



Ministry
of Defence

**Soldier development: provision of Basic
Training Instruction
Contract Reference 711013450**

Statement of Requirement

BASIC TRAINING (SE) SOLDIER DEVELOPMENT STATEMENT OF REQUIREMENT**INTRODUCTION PURPOSE**

1. This Statement of Requirement (SOR) sets out the details for the provision of Soldier Development (SD) Adventurous Training (AT) for Basic Training (Standard Entry) (BT(SE)) instruction. This includes delivery of training at the Soldier Development Wing (SDW) Halton (H)¹ and SDW Sennybridge (S), equipment and clothing maintenance and provision of drivers.

BACKGROUND

2. The recruits attending will be Army recruits generally in their BT(SE) (Basic Military Training). They will have an understanding of some of the basic military skills such as Weapon Handling, Drill, Military Discipline and Physical Development.
 - 2.1 The instruction is embedded within the common military syllabus (CMS). This currently consists of 4 days at either SDW(H) or SDW(S) where they are exposed to a climate of achievement and selfdevelopment through Type 1 Adventurous Training (AT). Recruits are exposed to controlled risk, in a challenging and often austere outdoor environment where the perceived risk to life is real.
 - 2.2 A contract for the provision of SD is required by 31 Mar 25.

OBJECTIVES

3. Being exposed to controlled risk within a challenging and often austere outdoor environment cannot be replicated in the day to day of basic training. Where this perceived risk to life is real, recruits are to be inspired to display initiative, to build leadership and develop resilience which is captured within the Adventurous Leadership and resilience Training (ALeRT) key learning points.
 - 3.1 Primary output of SD is to deliver the ALeRT package.
 - 3.2 To achieve the goal of advancing operational effectiveness through AT, the Army relies on three foundational pillars encapsulated in the ALeRT (figure 1):
 - a. Fostering core values
 - b. Resilience
 - c. Cultivating leadership
 - 3.3 Throughout AT courses, these three pillars serve as focal points, emphasised in both formal settings like the Officer Commanding's (OC) briefings and informal discussions during activities. It is imperative for every Recruit to grasp how their actions align with these pillars, facilitated by Instructors. By understanding and navigating challenges, individuals enhance their resilience, leadership capabilities, and commitment to core values. This development is not just confined to training but translates into operational contexts, enhancing overall effectiveness. Reflecting on

¹ Joint Service Mountain Training Wing (Halton)

these pillars prompts individuals to evaluate their skills and potential for growth, ultimately driving personal

and professional development.



Figure 1 The Three Pillars of AT

- 3.4 It is essential that the right environment is created to enable recruits to learn and display the British Army Values and Standards, whilst practically applying the mental resilience tools (MRT) delivered during theoretical based lessons within the CMS. Therefore, participation in the SD activity

(both practical and theory) by the recruits' instructors (and where applicable military Permanent Staff (PS)) at both SDW's is crucial to 'Lead by Example.' The Army's Values and Standards will be taught through the use of activities delivered by the core instructor and where applicable assisted by the PS. This is to enable recruits to learn behaviours that will help them act in the best way in any given situation. In order to deliver this process all instructors are required to:

- d. Be strong role models for their recruits, displaying the highest professional standards on and off duty; 'Lead by Example.'
- e. Build strong teams, which share our Values and Standards and work together towards common goals.
- f. Create an environment in which the recruits are given the opportunity to apply mental resilience in a practical setting.

- g. Motivate the team through a combination of vision (clear purpose), support (trusting them to succeed) and challenge (being enthusiastic about success).
- h. Encourage recruits to use their initiative to solve problems.
- i. Help recruits achieve progressively higher performance standards; do not accept second best.
- j. Consider recruits as individuals and attend to their specific needs.
- k. Appropriately reward excellent performance and correct any shortcomings.
- l. Allowing a controlled exposure to risk where recruits can identify, manage, and mitigate appropriately, better preparing them for their future careers as a trained soldier.

4. DURATION

4.1 The required contract will cover a three-year period from 1 Apr 25 until 31 Mar 28 with up to two individual unfunded option years.

5. SCOPE

5.1 The Service Provider is required to deliver:

- a. Delivery of AT to recruits undertaking BT (SE) in the Army at SDW(H) and SDW(S), including the management of equipment and transport of recruits to and from activities. This
- b. Operations Manager: Responsible for planning and managing the weekly training programme, overseeing contracted staff resources, ensuring currency and competency of instructional staff, managing fixed contract staff responsibilities, overseeing staff Continuing Professional Development (CPD), recruitment, pay, staff reporting, conducting training delivery, and conducting PPE checks/conditioning boards. The Operations Manager is required to hold Disclosure and Barring Service (DBS) certificate and have completed an ALeRT course and Present Assess Review (PAR) course.
- c. Training Moderators: Deputise for the Ops manager, conduct training moderations on contractual staff, facilitate staff CPD, deliver training when required, and aid with stores work when necessary.
- d. Instructors: Responsible for training delivery and supporting with stores work as needed.
- e. Senior Storekeeper: Accountable for issuing and maintaining all essential clothing and equipment, as well as managing safety and accountability checks on a monthly, quarterly, and annual basis. Senior Storekeepers are required to hold a DBS certificate and a Personal Protective Equipment qualification.
- f. Storekeeper: Responsible for issuing, accounting for, and maintaining all essential clothing and equipment. Storekeepers are required to hold a DBS certificate and Personal Protective Equipment qualification.

6. The Recruits

6.1 The recruits will be male and female undergoing basic military training, including recruits undergoing rehabilitation before re-joining training. Their age group ranges from 18 to 36 years and 11 months; on rare occasions some may be slightly younger (17 years and 6 months). Whilst taking part in the SD activity the recruits will be supervised by their instructor and where possible PS

(Military Training Instructors) who themselves are mandated to take part in the AT activity alongside their recruits.

7. Instruction

7.1 The Service Provider shall provide instructors for the number of recruits attending the SD package on a ratio of no more than 1:6, except when conducting high rope instruction where 5 instructors are required. The recruit ratios will also include PS when integrated within groups.

7.2 For CMS course the required number of instructors will be made available to the Service Provider by the SDW Chief Instructor (CI) 10 working days before the SD package is due to start and final recruit numbers will be confirmed prior to the commencement of training.

7.3 The Service Provider shall provide a list of names of instructors who will deliver the SD, to the relevant SDW CI or their authorised representative 1 working day prior to the SD package is due to start. This confirmation is to include instructors hold the appropriate qualifications and has current experience in any activity they will instruct and where applicable the appropriate driving qualifications are held and in date.

7.4 The Service Provider shall ensure the instructors deliver a minimum of five (5) hours of SD activity each day; exclusive of travelling time, lunch break, daily risk assessment(s) and weather briefings. Training days start at 0800hrs and will finish at 1700hrs or as directed by the OC SDW.

7.5 CMS training delivery will span between Monday to Thursday, this is subject to change and training requirements directed by HQ Solider Academy. Clarification must be sought by the OC SDW for the conduct of any additional training, training preparation or planning (weekly), continued professional development, staff training, utilisation of zero weeks and / or cancelled instructors in line with the SDW mission statement. The delivery of training and output standards of the recruits is the priority.

7.6 Instructors are engaged by the Service Provider for services: Instruction and leadership of outdoor and adventurous activities, including associated operational and logistical requirements e.g., equipment issue and returns, transport logistical support, and incident management.

7.7 At times during delivery weeks there may be a surplus of instructors due to the recruit numbers falling lower than that of the endorsement. The SDW may wish to utilise the surplus instructor to conduct other duties that support the delivery of AT (paragraph 23). Other duties outside of instructional delivery will need to be agreed with the Service Providers Operational Manager.

7.8 Activities that support the delivery of AT – including but not limited to the below:

- m. Personal Protective Equipment (PPE) inspections and minor repairs (for example, checking boats for wear and tear), checks in line with Service Provider held NGB Awards. Carrying out minor repairs and identifying resources needed for repairs, reporting to the SDW.
- n. PPE Inspections of the wider instructional team's equipment.
- o. Support in the stores where appropriate – stock check, additional staffing support – prior approval/agreement needed from the SDW.
- p. Periodic equipment cleaning for example, rope washing.
- q. Visit approved training venues, re-familiarisation to infrequent utilised venues to check access/conditions. Carry out checks on the currency of venue risk assessments.
- r. Maintenance of teaching materials – quality of maps, revisit session plans and risk assessments.

- s. On-going CPD and mentoring/training support for new instructors.
- t. Supporting the Service Providers Operations Manager with observations or service improvement task.
- u. All other duties must be agreed through discussion via the appropriate military chain of command at the SDW and onsite Service Providers Operations Manager before assigning to instructors.

8. Activity / Training Sites.

- 8.1 Activity training venues/routes will be restricted to those where Training on Private Land

(TOPL) clearance has been requested by SDW and authorised by the local Defence Infrastructure Organisation (DIO) Estate Survey desk officer. Land clearance is the approval process for military training to be conducted on non-Ministry of Defence (MOD) land. Any additional AT locations will require clearance before training can take place there. The responsibility for submitting land clearance lies with the CI at both SDW(H) and SDW(S). Clearance will be requested at the beginning of each training year and refreshed annually where applicable. All new routes/venues will take up to 6 weeks to gain clearance.

- 8.2 Training at SDW(S) will be based in Sennybridge camp and conducted in the Brecon Beacons and South Wales geographical area. All venues and mountain routes currently in use have been approved through the TOPL clearance process. This detail will be provided to the Service Provider by the CI SDW(S) as and when the venues are updated.
- 8.3 Training at SDW(H) will be based in Halton camp and conducted in the Lake District, Yorkshire Dales, and Lancaster geographical area. All venues and mountain routes currently in use have been approved through the TOPL clearance process. This detail will be provided to the Service Provider by the CI SDW(H) as and when the venues are updated.

REQUIREMENTS Duty of Care

- 9 **Induction Courses.** All Service Provider staff will be required to attend an induction course at the SDW. This will include items such as: Unit/Organisation induction presentation Workplace Induction (WPI), understanding of training that is delivered, to whom and how, review of all associated policies linked to training including Standing Orders and Risk Assessments, Army Leadership Code insight, ALeRT, Aims of Adventure Training, Driver Familiarisation, Issue of Kit & Equipment. Furthermore, Health & Safety and Security.

9.1 New instructors will require validation prior to being made competent by the SDW CI. SDW reserve the right to inform those instructors (through the Service Provider) who are deemed unsuitable to be employed at SDW, upon completion of each SDW induction course.

9.2 As part of the induction, all Service Provider will receive Advanced Care of Trainee (CoT) training. This is to ensure that they comply with the legal Duty of Care requirements for working with BT (SE) recruits. In addition, this will assist in developing an understanding of the Army Leadership Code. Responsibility for instructors attending the CoT training lies with the Service Provider.

9.3 A database of all staff that have completed the CoT Training course is to be maintained and made available to the Designated Officer on request and on expiry of the supplied workforce. The CoT Training course is valid for a period of 3 years after which a further Training course must be taken. On completion of the induction package, the new

supplier instructor must provide a minimum of 21 days of recruit training within a 4-month window before they will be formally added to the approved contractor database.

10. Security Standards

10.1 Baseline Personnel Security Standard. The Baseline Personnel Security Standard (BPSS) is the mandatory pre-employment control required for all government Service Provider. It is not a National Security clearance, but its rigorous application underpins National Security Vetting. The Service Provider is to ensure that all applications are completed and submitted to the CI SDW. Prior to any employment, all Service Providers are to have an issued MOD Contractor Pass, to gain access to the MOD establishment.

10.2 Enhanced Disclosure and Barring Service (EDBS) Certificate. All Service Provider instructors, on site Service Provider management and onsite support staff are to have a valid, in date, EDDB certificate. It is the responsibility of the Service Provider to ensure each individual has a valid EDDB certificate. Evidence of EDDB certificates will be checked by the Authority annually or upon request.

11. Activities

11.1 Core SD package activities will be used as a vehicle to nurture development. The core activities to be undertaken are:

- v. Rock Climbing / Abseiling (outdoor or indoor weather dependant).
- w. Paddle sports Activities inclusive of; Kayaking / Open Canoeing.
- x. Mountaineering / Trekking.
- y. Caving.
- z. High Rope Course (SDW(S) only).

11.2 Each activity must be underpinned by key developmental goals. These developmental goals are not summative tests and as such there are no 'Pass' or 'Fail' parameters. Judgement should be made by formative means only. These goals are:

- aa. Reinforce and embed the Values and Standards of the British Army in all SD activities.
- bb. Apply the principles of MRT at SDW(S) and SDW(H) in a practical setting, through exposure to controlled risk.
- cc. An oral self-reflection, as and when deemed appropriate, of individual performance, which includes how their performance has linked to the Values and Standards of the British Army throughout the activity.
- dd. Experience fear and uncertainty in situations that naturally occur during SD activities.
- ee. Basic numerical planning such as speed, time, distance (developing numeracy functional skills).
- ff. Discuss issues and challenges within a group environment (developing language functional skills).

12. Expected Annual Training

12.1 All figures for recruit annual training quotas are influenced by Army Recruiting requirements and HQ Soldier Academy (Sldr Ac) / Sldr Ac North, Recruit Allocation Plan (RAP) and cannot

therefore be guaranteed. Training activities can run concurrently at both locations depending on the Course Loading Plan.

- gg. **SDW(S)**. At SDW(S) the expected number of recruits in a training year will be a maximum of 5,200 accompanied by PS annually up to 40 weeks of the year. The numbers under training will vary from 40 up to 192 Recruits and PS on any training week.
- hh. **SDW (H)**. At SDW(H) the expected number of recruits in a training year will be a maximum of 3,000 accompanied by PS annually up to 40 weeks of the year. The number under training will vary from 20 up to 144 Recruits and PS on any training week.

13. Programme

31. Collaboration between the SDW CIs (Chief Instructor) and Service Provider will dictate the weekly programme. As some of the activities conducted are governed by weather condition, the programme will not be confirmed until 24 hours prior to commencing training, i.e., Mon for Tue. Although programming requirements may necessitate some changes to this. Paragraph 15 details hours of instruction.

Equipment and clothing must be issued by the time dictated by the SDW CIs to ensure instruction timings are adhered to.

14. Instructional Qualifications/Delivery Output

14.1 In order to meet the training objectives/output standards at SDW, instructors must hold the relevant civilian qualification(s). Employment will be combined between qualifications, experience, ability to deliver (in line with the standards required) and the availability of instructors each week. Evidence of qualifications must be provided in the form of Logbooks and original certificates shall be made available to the Authority upon request. It is the Service Providers responsibility to log (maintain records) of all qualifications/currency accordingly and present to the SDW CI when requested (or respective assurance authorities) and, as part of validation/compliance purposes. Listed below are the minimum civilian qualifications required to instruct each activity:

- ii. Mountaineering - Summer Mountain Leader (SML) award.
- jj. Canoeing/Kayak – British Canoeing – Kayak or Coach award dependant on the activity being delivered (or pre-existing qualification).
- kk. Rock Climbing – Mountain Training – Rock Climbing Instructor (RCI) award.
- ll. Caving – British Caving Association - Cave Leader award (revalidated every 5 years).

15. **Supporting Qualifications/Delivery output.** Further to the above, additional qualifications required are:

mm. Instructors:

(1) **High Ropes Course (HRC) Supervisor (SDW(S) Only)**. Training will be provided by the CI/SI SDW(S) to authorise a cohort of instructors to supervise the HRC based in Sennybridge Camp. The minimum qualification required to supervise the HRC is RCI or pre-existing qualification. The training course for the HRC was designed in conjunction with the manufacturer; it is not valid on any other facility military or civilian. Training takes 3 hours.

(2) **First Aid Certificate**. Outdoor/Adventurous activity leaders, typically operating in situations where help is generally under 2 hours away, must have attended two full days

(16hr contact time) of training on an accredited First Aid Course or equivalent. Courses must meet the minimum standards and content required to operate within guidelines laid out by the RCI, Mountain Leader Award (ML), British Canoeing as well as the British Caving Association and Local Cave & Mine Leader Award schemes.

nn. Drivers:

(1) **Driving.** The Service Provider is responsible for transporting instructors, recruits, and associated equipment to and from each activity location. Enough instructors must hold a driving licence appropriate to the vehicle they are expected to drive. Where the licence holder has penalty points and or endorsements on their licence this must be declared to the Designated Officer (All drivers are to supply a DVLA printout to the SDW Driver Training Officer (DTO), on induction, annually and where there are changes to the licence and/or where motoring offences are incurred.

16. Accommodation and Feeding

16.1 Military / Service Provider:

Accommodation and rations will be provided by the military for the recruits and their accompanying military PS in the relevant camp (SDW(S) and SDW(H))

- oo. Service Provider instructors, management and support staff will not be permitted to use or stay in the Military accommodation and/or entitled to MOD provided food.
- pp. The Military living accommodation is out of bounds to all Service Provider staff.
- qq. Service Provider instructors, management and support staff will be required to provide their own rations.

17. Equipment and Clothing

17.1 Military / Service Provider

Clothing and equipment required for the AT packages shall be provided by the Authority and managed and maintained by the Service Provider. Service provider/instructors are required to supply personal clothing and equipment. In certain instances (agreed by SDW OCs), clothing and equipment can be issued to Service Provider instructors on a day-by-day basis.

18. Stores Accounting and Managerial Checks

rr. The Service Provider Stores Officer and Operations Manager will manage and account for all AT clothing and equipment in accordance with: Defence Logistics Framework & Army Adventurous Training Group (AATG) Adventure Training Clothing and Equipment (ATCE) Management Policy - PPE Life, Maintenance, and Inspection Guidelines (APENDIX B).

ss. Further to the above, this will also include undertaking quarterly stocktakes, and monthly 10 item managerial checks that will be carried out by the Designated Officer and/or CI.

tt. All PPE should be subject to regular inspection to confirm serviceability. This should be a minimum of pre and post use inspections plus a 3 monthly detailed check. Manufacturers recommend that due to material deterioration some items are subject to a maximum period in storage and use. Therefore, accompanying documents and labelling must be checked when bringing new items on charge. APENDIX B lists key ATCE PPE and indicates what inspection regime is recommended. The inspection of PPE must be recorded. For primary lifesaving items, each item is to have its own individual inspection record maintained with a clear identification mark to match the record to the item. Other lesser PPE items subject to periodical inspection may be recorded on a master inspection chart.

19. Safety Checks and Personal Protective Equipment (PPE)

19.1 The Service Provider Stores Officer is responsible for ensuring the necessary safety checks (paragraph 23 below refers) are carried out every 3 months and recorded for all equipment in accordance with the manufacturers' recommendations. The Authority will conduct periodic and quarterly inspections to ensure records of equipment safety inspections are being maintained. A minimum list of equipment to be provided can be found at Annex D Schedule 2 GFA and DEFCON 611 ISSUED PROPERTY.

uu. As some Authority provided equipment are classified as PPE. Current UK regulations state;

(1) The Personal Protective Equipment Regulations 2002 and the Personal Protective Equipment at Work Regulations 1992 (as amended) give the main requirements.

(2) The Activity Centres Act 1995, Work at Height (Amendment) Regulations 2007 and the Lifting Operations Lifting Equipment Regulations 1998. Requires work at height equipment is thoroughly examined at regular intervals by a Royal Society for the Prevention of Accidents (RoSPA) approved 'Competent Person.' Therefore, equipment checks are to be carried out by an individual qualified to inspect AT PPE.

(3) All AT PPE items are to be inspected by a qualified individual every 3 months. Each inspection is to be recorded in the item's logbook. In addition, each item inspected must be inspected in line with the manufacturer's guidance - PPE Life, Maintenance, and Inspection Guidelines (APENDIX B)

(4) The Service Provider is responsible for the training of PPE qualified personnel and should qualify as many contracted PS as possible, supporting the requirement to maintain kit/equipment accordingly ensuring items are fit for use weekly.

vv. All items are to be fit for purpose and serviceable when issued for use. To ensure the Authority maintains sufficient serviceable stock to meet the delivery output of the contract of work. It is the responsibility of the Supply Stores Officer to report to the Authority any clothing or equipment that is no longer serviceable by placing the item into quarantine and if deemed U/S it is then destroyed. A weekly sitrep must be provided to allow the SDW to prepare clothing/equipment for repair/replacement, for following weeks activities. The Authority will then arrange for repair or replacement of the item(s) as necessary.

ww. In addition to the above, the supply Stores Officer is responsible for ensuring that all Authority provided equipment and clothing is laundered (washed and dried) before being reissued to recruits and PS. Also, that all 'Waterproof/Repellent' items are to be 'reproofed' every fourth wash using a fluorocarbon-free & environmentally responsible recognised solution such as NIKWAX. During busy periods of training, laundry time may require flexible working hours from Supplier Stores staff to maintain operational outputs.

xx. Prior to recruits leaving the Store. The supply Stores Officer shall issue to recruits the appropriate generic clothing for the SDW duration and activity specific clothing daily as required. Recruits will be advised which items are to be returned to stores at the end of a day's activities.

yy. Necessary technical equipment for activities shall be issued to each instructor by the supply Stores Officer on the morning of each day of the SD Package.

zz. The instructor shall carry out checks on the equipment, both prior to and during training, in accordance with standard National Governing Body (NGB) instructional best practice. If any equipment is found to be lost, damaged or defective it shall be reported and returned to the stores immediately and a replacement issued to enable the activity.

aaa. Although the Authority will direct what clothing, equipment and PPE is to be used for each activity. The instructor shall be responsible for the issue of equipment to recruits at the start of training and for its collection and return to stores when the activity has been completed. It is the responsibility of the instructor to ensure the items are returned to stores are clear of dirt i.e., mud, seawater, and foliage to the satisfaction of the supply Stores Officer. A wash-down area will be provided. The instructor is responsible for the reporting of unserviceable items through daily use.

19.21 When a piece of equipment is lost or accidentally damaged beyond repair during an activity, the instructor shall complete APPENDIX C (Material Loss and Damage Report) and MOD F2260 Report of Material Loss and then return it to the supply Stores Officer. (MOD F2260 is an Excel form, an example of the content is at APPENDIX D)

If an item of equipment is deliberately damaged or lost, the instructor shall also complete the Material Loss and Damage Report at APPENDIX C and MOD F2260 Report of Material Loss at APPENDIX D, identifying the recruit responsible and informing the relevant SDW CI.

bbb. All clothing and equipment provided by the Authority for the purpose of AT at the respective SDW shall only be used by those recruits and staff referred to under the terms of the SOR / contract of work.

ccc. PPE equipment used by the instructor for their own personal use, not provided by the MOD, for the delivery of AT activities will be subject to three (3) monthly periodic PPE checks carried out by the Service Provider and a record retained.

ddd. All stores staff conducting equipment checks must have relevant PPE qualifications to understand that the equipment is serviceable. Having an awareness of PPE pre and post individual checks of equipment on issue and receipt.

Transport

20. Military (Management / Service Provider s):

eee. The Authority is responsible for providing suitable transport in order to meet the delivery of AT within this Contract including transporting instructors, recruits, and associated equipment to and from activity locations. In addition, the Operations Manager and Full Time Equivalent (FTE) Instructors and Stores Staff have access to MOD vehicles for the purpose of authorised journeys including but not limited to assurance visits and observations as per the Service Provider 's obligation under this contract. The Authority is responsible for providing the management of the vehicle fleet. Service Provider drivers are to meet the MOD training criteria to be deemed suitable to drive military vehicles. All drivers must comply with [Defence Movement and Transport Regulations, Joint Service Publication 800 \(JSP 800\)](#), discussed at induction.

fff. **Driver Training.** The Service Providers Staff that are required to drive will have access to the fleet of military vehicles which are: 9-seater combi van, 17-seater minibus and 4x4's. All vehicles can be used to tow a trailer when needed for kayaking/canoeing. The required driver must have familiarisation on all SDW vehicles appropriate to the licence that they hold. In order to do so they must comply with the following:

- (1) The Service Provider is responsible to provide sufficient number of drivers in order to transport all recruits and staff to and from SD training. The Service Provider driver should hold the appropriate UK DVLA driving licence. They will be required to produce a this to the relevant SDW Designated Officer. Service Provider drivers will also be required to provide their National Insurance number in order for the Authority to conduct a category endorsement check through DVLA. Licence checks will be carried out every 3 months.

(2) The Service Provider drivers will be required to pass the MOD (Matrix Test) Highway Code Test. This is an IT based programme comprising a 50-question tick-test on road signs and traffic situations; the pass mark is 43 out of 50. Tests can be taken on a private digital device and no fee is involved. This lasts 5 years, a record is kept by the relevant SDW.

(3) Having passed the MOD Highway Code Test Service Provider drivers will undergo driver familiarisation in driving a minibus with trailer if applicable to their licence. This familiarisation will be conducted at the relevant SDW. There is no fee involved although the Service Provider will be responsible for any travel and staff costs incurred arising from attending the training.

ggg. Once sub-paragraphs above are complete, Service Provider drivers will be issued a copy of Drivers Standing Orders which they will be required to sign annually to confirm they have read and understood.

(1) A UK Drivers Licence must be carried when driving MOD vehicles as is the case when driving any vehicle in the UK. If not in possession the Service Provider driver will not be permitted to drive a military vehicle; this will constitute a contractual failing if the transport requirement is not met, and AT activity is affected as a result.

(2) During each AT vehicles will be signed out daily to the Service Provider drivers. Licences will be checked prior to issue. Upon issue Service Provider drivers will be provided a vehicle folder containing the following instructions:

- (a) Driver Standing Orders.
- (b) Accident/Reporting of Damage Forms.
- (c) Vehicle Recovery Orders in the Event of Breakdown.
- (d) Use of Agency Fuel Cards.
- (e) Notes on How to Complete an Authority to Use Document.
- (f) Vehicle Daily Maintenance Checks using FMT 121/120 or Microsoft Forms equivalent (Instructors will be required to complete) known as First and Last Parades. Drivers at SDW(S) will be issued with an FMT 600.

Costs arising from damage to vehicles driven by Service Provider drivers will be borne against the MOD., where the contract driver is found culpable a bill may be raised by the MOD in order to recover costs from the Service Provider . In extreme circumstances, the Authority reserves the right to take legal action if appropriate.

21. AT Activity Scale of Delivery

21.1 All military personnel partaking in water borne AT activities and on entering an active cave must have passed the Military Swim Test (MST). The MST is the only recognised test, and this is conducted prior to arrival at SDW. Recruits will be grouped by swimmers and non-swimmers based on MST result and allocated to activities accordingly. Regardless of whether the individual claims they can swim if they have not passed the MST prior to arriving at SDW they are classed and grouped by the authority as a non-swimmer.

21.2 Recruits who have passed their MST must expect to conduct each of the following activities:

hhh. Summer Mountaineering

iii. Caving jjj.

Kayaking

kkk. Climbing

21.3 Groups where non swimmers are present can expect to conduct two days of the following activities:

lll. Walking

mmm. Climbing

21.4 The following scales of delivery will be required to be conducted by the Instructor in each AT Activity.

21.5 **Mountaineering.** The following areas of this subject are to be covered by the instructor during the Mountaineering / Hill Walking phase of training:

nnn. The influences of weather particularly in the mountain environment. ooo. The clothing layering system.

ppp. The correct fitting and packing of a rucksack.

qqq. Group Personal safety equipment required for a day in the mountains. To include: - 1x 30m Rope, 1x First Aid Kit and 1x Group shelter. rrr. Emergency procedures.

sss. Preparation of a route card applicable to the procedures.

ttt. Efficient walking skills using Naismith's time and distance rule.

uuu. Basic navigation skills across rugged terrain using a map and compass to include pacing and aiming off etc. vv. Explain the basic evacuation using improvised lifting and carrying techniques.

www. Environmental awareness for the mountain environment and other users.

xxx. Incorporate, demonstrate, and reflect upon the Values and Standards of the British Army and the practical application of MRT through the use of recruit led tasks, when and as appropriate.

21.6 Caving. The following areas of this subject are to be covered by the Instructor during the Caving phase of training.

yyy. Health and Safety regulations that apply to Personal Protective Equipment (PPE). zzz. Harness, helmets, ropes, and technical hardware.

aaaa. The correct fitting of equipment, i.e., Helmet and Harness.

bbbb. Knots, i.e., Figure of 8 (rethread).

cccc. Caving communications and hazards related to rivers, inclement weather, flooding (immersion) and rock. dddd. Basic cave surveys and the use of guidebooks. eeee.

Weather systems and forecasting sources. ffff. Spotting techniques. gggg.

Traversing techniques.

- hhhh. Explain and maintain communications and actions in an emergency.
- iiii. Environmental awareness for caving (Access and Conservation) and consideration for other users.
- jjjj. The correct use of ladder and lifeline (within remit of qualification).
- kkkk. Incorporate, demonstrate, and reflect upon the Values and Standards of the British Army and the practical application of MRT through the use of recruit led tasks, as and when appropriate.

21.7 Open Canoeing/Kayaking. The following areas of this subject are to be covered by the instructor during the Canoeing or Kayaking phase of training.

- llll. The different parts of the boat.
- mmmm. The Health and Safety regulations that apply to a boat and Personal Protective Equipment (PPE), i.e., buoyancy aid and helmet.
- nnnn. The correct fitting of a kayak and equipment. oooo. The correct lifting and carrying techniques. pppp. Launching. qqqq. Forward paddling and stopping. rrrr. Rotation of the boat on the spot using a variety of forward and reverse sweep strokes.
- ssss. Reverse paddling.
- tttt. Paddling a 'figure of 8' course.
- uuuu. Paddling to the bank and disembarking.
- vvvv. A controlled capsize at least 10m from the shore, swim to the shore with the boat and paddle and empty the water from the boat (weather conditions being practicable).
- wwww. Environmental awareness for water activities and consideration for other water users.
- xxxx. Incorporate, demonstrate, and reflect upon the Values and Standards of the British Army and the practical application of MRT through the use of recruit led tasks, as and when appropriate. yyyy. Loading and unloading trailers

21.8 Rock Climbing/ abseiling. The following areas of this subject are to be covered by the Instructor during the Rock Climbing (Indoor or Outdoor) phase of training.

- zzzz. Health and Safety regulations that apply to personal protective equipment, i.e., harnesses, helmets, ropes, and technical hardware.
- aaaa. The correct fitting of equipment, i.e., harness and helmet. bbbbb. Knots, i.e., figure of 8 (rethreaded). ccccc. The correct belay techniques.
- dddd. Correct anchor techniques using natural anchors, using tape sling and screwgate (Dshape karabiner). eeeee. Explain climbing communications.

ffff. Spotting techniques. ggggg. Climbing a single pitch route outdoors

or on an indoor climbing wall. hhhhh. Maintain communications.

iiii. Explain environmental awareness for rock climbing and consideration for other users.

jjjj. Incorporate, demonstrate, and reflect upon the Values and Standards of the British Army and the practical application of MRT through the use of recruit led tasks, as and when appropriate.

OUTPUTS / DELIVERABLES / MILESTONES 22. Progress Reports

22.1 The Service Provider shall hold progress meetings in accordance with DEFCON 642 (Progress Meetings). The meetings will be held monthly, chaired by the Designated Officer or an Authorised Representative and held at the relevant SDW. These meetings will be held in a hybrid capacity to allow all representatives to attend.

22.2 Progress meetings may be reduced to quarterly after the first 24 weeks if deemed appropriate by the Authority.

22.3 The Service Provider shall supply progress reports on a 4-weekly cycle in accordance with DEFCON 604 (Progress Reports) and Schedule 9- Performance Monitoring. The progress reports shall be provided to the Designated Officer and those specified in Schedule 3, five (5) working days before the Monthly Performance meeting. The format of the report is to be agreed with the Authority and detail of what is required can be found in Schedule 9 – Performance Monitoring.

22.4 The Authority reserves the right to require the Service Provider to attend or arrange additional ad-hoc meetings for the purpose of discussing progress on the agreement of works.

23. Health & Safety

23.1 The Service Provider shall comply with all statutory duties and obligations relating to Health and Safety and shall be responsible for ensuring that none of the contract requirements causes the Service Provider to be in breach of any statutory duty or obligation relating to Health and Safety.

23.2 If it appears to the Service Provider that any agreed condition renders or may render the Service Provider to be in breach of any statutory duty or obligation relating to Health and Safety, they shall immediately notify the Designated Officer in writing.

23.3 The Service Provider shall comply with the MOD's Health & Safety Policy for the SDW and is required to produce a Health and Safety Plan for the AT activities package.

24. Audits / Checks

24.1 The Authority and Service Provider shall, throughout the training, carry out observation assessments on individual instructors. When a validation has been carried out the Instructor Observation Form (APPENDIX E), will be completed in conjunction with the marking guidance sheet (APPENDIX F) and passed to the Service Provider for action accordingly. Observations should be carried out twice a year on every instructor, depending on the number of days that the instructor has worked over that year.

24.2 The Authority reserves the right to request the removal of any instructor who fails to meet the requirements of the agreed terms of work. This shall include, but is not limited to, poor performance, inappropriate behaviour, and indiscipline. The removal process is as follows:

kkkkk. Instructor is highlighted as falling below the required standard.

- lllll. Instructor Observation carried out by either SDW CI/SI and /or Ops Manager. The OC will determine who is to carry out the initial observation.
- mmmmm. An appropriate Action Plan agreed/implemented and issued a Review date for further Observation.
- nnnnn. If the instructor fails to respond to the Remedial Training/Action Plan, a suspension period (timescale to be decided by OC SDW) will be enforced.
- ooooo. On completion of the suspension, an Induction must be successfully completed, including an Observation on that instructor.
- ppppp. Failing either the Induction or Observation will result in the OC SDW requesting a removal from training staff.

24.3 Where an instructor is removed, they must be replaced by the Service Provider and the replacement instructor must meet all the mandated requirements in this document/contract and replaced in time to not impact training.

24.4 On a regular basis the following checks will be carried out, particularly on the changeover of instructors, which are managed by Operation Manager and enforced by CI at each SDW:

- qqqqq. Care of Trainee course completion. rrrrr. EDBS Clearance Certificate. sssss. Health & Safety Policy. ttttt. First Aid Certificate. uuuuu. Driving Licence.
- vvvvv. Instructional Qualifications.

25. Delivery output. Delivery output is crucial to the standards required of a recruit in basic training. This is managed and monitored during observations and conducted by the SDW CI. Amongst qualification ability, professionalism and leadership competence, the capability and capacity to support the SDW mission is a priority. Feedback with SMART (Specific, Measurable, Achievable, Realistic, Timely) goals and GROW opportunities, matched with the enthusiasm, and monitored development of instructors will assist with future employment. This process is critical to maintain the best standard of delivery to the training that takes place at SDW.

25.1 The key requirements for the project are summarised below:

- wwwww. BT(SE) instruction of AT multi activity training that include Rock Climbing (outdoor and indoor), Kayak/Canoes, Mountaineering/Trekking and Caving. xxxxx. Instructor attendance on the Care of Trainee training.
- yyyyy. Provision of drivers –the Authority is required to provide transport whilst the Service Provider is responsible for providing drivers.
- zzzzz. Provision of storekeeping functions - to manage Authority provided AT clothing and equipment.
- aaaaa. All instructors must have completed the ALeRT package in advance of physical delivery to recruits.

26. CONTRACT MANAGEMENT ARRANGEMENTS

26.1 The project will be managed by the Sldr Ac BTAP team and existing channels. The OCs at both SDW's have been appointed Business Change Managers and will be responsible for the ongoing reporting and management of the agreed works. One C and one D grade Civil Servant posts

will remain at Sennybridge to manage / support and provide assurance of training and the delivery of the contract.

26.2 Monthly Service Provider review / performance meetings are a requirement of the terms of work and will be attended by a nominated representative from HQ Sldr Ac and AATG (H), HQ Sldr Ac Budget Managers, OC SDW(S) and (H) and the Commercial Contract Manager.

26.3 Key Performance Indicators as per Schedule 9 – Performance Monitoring form part of the contract.

26.4 The Authority reserves the right to request the removal of any instructor who fails to meet the requirements of the agreed terms of work. This shall include, but is not limited to, poor performance, inappropriate behaviour, and indiscipline. The removal process is as follows:

- a. Instructor is highlighted as falling below the required standard.
- b. Instructor Observation carried out by either SDW CI/SI and /or Ops Manager. The OC will determine who is to carry out the initial observation.
- c. An appropriate Action Plan agreed/implemented and issued a Review date for further Observation.
- d. If the instructor fails to respond to the Remedial Training/Action Plan, a suspension period (timescale to be decided by OC SDW) will be enforced.
- e. On completion of the suspension, an Induction must be successfully completed, including an Observation on that instructor.
- f. Failing either the Induction or Observation will result in the OC SDW requesting a removal from training staff.

26.5 Where an instructor is removed, they must be replaced by the Service Provider and the replacement instructor must meet all the mandated requirements in this document/contract and replaced in time to not impact training.

26.6 On a regular basis the following checks will be carried out, particularly on the changeover of instructors, which are managed by Operation Manager and enforced by CI at each SDW:

- g. Care of Trainee course completion.
- h. EDBS Clearance Certificate.
- i. Health & Safety Policy.
- j. First Aid Certificate.
- k. Driving Licence.
- l. Instructional Qualifications.

27. END OF CONTRACT / EXIT STRATEGY

27.1 When the contract is due for renewal and (if applicable) whilst the new Service Provider beds in the current Service Provider is to support the SDW during this period of change. A structured handover of at least 3 months is to take place from the previous Service Provider to the new covering all areas of works. The Service Provider is to ensure that all kit and equipment belonging to the authority is returned prior to the end of the contract. Security passes to access the sites are to be returned to the authority prior to the end of the contract. All rights to the training packages belong to

the authority. See SC2 Terms and Conditions, 46.9 – Exit Management. As per Schedule 2 Annex A Appendix A Delivery Management Plans a Exit plan must be produced and agreed 18months prior to contract expiry.

Appendices:

- B. ATCE/PPE Equipment Life, Maintenance, and Inspection Guidelines
- C. Material Loss and Damage Report
- D. MOD F2260
- E. SDW / Service Provider Instructor Observation Form
- F. SDW Marking Guidance Sheet

APPENDIX B to
 BASIC TRAINING (SE) SOLDIER DEVELOPMENT STATEMENT OF REQUIREMENT **ATCE/PPE**
EQUIPMENT LIFE, MAINTENANCE, AND INSPECTIONS

Maximum life span is based on moderate training centre use. AATG will review max life of individual items based on Unit feedback and 'real life' usage rates. Physical condition and usage logs will assist in any review process.

CATEGORY II and III PPE						
Ser	Item	Recommended Life (Yrs)	Mgt Budget Planning Lifecycle Only (Yrs)	User Inspection (Not Recorded)	Interim and Thorough Examinations (Recorded)	Remarks
(a)	(b)	(c)	(d)	(e)	(f)	(g)
1	Dynamic and low stretch ropes and cordage	Refer to manufacturer's recommended use and life instructions	<i>3 or more depending on use and regular inspection</i>	Pre-use checks. On receipt initially from and return to stores	Conducted by a competent person iaw H&S Regulations which are to be at no more than six monthly intervals depending on conditions of use or when required under the 'exceptional circumstance' rule.	Individual PPE records are to be maintained. Wash, dry and store iaw manufacturer's instructions
2	Tapes, harnesses, and other textiles					Individual PPE sheets are to be maintained. Wash, dry and store iaw manufacturer's instructions.
3	Karabiners		10+			Acceptable wear on metalwork is 1mm or 10% of the original diameter whichever is the lower figure.
4	Active anchors (camming devices)		10+			Textile loops max 10yr life. Manufacturer repairs available to extend life and replace loops and working parts. Acceptable wear on metalwork is 1mm or 10% of the original diameter whichever is the lower figure
5	Belay Devices		5+			
6	Ascender and Descender Devices					

7	All helmets		5		Inside of helmets to be spray cleaned with sanitiser between users
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CATEGORY II and III PPE						
Ser	Item	Recommended Life (Yrs)	Mgt Budget Planning Lifecycle Only (Yrs)	User Inspection (Not Recorded)	Interim and Thorough Examinations (Recorded)	Remarks
(a)	(b)	(c)	(d)	(e)	(f)	(g)
8	Buoyancy Aids		< 5+			Maintain PPE inspection records for all stock. Possible to re-life low-use stock if it passes floatation test (max 6 months before re-test).
9	Passive Anchors (Wires, stakes, pitons, deadmen etc)	Refer to manufacturer's recommended use and life instructions	10+	Pre-use checks. On receipt initially from and return to stores	Conducted by a competent person iaw H&S Regulations which are to be at no more than six monthly intervals depending on conditions of use or when required under the 'exceptional circumstance' rule.	Winter use only eqpt may be given an end of season thorough inspection before storing, unused, until the next winter season's use. This would need to be recorded on the PPE Inspection form.

~~OFFICIAL SENSITIVE - COMMERCIAL~~

OFFICIAL SENSITIVE COMMERCIAL

OFFICIAL SENSITIVE COMMERCIAL

~~OFFICIAL SENSITIVE - COMMERCIAL~~

Instructor Statement: *(Use additional sheet if required)*

Name
Date:

Signature:

OC / Account Holder Decision:

Name:
Date:

Signature:

APPENDIX D
 BASIC TRAINING (SE) SOLDIER DEVELOPMENT STATEMENT OF REQUIREMENT

MOD F2260 REPORT OF MATERIAL LOSS

OFFICIAL

MOD Form 2260

Report of Materiel Loss

Revised 03/17

Part 1

Section A - Details of Materiel Requiring Write-Off

Unit	Materiel Loss Register		Transaction / CIV Number	
<input type="text"/>	<input type="text"/>		<input type="text"/>	
Account / AinU	Materiel Lost	Damaged	Reduction Applied	Vat Calculated at
<input type="text"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	0 %	20 %

Continued at Part 2

Nato Stock Number	Short Item Description	Qty	BMP	BMP Total	BMP Total Post Reduction	Value of Loss (Post Reduction+VAT)
			£0.00			
Grand Total:						
						Includes totals for Part 2 as well

Section B - Report of Circumstances

(To include police report if appropriate)

Please see form attached for further details.

(To be continued at end of form - you may attach continuation sheets if necessary)

Investigating Officers report attached Police report attached

Section C - Result of Investigation (Stores/Logistics Officer)

- I have investigated the circumstances & find this loss attributed to loss category & materiel loss code (MLC)
- Details of the relevant person responsible for the loss are known: unknown:

Note: if known, complete sections D to K, if unknown complete sections I to K

Signature Rank / Rate Date

Section D - Details of Relevant Person

Surname & Initials Rank / Rating / Grade Service / Staff Number


Section E - Statement of Relevant Person

- admit responsibility for the loss or damage.
- been informed of the outcome of this investigation.
- wish to make any representation in relation to this matter.
- My representation is attached.

Signature Rank / Rate Date

Section F - Disciplinary Action

a. Disciplinary action has been taken in relation to this loss / damage.

b. A SCO to the value of (insert amount) has been awarded. 

c. The relevant persons conduct may amount to an offence under section 24 of AFA06.

£						P	


Signature _____ Rank / Rate _____ Date _____

Section G - Commanding Officer's Certificate
(Not applicable if disciplinary action has been taken)

1. I have considered all the circumstances relevant to this case and the relevant person's representation.

a. I am satisfied the relevant person is / persons are not responsible for the damage to or loss of MOD property.

b. I am satisfied the relevant person is / persons are responsible for the damage to or loss of MOD property. Their actions did / did not amount to an offence under AFA06 Section 24.

c. A deduction from pay is / is not appropriate. I order a deduction from pay of. 

£						P	

Signature _____ Rank / Rate _____ Date _____

Section H - Pay Account Action

The amount authorised to be deducted from pay in Section "G" has been recorded on the individual(s)'s JPA record.

Signature _____ Rank / Rate _____ Date _____

Section I - Financial Write-Off Certificate

1. The findings in Section C are agreed and the Item is / Items are to be removed from charge in the Materiel Account

2. Write-off of the gross value of loss (irrespective of any SCOs/deductions from pay made) is:

Approved Subject to approval by higher authority

Signature _____ Rank / Rate _____ Date _____

Section J - Decision by Higher Formation/Authority (Note: For losses where recovery is actioned this may need to be completed after Section "F")

Write-off of the value of the loss (irrespective of any SCO's/Deductions from pay) is approved.

Signature _____ Rank / Rate _____ Date _____

Reference _____

Section K - Amount Recorded for Write-off (Note: For losses where recovery is actioned this is to be completed after Section "G")

Value of loss (less and SCOs/Deductions from pay) has been recorded in the materiel losses register.

The sum of _____ Initials _____ Date _____

Formal Moderation:		Informal Observation:
Activity:		Duration of Moderation /Observation:
Date:	Observers Name & Qualification held:	Instructors Name and Qual held:
Area:	Venue:	Weather:
Questions:	Observer Remarks:	Instructor Remarks:
<p>Preparation: <i>Was there adequate preparation for the activity, what performance tasks and/or Training Objectives were to be covered.</i></p>		
<p>Observations: Were the following areas suitable and adjusted accordingly to promote learning:</p> <ul style="list-style-type: none"> a. Task. b. Environment. c. Individual. 		
<p>Learning: <i>Were there a variety of teaching styles used to meet the group and individual's needs. Were the teaching styles appropriate for the group/individual?</i></p>		
<p>Development Aims: Did the activity facilitate the Core Values, was there an opportunity to transfer the learning/ experience back to the "workplace"</p> <p>ALeRT</p>		

<p>Technical Content. Was It!! a. Correct. Y/N b. Delivered appropriately. Y/N c. Current and best practice. Y/N d. Appropriate to the activity (LSpecs) Y/N e. Appropriate to the group/individual needs. Y/N</p>	<p>Please Expand:</p>	
<p>Safe Systems of Training (SSW). Was a SSW in place and appropriate? a. Safe Persons. Y/N b. Safe Equipment. Y/N c. Safe Practice. Y/N d. Safe Place. Y/N</p>	<p>Please Expand:</p>	
<p>Areas for development/Action Plan. If required, action plan(s) with a follow up review date.</p>		
<p>What worked well?</p>		
<p>Summary</p>		

Action plan completion date. If applicable. (Post moderation)	Date Completed: Sign:	Sign:
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OBSERVATION FORM NOTES

1. **Formal moderations:** Should be conducted by Wing OC/WSM, OC Trg, CI, TSO or suitably appointed SQEP NGB person(s).
2. **Informal moderations:** Should be conducted at Wing level by the WSM/CI, Peer to Peer or SQEP (Fee Earner, NGB Rep or similar).

BEFORE THE ACTIVITY

3. Observer must liaise with the instructor and confirm their aims for the day/activity.
4. Instructor must be given *where possible* a minimum of 24hrs notice before a moderation is conducted.
5. Moderations may be conducted for the whole day if appropriate (for example a hill day or journey), however the normal period should not exceed 3 hours, inclusive of observing the risk assessment, morning brief and post activity reviews.
6. Observers are requested where possible to partake in the activities as a student to put both the instructor and group at ease.

DURING THE ACTIVITY

7. **Where appropriate** the observer may wish to conduct parts of the sessions or lead on reviewing an experience to highlight Values Based Leadership (VBL).
8. Simple unambiguous feedback is required, where the observed instructor knows (in the opinion of the moderator) what the strengths of the session were and what could be further improved (e.g., what was liked, what was not and what could be changed for next session). To prevent the observer from being over analytical the main focus points of the day only should be highlighted.

AFTER THE ACTIVITY

9. The date of the moderation must be entered onto the master moderation template.
10. The completed moderation report must be filed in the appropriate Wing folder.
11. To close the training loop it is important for the instructor to have their input and understand the information they receive from the moderator. A clear way forward with timescales must be agreed and actioned if appropriate.
12. Lessons Identified that can be shared (positive or negative) must be forwarded to the OC/CI.

Observers Signature:	Date:	Instructors Signature:	Date:
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SOLDIER DEVELOPMENT WING (SDW) MARKING GUIDANCE SHEET (OBSERVATIONS)

The performance criteria outlined below is to be used as guidance to inform the overall grade of the BDA Freelance Instructor.

Overall Grade	Grade Descriptor
Excellent	At least seven criteria must be assessed as Excellent to achieve an overall grade of Excellent (noting the caveats in the 'Requires Improvement' and 'Inadequate' Boxes below).
Good	At least seven criteria must be assessed as Good to achieve an overall grade of Good (noting the caveats in the 'Requires Improvement' and 'Inadequate' Boxes below).
Requires Improvement	Four or more criteria assessed as Requires Improvement results in an overall grade of Requires Improvement (noting the caveats in the 'Inadequate' Box below).
Inadequate	Three or more criteria assessed as Inadequate results in an overall grade of inadequate.

		Excellent I	Good (G)	Requires Improvement (RI)	Inadequate (I)
Present (Preparation) – % of lesson time	Lesson structure	Excellent.	Well developed.	Logical with some lapses in structure.	Unclear, poorly structured.
	Planning	Thorough.	Effective.	Some evidence of poor planning.	Poor.
	Use of time	Time is used very well.	Time is used well.	Time is generally used well; however, too much/little time spent on certain areas.	Timings are not properly managed.
	Interaction	Frequent, relevant, and beneficial interaction; recruits always involved in the	Interaction used throughout the lesson and used to good effect.	Interaction not always used to benefit the lesson. Long periods of didactic activity.	Little or no interaction. Too much didactic activity.
	Activities	Well-judged and often imaginative.	Effective and beneficial to the lesson.	Mostly appropriate, but do not always meet the lesson	Not sufficiently well matched to recruits' needs.
	Instructor qualities	A natural instructor; very confident, knowledgeable, enthusiastic and displays no negative mannerisms.	Confident, knowledgeable, and enthusiastic with no significant mannerisms.	Displays some nerves and/or does not always seem enthused. Displays mannerisms which may distract recruits.	Lacks confidence to instruct recruits, displays little enthusiasm and/or distracts the class with mannerisms.
	Use of resources	Well managed and utilised very effectively.	Mostly well managed and used to benefit the lesson.	Used well on occasions but not always used effectively.	Not used effectively, not relevant to the lesson or did not aid learning.

Apply (Delivery) – % of lesson time	Progress	Quick and maintained for almost all recruits.	Most recruits perform well.	Progress is satisfactory. There are still some recruits who have struggled during the lesson.	Some or all recruits are making inadequate progress.
	Learning (Development)	Recruits learn exceptionally well.	Recruits learn well.	Recruits' learning could be improved.	Learning limited; recruits underachieve.
	Attitude	High levels of engagement, interest, confidence, and cooperation.	Most recruits are motivated; they are interested in the subject, confident and cooperative.	Most recruits want to work hard and improve. However, levels of engagement and interest could be better.	Recruits are generally not interested, enthused, or engaged by the lesson.
	Response	Recruits respond very well to the instructor; it is clear they respect him and enjoy his instruction resulting in a positive classroom atmosphere	Recruits respond well to the instructor. They consistently meet his expectations and there is a good atmosphere in the classroom.	Recruits respond promptly to the instructor's directions. Nearly all recruits are engaged in learning, but some appeared bored or not engaged.	Recruits are generally not engaged in the lesson.
Review (Reflection) – % of lesson time	Of prior learning	Clear, concise, and effective revision of prior learning.	All important aspects of previous lesson covered succinctly.	Some revision of work but either very brief or not challenging.	No revision of recruits' prior learning or understanding.
	During the lesson	Understanding is checked systematically and effectively, anticipating interventions. The instructor regularly asks recruits to explain what they need to do rather than just asking if they understand.	Progress is assessed regularly and accurately. The instructor confirms recruit understanding, often by asking recruits to explain instructions or information.	Work is assessed during the lesson but usually it involves the instructor saying, 'everybody happy?'/ 'does everybody understand?' A more thorough assessment method is required.	Assessment and confirmation of understanding not used frequently or effectively throughout the lesson.

	Feedback	Effective feedback (constructive criticism and appropriate praise) given throughout the lesson. Recruits benefit from the feedback, perform better	Recruits are regularly informed about their progress and how to improve, the feedback is timely and encouraging.	Recruits are given feedback on occasions during the lesson. The feedback is generally timely and encouraging but sometimes may demotivate recruits.	Recruits are rarely, if at all, informed about their progress. Recruits are singled out and criticised if they make a mistake; many do not know if they have performed well.
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Note: The trainer will not necessarily move from Present to Apply to Review in order and will move between the three areas, but the total time should equal: Present (Preparation) 30%; Apply (Delivery) 60% and Review (Reflection) 10%.

