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of Defence

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Dear [REDACTED]

Thank you for your emails of 10 May in which you requested the following information:

1. The AFC Commanding Officer's latest Supervisory Care Risk Assessment
2. The AFC First 6 Weeks (F6W) Policy

I am treating your correspondence as a request for information under the Freedom of Information Act (FOIA) 2000. A search for the information has now been completed within the Ministry of Defence (MOD), and I can confirm that the documents in scope of your request are held and have been provided, attached.

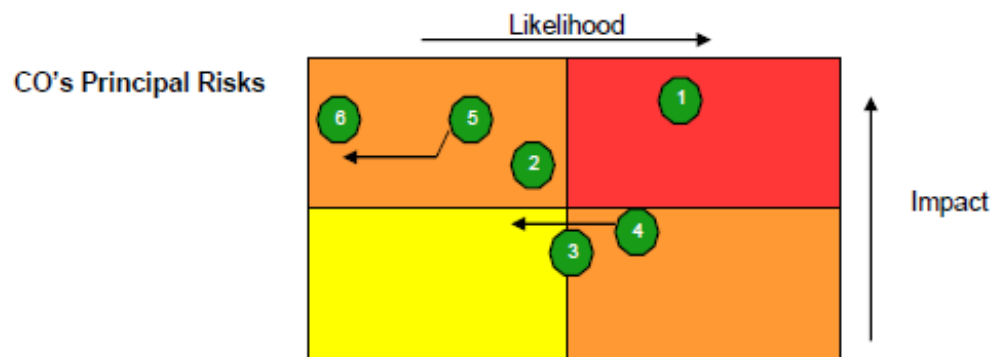
If you have any queries regarding the content of this letter, please contact this office in the first instance. Following this, if you wish to complain about the handling of your request, or the content of this response, you can request an independent internal review by contacting the Information Rights Compliance team, Ground Floor, MOD Main Building, Whitehall, SW1A 2HB (e-mail CIO-FOI-IR@mod.uk). Please note that any request for an internal review should be made within 40 working days of the date of this response.

If you remain dissatisfied following an internal review, you may raise your complaint directly to the Information Commissioner under the provisions of Section 50 of the Freedom of Information Act. Please note that the Information Commissioner will not normally investigate your case until the MOD internal review process has been completed. The Information Commissioner can be contacted at: Information Commissioner's Office, Wycliffe House, Water Lane, Wilmslow, Cheshire, SK9 5AF. Further details of the role and powers of the Information Commissioner can be found on the Commissioner's website at <https://ico.org.uk/>.

Yours sincerely,

[REDACTED]
Army secretariat

COMMANDING OFFICER'S SUPERVISORY CARE AND SAFEGUARDING DIRECTIVE RISK ASSESSMENT



	Risk	Potential Effect	Mitigating Action	Remarks
1	Breach of Safeguarding Red Lines	<ul style="list-style-type: none"> An incident takes place that compromises the Safeguarding Red Lines as highlighted in the SCSD Risk to Life Mental Health Issue including Suicide/Self-Harm 	<ul style="list-style-type: none"> Rigorous JS WAM process PEP TALK 'Cross-sector' welfare system 	Elevated to Risk Register – Serial 10
2	Undisclosed JS background/welfare issues	<ul style="list-style-type: none"> Greater likelihood of a serious welfare issue Impact on the cohesion of sections and an inability of JS to fit-in and rise to the challenges of AFC(H) Mental Health Risk 	<ul style="list-style-type: none"> Formal 'understand' process Rigorous JS WAM process PEP TALK 	Elevated to Risk Register – Serial 12
3	Medical Incident	<ul style="list-style-type: none"> A medical incident that causes JS to be removed from training for a period of time. Seasonal viral infections; poor personal hygiene amongst JS. 	<ul style="list-style-type: none"> JS Education Proactive PS attitude to health & hygiene 	Elevated to Risk Register – Serial 3
4	Unmotivated, unchallenged and discontent JS or an ability to adapt to military life	<ul style="list-style-type: none"> Greater likelihood of welfare and disciplinary issues Greater wastage (i.e. DAOR, NRFAS) Unrealised opportunities and reduced quality to Phase 2 Welfare issues, inability to deal with the challenges of AFC(H), greater wastage 	<ul style="list-style-type: none"> Programme/sync improvements Level 2 Stretch programme Weekend structure, PD programme, Ex deliver Pre-arrival engagement, welfare and family support F8W reappraisal and development of teamwork 	
5	Poor command culture + application of standards/duty of care	<ul style="list-style-type: none"> Inadequately trained, led, inspired and supervised JS A lack of application of British Army values and standards – making discrimination, bullying, abuse of power, inappropriate sexual relationships possible 	<ul style="list-style-type: none"> Formal preparation & CPD PEP TALK Command engagement & Upstream manning plan Assurance and validation 	
6	An unresponsive welfare system	<ul style="list-style-type: none"> Greater likelihood of unidentified welfare issues and therefore the development of serious welfare issues Greater likelihood of discontent and unmotivated JS 	<ul style="list-style-type: none"> Rigorous JS WAM process 'Cross-sector' welfare system 	

Ser	Factor	Issue/Concern	Risk/ Impact	Mitigating Action / Action Required
			HIGH MEDIUM LOW	
1. Pre-arrival				
1.1	Expectations and Course Information	Lack of information on the course programme and what to expect can lead to anxiety particularly in the first few weeks for JS.	L	<ol style="list-style-type: none"> 1. New pre-arrival engagement – Insight Days, Open Days, Familiarisation Days. 2. Social media, YouTube, documentary. 3. JIs, letters, Facebook Question sessions.
2. Arrival				
2.1	First 6 weeks	<p>The F6Ws are intense for both JS & PS causing unnecessary stress on both the JS and PS.</p> <p>JS come from diverse backgrounds, some may not have associated with people of their age group that are from a different social economic background, this could result in friction whilst some JS feel the need to prove themselves and establish a hierarchy within the section.</p> <p>For most JS this will be their first time away from home. Homesickness can result in melancholy and depression, neither of which are conducive to learning and can manifest in disciplinary problems and a fall in performance.</p>	M	<ol style="list-style-type: none"> 1. Expectations managed in pre-arrival engagement and Reception Days. 2. PS command adjusted to First 6 Weeks for under-18s. 3. F6W programme recentred on team-building. 4. Strong links with parents/triumverate – closed Facebook. 5. Welfare access. 6. IAP/Assurance activity. 7. Additional support available from Behavioural Development Officer. 8. Timetable is managed to ensure the best balance is achieved. 9. Information for potential change is passed back through the validation process. 10. JS are encouraged to look out for each other by Coy staff and report any concerns they have. 11. 'Buddy Buddy' system used.
2.2	Parents/ Guardians Support	Parents/Guardians may be concerned or find it difficult to cope whilst their son/daughter/charge are undergoing initial training/are away from home. This can be stressful for the JS and distract them from focusing on their trg.	L	<ol style="list-style-type: none"> 1. Open Day and Reception Briefs. 2. IAP engagement on Reception Days. 3. Closed Facebook sites to enable 'triumverate'. 4. Writing a letter home is programmed in to the time-table for the 1st week. 5. OCs write to parents in the first 6 weeks and invite parents to open days. 6. Telephone registers mean that issues are recorded for information. 7. Family Open Day as part of Passing In Parade. 8. Welfare House available to support families.

3. Accommodation				
3.1	JS Shared Accom	Section rooms may exacerbate a feeling of a lack of privacy. JS may not react well to communal living and could be subject to peer group pressure or bullying. Communal showers are inappropriate for age group increasing the stress of transition.	M	<ol style="list-style-type: none"> 1. Expectation Management is addressed on Open Days and Reception Days. 2. Strong focus on team-building. 3. Duty NCOs are accommodated in the lines to provide 24hr support. 4. Access to private showering facilities introduced Aug 18.
4. Conduct of training				
4.1	Radicalisation and extremism	JS joining who have or are being radicalised. JS joining with extremist views. Concern that these views are shared and promoted to other JS.	L	<ol style="list-style-type: none"> 1. Commissioning of a AFC bespoke training package that introduces and explains to PS what safeguarding, extremism and radicalisation are. 2. Trg extended to all PS: Civil Servant, Contractor. 3. Issue considered as part of the cross-College Safeguarding Working Group. 4. Completion of the online Prevent training as part of the College Induction Process.
4.2	JS/PS with low Functional Skills or SpLD	Individuals with low FS or SpLD may have difficulty in assimilating course content. Failure to recognise SpLDs can result in a lower achievement and unsociable behaviour.	L	<ol style="list-style-type: none"> 1. Development of 'cross-sector' welfare process. 2. All JS on JE(L) receive an initial diagnostic by the Edn provider as part of the enrolment to the College. 3. All PS are made aware of the POCs within the Education Building as part of the Induction. 4. Additional SpLD funding is to be drawn in support of those who qualify through the SFA. 5. BSDM available to advise (3AEC) or Pears
4.3	Management of Poor Instructor command/Performance	PS are not selected to work at AFC(H) – consequently some PS do not possess an adequate level of ability to train effectively. PS poor performance due to wider factors: Stress, welfare, resource availability.	M	<ol style="list-style-type: none"> 1. Strong focus on PS preparation through formal packages. 2. Strong focus on ATC and College Trg Team assurance. 3. Coy HQ will ensure new unqualified or instructors lacking confidence are mentored until they are confident and able. LDOs are available to assist with this process.
4.4	Diversity and Inclusion	Ensuring the fair treatment of minority groups at the AFC is paramount to upholding the law and unit morale.	L	<ol style="list-style-type: none"> 1. Strong focus on D&I with routine 'Weathervanes'. 2. CO-led discussions in Comd and Leadership development. 3. Female focus group. 4. Complaints procedure covered in Inductions.
5. Supervisory care of JS				
5.1	Under 18 & civil law	JS are 16 – 17.5 years old on entry There may be a conflict of interests between MOD policy regarding responsibilities for U-18s,	L	<ol style="list-style-type: none"> 1. All PS attend ASLS. 2. All PS attend AFC(H) Induction cse and are briefed regarding trg under-18s.

		and the individual rights accorded at age 17 under civil law.		<ul style="list-style-type: none"> 3. All staff understand the CO's SCSD detailing ITG and ARTD guidance regarding gambling, smoking and drinking policy including the guidelines on disciplinary action. 4. CO briefs families on Open Days and Reception Days. 5. Increased awareness of Safeguarding and the PS responsibility provided on Induction Course.
5.2	Care Leavers	JS with a background of Social Care may have minimal support during training. This is especially important when considering DAOR leavers who may have no home to return to. As JS will be under 18, they may require support from their Local Authority.	H	<ul style="list-style-type: none"> 1. Formal JS WAM process to identify welfare risk, including care leavers. 2. RG provide a list of care leavers joining the college. 3. UWO logs care leavers and provides specific support. 4. UWO can advise on specific care leaver issues and act as a conduit to JS' home town area. 5. AFC(H) need to adhere to updates regarding care leavers – identified through links with the Local Safeguarding children Board and North Yorkshire Safeguarding Children Board. 6. Increased awareness of Safeguarding and the PS responsibility provided on Induction Course.
5.3	Ratio of PS to JS	PS to JS ratios may exceed current policy due to staff absence. This results in soft gaps or PS are moved round to cover the gap meaning that JS need to quickly build up trust in a new member of PS.	M	<ul style="list-style-type: none"> 1. There is to be no risk taken on DBS – all PS must have DBS to work on the camp. 2. Ratios set by CO as part of SCSD review. 3. RCMO initiatives to maintain ratios in collaboration with APC: investigating promotion and increasing wider Field Army RCMO understanding of the College.
5.4	During Out of Hours/Silent Hours	Out of hours there are less PS available to address a welfare concern.	M	<ul style="list-style-type: none"> 1. Supervisory ratios as per SCSD. 2. On call Padre/Welfare contact – details are to be placed in the platoon lines.
5.5	Non-CMS Weekends	During the weekend there are less PS on camp. A number of JS remain on camp and can get bored and then find unsuitable ways to occupy their time.	H	<ul style="list-style-type: none"> 1. New programme of weekends organised by individual Coys to provide an opportunity for JS to take part in activities at the weekend. 2. Closely monitored by the chain of command.
5.6	Inculcation of Core Values	JS arrive with their own set of values and might takes time to grasp the army's core values and standards. A failure of inculcation of these may result in a JS behaving in a way that fails the Service Test. Inappropriate behaviour could lead to increased discipline problems, potentially adverse publicity.	M	<ul style="list-style-type: none"> 1. Formal PS preparation package and PEP TALK. 2. Formal deliver of V&S, leadership, command and teamwork to JS. 3. V&S woven into the Education syllabus for VE wing and RoW. 4. Progressive and incremental application of discipline. 5. Inspirational outside speakers (e.g Arek Hersh). 6. V&S on display in Pl/Coy lines.
5.7	Drugs	JS may have come from an environment where drugs are acceptable and find it difficult to adapt to the Army standards. If they were a previous user of drugs they	M	<ul style="list-style-type: none"> 1. The CO briefs the JS and their families on Open Days and Reception Days that taking drugs is not compatible with army life and is not tolerated. 2. JS are reminded prior to each leave period of policy.

		might find it difficult to resist temptation over leave periods now that they have money, particularly with regards to social drugs.		3. Regular CDT conducted on PS and JS. All JS are tested after the first leave period and subsequent points.
5.8	Alcohol Consumption	JS are not allowed to consume alcohol irrespective of age. However, there is a risk that JS return to camp having consumed alcohol and are then ill or behave disorderly. Confusion can also emerge when parents take their son/daughter for a meal and allow them to drink alcohol.	L	<ol style="list-style-type: none"> 1. No alcohol is sold on camp. 2. JS have to book in at the guardroom and in cases where alcohol consumption is detected they are dealt with accordingly (supervised by duty NCO). 3. Discipline Policy for PS acquiring alcohol for JS is included in the SCSD and briefed on the Induction Course. 4. CO briefs on Open Days and Reception Day.
5.9	Smoking	JS smokers might find it difficult to adhere to the smoking policy and smoke in hidden locations causing a discipline issue. As JS cannot buy cigarettes on camp they get friends and family to send them through the post which can create a black market culture leading to issues of blackmail, bullying and debt. Additionally, JS that did not smoke prior to arriving might experience pressure to take up smoking.	L	<ol style="list-style-type: none"> 1. AFC(H) smoking policy explained to JS and families on Open Days and Reception Days. 2. Healthy life style lessons delivered early in the programme to educate the JS about the effects of smoking. 3. PS enforce the smoking rules throughout the course. 4. New smoking rules to discourage and 'nudge'.
5.10	Sexual Health	JS are at an age where they are exploring their sexuality. There might be peer pressure to engage in sexual acts or experiment with other JS, local girls/boys or prostitutes which could result in health issues and affect trg.	M	<ol style="list-style-type: none"> 1. Sexual health lessons are delivered early in the course by the NHS and self-testing kits for chlamydia are issued at the beginning and end of the course. Free contraception provided. 2. PS are encouraged to remind JS of issues throughout the course – addressed on the Induction Package. 3. Nurses have completed the Sexual Health Course in order to increase the delivery of Sexual Health education.
5.11	Reporting injuries	JS don't report injury in fear that they are likely to be moved to rehab or be considered 'weak' by their PS and other JS.	M	<ol style="list-style-type: none"> 1. Positive view of Rehab required which is reinforced through the induction course – OC Imjin brief. 2. WAM process sup JS and PS through injury rehabilitation.
5.12	Self-Harm and Suicide	Some JS may find the course extremely difficult, both mentally and physically. The frustration and pressure these individuals experience may lead them to deliberate self harm. This age group are particularly vulnerable to excessive emotional behaviour and can act irrationally.	H	<ol style="list-style-type: none"> 1. Actively monitored and addressed through JS WAM. 2. As per the CO's SCSD, all PS are directed to read 'Suicide and Self Harm prevention.' 3. Staff cover this on ASLS and Comd/Ldrship Dev. 4. Additional PS training provided through NY Council delivered training as part of the induction course. 5. Teenage Awareness training including in Induction Cse.
5.13	e-Safety	JS are vulnerable to on-line dangers including security threats, identity theft, loss of privacy, cyber-bullying and stalking, and may be unaware of steps taken that place themselves at risk.	M	<ol style="list-style-type: none"> 1. As part of the CMS JS receive a lesson on internet security. 2. Internet safety posters displayed. 3. DCPO presents on social media: Crime Prevention Brief. 4. Introduction of Safer Internet Day initiative. 5. Outside presentation on Cyber Security.

6. Permanent Staff				
6.1	Pre-Arrival Training & Qualification	PS arrive without the prerequisite trg or qualifications which places pressure on the remainder of the Trg Team. This is a particular risk if the PS do not complete ASLS within the first few weeks of being in post: lack of instructor confidence; lack of instructor ability.	L	<ol style="list-style-type: none"> 1. 'Upstream' manning plan by RCMO. 2. Formal preparation package, including ASLS at AFC(H). 3. Trg Offr identifies cses that can be delivered at the College. 4. Each LDO supports the ATC development programme.
6.2	PS Discipline	PS may be unclear about the boundary between robust training and harassment. Without correct supervisory levels and guidance, the possibility that individual PS may apply their own standards and thus be susceptible to claims of harassment.	M	<ol style="list-style-type: none"> 1. Formal PS preparation packages and PEP TALK. 2. Subsequent command engagement. 3. Application of discipline. 4. Clarity can be sought from D&I Advisors – details are placed on Unit noticeboards.
6.3	Personal Relationships with JS	There is a danger that personal relationships could develop between a member of PS and JS. Vulnerable or Under-18 students could be taken advantage of by older and/or more experienced supervisory personnel.	M	<ol style="list-style-type: none"> 1. PEP TALK. 2. Briefed on preparation courses.
6.4	PS Training	JS are teenagers and test PS patience. PS require specific training in how to train this age group to get the best from them.	M	<ol style="list-style-type: none"> 1. Leadership and Command resets the PS prior to JS arriving. 2. Induction cse constantly reviewed for improvements. 3. Compliance with ATC Policy; risk to be taken on Defence Trainer Portfolio (DTP) reqts if not compliant but all instructors must be DTTTv2 qualified to deliver training. 4. ECOT course to be completed by all personnel not in a Trg role. Risk can be taken on trainers i.e. CHQ, R Coy (incl contractors) and F Coy staff if unable to secure a place on a COT course at ASLS. 5. Non-trg staff unable to attend the COT course can mitigate non-attendance by completing the NYSCB Safeguarding workshop as part of the induction process.
6.5	PS expectations	PS arrive with the expectation that this assignment will provide down time and time with their family. They are unaware of the tempo (long hours, weekends, leave not in sync with school hols).	L	<ol style="list-style-type: none"> 1. Issue feedback to ITG and ARITC regularly alongside the necessity for staff to arrive having completed Pre-Employment Training. 2. Within AFC this is to be monitored and managed by the Coys. 3. Increased engagement with RCMOs.

ARMY FOUNDATION COLLEGE (AFC) FIRST 6 WEEK (F6W) TRAINING DIRECTIVE- AMDT 15

Introduction

1. This Directive provides direction for the first six weeks (F6W) of training at the AFC. The importance of how the F6W of training is conducted and the approach taken by the Training Teams and supporting staff should not be underestimated. It is vital that those responsible for the development of Junior Soldiers (JS) conduct themselves correctly maintaining the highest professional standards. The retention of JS for the F6W (and beyond) is paramount to the success of the course.
2. This Directive is to be promulgated to all Training Teams (TTs) prior to commencing the F6W. Any PS posted in that have not completed the Staff Induction or the PS Trg week are to be briefed by their respective Coy HQ on this Directive.

Training

3. Getting the right balance and level of instruction, coaching and mentoring from day one of training is key to the level of success the PS will have with their JS. The way in which information is presented should be carefully considered as the JS adapt to their new military environment. Military abbreviations and terminology that many PS take for granted is to be avoided or explained in detail at the time.
4. **JS Initial Interviews.** The process below is to be followed for the conduct of initial interviews:
 - a. **Interview Process.** The initial interview process must not start until the Coy OC has explained the College Welfare Agency Meeting process to all JS. The template for the JS initial interview is at Appendix 1. The interview is to be conducted in two stages. The first stage is a brief from the PI Comd followed by the individual JS self-completing the form. The PI Comd must explain that the information provided is confidential but in some instances there will be a requirement to share the information with a small group of people in order to ensure that the College can support the development of each JS. The second stage is the PI Comd interview which is at Appendix 2.
 - b. **Initial WAM.** All JS who have a high classification are to be considered in the first three week JS WAM.
 - c. **Data capture.** A spread sheet will be sent to Coys to record the responses to a specific number of questions.
5. **Attestation.** This is to be completed by the OC of the Coy. It will be programed to take place in the Normandy theatre on the evening of the arrival of the JS.
6. **Concurrent Activities.** The practice of JS waiting around when formed up in ranks for long periods of time without being allowed to speak or move is not to happen. During these periods of inactivity, such as waiting for medicals or waiting at the SPV store for clothing, a level of basic introduction training is to take place. JS can be taken to one side as a section or group and be introduced to basic military lessons with minimal resources required. This type of activity also allows the PS to get to know individuals and sets the tone of future lessons. The military training store holds a number of pocket lessons which can be used to aid the instructors. Examples of concurrent activities include:

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a. Introduction to lesson and Revision

- (1) Phonetic Alphabet.
- (2) 24 hr clock.
- (3) State the Country Code.
- (4) Values and Standards.
- (5) Social Media Awareness.

b. Tasters and more practical lessons

- (1) Foot Drill.
- (2) Characteristics of the SA80.
- (3) Introduction to exercise equipment.
- (4) Introduction to construction of a 2 man shelter.
- (5) Introduction to ORP.

7. **Revision.** Concurrent activities can also be used to remind and revise the JS of lessons taught at an earlier stage of training. During the F6W however, they are to be used as an introduction period prior to the main event to assist the learner plus act as a retention positive activity. The following lessons can to be conducted during the programmed activities in Section groups delivered by the Sect Comd:

Programmed Activity	Concurrent Activity
Medicals – Med Centre	Badges of Rank
Clothing Issue – SPV store	Key Personalities

8. A further *in house* retention positive activity is to arrange for the junior intake to observe a senior intake conducting training; such as drill, FC, SAA lessons. This will allow the JS an opportunity to speak at their respective peer level (peer learning).

9. **College Programme.** TTs and PS are to ensure that they adhere to the timings within the programme. The F6W is extremely busy with much administration and instruction taking place. It is not always possible to allocate *Admin* or *PCD* after PT or SAA lessons to take into account the practicalities of handing in weapons or getting back to the lines to change. CHQ is acutely aware of the difficulties placed on the PS and the detrimental effect this may have on the JS.

10. **Duty Manning.** Below is a table of the Duty manning during the F6W.

Duty	Working hours	Working Weekend	Non-CMS Weekend	Remarks
F6W				
Goy Duty Officer	1	1	1	OC's discretion.
CONCO	1	1	1	
Standby CONCO	1	1	1	Within 20mins of AFC
PLONCO	1 per pl	1 per pl	1 per pl	All Training Team members to be Involved.

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11. **SAA Periods.**

- a. **Practice Periods.** The use of practice periods allows additional time for the PS to deliver elements from the lessons and ensure the aim is achieved by plenty of confirmation and ensuring that the JS have understood the information being taught.
- b. **SAA Rifle Lesson One.** There is a slight change to this period of instruction which is acknowledged as best practice. Once *Parts of the Weapon* has been taught and prior to the Normal Safety Precautions (NSP's) stage, the JS are to be given a 5 min period where they can get hands on the weapon without any formal instruction¹. The JS are not permitted to strip the weapon down during this time but can cock the weapon and operate the trigger freely. After this time the NSP's stage is to be taught.
- c. **SAA & Ranges - Orders of Dress.** All Training Team staff are to be familiar with the Dress Policy at Reference A. The following are pertinent points the PS are to be familiar with:
 - (1) PCS (CU) Trousers and Combat Smock.²
 - (2) PLCE Webbing with the appropriate equipment for the instructional/practice/ LF period.
 - (3) College or Regimental headdress.
 - (4) CBA/ECBA and helmets are worn on the following occasions:
 - (a) During the final confirmation stage of rifle lessons.
 - (b) Appropriate stages of Rifle practice periods.
 - (c) During WHTs.

12. **Drill.** From the onset the JS are to *call out* the numbers whilst conducting drill movements collectively and individually. This is to be conducted during drill lessons, the remainder of the time whilst marching around camp the formed unit are to slide to a stop, not stamp (this is to reduce the number of lower limb injuries). This practice continues until the Platoon have passed Drill Test 1 at the end of the F6W.

13. **Mandatory Briefings.** There will be a number of mandatory briefings that are programmed in for the JS to attend (JRDF, Laundry Etc.). These are vitally important to the JS as they set out the foundations also the rules that must be adhered to on some of the activities and how to best utilise all of the facilities on offer.

14. **Leadership.** No command appointments are to be given to the JS during the F6W.

Camp Routine

15. **Staff Ratios.** As per the Supervisory Care and Safeguarding Directive the PS JS ratio is 1:12 and is to be adhered to. If this ratio cannot be met then the OC is to inform College HQ at the earliest opportunity in order to mitigate the risk

16. **Movement.** The JS are to be supervised at all times during the F6W. It is the sole responsibility of the PS to march the JS to and from their respective lessons and appointments in a timely manner.

¹ This is not a dangerous practice as the weapons have already been cleared but it allows the JS to get a feel for the weapon.

² During summer months (or periods of high temperature), the Company CoC can direct that PCS Shirts can be worn in lieu of Combat Smocks.

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17. **Meals.** The JS are to attend every meal and be marched to and from the meals by the TT PS. Duty PLONCO's are the only PS that are entitled to eat in the Restaurant without charge.
18. **Duty Personnel.** The Coy HQ are to have a Platoon Orderly NCO (PLONCO) nominated. They are to be correctly dressed at all times and in uniform when marching JS. The duty PLONCO must have completed ASLS or the College Induction Course.
19. **Corrective Training.** Tier 1 punishments are the only authorised form of punishment that can be immediately awarded. The JS are not to be awarded a punishment until they have been passed as fit on their joining medical and have received formal instruction on the correct method of conducting specific exercises including press ups in the gymnasium. Punishments, when required, are to be awarded promptly and publicly, and are to be followed up with remedial training when possible with a full explanation of the JS's error (PS are to use CDRILS to illustrate wherever possible). The following is to be adhered to:
- a. Punishments cannot be accumulated over time and must not cause pain or distress to the individual.
 - b. All punishments must relate to and be in proportion to the JS's error and must be conducted in accordance with Reference B.
 - c. During the F&W Tier 1 punishments are the same both in camp and in the Field.
 - d. During the F&W the punishments for males and females are the same:
 - (1) **Press Ups** – On even ground, not carrying any weight. 3 sets of 10 within a 45 min period.
 - (2) **Run** – On even ground, not carrying weight. A distance of 200m once in a 45 min period.
 - (3) **Repetition of a training serial** – This can be conducted. A period of 45 min must have elapsed prior to repeating serial.
 - (4) **Minor additional tasks** – These can be given but the task is to be related to the misdemeanour for example: a JS throws a cigarette butt away without disposing of it correctly then the punishment may be to clear up the immediate area from rubbish/cigarette butts.
 - e. All Tier 1 punishments are to be recorded by the training teams. PS are to ensure they witness the punishment throughout.
20. No other forms of punishment can be given. If punishment is given for failing to conduct a training serial correctly the JS must be given remedial training. This must be recorded in the remedial training register. An example is; A JS is picked up on an inspection for an incorrectly ironed shirt. The Section Commander awards him 10 press ups. The JS must then receive remedial training on how to iron his shirt. This is recorded in the remedial training register.
21. **Swearing & Inappropriate Behaviour.** Foul and abusive language and inappropriate actions (spitting, hand gestures etc.) by the PS or JS is not tolerated at the College. When PS are awarding verbal rebukes to JS swearing at them is not to happen, it also demonstrates a lack of vocabulary and communication skills by the individual Instructor.
22. **First 2 Weeks - Verbal Rebuke.** During the first 2 weeks of training the JS will be getting familiar with their new environment and the challenges that lay ahead. All PS are to ensure that verbal rebukes are used as a last resort and a coaching mentality is adopted.

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23. **OP ROCKET.** This is the name for the process of replacing those that leave early for administrative or medical grounds. The TTS are to be aware that the replacement JS would not have conducted training or administrative requirements to the same standard. The responsibility of OP ROCKET lies with the College 2IC and OPS Offr.

24. **PS Role.** The TTs and PS have an essential part to play in the founding and development of the JS's military character. Throughout the first 2 weeks coaching is to be used at an appropriate level. It is a key development tool which underpins the Core Values as an important element of leadership helping to lay the foundation of military character. Over time the Training Teams should become mentors to the JS leading by example at all times.

25. **Inspections.** For room and formal inspections, including those conducted in the accommodation corridors, the PI Comd is to be present. They may delegate an inspection to a member of the Training Team but are to be present in the lines. During the inspection, the inspecting member of staff is to ensure the JS has a notebook and is to allow them to turn around to watch the inspection. The JS is to take notes given to them during the inspection. This is a directed *best practice*.

Duty of Care

26. **Welfare Noticeboard.** JS must be shown the pl welfare noticeboard in order to ensure that they are aware of who they can contact for advice and what the complaint process is.

27. **JS Smoking policy.** All PS are to actively discourage JS from smoking demonstrated through personal example, discussion and education. The Smoking Policy at Enclosure 2 of the SCSD provides further guidance, however the opportunities for JS to smoke within the F6W of training are restricted to the following³:

- a. 0600 – 0800 hrs.
- b. 1200 -1400 hrs.
- c. 1700 -1900 hrs.
- d. On one occasion between 2000 hrs 2130 hrs as directed by Training Teams.

28. **JS Smoking Record.** A nominal roll is to be taken at the start and end of the training course of all the JS smokers on arrival and again on departure. These nominal rolls are to be handed in to the Company 2IC by the end of the third week and the last week prior to Graduation. This is a Company HQ responsibility to maintain the records.

29. **SANDES/Welfare centre visits.** The JS are allowed supervised visits in the F6W's. They are not to be limited to the number of visits per week. They are authorised to visit for a period of time at the discretion of the TTs around the training programme. It may not be removed from individuals as part of Corrective Training.

30. **Costcutter shop visits.** The JS are allowed supervised visits in the F6W's. They are not to be limited to the number of visits per week. They are authorised to visit for a period of time at the discretion of the TTs around the training programme. It may not be removed from individuals as part of Corrective Training.

31. **PR/shop spending limits.** In order to safeguard JS from spending too much money on kit and equipment in the PR1 or in the shop, they are restricted to spending a maximum of £50 within each location, unless authorised by their Platoon Commander or Platoon Sergeant. This must be

³ Any smoking outside of these guidelines should be regarded as a Tier 1 punishment.

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captured in writing and passed to the PRI/shop staff before any transactions above £50 are taken. This remains extant for a JS' entire time at the AFC(H).

32. **Padre/WRVS.** There is to be no restrictions placed on the access to welfare support⁴. Upon request to visit these facilities the JS are to be escorted to and from.

33. **TV.** The communal TV's can be used after the working day to watch current affairs programmes, news programmes and sporting events as directed by Coy HQ. Should there be a period of down time during a weekend towards the end of the F6W period, Coy HQ can use discretion to watch films or relevant programmes but are to ensure the correct censorship is adhered to (no 18+ films).

34. **Radios.** One per section room for F6W. They are not to be on between 0700-1900 hrs. Removing the radio is not to be a form of punishment.

35. **Internet.** This is restricted to an evening to send and receive emails (Welfare computers). It is to be strictly controlled by the PLONCO. As a guide each Sect is permitted one hours' use after work on a rotational basis.

36. **Laptops, Tablets, Game Consoles and Electrical Media.** JS are not permitted to use or be in possession of any of the said items during the F6W. If a JS arrives with any prohibited item it is to be removed (signed for) by the PI TT, secured and returned to the individual on completion of the F6W.

37. **Mobile phones.** JS are allowed controlled daily access of their mobile phones between 2000 – 2200 hrs⁵. Use of their phone is for between 40 - 60 mins within the 2 hour window (not a 2 hr phone call). When not in use they are to be secured in the Platoon office under direction from the PI Sgt who is to ensure a robust process is in place. Phones are to be signed out in the evenings and signed back in prior to bed check or at the given time. Under no circumstances is this privilege to be removed or used/threatened as an unauthorised punishment.

38. **Letter Home.** JS are required to write a short letter to their respective guardians to let them know they have arrived safely and to pass on any relevant information. It is the responsibility of the PI Comd to ensure the letter is raised and it is to be checked only by them. Under no circumstances is the letter to be corrected or personal information to be divulged without gaining permission from the UWO. If the PI Comd believes the letter to contain sensitive information he is to seek advice from the respective Coy HQ.

39. **Parcels.** During the F6W JS will undoubtedly receive parcels. As part of the College's duty of care PI staff are granted permission to check at their discretion the contents of parcels that they suspect to contain contraband items e.g. alcohol. Parcels that are to be searched must be opened by the recipient JS and unpacked sufficiently to confirm the contents in the presence of two members of PS. The details of the search are to be recorded in the PI log. The CoC and the parents/guardians are to be informed and advised accordingly.

40. **Discharge As Of Right (DAOR).** JS cannot DAOR until after the 28th day (Mon of intake being Day 1). The discharge process will then start from Day 29. The College 2IC will give direction on exact dates relating to the relevant intake. In exceptional circumstance JS may be identified as unsuitable for service and a decision is made by the CO to discharge early and during the 28-day period, in which case Discharge documentation should be annotated with the term "unhappy Soldier".

41. **Gymnasium.** Once the JS have completed an induction into the gymnasium equipment

⁴ The JS is not required to inform the PS the nature of this request. The PS should respect this privacy/confidentiality.

⁵ When the Training timetable permits.

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(usually week 4) they are able to use the gymnasium equipment in their limited free time.

Summary

42. This document has been formulated from current AFC policies and can be found within their respective documents located on the College Share-Point. The policies applicable to the F&W programme are to be adhered to and are not open to interpretation. Further advice can be sought from the, CI or Trg Offr in the first instance. All Coy HQ and TT staff are to be familiar with this directive and its content. It provides a safe guarding policy to support training and give the best opportunity to the JS to succeed. By informing the PS of their responsibilities, this Directive will help PS understand their roles thus ensuring relevant, current and professional training is delivered. This in turn will encourage the JS to look up to the PS as role models and someone they can trust setting the correct tone for the remainder of the course.

Appendices:

1. AFC(H) Junior Soldier (JS) Initial Interview –Instructions
2. Initial Interview
3. AFC(H) Junior Soldier (JS) Initial Interview – PI Comd Guidance

AFC (H) JUNIOR SOLDIER (JS) INITIAL INTERVIEW – INSTRUCTIONS

1. The linked document ([here](#)) is to be completed by Platoon Commanders. This is stage 1 of the initial interview.
2. On completion of this document Platoon Commanders are to analyse the completed form and identify any risk in each section in order to inform the WAM process; this is stage 2 of the initial interview process.

Guidance Notes

3. This form contains a number of questions that you may feel uncomfortable answering. You are asked to be truthful in your responses. As you will be training at the AFC for a number of months we want to get to know you better and this is the reason for this form.
4. If there is a question that you do not wish to answer it is ok to leave this blank.
5. The information that you provide in this form is confidential. This means that your platoon commander will not share your answers. However, there could be situations where it would be useful for your platoon commander to discuss a situation, with other professionals within the AFC e.g. the welfare officer, that you are unhappy with in order that the College can support you to resolve it.

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**Appendix 2 to
Annex H to
SCSD**

Dated 1 Mar 18

Initial Interview – Completed by PI Comd During Interview

Name:		(M / F)	Date:	
Platoon:		Section:		Service No.:
Cap Badges:			DoB:	

Risk Classification:

High Medium Low
WAM

Recommendation:

Yes No

Section 1 – Family

Ser	Question	Response
1	Where is your hometown?	
2	Describe your family. Tell me about your parents/guardians. What kind of relationship do you have with them? Do you have any brothers or sisters? Does anyone in the family have a long term or serious health problem? If so has the JS been involved in the care of this family member?	
<p>During this section it is important to remind the JS:</p> <ul style="list-style-type: none"> Should their home situation change at any time during the course that there are welfare systems at the AFC that can provide them with additional support. Welfare Issues should be reported asap. 		
Risk Identified for this section?		Yes No

Section 2 – The Individual

Ser	Question	Response
3	What were you doing before you came to the AFC (H)? Education – College/School/PRU Employment – Full-time/Part-time/Seasonal	
4	Did you enjoy being at school? How did you feel you coped at school? Were you bullied at school? Were you ever excluded from school or in detention? If so what for? Have you ever been told that you have a Learning Difficulty like dyslexia? If yes, what support did you get?	
5	Are you in a relationship? When did you meet? Do you have any children? If so tell me about them. Are they supportive of being in the army?	
6	Do you speak any other languages?	
7	Have you ever had any counselling at school or elsewhere? If 'yes' explain their answer. Who organised the counselling? Do you think that the counselling helped?	
8	Have you ever been involved with Social Services?	
<p>During this section it is important to remind the JS:</p> <ul style="list-style-type: none"> The Army has a zero tolerance policy with regards to bullying. The process for reporting incidents of bullying should be explained. JS are not permitted to get any tattoos or piercings during their time at the AFC. 		
Risk Identified for this section?		Yes No

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Section 3 – Financial Commitments and Habits

Ser	Question	Response
10	Do you have any regular money outgoings? Mobile phone, online gambling, gaming or financial support to family?	
11	Do you smoke? If so how many per day? Why do you smoke? How long have you been a smoker? Have you tried to quit?	
12	Do you drink alcohol? If yes, how often do you drink and what do you drink? Why do you drink?	
13	Have you tried or used drugs? If yes, what have you tried and why? Do you understand the army drugs policy?	
14	Have you ever been in trouble with the Police? Were you cautioned or charged?	
15	Have you ever deliberately harmed or injured yourself? If so, what did you do? When did you start and what was the trigger? Why did you do it?	
16	Do you have any tattoos or body piercings?	Tattoos: Body Piercings:
<p>During this section it is important to remind the JS:</p> <ul style="list-style-type: none"> • Money should be managed effectively to ensure JS can meet their financial obligations. • As JS are under 18 it is illegal for them to drink alcohol. • The Army does not allow the taking of illegal drugs and has a zero tolerance policy in place. 		
Risk Identified for this section?		Yes No

Section 4 – Physical Health and Wellbeing

Ser	Question	Response
17	How often do you exercise? What exercise do you do? Do you play sport? Have you had any injuries?	
18	On a scale of 1-10, how healthy do you think you are? Sleeping patterns, nutrition, reaction to stress etc	
<p>During this section it is important to remind the JS:</p> <ul style="list-style-type: none"> • It is important to maintain a good level of physical fitness and there will be opportunities later on in the course for them to conduct PT in their own time in order to develop themselves further. • It is important to eat a balanced and healthy diet in order to support their physical wellbeing whilst on the course. 		
Risk Identified for this section?		Yes No

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Section 5 - Motivation

Ser	Question	Response
19	Why did you join the Army? Was the army your first choice of career? Is the education offered at AFC a motivator for you? Were you ever in the cadets?	
20	Do you have any family members who have served or are currently serving in the Armed Forces?	
21	How long have you wanted to be in the Army? When did you apply to join the Army? When and where did you attend the assessment centre? How many times did you attempt the BARB test?	
22	Are you happy with your cap badge? If not, why not?	Yes No
During this section it is important to remind the JS: <ul style="list-style-type: none"> • If they are not happy with their cap badge choice then there are limited opportunities for this to change but there is a process which may be applied should it be deemed appropriate by the CoC. 		
Risk Identified for this section?		Yes No

Section 6 – Additional Information

21	Is there anything else you wish to tell me about at this stage that we haven't already covered that you feel may impact your ability to perform well during the course?	
During this section it is important to remind the JS: <ul style="list-style-type: none"> • There are many people at the AFC that JS can talk to should an issue arise for which they feel they need additional welfare support. • Explain the way in which issues should be reported to the PS. If issues relate to PS there are other support systems on camp (Welfare Centre; Padre; Med Centre etc.) that JS can talk to. 		
Risk Identified for this section?		Yes No

PI Comds Comments:	Confidence:
	Eye Contact:
	Body Language/posture:
	Motivation:
	Initial Assessment to complete course:

Interview Matrix

Section	Risk	Section	Risk
1 – Family	Yes / No	4 – Physical Health	Yes / No
2 – Education/ Employment/Individual	Yes / No	5 – Motivation	Yes / No
3 – Financial	Yes / No	6 – Additional Info	Yes / No

Ser	Matrix	Classification	Remarks
1	5 -6 Section Risks Identified	High	The classification is not a diagnosis nor will it be 100% accurate. The classification provides an indication of the likelihood of a JS needing some kind of support.
2	3 -4 Section Risks Identified	Medium	
3	1 -2 Section Risks Identified	Low	

AFC (H) JUNIOR SOLDIER (JS) INITIAL INTERVIEW – STAGE 2 - PL COMD GUIDANCE

1. Prior to starting the Interview process PI Comds should explain the stages to all JS. The PI Comd must explain that the information provided is confidential but in some instances there will be a requirement to share the information with a small group of people in order to provide support to individuals. The JS should then self complete the Interview form.
2. PI Comds will interview the JS reviewing all questions in their completed form. All questions are to be completed for subsequent data capture. The product of the Interview is a completed JS and PI Comd forms that are to be stored securely by the PI Comd.
3. **Code of confidentiality⁶:** Confidential information is to be handled sensitively and not shared without the express consent of the individual concerned. However, confidentiality is not absolute and may be disclosed without the individual's consent where the disclosure is required by law or can be justified in the public, including Service, interest, for example where the disclosure is essential to protect the individual, or third parties, from the risk of harm.
4. **Welfare Agency Meeting (WAM) Brief.** In support of the conduct of the JS Interview Coy OCs are to brief all new JS on the WAM process in their first week at the AFC. This is in order that the JS have an understanding that in certain situations personal information will be shared with other people in order to ensure that we provide the best support possible to individual JS.

Tips for engagement and interviewing

Introduction

- Introduce yourself to the JS. Congratulate the JS for being selected to join the British Army. Ask how they have been settling in at AFC Harrogate.
- Don't begin the interview by asking "why are you here?"
- Provide an outline of what's going to happen, including the range of questions. Prepare them for the sensitive nature of some of the questions.
- Let the JS know they can choose not to answer these questions if they feel uncomfortable.

Interview

- Be aware that the responses you get may not be what you expect. It is important that you don't react negatively verbally or in terms of facial expression, body language etc. This will come across as a "judgemental" response and the JS will potentially not continue to participate in the process.
- Create an empathetic stance - acknowledging you appreciate they may feel uncomfortable but the team are here to help them overcome any worries they may have.
- Build rapport so that the young person feels that their concerns have been heard.
- The JS should come away from the interview feeling that the team care and that if they want they are welcome to return – enforcing that you are approachable.
- The goal is to elicit information that will help the training and support team signpost any potential problems early and assure the JS that we are there for them.
- Spend as much time during the interview asking for feedback.
- Check that you understand the main concerns and difficulties that the JS perceive they have.

Conclusion

- Before concluding the interview, ask if they have any questions.
- Re-affirm that your door is always open and you are happy to support them in any way.

⁶ [AGAI 81. – para 81.014](#)

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INITIAL INTERVIEW - STAGE 2 – COMPLETED BY PL COMDS

Name _____ Date _____

Platoon _____ Section _____ Military No. _____ Capbadge _____

Date of Birth _____ Matrix classification _____

PI Comd's Interview Comments:

Interview matrix. PI Comds should complete the matrix and update the WAM spread sheet with all JS with a classification of 'High' prior to the first three-week WAM:

Section	Risk	Section	Risk
1 – Family	Yes / No	4 – Health & Wellbeing	Yes / No
2 – The Individual	Yes / No	5 – Motivation	Yes / No
3 – Finance & Habits	Yes / No	6 – Additional Info	Yes / No

Ser	Matrix	Classification	Remarks
1	5-6 Section Risks Identified	High	The classification is not a diagnosis nor will it be 100% accurate. The classification provides an indication of the likelihood of a Junior Soldier needing some form of additional support.
2	3-4 Section Risks Identified	Medium	
3	1-2 Section Risks Identified	Low	

The above matrix is a guide. If as the interviewer you believe that a particular JS should be considered 'high' risk – as the result of their responses - but the above matrix would result in a different classification then you should record the JS as High risk.