviews with management, staff, trainers and trainees as per Annex A.

5.   **Reporting**. This report is written by exception and within it the audit outcomes are expressed in terms of Non-Conformity (NC), Observation (Obs) and Good Practice (GP). In general terms, NC concerns elements required by DSAT QS which are not in place and Obs concerns the lack of rigorous application of a stated element. A GP indicates an activity which the Audit Team considers to be innovative or worthy of replication throughout ARTD trg. In view of the fact that the audit is based on documentary analysis and a brief visit to the Training Establishment (TE), if a particular aspect of trg management has not been raised in the report, that aspect is not

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[1] V1.0 dated dec 15

necessarily DSAT compliant. All personnel consulted during the audit were candid in their explanation of the approach by AFC(H) towards achieving and maintaining DSAT QS compliance. An executive summary of findings is given in the table below; detailed findings, including recommendations where appropriate, are at Annex B.

Summary of Training Assurance Findings

6.   Detailed findings can be found at Annex B.

7.   **Non-conformities**. The current Training Quality manual was significantly out of date, incoherent in relation to other SOPs and documents within the College (i.e SAR, QIAP etc) and unavailable to College staff at the time of assurance. Furthermore the risks associated with untrained personnel and mitigation measures in place have not been captured in SOPs. HQ College staff are aware of this and it is work in progress.

8.   **Good practice.** There are many example of good practice; most notable are:

   a.   **Manangement and CI processes**. AFC(H)'s Continuous Improvement processes are excellent. There is a highly effective use of QIAP and validation processes, instructor monitoring is of high quality and the Val WO has developed an Army Trainer Capability 'Trainer Development Policy' which is an example of good practice. The L2 strentch programme also has the potential to be highly successful (to be monitored).

   b.   **Duty and Welfare of Trainees**. There is excellent inter-agency commication communication across the welfare and duty of care spectrum. PS commitment to trainees should also be praised. Managers at all levels display a firm understanding of the particular issues affecting JS and PS in this unique setting and are fully aware of the mechanisms in place to support both. Imjin Pl provides a first class bespoke facility to help JS recovering from MSK injuries (and others where possible) regain fitness whilst simultaneously maintaining their progress through the CMS.

9.   **Areas of concern**. Many of the non-compliance deficiencies in the mgt of trg are attributable to Field Army support to pre-training requirements or RG measures. These are as follows:

   a.   **DBS clearance**. 21 mil instructors had arrived at the college without DBS certification at the time of audit. This issue has arisen due to the short time between assignment order and reporting date. This is having a direct impact on instructor manning rations as supervision of uncleared instructors is required. This issue needs to be captured within the CRA for manning ratios until DBS clearance mechanisms are improved. HQ ITG, Trg Ops and TESRR are aware. ARTD to monitor.

   b.   **Use of untrained personnel**. Susbstantial numbers of instructors are arriving without the necessary pre-employment training (DTT,SAA, CBRN etc). Out of 106 new instructors, 82 lacked PET quals, of which 15 required more than 34 days of training.This is a significant factor contributing to instructor overstretch and dissatisfaction. The College is working hard to resolve with internal initiatives such as the internal SAA qualification course.

   c.   **OP ROCKET**. This temporary recruiting measure to fast-track late joiners to the cohorts has raised significant issues with integration into training, particularly in relation to staff/student rations for risk to life activities such as SAA.This will be of particular concern

Recommendation

10.   To address the outcome of the audit and support the CI process, it is recommended that AFC(H) create an action plan, which should describe its planned course of corrective action. This should be completed within 3 months from receiving this report. Having prepared the Action Plan,

AFC(H) should forward an electronic copy to ARTD Training Assurance SO1.   Approximately 6 months after the date of the Training Assurance visit, progress against the Action Plan will be reviewed and further guidance to unit trg management staffs will be provided, if required.

Assurance

Annexes:

A.   Audit Team and Personnel Interviewed.
B.   Detailed Findings.

KEY PERSONNEL INTERVIEWED

Interviewee	Training Assurance Team Interviewer
Commanding Officer Contract Monitoring Officer- ████████ TQ Pearson – ████████ OC F Coy	████████
CI- ████████ OC P Coy- ████████ Trg Offr- ████████ Defence Community Police Officer BSDM- ████████	████████
SO3 Validation – ████████ Adjt – ████████ TQ Pearson Team Leader - ████████ TQ Pearson Team Leader - ████████ Val WO - ████████ RCMO – ████████	████████
2IC: ████████ OC Imjin Pl: ████████ Pl Comds: ████████ – Cambrai ████████ – Cambrai ████████ – Peninsula ████████ – Peninsula	████████
Pl Sgts: ████████	
Sect Comds: ████████	
SMO – ████████ Padre – ████████ Imjin Pl Comd (with ████████) – ████████ UWO – xxxxxxxxxxx Pl Sgt Focus gp (with ████████): ████████, ████████, ████████ Unit Retention Officer – ████████ Female JS focus gp x 15 Male JS focus gp x 19	████████ (Army Inspectorate)
Staff	**36**
Students	**34**
Total	**70**

AFC(H) ASSURANCE VISIT EVALUATION- DETAILED FINDINGS AND RECOMMENDATIONS

SER	NON-CONFORMITIES	JSP 822 QS Audit Checklist
1	**Scope of the TQM.** The TQM should contain details of all the key trg processes which indicate compliance to DSAT QS. While AFC(H) does have a TQM, it does not reflect current trg processes. For example, a Unit SOP has been developed on Army Trainer Capability Trainer Development Policy (SOP No. 21 dated 9 Jul 15) and a policy document produced on AFC(H) Continuous Improvement and Assurance (AFC(H)/CIAS/1SO3VAL dated 20 Oct 15). **TQM**. Staff not aware of TQM. **SOPs**. New SOPs are on sharepoint somewhere, not included in induction. **Recommendation:** It is appreciated that the TQM is being re-written. During this re-write it is important that all key processes are captured and incorporated to avoid duplication and confusion. Version being rewritten might be renamed and included clearly in induction process.	5.13
2	**Observations of Teaching, Learning and Assessment (OTLA).** The College Training Team staff conduct the majority of staff observations at risk due to difficulties in attaining a place on the AIS/AIL courses. Whilst they are experienced and have appropriate roles to undertake this they are not qualified iaw policy. This Non-qualified risk is in practice being mitigated by SO3 G7/G9 who ensures that all staff are mentored, given direction on form completion, quality of feedback etc. This practice/risk is not however communicated in QIAP/ Risk registers and does not link directly to the new SOP for Army Trainer Capability. **Recommendation**: Mitigation measures are appropriate given constraints however must be included in the College QIAP and risk register. This must be linked to non-conformity of the TQM (the ATC policy is currently an SOP this must be incorporated into a complete TQM or equivalently named document to ensure coherence and transparency, rather than an isolated SOP).	5.13

SER	OBSERVATIONS	
3	**Use of untrained personnel.** There is concern over SQEP and issues over DBS and qualifications on arrival. Units not allowing NCOs to attend instructor courses eg DTTT2, SAA, BCD, CBRN prior to arrival. • Manning is in effect less than 100% due to instructors awaiting above. • Some instructor posts (Imjin Pl and Trg Team) are on black economy. • Goalposts being moved eg Team Medic qual now required prior to BCD instructor. • Lack of prior-to-arrival DBS checks and DBS failures following a significant time 'at risk' in an instuctor role is compounding manning and SQEP issues. • **Recommendations:** Clear direction to be given to units as to the courses required, possibly via an ARTD roadshow (similar to SF presentations/ at same time). Investigate manning uplift options to cover the "gaps" created by instructors arriving unqualified. ASLS choke point should be addressed. Ensure APC aware of issue. **DBS checks prior to arrival in ARTD Ops Gps is critical.**	3.1 3.3
4	**Op ROCKET.** JS arriving up to 3 weeks after start of course is almost unworkable. In the instance of the most recent OP ROCKET there was HIGH RISK attached to the 'Safe Systems of Training', specifically related to the trg pipeline for SAA training in preparation for Live Firing. ROCKET appears inefficient; causes difficulties for instructors who have to help JS catch up. Many poor quality JS from ROCKET who leave.	
5	**Observation of Training** • Pl staff were all aware of the instructor monitoring policy; were positive about this process and although not all staff are yet SQEP the formalised observations are happening in classrooms and on exercise etc. **Contract Monitoring TQ Pearson** OTLA. Observations of training are being conducted under a new rewrite of policy, with the CI planning to conduct Quarterly checks of observations. **Recommendation:** As this has not yet been fully implemented and there are issues regarding the SQEP of those conducting observation this requires close monitoring by HQ and CI. All SQEP issues related to observers should be included in the Risk register. Communication of the requirement as part of change management will be key as already identified by the HQ.	
6	Pl staff felt CISPs "disappeared into the ether" and did not result in any action being taken. **Recommendation:** The communication of this part of the validation process should be enhanced (at 2IC Coy level?). Feeback loops at all levels are critical. **Validation Data Gathering from Civilian Staff.** Validation data is not routinely gathered from TQ Pearson civilian staff. **Recommendation:** The routine data gathering for validation purposes from military PS is extended to civilian staff.	

SER	OBSERVATIONS
7	**No Written Policy on Insurance of IAP Members**. There is a need for IAP members to come onsite and visit AFC(H) JS, either at the college itself or in the field. There is a lack of clarity on the insurance cover for IAP members should they be injured on one of these visits. **Recommendation:** Direction to be given from ARTD on insurance cover for IAP members.
8	**IAP Hospitatility.** There is no clarity on how IAP members are insured when present at AFC(H) training locations or Realities of War trip. It was also noted that 'Hospitality' to IAP is very limited. IAP are unpaid volunteer civilians who, if injured, are not currently insured may not use Army medical facilities. AFC(H) would like to be able to give IAP meals when they attend training events. **Recommendation**: ARTD to clarify insurance situation and whether meals may be provided.
9	**1st Party Assurance Scope**. DSAT QS indicates that the organisation should conduct first party (internal) audits to determine whether the management of training system conforms to the requirements of DSAT QS and to the MTS requirements established by the organisation. Due to the fact that the TQM is not current, there is a mismatch between the scope of the 1st Party Assurance process and the full scope of the MTS. **Recommendation**: Once the TQM and Trg SOPs are rationalised and brought into line, the scope of the 1st Party Assurance process is reviewed to ensure all key processes are captured .
10	**Access to Validation Reports and Validation Matrices**. While the reporting of validation issues and action is good practice, there is some evidence that PS are not getting visibility of the closure of actions which they have raised. This seems partly to do with lack of PS access to MOSS and problems passing Validation Reports down the CoC. **Recommendation:** All PS be given some form of access to DII terminals.
11	**Pre-Employment Trg**. Of 106 PS arrivals in 2015, 82 have required some form of pre-employment trg which should have been done prior to arrival. 15 of these had to be away from AFC(H) for 34 days, with most requiring 3-4 days of absence. No policy exists to indicate what actions the RCMO should take to rectify this. The new RCMO intends to be pro-active and contact the RCMO of supplying units to ensure PS are properly qualified prior to arrival. **Recommendation:** The RCMO should trial this approach and should it prove successful, the approach should be captured in AFC(H) policy. The issue should be raised to the QIAP and monitored.

SER	OBSERVATIONS
12	**Prioritisation of Training Areas.** Due to AFC (H)'s low priority in terms of Trg area allocation, the college has recently experienced more frequent late notice (2 weeks) cancellations. This is presenting a significant risk to trg as demand for trg areas is increasingly difficult to re-arrange at late notice. In the last instances of cancellations (other users being given late notice priority) the Trg Officer and team have managed to resolve through individual effort. However this is not a sustainable solution and presents a Medium risk to trg outputs and increased probability that trg deficiencies will occur. **Recommendation**: This issue is not captured on the College risk register- this is a must and any occurance of late notice cancellation of Trg area must be monitored, and risk assessed by the HQ. If prioritisation status cannot be changed then pre-planned mitigation measures may be necessary.
13	**SQEP and SOTR issues for SAA Trg for PS at AFC(H).** It was evident from inteviews with the Trg Officer and Trg team that the majority of Phase 1 instructors arrive at AFC(H) without the requisite SAA qualifications due to an inability to get a place on a course prior to arrival. This is a particularly acute issue for the non-infantry capbadges. As a result the Trg Officer (SASC) and QMSI (SASC) have been required to deliver the SAA qualifaction courses in-house without additional resource. They have also been inundated by requests from Field Army units (not connected to AFC(H) manning) to exploit these 'in-house' courses to qualify non AFC(H) personnel. This indicates that the actual requirement and agreed SOTR is out of sync. **Recommendation**: SOTR for SAA Trg is reveiwed as a matter of urgency , particularly for the Phase 1 instructor (non-infantry requirement).
14	**Defence Community Police Officer.** This appointement is funded by LAND not AFC(H). The funding line is due for review in Mar 16 and there is a danger that if not actively staffed it may be lost. This role provides important support and SME input to safeguarding implementation within AFC(H) and it provides a critical liaison role with the North Yorkshire Police (PREVENT facilitator, CEOP TTT ambassador, REASSURE security resources (sniffer dogs and search teams to support Graduation parades/Families days). If funding is not continued then this provision will be lost.
15	**Professional Development.** Concern over career development for NCOs who are not allowed time to attend career courses (eg Senior Brecon or LFTT). There is a concern that the attraction of posting to AFC(H) as an instructor may decline. May be difficult to attract the best NCOs if this is not improved. There si particular disenchantment when in contast, PI Comds are allowed time to attend their courses eg CTW and JOTAC . • Marketing of NCO instructor slots might be better. • Instructor posts vary in terms of being good for a career depending on capbadge **Recommendation**: Manning levels are reviewed so that NCOs can be released to attend career courses. ARTD roadshow.

SER	OBSERVATIONS
16	**Induction and Staff development**. • Pl Comds are 2nd tour officers and generally only posted for 12-18 months due to other career courses/career compression hence only see 1 long course or 2 short courses from start to finish. • Imbalance between capbadges for Pl Comds eg no REME Pl Comd despite 24 REME JS per short course. • Quality of Pl Comd handovers vary greatly. • Pl Comds did not feel they were aware of whole College issues. • JIs for JS not seen by Pl staff. • Sharing of best practices / lesson learnt was not formalised. **Recommendations**: AFC(H) to ensure greater standardisation of HO folders; Pl Comds to shadow where possible (especially on exercises) or more formal mentoring on arrival. Enhanced communication (via 2IC Coy?) to Pl Comds. Review of PIDs for Pl Comds (balance across capbadge?) There is no clear selection process of OR instructors which means that quality, interest and suitability for a Junior Entry Phase 1 environment also varies greatly. This is being mitigated well with a updated Induction process (not yet implemented) which should address these issues. The intent to conduct Induction on immediate arrival, with induction for legacy instructors and continbuous Improvement induction/try focussed on the U18 requirement is a positive initiative. **Recommendation**: Implementation of this new induction process (programming issues incl) is communicated through the whole chain of command (down to the most junior instructor) and 'added value' is monitored carefully.
17	**G1/Discipline** • Pl staff all had concerns over discipline of the JS and the restriction on penalties that might be imposed in F6W and thereafter. • There is no easy/clear way to effect Pl Staff ideas for appropriate disciplinary action via College HQ (eg sending a JS to bed early if they fall asleep in lessons). • Concern was expressed over the JS behaviour in Education (with TQ Pearson staff) and vandalism in that area. • Concern was expressed over the lack of control over parents sending parcels of cigarettes, tobacco and lighter fluid in addition to large amounts of sweets. • Concern was expressed over the contents of vending machines that allowed JS to consume sugary drinks, sweets and crisps in larger proportions than is healthy (or good for concentration or learning). It was perceived by staff that JS know the limitations of the system and are adept at exploiting them. Pl Staff authority is undermined. TQ Pearson staff do not always manage effective classroom control. The perception was also that JS may well leave later training at ITC or RACTR as they are not prepared for the culture / discipline differences there. **Recommendations**: Review of additional effective deterrent measures that might be employed with JS. Review of discipline in Education phase. Review of vending machine contents. Link to induction and approach to be used with JS. More discussion on discipline issues between military and TQ Pearson staff.
18	**G1 Med** Concern over amount of paracetamol handed out by the medical centre to JS which then have to be managed by Sect Comds.

SER	OBSERVATIONS
19	**Leadership & Management** Pl NCOs felt micro-managed, watched and that they had to watch their backs all the time by the CoC.
20	**JE Leadership package.** This policy and concept is being developed by OC P Coy and is viewed as very positive practice.: **Recommendations**: it is recommended that OC P Coy liaises with ARTD Trg Dev SO2 L&D Maj Matt England to take advanatage of corportate knowledge in this area.
21	**Retention Officer** • Pl Sgt concern over Retention Officer impact on JS leaving as it was felt she was not working with the NCOs.
22	**IT Resources/ Communications** • Limited access to Dii for Pl staff. • Difficulty getting on to JPA and MOSS. • Difficulty contacting other military units / people. • Sharepoint is good wrt lessons but not that user-friendly to access initally. No VLE or moodle. JS use a workbook they complete, rather than technology. Pl Staff have to access dii. JPA etc via ETS Office or wait for access elsewhere. Inefficient use of time and frustrating. May miss out on information being sent via dii. Access to Battlebox sometimes difficult.
23	Administrative difficulties caused by number of female JS on occasion. Example given of additional 8 girls added to a Pl in Cambrai; required additional Sect Comd; consequences for travel to range (ie additional tpt as cannot all fit on coach); accn on different corridor to other female JS etc **Recommendation**: College to continue to monitor situation and provide notes to HO folder for future similar situation with lessons learned as appropriate.
24	**Communication between RG , AFC(H) and Field Army** • Lack of prior info on JS for Pl Staff other than grade at selection and GTI scores. • No prior warning of SpLD. • Welfare Officer communication with Pl Comd is good in general. • No logging of informal Sect Comd/Pl COmd discussions on JS. • A phone log is used for all calls from JS parents/ guardians etc. **Recommendations**: The need to provide a clear audit trail of info on JS might be included in induction. College to explore means of improving communication on handovers (JS might be required to write a page about themselves on arrival – quick way of finding out if any writing difficulties and what JS are prepared to say about themselves as a precursor to interviews).
25	**Induction procedures.** • Sect Comds commented on the negative effect of Pl Comds changing every 12-18 months. OCs also changed frequently eg one had stayed 9 months, another 12 months recently. Sect Comds felt it took 12 months to learn how to treat/motivate JS. **Recommendation**: Review induction to ensure it includes as much as possible on how to manage JS to speed up NCO assimilation on this. • They did not know if there was an ITSO at AFC(H). **Recommendations**: Internet security and other technology related issues to be enhanced in induction so Pl Staff are more aware of all digital dangers to JS.
26	**Catering Facility**. The following areas of concern were universally highlighted during the 2 JS focus groups: crockery is often dirty; dinner regularly appears to be the left overs from lunch; staff cleanliness and attitude; choices are limited for those who can't attend meals until the latter part of the opening time. JS felt that to complain would be fruitless. **Recommendation:** RCWO continue to monitor and assure the catering facility. Pl staff elicit regular feedback from JS. **RCWO**

SER	OBSERVATIONS
27	**Accommodation - heating.** Female JS highlighted a lack of heating in some of their rooms; they had not reported it thinking instead that cold rooms were part of Army life. **Recommendation:** monitor the temperature in JS accommodation. Brief the JS on what is acceptable and how to report issues with their accommodation. Add to the CRA where the situation cannot be rectified immediately. **QM**
28	**Accommodation – Showers.** Male and female JS described the problems associated with showering when a whole troop has to move through quickly in the mornings and after PT sessions: too many people using too few showers; the lack of hot water and water pressure for those showering last. Some also raised concerns over the communal nature of the showers. **Recommendation:** were possible the showers should be up scaled to comply with the ratio and construction detailed in JSP 315 (1 shower to 4 people, showers separately partitioned). **QM**
29	**Isolated Location.** AFC(H) is in an isolated location not well served by public transport. (See SAR, B-2 Threats). **Recommendation:** continue to monitor JS requirements to travel and supply transport when appropriate and practical. **College HQ**
30	**Medicals.** JS are not medically screened to assess them fit for service until they are at the AFC(H). This results in some JS being discharged within days of arriving. **Recommendation:** Recruiting Group review the system with a view to screening for medical fitness to serve, both mental and physical, prior to being enlisted**. Recruiting Group**
31	**Numeracy and Literacy.** JS arriving at the College with numeracy and or literacy at L2 find the lessons boring, uninspiring and lacking any meaningful differentiation. Set placement is based on their maths diagnostic which may render them in an inappropriate set for literacy. Scottish JS reported that their qualifications are not recognised by the provider. (See SAR, C-4, Ed QIP, A1, D1) **Recommendations:** continued investment and application of the L2 Stretch programme made. Investigate the possibility of translating Scottish qualifications into English ones acceptable to the provider. Allocate students to sets appropriate to their diagnostic results in each subject. **Chief Instructor, TQ Pearson.**
32	**Civilian – Military Understanding.** JS feel that the civilian instructors do not understand the military, its ethos, unique nature and demographic. (Military staff also reported that they felt that the civilian education staff were not fully aware of how to deal with JS). (See QIP, B8). **Recommendation:** review civilian induction and CPD to ensure that staff receive adequate understanding of the unique nature of the military and in particular junior soldiers. **Chief Instructor, TQ Pearson.**
33	**Pre-Arrival Information**. JS reported that they had received access to several versions of the suggested kit list prior to arrival, all of which failed, in their view, to provide adequate information prior to arriving at the College. They also criticized the MoD website as providing insufficient and out of date information. (See QIP B9). **Recommendation:** review the website and the accuracy of the information provided. **Recruiting Group, College HQ.**

SER	OBSERVATIONS
34	**Understanding Junior Soldiers.** Some instructors struggle to come to terms with the implications of dealing with JS and the unique and nuanced environment. (Captured in CRA, E29/10/2015, C-1, ser 4 and QIP, A13). Examples cited during the visit: JS not robust; discipline too easy; Med Centre too soft. **Recommendation:** continue to develop the Induction programme's contents and reinforce the central principles through CPD. **Chief Instructor**
35	**Transition to Phase 2 Training.** Anecdotal evidence suggests that the latter parts of the short and long courses do not raise the standard and expectations required of the JS in preparation for Phase 2 training as an adult. **Recommendation:** the training programme is reviewed to consider the necessity for a gradual change in the courses to end at a position that will afford the JS the smoothest transition to an adult regimen. **Chief Instructor**
36	**Housing.** Anecdotal evidence gathered highlighted a perceived issue with the allocation of housing. The main issue raised was of obtaining a quarter local to AFC(H). It appears that despite there being empty quarters of the appropriate grade available locally, houses are often allocated outside of the local area. **Recommendation:** Local housing solutions are fully exploited before resorting to allocating outside of the local area. **Carilion-Amey**
37	**Work/Life Balance.** Anecdotal evidence, supported by a College HQ review, suggests that there is an issue for some PS over managing an acceptable work/life balance. Interview results were not conclusive, however the evidence points to the first six weeks of both courses and the duration of the short course as being of concern.

SER	GOOD PRACTICE
38	**QIAP & Validation Data Gathering.** Validation data gathering is an example of good practice. Data is gathered from a wide variety of quantitative and qualitative sources, including student surveys, performance statistics, focus groups, suggestion boxes, validation observations of trg, exit interviews, Recruit Trg Survey Reports, IAP reports and welfare agencies. Crucially, data is gathered from PS. This wide range of sources allows for triangulation and makes it more likely that any issues will be captured. **Reporting and Acting Upon Validation Data.** After sifting and analysis, issues are written up in validation reports and recorded on live matrices. These give directions for action and are reviewed weekly by the TrgO and SO3 Validation. Unresolved issues are raised to the QIAP. This ensures that the validation process results in auditable action and is an example of good practice. **Senior Management Engagement in the Continuous Improvement Process.** The QIAP is monitored at regular meetings held every 2 weeks. These are normally chaired by the 2IC. In his absence, meetings are often chaired by the CO. This level of senior management engagement in the QIAP process is commendable and demonstrates senior management commitment to quality. This is an example of good practice. **Dissemination of Good Practice and Areas to Improve**. The use of 'Good Practice' sheets displayed in unit to disseminate good practice and areas for improvement is an example of good practice.
39	**Army Trainer Capability Trainer Development Policy.**This policy, developed by the Val WO and now handed over for implementation to SO3 Dev, is an example of good practice.
40	**Training Development Matrix**. The use of the Training Development Matrix as a live document to record instructor development monitoring is an example of good practice. It might be sensible to rename it the 'Instructor Monitoring Matrix' which is more indicative of its purpose
41	**Safeguarding** North Yorkshire Council Safeguarding Training. New links are being established to provided online and face to face trg for PS as part of continued staff development and induction focusseed at the U18 JS.
42	**TQ Pearson L2 'stretch' policy.** This is a good initiative which needs to be supported and resourced. **HQ ARTD to monitor and support**
43	**Delivery of FS for Permanent Staff.** The BSDM has demonstrated good initiative to provide a highly felxible and well managed provision for PS. Whilst TQ Pearson's focus is on the Phase 1 recruits it is vital that PS should continue to be supported to the same quality standard. The BSDM has expressed concern that the learning environment for PS has been inappropriate as the PS have been forced to use the same classrooms as the U18 recruits. The BSDM has secured a resolution to this issue, with a permanent Permanent Staff FS classroom. **Recommendation**: This is an essential investment in PS, in particular the Sect Comdrs and should continue to be resourced.
Good Practice – Care and Welfare	
44	**Communication.** Inter-agency communication across the welfare and duty of care spectrum is excellent. Information is readily passed between agencies via regular meetings and documentation in a timely and appropriate fashion. Welfare forums are well supported and afforded the highest priority by the CoC.
45	**Welfare Support.** Welfare support for both PS and JS is excellent. Staff are dedicated, enthusiastic and display a clear understanding of the needs of JS. There are dedicated welfare facilities for JS, PS and families that are well equipped and staffed. Appropriate liaison with external agencies takes place in order to support care leavers and those subject to social care.
46	**PS Commitment To Welfare**. There is a clear commitment amongst the PS interviewed to support the JS through their time at AFC(H). Managers at all levels display a firm understanding of the particular issues affecting JS and PS in this unique setting, and are fully aware of the mechanisms in place to support both.

SER	GOOD PRACTICE
47	**Imjin Pl**. Imjin Pl provides a first class bespoke facility to help JS recovering from MSK injuries (and others where possible) regain fitness whilst simultaneously maintaining their progress through the CMS. Weekly reviews with coy and med staff enables those that can recover without leaving their coy to remain, and those who need more specialist care to be detached to Imjin. The central principle of 'treat the soldier, not the injury' allows a holistic approach to be taken to develop a suitable care plan. The care plan encompasses CMS training to enable the soldier to rejoin their coy having not fallen behind their contemporaries.
48	**Junior Soldiers**. Junior Soldiers spoke highly of their experiences thus far at AFC(H). They were enthusiastic about the military training and thought highly of their Pl staff. All were praiseworthy of the welfare support available, although some thought that access to the facilities was not allowed during the first 6 weeks.
49	**Documentation.** Documents underpinning the welfare support of JS and PS is good, well understood and available to those who require it. The CRA is regularly reviewed and underpins the SAR and QIP. The SCD is being rewritten with input from across the welfare agencies.
50	**Dental**. On arrival circa 50% of JS arrive dentally unfit, however, by the time they graduate 98% transition to phase 2 fully dentally fit. The Dental Centre has a proactive approach to ensuring that JS are assessed and treated as soon as possible. This is done in conjunction with the coys to help minimise any disruption to the training programme.