

Army Code 71310



ARMY CADET FORCE

CUSTOMS OF THE SERVICE

A Guide for Officers and Adult Instructors

2007 Edition



FOREWORD

by
Field Marshal His Royal Highness
The Duke of Edinburgh KG KT OM GBE AC QSO
Colonel in Chief of the ACF



BUCKINGHAM PALACE

The success of the Army Cadet Force, during the almost 150 years since it was founded, has been largely due to the dedicated service of its volunteer adult leaders. Since I became Colonel-in-Chief 50 years ago, I have had ample opportunity to see this for myself.

Their work is unspectacular, and it requires enthusiasm, perseverance and moral courage. Training and caring for young people is a challenging and responsible task, but it also has the great reward of seeing young people develop into active and motivated citizens.

As the 150th anniversary of the ACF approaches, it is appropriate to be reminded of the customs and traditions that have provided the foundation of the organisation and of the code of practice that we follow.

I hope that this guide will help all adult volunteers to meet their responsibilities to the cadets committed to their charge.

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PREFACE

This new edition of the Army Cadet Force (ACF) Customs of the Service has been issued for the guidance of all members of the ACF and in particular for newly joined officers and adult instructors. It is to be issued to all adults when they first enrol in the ACF. It is designed as a reference book which outlines the organisation of the ACF, highlighting its history and the traditions on which it is built.

To quote from the Foreword to the 1982 edition:

“It is one of the strengths of the British Army, and hence of the Army Cadet Force, that its regimental system provides for a good deal of variation in dress and customs. It is accepted, therefore, that in some of the particulars, small differences will be found in individual units, but this booklet seeks to put before its reader the basic ingredients of the customs and manners to be found in the ACF, the youth organisation sponsored by the Army.”

This edition, keeping much of the original style, is an attempt both to bring up to date that guidance and deliberately to extend its contents to cover the needs not only of officers but also of all adult instructors, all of whom, in any case, carry out the same role as adult leaders within the youth organisation that is the ACF. It aims to meet the need of providing newly joined officers and adult instructors, during their induction and initial training in the ACF, with an introduction to the conventions of good working practice in the ACF and of those going on to command of Detachments. This edition therefore has been expanded to provide guidance to all ACF adults not only in the customs and the conventions of service in the ACF but also on day to day life in a Detachment.

Reference is made throughout this pamphlet to the ACF Manual (AC 14233), which is available to you in your Detachment, and Joint Service Publication (JSP) 535 – Cadet Training Safety Precautions (CTSP), which is a personal issue. Be aware that these publications are the authoritative documents on which this guide is based and that they are amended from time to time.

The terms “officers”, “adult instructors” and “cadets” should be taken to refer to both sexes as the case may be. So as to avoid the repetitious use of “he/she”, “his/hers”, etc. the male gender only has been used in the text except in special instances.

This booklet is intended as guidance and it is acknowledged that customs can vary across the ACF; if you are ever in doubt, ask!

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1. This publication is available on MODWEB and on the ACFA website and issued to every adult in the ACF on joining.
2. Units who wish to request amendments or changes in the format of this publication should contact the Sponsor, SO2 (Publications), Cadet Training Centre, Frimley Park, Camberley, Surrey, GU16 7HD. Feedback is welcomed direct to:
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INTRODUCTION

SERVICE CUSTOMS AND CONVENTIONS

1. Service customs and conventions in the ACF follow those observed within the Regular and Reserve Army where they have formed a code of conduct, behaviour and working practices among service personnel that has been developed over time and in both peace and war. Their purpose has been to promote good order, military discipline, and high morale in order to enhance the effectiveness both of the individual and of the unit as a whole.
2. Some service customs are simply borne of traditions which may be universal within the Army or which may be particular to individual regiments and units, while conventions are the application of the rules and regulations under which service personnel must conduct their lives. Service customs can also be the observance of those courtesies and good manners that are prevalent in society at large, while service conventions are the codes of good working practice, increasingly called “Approved Codes of Practice” (ACOP) that have been developed over time.
3. Service customs evolve in parallel with the society from which its soldiers are drawn and customs and traditions that may have served the Army well at one time are not necessarily appropriate for the present day. Indeed outdated and inappropriate conduct can damage the organisation and it is good management to be able to discern when tradition contributes positively to the effectiveness of a unit and when it undermines that effectiveness and needs to change.
4. Service conventions provide the ACF with a good model to follow but, in many cases, need to be modified or adapted to meet circumstances peculiar to the ACF; that it is a voluntary youth movement in which cadets are minors, not young soldiers, where adults are as much youth leaders as they are military instructors and where military training is limited in comparison with the Army.
5. Regimental affiliations, from which many service customs emanate, are set mainly at Detachment level in the ACF. Customs observed by the ACF County as a whole therefore need to reflect the fact that individuals may be affiliated to different Regiments and Corps. Customs adopted for observance within Officers’ and Warrant Officers’ & Sergeants’ Messes and conventions governing conduct between officers, adult instructors and cadets, should also take account of the fact that at the Detachment, where the bulk of cadet training is undertaken, there is no Mess and that often, on weekend training and even at annual camp, the two Messes are combined.
6. The aim of this pamphlet is to provide a guide to enable the ACF to observe suitable service customs that will enhance the life of the unit, and to give guidance on service conventions to newly joined adults. Nevertheless, the onus rests with the senior officers, under the leadership of the Cadet Commandants, to manage service customs and conventions equably within the ACF County and train their officers, adult instructors and cadets accordingly.

7. Guidance on the day to day life in the Detachment has also been added to this revised edition.
8. Additionally, reference is increasingly made to the 'ethos' of the ACF, which is based on the Values and Standards of the British Army. This is explained at Chapter 3 and at Annex A of this booklet and in Chapter 1 of the ACF Manual.

CHAPTER 1

ORGANISATION

Status and Relationship with the Army

1.001. The ACF is owned and sponsored by the Ministry of Defence (MOD). Nevertheless, it is not a part of the Regular Army or TA and its members are not liable for any form of military service. However, the ACF is closely linked to the Army and is organised on military lines.

1.002. ACF officers hold TA General List Section B commissions and are subject to military law at all times. Adult Instructors (AI) wear military uniform and, whilst not subject to military law, are expected to comply with military conventions, customs and practices.

Command, Control and Administration

1.003. **Army Chain of Command.** The ACF is under the command of Commander Regional Forces (CRF), at Headquarters Land Command (HQ LAND), who exercises his authority through the normal military chain of command. CRF's main role in commanding the ACF is to develop, implement and manage policy relating to the organisation, training and discipline and the provision of equipment.

- a. Cadet Commandants are under the command of their Regional Brigade or Divisional/District Commanders.
- b. At Division and District/Brigade level there is a cadet force focal point in each Formation HQ, normally a single staff officer either a Major or a Captain.
- c. The Army also provides and manages the national Cadet Training Centre (CTC), at Frimley Park, and the 28 Cadet Training Teams (CTT) that provide professional training for both ACF adults and cadets.
- d. Training Safety Advisers (TSA) are employed at ACF County HQs; they are under the command of their Regional District/Brigade Commanders and are deployed to ACF Counties as required and may therefore be allocated to individual counties or to a group of counties. Their role is to give advice to the Cadet Commandant on safe training, to monitor safety on training throughout the County and to assist in the training of ACF officers and AI in training safety matters.

1.004. **Reserve Forces and Cadet Associations (RFCA).** RFCAs are responsible for the general administration of the ACF within their region, including the provision of cadet accommodation, equipment and stores. RFCAs also appoint and manage ACF permanent staff.

1.005. **Army Cadet Force Association (ACFA).** The ACFA is an association dedicated to promoting the ideals and activities of the ACF. It represents the interests of the ACF to the outside world and takes the lead in providing a range of activities above County level such as shooting competitions, educational and citizenship training, first aid, sport and music. It also acts as an operating authority for the Duke of Edinburgh's Award Scheme and for overseeing the provision of National Vocational Qualifications (NVQ) through ACF training for adults and cadets. As a registered charity, it relies on the support of ACF Counties and individual members to implement its activities and, on joining the ACF, all adult members are automatically enrolled as members of the Association. The ACFA also maintain a website at www.armycadets.com which contains much useful information.

Organisation at County Level

1.006. The ACF is organised on a County basis although some include more than one County and in some cases the term "Battalion" or "Sector" is used instead of a county title to denote a Cadet Commandant's command.

Areas

1.007. Counties are divided into Areas to facilitate control, they bear titles that equate to minor army units such as Company, Squadron or Battery and are commanded by ACF officers who are Majors or Captains. Areas consist of groups of Detachments, usually up to about ten in number.

Detachments

1.008. Detachments form the local unit at which cadets parade during the week; they may be given military titles such as Platoon or Troop and normally comprise between 15 and 50 cadets, commanded by a junior ACF officer or senior NCO supported by 2, 3 or 4 adult instructors.

1.009. They are usually accommodated in buildings provided by the RFCA, some of which may be in schools, or in TA Centres. It is at the Detachment that the bulk of cadet training is conducted.

1.010. Training takes place up to two evenings a week and sometimes at weekends.

1.011. Each Detachment is inspected annually.

County Headquarters Staff

1.012. Each County is commanded by an ACF County Commandant, supported by a Deputy Commandant and various specialist appointed officers such as the County Training Officer (CTO), Duke of Edinburgh's (DofE) Award, Chaplain and Medical Officer. In addition there may be other officers with specific responsibilities for Shooting, First Aid, Music, Public Relations (PR), Transport (MTO) and National Vocational Qualifications (NVQ).

1.013. To assist the Commandant, a County HQ will have the following full-time permanent staff:

- a. Cadet Executive Officer (CEO)
- b. Cadet Quartermaster (CQM)
- c. Administrative Officer (AO)
- d. Cadet Administrative Assistants (CAA)

ACF Officers and Adult Instructors

1.014. On joining the ACF, an adult undertakes a period of initial training on probation as a PI (Probationary Instructor). Once this is complete and with the authority of the Cadet Commandant, they will become an Adult Instructor (AI) in the rank of Sergeant as a Sergeant Instructor or SI. Subsequent promotion and advancement depend on experience, levels of training and selection on merit. Detailed terms of service for officers and AIs are contained in Chapters 4 and 5 of the ACF Manual.

1.015. Those with the appropriate previous military service may apply to be commissioned as officers on joining, while those with limited or no previous military service may apply for a commission after gaining experience as an AI. An AI who joins the ACF within 5 years of leaving the Regular Army may be accepted, if a Warrant Officer, as a Sergeant Major Instructor (SMI), or, if a Staff Sergeant/Sergeant or equivalent, as a Staff Sergeant Instructor (SSI), subject to a vacancy being available.

1.016. All officers and AIs are expected to enhance their skills by attending courses and participating in collective adult training sessions throughout their ACF service.

1.017. In addition to ACF officers and AI, there may be some non-uniformed helpers, at Detachments or in specialist capacities, known as Civilian Assistants (CA).

Cadets

1.018. To be eligible to join the ACF, boys and girls must be 12 years old or older and they must have entered school year 8 for England and Wales and the equivalent in Scotland. They may continue to serve as cadets until the age of 18 years and 9 months.

1.019. Cadets can make their way through the ranks in line with the Star awards that they gain; this is explained in Chapter 4 – Training.

Camps

1.020. Camps are organised by ACF Counties every summer and sometimes over Easter. While it is appreciated that their first duties are to their family and civilian job, instructors should normally be prepared to attend Annual Camp.

Vocational Qualifications

1.021. The Cadet Vocational Qualification Organisation (CVQO) is responsible for managing Vocational Qualifications for members of the Cadet Forces. These valuable qualifications are available to both cadets and adults and can be gained through the normal training to be had in the ACF. Their website is at: www.cvqo.co.uk

Shooting

1.022. Shooting is a key activity that makes the MOD sponsored cadet forces unique from other youth organisations. The Council for Cadet Rifle Shooting (CCRS) exists to support this. In addition to arranging rifle meetings, postal shooting competitions, coaching courses and other shooting events for cadets, the Council also provides administrative support for cadet teams selected to represent Great Britain in National and International Matches, both at home and overseas. Their website is at: www.ccrs.taracrs.co.uk

CHAPTER 2

THE ACF

PART 1 – THE CHARTER

Charter

2.001. The Army Cadet Force (ACF) is a national voluntary youth organisation. It is sponsored by the Army and provides challenging military, adventurous and community activities. Its aim is to inspire young people to achieve success in life with a spirit of service to the Queen, their country and their local community, and to develop in them the qualities of good citizens. This is achieved by:

- a. Providing progressive cadet training, often of a challenging and exciting nature, to foster confidence, self-reliance, initiative, loyalty and a sense of service to other people.
- b. Encouraging the development of personal powers of practical leadership and the ability to work successfully as a member of a team.
- c. Stimulating an interest in the Army, its achievements, skills and values.
- d. Advising and preparing those considering a career in the Services or with the Reserve Forces.

PART 2 – HISTORY

Background

2.002. The ACF consists of some 8,500 adults and over 44,000 cadets organised into 61 Counties/Battalions across the UK, with almost 2,000 detachments. It traces its history back to 1860; see Annex B.

Motto

2.003. The motto of the ACF is "**To Inspire to Achieve**".

Badge

2.004. The ACF Crest or badge has been in existence in many different forms since at least 1942. Most versions were very different from that on the Banner and none had ever been formally registered with the College of Arms, nor were they heraldically correct. In 2004, the badge on the front cover was formally registered and is now legally owned by the ACF, through the ACFA, who hold the intellectual property rights.

Colonel in Chief

2.005. Field Marshal His Royal Highness The Duke of Edinburgh KG KT OM GBE AC QSO is the Colonel in Chief of the ACF. Prince Philip has been Colonel in Chief of the ACF since 15 Jan 1953, succeeding his late Majesty King George VI.

The Banner

2.006. **Meaning and Purpose.** Field Marshal His Royal Highness The Prince Philip, Duke of Edinburgh, presented the first ACF Banner in the Centenary year 1960. It was presented as his personal Banner, as a symbol which acknowledged a hundred years of devoted service to the nation, and as an expression of confidence that this service would continue whatever changes in circumstances the future might bring.

2.007. **Rules.** These are at Annex C to Chapter 19 of the ACF Manual. Notes on Banner Drill are given in The ACF Training Manual, Volume 1 (AC 71462), Chapter 2, Section 30. The Commandant, Cadet Training Centre, Frimley Park, is the custodian of the Banner and is responsible for its safekeeping. County HQs can be loaned the Banner for special occasions.

The ACF Marches

2.008. **Military Band March.** ‘Children of the Regiment’ by Fucik has been adopted as the military band march of the ACF, for use on occasions when a full military band is available.

2.009. **Drum and Bugle March.** Jaeger’s ‘Army Cadet Force March’ is the official drum and bugle march of the ACF.

The Collect of the ACF

2.010. The Collect of The Army Cadet Force is listed as No. 73 in ‘The Collects of Regiments, Departments and Corps of the British Army 1996 (AC71620). It is:

O God, our Father, who has brought us together as members of the Army Cadet Force; help us to do our duty at all times and to be loyal to each other. May all that is good and true prosper among us; strengthen us to defend the right; and bless our work that it may be acceptable to thee; for Jesus Christ’s sake. Amen.

2.011. It is normally said by all present.

CHAPTER 3

ETHOS, DUTY OF CARE AND HEALTH AND SAFETY

PART 1 - ETHOS

Values and Standards

3.001. The ACF, governed by its own Charter is sponsored by the Army and mirrors its values and standards. By becoming members of the ACF all adults therefore agree to act in accordance with these while conducting ACF activities; they are defined in the booklet “Values and Standards of the British Army” (AC 63813) and are summarised at Annex A.

3.002. All cadets and adults in the ACF of whatever rank, gender, religion or ethnic origin must be accorded fair and equal treatment.

PART 2 – DUTY OF CARE

Responsibility for the Safety of Cadets

3.003. It must be clearly understood that every Cadet Force Adult Volunteer, regardless of rank, has a personal responsibility for the safety and welfare of cadets of whatever age, and that responsibility overrides any other consideration. This applies to all cadets in the Cadet Forces not just those under their command. Every adult therefore has a responsibility to become familiar with, and understand the rules and guidance given in, Joint Service Publication (JSP) 535 – Cadet Training Safety Precautions (CTSP) also known as the Red Book; Section 3 covers this area in particular (see also para.s 3.018-3.020 below).

Duty of Care

3.004. In accordance with Health and Safety legislation, all adult members of the ACF have a duty of care towards one another and towards the cadets in all forms of ACF training and activities. In addition, children are protected under the law by various Acts of Parliament, the principal ones being:

- a. The Children Act 1989 and 2004 and Protection of Children Act 1999.
- b. Sexual Offences (Amendment) Act 2000.
- c. Care Standards Act 2000.
- d. Criminal Justice and Court Services Act 2000 (CJCSA). The CJCSA defines children as being those under the age of 18 years.

3.005. The welfare and safety of cadets is both a function of command and an individual responsibility. The senior adult in the ACF, at every level, has overall responsibility for the welfare and safety of everyone involved, while every individual adult is personally responsible for their own actions and for the welfare and safety of the cadets entrusted to their care. Cadet activities must be supervised by suitably qualified adults and attended by ACF officers or AI, including a female adult when female cadets are participating.

3.006. A first aid trained or appointed person is to be present for all cadet activities – (see also para 3.023). For training in the field or on ranges, an adult with a current First Aid Certificate is to be present. For some activities, particularly of an adventurous training nature, it is mandatory for an adult with a specialist first aid qualification to be present; the details are contained in JSP 535 - CTSPs.

3.007. The MOD will normally indemnify all members of the ACF engaged in cadet activities, providing the activities are authorised, that is approved by a Cadet Commandant, have been appropriately risk assessed and are carried out using best practice guidelines as contained in manuals and instructions authorised for use by the ACF. Such indemnification however does not diminish the onus of personal responsibility placed on you individually, as an ACF adult, for ensuring the welfare and safety of your cadets at all times.

3.008. The personal behaviour of ACF adults forms an important factor in the effective and successful running of cadet units and activities and often has a significant influence on the behaviour of cadets. As part of your duty of care, as an ACF adult, you are obliged to observe the highest standards of personal behaviour and self-discipline at all times. You may then, by your own example, demand similar standards from your cadets.

3.009. Detailed guidelines for adult leaders on Duty of Care and Safety are at Chapters 2 and 3 of the ACF Manual and in JSP 535 - CTSPs, which should have been issued to you. The Manual gives guidance on the proper provision of adult supervision of cadets; dealing with discipline including bullying, substance abuse and sanctions; handling complaints and liaison with parents; managing disabilities; the adult/cadet relationship and the personal conduct of adults. An advisory list of “Do’s and Don’ts” taken from this publication and the ACF Manual is at Annex C to this document.

3.010. Guidance on personal behaviour is at Chapter 4 and conventions observed in the Officers’ Mess and Warrant Officers’ and Sergeants’ Mess (known simply as the Sergeants’ Mess) are at Chapter 6. When in doubt as to your personal responsibilities, on the correct action to take in any event or on the proper form of behaviour in any circumstance, do not be afraid to seek advice from a more experienced ACF officer or AI.

PART 3 - HEALTH AND SAFETY

General

3.011. Health and Safety is the foremost consideration governing any organisation or establishment and its activities; this includes the ACF. There are two aspects to Health and Safety in the ACF; those which relate to accommodation, mainly at the Detachment, and those which apply to training and activities. Because much training takes place in accommodation, the two impact on one another and should not be considered in isolation.

Regulations

3.012. The principal document giving guidance to the ACF on Health and Safety, including guidance on compiling formal written Risk Assessments, is the HQ LAND Command Directive, "The Management of Safety, Health, Environmental Protection and Fire (SHEF) and Training Safety (TS) in the ACF"; this is held by County HQ. In addition, the main Health and Safety rules to be considered at the Detachment are covered by Chapter 2 of the ACF Manual, a copy of which is issued to every Detachment. General guidance on safety on training is given in Chapters 2, 3 and 10 of the Manual, while detailed rules governing Safe Training are contained in the pamphlet JSP 535 - CTSPs; this also includes a guide to the Risk Assessment process.

At the Detachment

3.013. The management of Health and Safety at the Detachment is very much the responsibility of the officers and AI appointed to that Detachment, all of whom should familiarise themselves with the guidance mentioned above. The principal points to remember are:

- a. All activities at the Detachment must be planned, prepared and conducted in accordance with the Site Risk Assessment and be subject to a safety brief for all participants.
- b. The Detachment premises, including fixtures and fittings and external areas, should be inspected regularly and any faults or defects reported and assessed for their impact on activities.
- c. Fire orders, notices and equipment should be well maintained and regular briefings and practices held.
- d. Accident procedures must be known to all.
- e. Local rules set by County HQ should be scrupulously followed relating to sleeping, cooking, smoking, hazardous stores, electrical and electronic equipment, furnishings and the disposal of rubbish.

PART 4 - TRAINING SAFETY

General

3.014. There is a simple maxim in the Army and the ACF known as the Safe System of Training, which is achieved by ensuring “Safe Person, Safe Equipment, Safe Practice and Safe Place.” To be a safe ACF adult yourself, there are four personal attributes that you should aim to develop to the best of your ability:

- a. Firstly, gain as much knowledge and experience as you can from attending adult training courses and always follow best practice guidelines; always ask for advice if you are worried.
- b. Secondly, when it is your responsibility, plan activities carefully, assessing every risk, and brief everyone involved thoroughly.
- c. Thirdly, in supervising cadets and conducting activities, adhere scrupulously to safety rules and procedures.
- d. Fourthly, take responsibility yourself and apply common sense in every situation.

3.015. No matter how much attention is paid to safety measures, accidents do sometimes occur and in that event, the swift application of the appropriate recovery procedures can reduce the impact and consequences considerably. It is good practice to know the official accident procedure. It is explained in detail in Chapter 3 of the ACF Manual and in JSP 535 - CTSPs; get to know the Accident/Incident Report Form in CTSPs.

Risk Management

3.016. Risk Management is a fundamental and statutory requirement for the safe management of any activity. Although the terminology may be unfamiliar to some, the Safe System of Training (SST) process, mentioned above, which includes, where necessary, the conduct of Risk Assessments, has been carried out in the Army for many years. Unit Standing Orders, Range Standing Orders, operating procedures and training pamphlets are all the result of this process, which provides the structure for training safety. If all elements of the SST are not in place then there is a need for a Risk Assessment to identify the significant risks arising from the activity. The ACF Adult conducting the activity, and therefore the Risk Assessment, must identify and prioritise the measures that need to be taken to ensure, so far as is reasonably practicable, the safety of the participants or of others who may be affected by the activity.

- a. There is a full section on Risk Management in The Management SHEF and TS Guide, issued by Cadets Branch, HQ Land Command (HQ LAND), and this is taught as part of Induction and Initial Training.

b. Pamphlet 21 (AC 71751) “Regulations for the Planning, Conduct and Supervision of Firing and Training with Infantry Weapon Systems and Pyrotechnics” describes the Infantry Training Safe System (Safe Weapons and Ammunition, Safe Ranges, Safe Planning and Conduct of Training, Safe Exercising Troops, Investigation of Accidents) in Chapter 1 Section 1; this is available in your County and is to be abided by when training takes place that involves weapons or pyrotechnics.

3.017. The advice of the Training Safety Advisors (TSA) and County Training Officers (CTO) can be sought on all training safety matters.

JSP 535 - Cadet Training Safety Precautions (CTSPs)

3.018. JSP 535 - CTSPs provides an on-the-spot reference to the ‘Rules of Safety’ which are to be obeyed when training cadets. All ACF Adults must carry a copy at all times when on ACF Duty. It is a detailed reference on Safety designed for the cadet forces, and covers all major aspects of the subject. It is essential that you gain a working knowledge of this pamphlet and that you refer to it if necessary when planning and preparing any ACF activity or when supervising cadets.

3.019. In many instances the Safety Rules differ from, and are more stringent than, the equivalent regulations applicable to the Regular and Reserve Forces. Regular and Reserve Force sponsor units, who are called upon to train cadets, are to be made aware of this fact and issued with a copy of CTSPs. They are to be instructed to carry it when training cadets, to be conversant with it and to comply with its rules implicitly. An ACF adult must always be present when cadets are being trained by Regular or Reserve soldiers.

3.020. Particular attention is drawn to the regulations for the protection of hearing (CTSPs (Section 7)). Because damage to ears in young people may not become apparent until later years, it is important that these instructions are strictly complied with.

Training Accidents and Incidents

3.021. If an accident or an incident does occur, the first action is to deal with the situation to keep persons safe from harm and to prevent further injury. JSP 535 – CTSPs, Section 4 and The Management of SHEF and TS Guide provide guidance on the follow-up action to be taken. Such incidents are to be reported once the situation allows. Every effort is to be made to ensure that any lessons that come out of any subsequent investigation are to be recorded in order to prevent a reoccurrence, and, if appropriate the relevant Risk Assessment re-examined.

3.022. CTSPs Section 32 gives specific guidance on “Action in the event of an Ammunition Incident.”

First Aid

3.023. An ACF Adult trained in First Aid and in possession of an authorised First Aid kit should be present during all training. For physical activities, which inherently involve danger to life and limb, this requirement is mandatory. Such activities include all Adventurous Training and Challenge Pursuits (see Chapter 4 para 4.028/9), live firing, dry training (involving the use of blank ammunition and/or pyrotechnics) and obstacle course training. This list is not exhaustive and common sense is to be used.

3.024. 'Trained in First Aid' is to be interpreted within the ACF as adults in possession of a current (qualified or re-qualified within the last 3 years) and recognized civilian First Aid certificate. In this context the following certificates are recognized:

All Health and Safety Executive (HSE) approved full First Aid certificates including the HSE certificate of the voluntary societies.

British Red Cross Standard Certificate.

St Andrew's Ambulance Association Senior Certificate.

St John Ambulance Lifesaver Plus Certificate

St John Ambulance Activity First Aid Certificate of at least 16 contact hours with summative skills tests.

Safety Rules

3.025. Safety considerations are involved in every activity, whether it is a kick-about with a football at the Detachment or a winter expedition into wild country and there are set rules to be followed in almost every event. You are not expected to know them all but you are expected to be aware of how to find them and apply them.

3.026. All training manuals used by the ACF explain the safety measures required by their subject. All ranges and training areas managed by the MOD have their own sets of Range or Training Area safety instructions or orders which must be obeyed by any unit using them. This applies equally to the miniature ranges located at some ACF accommodation and in TA Centres.

CHAPTER 4

TRAINING

PART 1 - ADULT TRAINING

Adult Training Obligation

4.001. ACF officers and AI are obliged to undertake progressive training of their own in order to improve their ability to train and supervise cadets competently and safely. These training obligations are described in detail in Chapter 3 of the ACF Manual.

4.002. The more competent and knowledgeable the adults are, the safer their cadets will be. Try to make the necessary time therefore, during your ACF service, to attend the qualification and promotion courses necessary to enable you to supervise cadet activities safely – and to help you move up the organisation. These essential courses are listed at Annex D to this document.

4.003. Your ACF County will also provide adult training sessions during the year and you should try to attend those that are appropriate to your level of training. Moreover, the Cadet Commandant is required to provide the officers and AI with some annual refresher training and safety tests; it is your duty to attend such training.

4.004. If you don't gain and maintain the necessary competence, you will be putting the safety of your cadets at risk and you will be at risk yourself of being called to account for your actions in the event of mistakes or accidents.

Detachment Instructor

4.005. A generic detailed job description for the ACF Detachment Instructor is at Annex E to this document. Job specifications for all the other key appointments in the ACF are at Annex H to Chapter 1 of the ACF Manual and can be a useful guide as to what is expected of all adults in the ACF.

4.006. The role of the Detachment Instructor is to support the Detachment Commander by becoming sufficiently trained to supervise cadets and to instruct them in the ACF Army Proficiency Certificate (APC) Syllabus up to 2-Star level.

4.007. The Detachment Instructor is also expected to assist the Detachment Commander in the administration of the Detachment; helping to arrange activities and looking after equipment, stores and documentation such as cadet records. To do this effectively and to maintain the interest of the cadets, it is essential that Detachment Instructors commit themselves to regular attendance at the Detachment. The Detachment is the bedrock of ACF life; it is the Detachments that make a successful ACF County and it is the individual Detachment Instructor who determines how successful each Detachment will be.

Additional Skills

4.008. There are certain personal skills in which it is essential for every officer and adult to remain up to date in the ACF, the most important being in handling cadet weapons - the cadet rifle in particular - and the essentials of first aid. (A person competent in first aid is required to be present at all cadet activities).

4.009. A Detachment Instructor, after initial training and gaining experience, can be of much greater use to the ACF and will enjoy his/her service much more by becoming trained in a wider range of skills. These are mentioned in the job specification.

4.010. The most commonly needed skills are those of minibus drivers and adults qualified to assist in the running of ranges, but adults who become obstacle course supervisors, sports officials, expedition leaders and adventurous training, music or signals instructors are invaluable to the ACF. Such training is available either from within the ACF or from the Army and can add greatly to the satisfaction an individual can derive from ACF service.

4.011. To help inspire your cadets, you should take an interest in all the activities open to them so that you can advise them appropriately. Try to gain a general knowledge of how a cadet may participate in the Duke of Edinburgh's Award and what is involved. Similarly, find out about NVQs, a cadet can gain the BTEC First Diploma in Public Services or Music by completing ACF training to 4-Star level (the equivalent of 4 GCSEs at Grade C) but only if the cadet's training records are properly maintained, a point worth remembering. You can also gain this type of qualification yourself.

Attendance

4.012. Possibly the most important factor in the good management of a Detachment is an adult's commitment to regular attendance. An under-staffed Detachment easily becomes vulnerable to failures of duty of care and breaches of safety. It also makes it difficult to maintain a worthwhile training programme and that, in turn, causes cadets to lose interest and leave.

4.013. Senior cadets often develop into excellent subject instructors and become good supervisors of other cadets but their responsibilities are necessarily limited and they need direction and supervision by adults. The biggest single contribution you can make to the ACF is by your regular attendance and support to your Detachment.

PART 2 - CADET TRAINING

Aim of Training

4.014. The aim of ACF training is to produce a self-reliant fit young cadet with an understanding of basic military subjects, initiated in the art of leadership, aware of their responsibilities as a citizen and with a well developed interest in the Army and the community.

Conduct of Training

4.015. A key aim of the Cadet Forces is to develop the personal qualities of cadets and to give them a responsible sense of adventure. This is achieved through the progressive introduction to challenging military and adventurous activities, which by their nature have an inherent or perceived risk. This level of risk must be as low as is reasonably practicable and it is essential it is properly managed through the medium of SST, see Chapter 3, para 3.014. Training must always be carried out safely, at the same time:

- a. Training should be interesting, imaginative, challenging and purposeful. Much of the instruction should include competitions, exercises and games.
- b. Knowledge by itself is of little value, it has to be applied. Lessons and tests should be practical and out of doors whenever possible.
- c. Cadet NCOs should be taught Methods of Instruction and given the opportunity both to teach and to command.

Training Syllabus and Tests

4.016. The full details of the training Syllabus and tests for all ACF cadets are in the pamphlet “The ACF Army Proficiency Certificate (APC) Syllabus” (Army Code 711010). It is based on the “Star” qualifying system.

4.017. Training is to be planned so as to allow cadets to steadily progress through the syllabus for the 5 years or more that they can serve in the ACF, to become fully-trained cadet senior NCOs or senior cadets and go on to become Master Cadets.

4.018. The gaining of the APC ‘Star’ qualifications, (Basic Training, 1, 2, 3 and 4-Star and Master Cadet), which are tests of an individual’s basic knowledge, is to be considered the normal achievement of the majority of cadets who make the necessary effort and have been properly trained.

Design of Syllabus

4.019. The syllabus is designed so that:

- a. Cadets’ training is carried forward at a steady rate compatible with the increasing abilities of a growing cadet and with a view to maintaining their interest. In this sense it provides a basis for planning training programmes.
- b. It sets standards of achievement by which the progress of an individual cadet can be measured.
- c. It provides the cadet with clearly understood and easily recognizable standards of achievement.

4.020. The subjects in the syllabus up to and including 3-Star level are compulsory so that all cadets comply with the Aim of Training (see para 4.014 above) which in turn meets the requirements of the ACF Charter (see Chapter 2 para 2.001). At 4-Star level senior cadets may choose to undertake the subjects that are of most interest to them and which are suited to their abilities.

4.021. The training each cadet undertakes is described at Chapter 3 to the ACF Manual. The ACF Manual, at Chapters 3 and 10, also gives guidance on training cadets with disabilities or special needs.

4.022. Instruction on how to plan and prepare training activities, including when and how to carry out formal risk assessments is included in the initial training given to all adults.

The Star System

4.023. The Syllabus is designed for progression by cadets as follows:

- 3 months. Basic Training to qualify in the Basic Training Test.
- 9 months. 1-Star Training to qualify for 1-Star.
- 12 months. 2-Star Training to qualify for 2-Star.
- 12 months. 3-Star Training to qualify for 3-Star.
- 6 months. 4-Star Training to qualify for 4-Star.
- 6 months. Master Cadet Training to qualify for the Master Cadet Award.

4.024. However, no rigid time scale should be laid down for completion of Star levels by individual cadets because of their varying abilities and opportunities and account must be taken of those who join when they are that bit older. At the same time, instructors must ensure that cadets are not rushed through their training, as each Star level lays the foundation for the next, so, for guidance, the rate at which a cadet (who joins at the earliest opportunity) should progress is:

- They should be 13 years of age before qualifying for 1-Star.
- They should be 14 years of age before qualifying for 2-Star.
- They should be 15 years of age before qualifying for 3-Star.
- They should be 16 years of age before qualifying for 4-Star.
- To attend the Master Cadet Course a cadet must have qualified at 4-Star and be 16½ years of age.

4.025. In addition cadets are not to be:

- a. Tested in any subject unless they have passed that subject at lower Star levels.
- b. Tested in any subject at more than one Star level above that at which they have qualified for a Star.

4.026. The following terms, which are referred to in the APC Syllabus, are defined below:

- A 'Recruit' is referred to as such from the time they join to the time they pass their Basic Training Test.
- A '1-Star Cadet' is one who has qualified for 1-Star.
- A '2-Star Cadet' is one who has qualified for 2-Star.
- A '3-Star Cadet' is one who has qualified for 3-Star.
- A '4-Star Cadet' is one who has qualified for 4-Star.
- A 'Master Cadet' is one who has been appointed Master Cadet by the Cadet Commandant.
- A Senior Cadet is one who has qualified for 3-Star and above.

Planning and Preparation

4.027. As well as giving subject instruction to cadets, all adults in the ACF may expect, given the requisite authority, to be involved in helping to plan and conduct a wide range of activities for them. A simple sequential guide to follow when planning an activity is:

- a. Carry out a recce of the site, particularly if it is away from the Detachment or normal place of training.
- b. If the site is on a training area or range, ensure that the activity complies with the relevant standing orders, or, if it is private land, ensure that you obtain permission, in writing, to use it.
- c. When necessary, complete a Risk Assessment and prepare appropriate instructions, remembering to allow for any arduous conditions or terrain and the weather, having regard for the age and level of training of the cadets for whom the activity is planned. Be aware that Risk Assessments are dynamic documents and that risks may need to be reassessed during training, in particular, when the weather or other variable conditions change or present fresh hazards.
- d. Arrange for appropriately qualified instructors and support staff, such as drivers, in sufficient numbers for the activity concerned.
- e. Arrange for the necessary stores, supplies, equipment and transport, check that the equipment is serviceable, and make any necessary security arrangements for the transportation and storage of weapons and ammunition.
- f. Apply for the Cadet Commandant's authority to conduct the activity. (Most ACF Counties have a system for applying to conduct activities away from the Detachment)
- g. Obtain parental permission, and, if appropriate, medical certificates, for cadet participation as laid down in Chapters 2 and 10 to the ACF Manual.

- h. Check and, if necessary, arrange for any additional insurance cover required by the nature of the activity.
- i. Issue instructions and hold thorough briefings, including a safety brief, for all participants.

Adventurous Training

4.028. Adventurous Training (AT) and Challenge Pursuits (CP) involve activities that are arduous and include an element of risk. Such training is designed to develop the qualities of character in cadets. To achieve this and help develop the full potential of young men and women, involvement in adventurous or challenging activities is to be encouraged. AT instructors are specially qualified. There is a Cadet Forces AT Adviser employed by HQ LAND to oversee and co-ordinate these activities.

4.029. AT activities, including all water related activities and expeditions, particularly those in 'Wild Country' are subject to specific regulation in the ACF regarding the qualifications of the accompanying instructors and the precautions to be taken. These are well documented. AT must not be organised by anyone not qualified to do so. Be aware that there are specialists in this area within your own County who can provide advice. In addition:

- a. Courses are available at the Cadet Adventurous Training Centres (CCAT) to teach specific adventurous training skills to individual members of the ACF who would like to attain a qualification.
- b. It is a common practice to invite qualified instructors to participate who are not members of the ACF and it must be remembered when non-ACF instructors are used, including those from the Regular Army or TA, that an ACF officer or AI must accompany each party.

Other Training

4.030. The ACF gets involved in other types of training beyond the APC; these include the Duke of Edinburgh's (DoE) Award, Competition Shooting, Signals, Music and Sport. A briefing on these is normally given as part of your induction training.

Camps

4.031. It is important that every cadet who can possibly do so should attend Annual Camp. This can only be achieved by enthusiasm and good planning on the part of the County's adults. Weekend camps of various types are also held as are camps over the Easter period.

4.032. Training at Camp must be interesting and should concentrate on subjects that cannot be carried out in home surroundings during the remainder of the year.

PART 3 – TRAINING AT THE DETACHMENT

Training Programme and Progress Chart

4.033. The Detachment Commander plans the training programme and it is good practice to publish it on the Detachment notice board so that instructors and cadets may prepare themselves for each event. It is also good practice to publish and maintain a training progress chart. Annex E to this document gives detailed guidance on the various agencies and individuals that a Detachment can call on to provide assistance with training activities (see paragraph 9 onwards) and there is guidance on motivating cadets given in AC 71463 The Cadet Training Manual, Volume 2, The Instructor's Handbook and in Chapter 9.

Training Periods

4.034. Training periods normally comprise of 30 minutes of instruction exclusive of preparation and packing up

4.035. Periods allotted to particular subjects in the syllabus are intended as a guide to instructors who must decide whether more or less are required after study of the appropriate sections of the Cadet Training Manual and taking into account each cadet's ability.

a. Training at Basic Training, 1-Star and 2-Star levels would normally be carried out on a detachment basis either during mid-week evening periods, or at County training weekends. It is essential that the Map and Compass and Fieldcraft theory is put into practice out of doors. Training at 3 and 4-Star levels will normally be conducted through County arrangements.

b. At 4-Star level, there is certain training which, with the approval of Cadet Commandants, may be carried out under arrangements with organisations outside of the ACF such as rifle or orienteering clubs.

c. Training in some subjects such as The Cadet and the Community, Expedition Training and Physical Activities may have to take place outside of designated Syllabus time.

Training Areas

4.036. Whenever possible, training should be carried out in open countryside. When this is not possible, training must be carried out as realistically as possible in parks, playing fields or other open spaces. Instructors should always ensure that permission for the training involved has been granted. The use of any weapons can only be included in training whilst on military owned or leased property.

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CHAPTER 5

GENERAL BEHAVIOUR, PERSONAL CONDUCT AND SALUTING

PART 1 - GENERAL BEHAVIOUR

Background

5.001. Our behaviour comes not only from our knowledge – we know how to behave – but also from our attitude – we want to behave in a certain way. Customs of the Service include knowing how to behave in certain situations and holding some key, demonstrable attitudes.

5.002. This Chapter covers a few pointers to the kinds of attitude expected of officers and adults in the ACF and some basic items of knowledge about how to behave in particular situations.

Loyalty

5.003. You must never run down the ACF, your own unit or your superiors in the hearing of others; this is disloyalty and you will be despised for it. Esprit de corps must not tempt you into running down other units or other Services; it is bad manners and does harm.

Attitude to Orders

5.004. You must never apologise for an order. To apologise for an order given by you is weak; for that given by a superior is disloyal. You must always carry out an order to the best of your ability. If you disagree with an order or think it wrong, your concerns should be made to a superior officer afterwards.

5.005. If you genuinely believe that carrying out an order you have been given would jeopardise the safety of cadets you must immediately state your cause for concern to your superior. Do this quietly and respectfully and there will undoubtedly be an opportunity to learn from the situation.

5.006. There will be times when you will be required to implement an order given by a superior, which you know will be unpopular with your subordinates, but this order must be given as your order and you must take full responsibility for it.

Rebukes

5.007. If you have occasion to rebuke a subordinate, do not do it in the hearing of his subordinates; to do so would undermine his authority. Try to be constructive and confine your remarks to the behaviour that needs correcting rather than making comments about the person. “Praise in public, rebuke in private” is a good maxim to follow.

5.008. There will be times when your superiors will rebuke you and you may feel that the rebuke was not warranted. You must accept this in good faith and not sulk or allow yourself to harbour a grievance.

Forms of Address

5.009. The Commanding Officer in the ACF, the Cadet Commandant, is always called “Sir” and it is the custom in many units for him to be addressed as “Colonel” in the Officers Mess. Officers new to their unit should check the local custom.

5.010. The Regimental Sergeant Major (RSM) is called “Sir” by all other senior NCOs. It is the custom for officers in some units to call him “RSM”, in others “Regimental Sergeant Major” and in others “Mr” and his name. In these cases it would be quite wrong for officers to call him “Sergeant Major”, while in yet other units that would be correct. Officers new to their unit should check the local custom.

5.011. It is usual for junior officers (Second Lieutenants, Lieutenants and Captains) when addressing other junior officers to use their first names, not their rank. When speaking to a Field Officer (Major or Lieutenant Colonel) or a more senior officer and referring to a Captain, the rank should be included. Captains should only be called “Sir” by junior Subalterns (Second Lieutenants), when on duty.

5.012. Female officers are addressed by subordinates as “Ma’am”, a proper verbal abbreviation of the word “Madam”, correctly pronounced to rhyme with “jam”, never pronounced like the first syllable of “marmalade”.

5.013. Officers should always address SMIs, SSIs and SIs by their rank and surname, while in turn they should always address officers as “Sir”. Among people who live and work closely with each other, this can seem strange and the temptation to slip into more familiar forms of address may seem natural. For the sake of discipline and efficiency and as an appropriate example to those around them, it is always right to observe the proper custom.

5.014. All ACF adults should call cadets by their cadet rank and surname at all times. Use of first names, nicknames or surnames alone all show lack of respect that is highly likely to be returned.

The Parade Ground

5.015. When a parade is being held and when the Parade Ground is being used for drill instruction; it should not be walked or driven over, or used for any other activity. Never walk between a squad and its commander or anyone else connected with that squad.

Turnout and Bearing

5.016. All ACF adults are responsible for setting high standards of behaviour, turnout and bearing. A unit is judged by the behaviour of its members and cadets will follow the example of their adult leaders.

5.017. The wearing of uniform is governed by specific regulations for which guidance is given in Part 2 to Chapter 8. In the Mess (see Chapter 6) there will normally be rules about what you are expected to wear whether in uniform or in civilian dress. Outside the Mess, when not in uniform, your dress should be appropriate to your position and the occasion. At Annual Camp particularly, you should ensure that your clothes are smart and respectable and set a good example.

5.018. Keep your hair clean, neat and tidy. Cadets cannot be expected to conform to standards of hair length if their leaders appear unkempt.

5.019. When walking about move briskly, never slouch, and never keep your hands in your pockets.

Punctuality

5.020. You should always be clear about what time you are expected at a function or at an appointment:

- a. For Official and Business Appointments and Parades. Always arrive five minutes early.
- b. For Mess Functions (see Chapter 6). Arrive 30 minutes before dinner if a host or 15 minutes before dinner if a guest.
- c. For Private Parties. Never arrive before the time stated on the invitation. As a general rule you should arrive about ten minutes after the time stated.

5.021. Be punctual for training at your Detachment, it sets the right example for your cadets to follow. It also prevents cadets from waiting at the Detachment entrance which exposes them to the unwanted attention of others and can encourage poor behaviour through boredom.

Visitors

5.022. The ACF receives many visitors to detachments, whilst on weekend training and at annual camps. They may be cadets' parents or friends, local or regional representatives of civilian organisations or military officers, sometimes very senior. They are visiting because they are interested in what you and the cadets are doing. The impression they gain may have far reaching effects on your unit or on the ACF as a whole.

5.023. If you are responsible for receiving visitors, always inform the CEO as soon as you know. Ask his advice on arranging a sensible programme for them and be prepared to brief them on what they are going to see.

5.024. If you are busy training cadets when visitors arrive, make sure that you greet them cheerfully, making an initially good impression and setting a good example for

your cadets to follow. However, do not forget that you are still responsible for your cadets, do not allow yourself to become so distracted by the visitor that the training activity is jeopardised.

Introductions

5.025. There will be many occasions when introductions are necessary. In general, make sure that you introduce people to each other, particularly if they are your own guests, rather than waiting for an embarrassing silence to ensue. Conventionally the rules were that:

A man is introduced to a woman
A single woman to a married woman
A younger to an older man
A junior to a senior

5.026. The Army convention, however, when introducing wives to a very senior officer is to say: "Sir, may I introduce my wife?"

5.027. Remember to give both names clearly so that there can be no mistake.

5.028. The usual remark when introduced is "How do you do" and the reply is the same. This is pure convention and just acknowledges the introduction. It does not call for a reply on one's state of health.

PART 2 - PERSONAL CONDUCT

Conduct of adults

5.029. Adults in the ACF should maintain a high standard of personal conduct in all matters. You should adopt to subordinates and cadets such methods of command and treatment as will ensure respect for authority and foster the feeling of self respect and personal honour essential to military efficiency. You are not to use intemperate language or adopt an offensive manner. (This subject is covered in detail in Chapter 2 of the ACF Manual.)

Your Own Behaviour

5.030. Above all, you should try to observe high standards of behaviour at all times. Be correct. Set the example. Don't misbehave with other adults in front of cadets. Don't smoke, drink alcohol or swear in front of cadets. Remember that substance abuse, in any form, is unacceptable. Avoid sarcasm. Don't insult, threaten or physically abuse a cadet for any reason. These forms of behaviour are not only unpleasant and distasteful; they also undermine morale and discipline and may be in breach of the law.

Your Attitude to Discipline

5.031. Be fair, be firm, and be consistent. You should be approachable but not familiar, friendly but correct, firm in managing discipline but fair, consistent and unbiased. Try to praise and encourage more than you criticise and correct. Correction is usually more effective than imposing penalties. When this is necessary, know the sanctions that you are allowed to impose, let the punishment fit the crime, and explain your actions to those affected by them. Don't punish collectively for the wrongdoing of an individual. Learn when it is best to use your voice to impose discipline and when a quiet rebuke is preferable. Don't harbour a grudge, and do your best not to pick on any individual or ridicule a cadet in front of others. Always try to keep your own temper. Be aware that cadets take their rank and position in the Detachment very seriously.

Personal Relationships

5.032. Do your best to develop a professional relationship with your cadets based on mutual respect. Be professional. Don't have favourites. You should be prepared to listen but remain aware of the possibility of being taken advantage of. Don't allow yourself to be placed in any form of compromising situation. You should be alert to cadets who may have personal problems or are suffering in some way but should avoid becoming too personally involved. You should attempt to develop an atmosphere of mutual trust and consideration for others within the Detachment. Any adult who believes that a cadet is forming an infatuation for him/her is to take preventative action and, if necessary, seek advice from a more senior officer.

Leadership

5.033. In any situation involving cadets, be prepared to step forward, take the lead and take responsibility. Don't shy away from a problem; tackle it. Don't shirk when something needs doing; get on with it. Don't bluff when you are unsure, be honest and take steps to get the answer. Don't blame others for a problem; get it resolved. Acknowledge mistakes frankly. Listen when cadets have concerns, keep an open mind, and try to adopt a positive and constructive attitude in giving your advice and help. Always investigate a complaint and do something about it. Don't hesitate to seek help and advice yourself. We all need to do that. Keep cheerful!

Orders

5.034 Be clear and definite. Be reasonable. Keep instructions simple. Make certain that any order you give is within your responsibility. An order is not a basis for discussion. Orders should not just be obeyed but be carried out in spirit as well; this is only possible if the intention of the order is understood.

PART 3 – SALUTING

Background

5.035. The custom of saluting can be traced back to the Stone Age as a friendly, open-handed (showing you were not armed) greeting. The custom of looking the other person in the eye was a traditional sign of freedom rather than the downcast eyes of the serf. The open hand to the head comes from the raising of the visor on the helmet as a further sign of friendliness and that you posed no threat.

5.036. The present day salute is a symbol of greeting, mutual respect and good will, initiated by the junior and returned by the senior.

5.037. Salutes with sword, rifle, flag or gun can all be explained in the same way and all the movements basically indicate friendly intention.

5.038. When commissioned officers are saluted, it is their appointment to the Queen's Commission that is being acknowledged by the junior in rank. When ladies are saluted it is a gesture of courtesy expressed in the form of a formal salute.

5.039. The standard of saluting by the members of a unit is often regarded as a key measure of that unit's morale and discipline; hence the subject is of sufficient importance to have its own section in this booklet.

5.040. In the British Armed Forces and Cadet Services, a salute is only given by those in uniform who are also wearing headdress.

On Parade

5.041. The practice of saluting must be carried out correctly on parade where all movement is easily observed. All ranks are trained to carry out drill movements smartly and deliberately and saluting should be the smartest and most deliberate of drills.

5.042. On parade, when you have the occasion to address an officer senior to you, even one who is of the same rank but higher on the seniority roll, say "Sir" or "Ma'am" and salute.

Off Parade (*for everyone*)

5.043. When in uniform and wearing headdress, adult instructors and cadets should salute all officers they meet.

Off Parade (*for officers*)

5.044. Find out the customs of your unit. In most Regiments or Corps, and in the ACF, Subaltern Officers when in uniform always salute Field Officers and above and address them as "Sir" or "Ma'am".

5.045. In many units it is the custom for junior Subalterns to salute all Captains the first time they see them in the morning.

Returning Salutes (*for officers*)

5.046. Salutes must be returned smartly and readily. Look towards the person whose salute you are returning and remember that salutes are returned and not merely acknowledged.

5.047. If you are wearing civilian clothes, you should return the appropriate greeting, such as “Good Morning”, and stand briefly to attention, if only briefly, raising your hat if you are wearing one.

5.048. If you are passing a group or squad and the adult or cadet in charge calls them to attention and salutes you (as he or she should do), you return the salute smartly and say “carry on, please”.

5.049. If a marching party is ordered to “Eyes Right” or “Eyes Left” on passing you, you should respond by saluting and saying “Eyes Front, please”.

Dismissing Parades (*for officers*)

5.050. Always return salutes paid to you by parades or other bodies of cadets on dismissal. You should stand still, facing them while they are dismissing and should return their salute.

5.051. It is the custom for the commander of a body of cadets on parade to ask permission to dismiss and march off. If you are the senior officer present and you hear the request “Dismiss, Sir, please?”, return the salute, reply “Dismiss, please”, and stand and return the salute of the cadets as they dismiss.

Offices

5.052. When you enter or leave a Service office, if wearing uniform and headdress, you should always salute any officer present there, whether senior or junior to you. If you are the occupier of an office, remember to stand up if your visitor is senior to you.

Other Services

5.053. Remember to salute officers senior to yourself in the Royal Navy, Royal Air Force and their corresponding cadet forces. When you know that you are likely to encounter officers of other Services, it is a good idea to revise your knowledge of their badges of rank.

5.054. When visiting a warship or Royal Naval Establishment, always remember to salute the Quarterdeck when stepping aboard and as you leave. If you are unsure what to look for, ask the nearest naval rating for advice; do not be embarrassed. Your

demonstration of concern for their tradition will overcome their concern at your ignorance.

Ladies

5.055. When in uniform, officers cannot raise their hats/berets when they meet a woman they know; it is therefore customary to salute as a matter of courtesy.

National Anthem

5.056. When the National Anthem is played, all ranks stand to attention and officers in uniform also salute.

Special Occasions

5.057. When in uniform, you must always salute uncased Colours, funeral processions and when passing the Cenotaph or local war memorials. The rules for the ACF Banner are laid down in Chapter 19 to the ACF Manual.

5.058. During Services of Remembrance, it is customary for officers in uniform to salute during the sounding of the Last Post. Others, if not already formally brought to Attention as part of a parade, should stand to Attention.

Civilian Dress

5.059. Never salute when in civilian dress. The formal custom is to stand briefly to attention instead of making a salute. However, when walking past another person who you would salute if you were in uniform or to whom you should return a salute, it is perfectly acceptable, when you are not in uniform, simply to voice a polite greeting such as "Good Morning". When wearing headdress in civilian clothes, raise it briefly instead of making a salute.

CHAPTER 6

MESS CONVENTIONS, ROUTINE AND FUNCTIONS

PART 1 - MESS CONVENTIONS

General

6.001. A Mess is the home, club and social centre of its members during their time there. Messes were formed to allow the officers and the warrant officers and sergeants of a unit to get away from their main duties and relax with each other. They did this collectively for the sake of economy, members sharing the costs proportionately. The formation of a Mess also allows for companionship, convenience and for the maintenance of suitable standards of living and behaviour.

6.002. The Mess is both the home of those who are living in it, if only for the period of an annual camp, and the institution by which a unit as a whole is judged. It follows therefore that members of the Mess should behave as they would like others to behave in their own homes and that the Mess sets the standard of behaviour throughout the unit. Although one rationale for the Mess is that it is the home of those who live there, some personal likes and dislikes must be put aside for the benefit of the Mess members as a whole. Such restrictions that are necessary to ensure the smooth running of the Mess are covered in individual Mess rules.

6.003. While the atmosphere in an Officers' Mess and in a Warrant Officers' and Sergeants' Mess may understandably be a little different, much of the routine is common to both. Most of this Chapter applies equally to both types of Mess and describes the routine in a permanently established Mess such as that of a Regular Army unit or an ACF County at annual camp. During shorter camps, it is quite common for TA and ACF units to operate temporary combined Officers and Sergeants Messes, where a common understanding of Mess routine is obviously useful.

6.004. A Warrant Officers' and Sergeants' Mess' is simply known as "The Sergeants Mess".

Mess Rules

6.005. Every Mess has its Mess Rules designed to ensure the smooth running of the Mess for the benefit of all its members and visitors. These rules are as important to Mess members as unit standing orders are to all ranks. A copy of Mess Rules is generally available in the Mess for you to read.

6.006. To publish a rule for every matter that may arise within a Mess is impractical and members are expected to keep in mind the purpose of the Mess and the general standards of conduct therefore required of its members.

Dress

6.007. The rules of dress vary between Messes. Points to watch for include the wearing of combat kit, working dress, sports kit, shirt and tie, and so on. If on any occasion you cannot comply, apologise to the Mess President or senior member present. If in doubt, always ask someone more experienced, it will save you and others trouble and embarrassment.

6.008. Uniform belts are never worn in the Mess except in shirt sleeve order, or by the Orderly Officer or Sergeant who wears one because he is always on duty and can more easily be recognized by Mess staff.

6.009. Dress for training or “working dress” is generally permitted in the Mess at breakfast. Uniform is not worn in the Mess after a certain hour of the day except by those on duty; in Officers’ Messes this is before dinner and in Sergeants’ Messes generally some time after the last meal of the day.

6.010. Officers and Adult Instructors should comply with their own Mess Rules for the wearing of civilian dress in the Mess. Dress in the evening and particularly for the evening meal tends to be more formal than at other times and it is usual for a shirt with collar, tie and jacket, or the suitable female equivalent, to be worn for the evening meal.

General Behaviour

6.011. The Mess is not only the home of its individual members, but it is also the home of the unit’s officers or senior NCOs as a whole. Grouses, grievances and personal dislikes must be put aside for the benefit of the whole Mess. Rowdiness should be avoided, especially during meals, as one of the chief assets of the Mess is the provision of a place in which to relax and unwind after the day’s work is done. However, this does not mean that you must be serious all the time or that you may not occasionally indulge in boisterous fun. What you must learn is that there is a correct time and place for such levity (e.g. after a guest night).

6.012. The forming of cliques should definitely be avoided. They do much harm to the family spirit in the Mess, besides causing bad feeling which is very evident to visitors.

6.013. The habit of drinking to excess is not clever, nor is it amusing for other members of the Mess; it sets a bad example and undermines the discipline throughout the unit. Senior members of both Messes must set a proper example in their behaviour to junior members and newcomers who may take some time to adjust to the freedoms as well as the restrictions of Mess living.

6.014. It is your duty to help the Mess Staff to keep the Mess tidy. You can do this by replacing newspapers and periodicals on the table provided for that purpose, and by clearing away empty glasses, dirty ashtrays and discarded wrappers etc. As Messes are generally understaffed, your sense of tidiness will keep your colleagues’ home more comfortable.

6.015. Some Messes have an unwritten, traditional short list of taboo subjects for discussion. It is generally wise to avoid getting involved in discussions in the Mess about sex, race, religion or politics, though current affairs and sport are safe. Definitely to be avoided is what is sometimes referred to as “Talking Shop in the Mess”; do not bring business meetings into the Mess nor seize the opportunity to capture a colleague in the Mess to raise matters which should rightly have been dealt with during the working day. If there is genuinely urgent business to discuss, leave the Mess to do so, leaving your other colleagues to the peace they deserve.

Courtesy to Senior Officers

6.016. When the Commandant or any guest enters the anteroom, all officers should stand up and make room, but there is no need to be stiff or formal about it.

6.017. As a junior officer you should not be afraid to converse with senior officers or guests in the Mess, but excessive familiarity must be avoided.

Courtesy to Visitors

6.018. When a visitor enters the Mess, whether you know him or not, you must act as host. The whole Mess, and therefore the whole unit, is judged by the friendly courtesy with which strangers are received. You should offer them tea, coffee or a drink, depending upon the time of day. If a drink is offered you are not expected to pay for it yourself; the cost should be put down to “Mess Guests”, and is so entered on the bar chit and signed by you. At the end of the accounting period the cost of all “Mess Guests” is shared pro rata amongst the Mess members and your share will appear on your Mess Bill.

6.019. Should you bring a guest of your own into the Mess, or a visitor, you should at once introduce him to the most senior member present. If you invite a very senior officer or VIP to the Mess, you should warn the Commandant and PMC (President of the Mess Committee) beforehand.

6.020. You must realise that you will be expected to pay for all drinks and meals provided for your personal guests, and not expect other members to entertain them; you must also remember that you are responsible for their behaviour whilst in the Mess.

Visiting Other Messes

6.021. When visiting other unit Messes to stay you should find out about their Mess Rules and, in particular, their dress codes, meal timings and warning in and out requirements. Look for Arrival Information addressed to you, giving you essential information. You should expect to leave a forwarding address on departure.

Visiting the Sergeants Mess (*for officers*)

6.022. You must at all times remember that just as the Officers' Mess is the home of the officers of the unit, so the Sergeants' Mess is the home of the senior NCOs. Hence it follows that the only time you may enter this Mess is when you are on duty or when you have been officially invited. In some units, upon receiving such an invitation, it is the custom that those below the rank of the Adjutant ask his permission to accept, and those senior ask the permission of the Second in Command or Deputy Commandant.

6.023. The behaviour of officers in the Sergeants' Mess is of the utmost importance and has a direct bearing on the members of that Mess and their own behaviour. On arrival seek out the RSM and the PMC and say "Good Evening", and before departing you should again seek them out again and thank them for their hospitality.

6.024. It is sometimes regarded as an acceptable prank to try and give newly commissioned officers too much to drink when they visit the Sergeants' Mess. This is entirely wrong and it is up to the officer himself to see that this is not allowed to happen.

6.025. Remember that you are a guest and so you must behave as you would wish a guest to behave in your own Mess. You should exercise care in not overstaying your welcome and should therefore leave at a reasonably early hour.

PART 2 - MESS ROUTINE

The Mess Committee

6.026. The Mess Committee is a small team of Mess members appointed to manage the running of the Mess on behalf of all its members. Most of these committee members will also have other duties that will demand priority over Mess matters.

6.027. Some key appointments to the Officers' Mess committee will be made directly by the Commandant. In some units, the Sergeants' Mess committee will be supervised or advised by an experienced officer appointed by the Commandant. The detailed duties of Mess Committee members are often described in annexes to Mess Rules.

6.028. The Commandant and RSM are never members of the Mess Committee.

6.029. A Mess Committee will normally have the following members:

- a. President of the Mess Committee (PMC) responsible to the Commandant/RSM and Mess Members for the smooth running of all departments in the Mess; usually one of the most senior members of the Mess.
- b. Mess Secretary, responsible for the finance and accounts, for producing a Balance Sheet, and for official Mess correspondence and recording the minutes of Mess Meetings and Mess Committee meetings. Sometimes these duties are divided between a Secretary and a Treasurer.

- c. Messing Member, responsible for the provision of meals in the Mess.
- d. Wines Member, responsible for all wines, beers, spirits, cigarettes etc. sold in the Mess.
- e. House Member, responsible for the provision of newspapers, for the general orderliness and cleanliness of the Mess, and for the maintenance of Mess silver and property.
- f. Entertainments Member, sometimes known as the President of the Entertainments Committee (PEC), responsible for running a small sub committee which organises Mess entertainments.

Mess Entertainments

6.030. There will be occasions when the Mess entertains other guests, local dignitaries and friends. At these functions all officers are expected to act as hosts, circulating and ensuring that the guests are being looked after and entertained. Such entertainment costs money, and in most Messes this is met by a pro rata charge on Mess Bills, calculated so that those of higher rank pay higher contributions.

6.031. Parties with or without music and games nights for Mess members only or in conjunction with other Messes are common types of entertainment which enhance the social life of the Mess and the unit.

6.032. Normally proposals for such entertainment are made by the PMC at a Mess meeting when, should any member feel that they cannot afford the amount they are being asked to contribute, they should not be afraid to say so.

Mess Meetings

6.033. So that the members of a Mess can exercise a measure of democratic control over the running of their home and club, the PMC will convene meetings of all members on occasions that allow the majority to be present. The Commandant will normally attend Officers' Mess Meetings although the PMC will chair the Meeting. The RSM and usually the Supervising Officer will attend Sergeants' Mess Meetings to ensure that regulations for the conduct of Messes are properly adhered to. Mess meetings are conducted according to formal meeting procedures with minutes recorded and published.

6.034. Among the routine business to be agreed by the majority of Mess members annually will be the level of subscriptions to be paid by members. As with contributions to pay for entertainments, Mess subscriptions may be calculated with shares according to rank.

Complaints and Suggestions

6.035. Complaints should be made to the Mess Secretary or the appropriate member of the Mess Committee. Never complain to or find fault with a member of the Mess staff.

6.036. If a Suggestion Book is available it is for the purpose of recording valid suggestions which should be of a constructive nature, not for recording complaints.

Warning In and Out

6.037. Some Messes operate a Warning In and Out Book to ease the task of the Mess staff and to prevent waste of food. Find out whether, for example, you are expected to book in for lunch and dinner at breakfast time or to warn of your intention to be absent for a meal or meals 24 hours in advance. Failure to book in may result in a meal not being available and failure to book out may result in a charge for the meal or meals you did not take.

Meal Timings

6.038. Be punctual for meals. Arriving late for meals is a sign of slovenliness and thoughtlessness, and causes inconvenience to Mess staff and to those of your colleagues whose duties cause them to arrive towards the end of the scheduled meal time.

6.039. Late meals can generally be booked for those whose duties or training programme prevents them from arriving in time for a particular meal. There may be provision for this in the Warning In and Out Book, otherwise the request should be made to the Messing Member on each occasion.

Mess Bills

6.040. At the end of the month or at the end of camp you will receive a Mess Bill from the Mess Secretary. You should check this, raise any queries with the Mess Secretary, and pay within 7 days of receipt. It is not only a point of honour that such bills be paid as soon as possible, failure to do so for an officer is an offence under military law.

Payment for Items from Bar Stock

6.041. In some established Messes there is no bar and all drinks, cigarettes etc. are ordered from a Mess waiter, for which you sign a bar chit. When a bar is in operation either a chit or a cash system may be used. A chit system works as follows:

a. **Bar Chits.** These are printed, and all you need to do is to enter the number of drinks, e.g. Beer - 2 pints. Then add your bar number (see b below), sign and date the chit, and add your surname in block letters.

b. **Bar Numbers.** These chits go to the Mess Secretary, who prices each chit and enters what you have received and the cost in the Day Book (see c below).

To help sort out the various signatures each member of the Mess is allotted a number so that the Mess Secretary can easily identify its owner.

c. **Day Book.** When you sign the chits you are unlikely to remember how much you have spent, so the Day Book is placed in the anteroom or some such convenient place. From it you will be able to see how much you have spent each day and the total of your bar purchases to date. Never read pages which refer to other members of the Mess; this is considered highly discourteous.

6.042. Some Messes operate a Night Tray system where a selection of drinks and a supply of bar chits are left out after the bar closes at night. If you avail yourself of this, make absolutely certain that you leave an accurate, legible and identifiable chit recording all your purchases. Should any discrepancy be found the following day, you will wish to be certain that it could not have been caused by you.

PART 3 - MESS FUNCTIONS

Background

6.043. Mess functions are the most traditional of activities members of the ACF are likely to encounter and are therefore regarded by some as unnecessary curiosities while others look forward eagerly to such events. A balanced programme of social functions held by both Messes during the year, including taking advantage of the facilities available at annual camp and paying due attention to the Customs of the Service, are all indicative of a thriving unit whose members enjoy being together.

6.044. The balance struck in the ACF will take account first of the need for proper supervision of cadets and then to avoid excessive expense to Mess members. Many of the more lavish traditions of Mess functions date from times when plenty of Mess servants were permanently employed. Nowadays, all the costs of Mess functions that are in excess of normal rationing levels will have to be found from the Mess members themselves.

6.045. Mess Dress is only worn on the occasion of Mess dinners and can be very expensive to buy. It is generally considered to be unfair to expect volunteers to buy Mess Dress when the opportunities to wear it may be few, so junior officers and new adult instructors may be permitted to wear No 2 Dress instead. The alternative for those who do not possess Mess Dress is dinner jacket or, as a last resort, dark lounge suit with regimental tie. Some ACF counties and some Regimental associations are able to help officers and adult instructors find second hand Mess Dress items at reasonable prices.

6.046. Regular Army established Messes may dine formally as frequently as weekly and, while there will be no formal guests, a strict procedure is followed. The sequence of events will be similar to that for a guest night, described below.

6.047. While informal Mess parties were described in para 6.031, some Messes may hold more formal cocktail parties as a means of entertaining guests. There are some

basic elements to the form of these and on such occasions the PMC will normally issue clear instructions to Mess members, especially those acting as hosts.

Guest Nights

6.048. Key Roles:

- a. The senior member of the Mess, normally the Commandant or Regimental Sergeant Major, is usually seated centrally with the senior official guests at his side.
- b. A senior member of the Mess, usually a Field Officer or SMI, is appointed President for the occasion and sits at one end of the table. All those dining look to the President for the timing of the various stages of the dinner.
- c. The PMC may act as host to a senior guest or may take a seat where he or she can effectively supervise the smooth running of the whole occasion.
- d. A junior member of the Mess is appointed Vice President for the occasion and is usually seated at the opposite end of the table to the President. He or she is known, then, as Mister (or Madam) Vice.

6.049. Procedure.

- a. **Seating Plan.** You should check your place at table from the seating plan. If there should be a guest seated on your right it will be your duty to escort him/her in to dinner and to look after him during the meal. You would do well to seek him/her out and introduce yourself before you are called through to dinner.
- b. **Announcement of Dinner.** The Mess Sergeant or head waiter will announce dinner, and the Commandant/RSM will escort the senior guest to the table, followed by the next most senior host and guest, etc, until all the guests have left the anteroom, when those members who have no guests to escort move into the dining room and take their places. Name cards will usually be put at each place, which serves to prevent confusion. Everyone remains standing behind their chairs.
- c. **Grace.** The President will then ask the Senior Chaplain present or other nominated member to say Grace, after which everyone sits down.
- d. **During the Meal**
 - (1) In the past, no smoking was allowed until after the Loyal Toast, which is at the end of the meal, but see sub-para g. below.
 - (2) No-one may leave the table for any reason without first obtaining the permission of the President or Vice President.

(3) Should any diner require anything they should not themselves beckon a waiter. All such requests should be channelled through the President or Vice President.

(4) There should be no boisterousness during the meal, nor should Mess silver be interfered with. The meal is there to be enjoyed.

e. **Passing the Port.** After the last course has been served and cleared, port decanters are placed before the President at the head of the table and the Vice President at the lower end of the table. At a signal from the President both he and the Vice President remove the decanters stoppers and, after helping themselves, pass the port to their left. Each diner helps himself as the decanter reaches him and passes it to his left.

f. **The Loyal Toast.**

(1) When all glasses have been charged and decanters have reached both ends of the table, the President will rap on the table, ring a bell (or whatever is the custom in the unit) and, remaining seated, will say: "Mr Vice, the Queen". The Vice President then stands up, glass in hand, and says: "(Ladies and) Gentlemen, the Queen". All rise and say "The Queen" (no other words) and drink the loyal toast. If a band is present the National Anthem is played before the toast is drunk.

(2) There are some minor variations, e.g. in some units all stand on the word "Gentlemen" from the Vice, who says "The Queen" when all movements have ceased. Some Regiments remain seated for the Loyal Toast, perhaps because they had been asked to by the Sovereign or because they had served on board ship as marines. Visitors from units having different traditions conform out of politeness to the procedures of their host unit. The same procedure follows for any other toasts.

(3) In the ACF, it is usual, after the Loyal Toast, to toast the Colonel in Chief for which the president (sitting) proposes "Mr Vice, our Colonel in Chief" and the Vice President (standing) replies "Ladies and Gentlemen, His Royal Highness The Duke of Edinburgh".

(4) If attending a joint CCF/ACF function, the Loyal Toast may be given in the following way: the president (sitting) proposes "Mr Vice, the Captain General of the Combined Cadet Force" and the Vice President (standing) replies "The Queen". The ACF's Colonel in Chief is then toasted as shown in para (3) above.

g. **Smoking.** In December 2006, the MOD introduced a non-smoking policy across all its enclosed premises; however, the local commander retains the right to allocate smoking areas in non-enclosed areas; Messes are covered by this. Historically, in the Dining Room, permission to smoke had to be given by the

President. In this case, cigarettes and cigars were passed round the table or offered by waiters. Pipes were never smoked at the dinner table.

g. **Speeches.** If there are any speeches to be made, the Commandant/RSM will speak first and will introduce any other speaker.

h. **Leaving the Table.** When the Commandant/RSM rises and escorts the principal guest to the anteroom, all should stand. Then, with guests preceding, the remainder of the diners make their way to the anteroom, led by the President. Traditionally, Mr Vice is the last to leave, to ensure that all diners leave in good time to enable the staff to clear the table.

i. **After Dinner.**

(1) After dinner all members must stay in the anteroom until the last guest has left. There is normally some latitude allowed where members may have to be up early to attend to their official duties. In such cases members should ask permission from the Commandant/RSM or President to retire after the last guest who is not staying the night with the unit has left. This leaves the senior members to entertain guests staying the night.

(2) After a Dinner Night or a Guest Night it is an accepted practice in many units for games, some of them of a boisterous nature, to take place in the Mess. Any minor indignities suffered should be taken in good heart and no recriminations allowed to follow.

Letter of Thanks

6.050. When invited to a Guest Night (or Dinner Night) in another Mess, whether invited formally by that Mess or privately by one of its members, you should write a letter of thanks within one week to the PMC of that Mess. Guidance on form and content is given in Chapter 10, Paragraphs 10.024 - 10.026.

CHAPTER 7

SECURITY

General

7.001. There are three aspects of security that officers and AI in the ACF should be familiar with: physical security, security of personnel and security of information:

- a. Physical security involves the protection of places and things such as accommodation, weapons, ammunition, cash, vehicles and equipment.
- b. Security of personnel means protecting yourself and the other members of the ACF for whom you are responsible.
- c. Security of information involves preventing information and data of a militarily sensitive or a personal nature about members of the ACF being accessed by anyone not authorised to receive it.

7.002. General guidance on security in the ACF is contained in Chapter 11 of the ACF Manual while detailed instructions are contained in the Land Command Standing Order (LANDSO) 2901 “Security in Cadet Force Units”, a copy of which is issued to every Detachment. County HQ permanent staff are security trained and their advice should be sought as necessary.

Physical Security

7.003. The greatest threat to the ACF is the theft of weapons, particularly where they are stored in accommodation that is only occupied on parade evenings.

- a. There are strict rules concerning the storage, transportation and issue of weapons and ammunition and equally strict rules concerning keys that give access to weapons stores.
- b. Access to weapons and ammunition must be controlled by officers and AI authorised by the Cadet Commandant. Keys that give such access are known as “security keys” and may only be issued to officers and AIs who have been security cleared to do so by the MOD vetting procedure and are on the list of those authorised to be issued with them. Security keys may not be lent to or used by anyone else.
- c. On training, weapons and ammunition must never be left unattended unless placed in a secure armoury. Keys should never be left in unattended vehicles and vehicles should never be left unattended when they contain equipment, particularly weapons and ammunition.

d. Other items that are particularly vulnerable to theft and need careful control and safe-keeping include cash and accounts, and attractive items of training equipment such as compasses and IT equipment.

e. Accommodation needs to be secured, particularly at the Detachment at the end of parade evenings. On leaving, it should be routine for stores, doors and windows to be checked and secured and, on arrival at the Detachment, it should be routine for an adult to check the outside of buildings to ensure that there are no suspicious objects present or evidence of a break-in.

f. Remember that cadets may never be given responsibility for the security of weapons and ammunition, even when they are issued with them. An adult must always remain responsible.

Security of Personnel

7.004. The threat to the ACF is small; the main threat is that, in uniform, adults and senior cadets may be mistaken for being Regular soldiers, particularly when working in Regular Army or TA premises or on training with soldiers. Therefore, uniform titles, both adult and cadet, should show clearly that the wearer is in the ACF. In addition:

a. Adults and cadets should be taught not to touch or tamper with any unusual or suspicious looking object but report it.

b. Younger cadets can be vulnerable to bullying, or even assault by local youths, particularly when seen alone in uniform.

c. ACF adults should avoid travelling alone in uniform, especially on public transport and parents should be consulted about cadets' travel arrangements to and from the Detachment.

Security of Information

7.005. The threat to sensitive information of a military nature in the ACF is very small because the ACF is not allowed to hold information of a security classification higher than RESTRICTED.

a. Documents held by ACF units classified RESTRICTED should be kept in a locked room or issued on signature and kept securely by the individual concerned. They should not be given or lent to anyone who is not in the Armed Forces or Cadet Forces.

b. Such information should not be thrown out with the rubbish, even when obsolete, but should be disposed of by shredding or by burning.

c. The most vulnerable document held by members of the ACF is the military identity (ID) card. In the wrong hands it can be used to enable someone to gain unauthorised access to Army as well as to cadet establishments. Lost ID cards,

therefore, must be reported to County HQ. Locally designed or printed ID cards are not permitted and cadets are not issued with ID cards.

7.006. The ACF is subject to the Data Protection Act requiring the following precautions:

a. IT equipment, including personal computers, that is used to store or transmit personal data on ACF members, should be registered with County HQ and should not be used for any other purpose.

b. Personal information about any member of the ACF should not be given to the media or to any individual or organisation not authorised to receive it without the permission of the ACF member concerned. If the ACF member concerned is under 18 years old, permission of the parent or guardian must be obtained.

7.007. Photographs/videos of cadets can only be used with the consent of the parent or guardian; this includes their use on websites. The enrolment form signed by the parent or guardian asks for this consent.

Information Technology (IT) Security.

7.008. Cadet Force establishments are becoming increasingly dependent on IT. Any form of official information held on IT equipment is subject to the security requirements laid down in LANDSO 2901. This also covers connection to the Internet, the use of unauthorised or pirated games and software and the action to be taken if malicious software is discovered.

Clearances

7.009. All adult members of the ACF are subject to clearance by the Criminal Records Bureau (CRB) as are those who assist the ACF on a regular basis such as Civilian Assistants (CA). All arms, ammunition or pyrotechnics storemen and custodians must have valid and up-to-date security clearance.

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CHAPTER 8

ADMINISTRATION - A DETACHMENT GUIDE

PART 1 - ADMINISTRATION AT THE DETACHMENT

General

8.001. Administration involves a broad range of responsibilities and tasks that are best taught by officers and AI currently serving as Area and Detachment Commanders. They are most easily learned by an individual AI through the experience of serving as an instructor at a Detachment. This booklet is not a teaching manual or training pamphlet and does no more than give guidance on a number of aspects of administration that are common to most Detachments.

a. Instruction on administration is given formally within the ACF County during induction training, on adult study periods, on the Initial Training Course (ITC) and to newly appointed Detachment Commanders.

b. There are a number of documents that give guidance, the most significant being the ACF Manual.

8.002. Officers and AI new to the ACF should make themselves familiar with the Detachment Instructor's and Detachment Commander's Job Description at Annex E to this document. There are several agencies and individuals available to give assistance and advice to Detachments and they are listed at the end of the Job Description. The most accessible of these and the individual likely to be the most knowledgeable about Detachment administration is the Cadet Administrative Assistant (CAA) for your Detachment's Area.

Detachment Accommodation

8.003. Cadet Detachments are located in a variety of types of accommodation, most commonly the ACF hut or the TA Centre. All ACF buildings and TA Centres are owned by the MOD. Even a hut or hall donated by another organisation, a charitable trust, a local authority or an individual benefactor, once received by the ACF and occupied by cadets, becomes the property of the MOD. The MOD agency responsible for the maintenance, upkeep and funding of all ACF accommodation and TA accommodation is the Regional Reserve Forces and Cadets Association (RFCA) and the RFCA local officer responsible for the day-to-day management of ACF accommodation is the CAA.

8.004. The local management of TA Centres is the responsibility of the TA Permanent Staff Administrative Officer (PSAO) and it is the responsibility of the CAA to liaise with the PSAO over the management of accommodation within the Centre that is allocated to the ACF.

8.005. Where a Detachment shares cadet accommodation with another cadet organisation, the RFCA remains responsible for its management and the CAA will advise the ACF Detachment Commander on their responsibilities. Where a Detachment is located in hired accommodation, including school premises, it is the RFCA that arranges the terms of the hire and it is for the Detachment Commander to liaise with the landlord or school authorities over any local regulations governing health and safety and fire protection.

8.006. The Detachment Commander should carry out a monthly inspection of the accommodation, including fittings and fitments, for defects or breakages and report any to the CAA. DIY repairs are not permitted in ACF accommodation without the authority of the RFCA.

8.007. The Detachment Commander should organise the cleaning of the hut and outside area periodically. Cadets used on area cleaning, rubbish collection or gardening activities must wear appropriate protective clothing and be instructed in their task. Refuse should be bagged and removed from the Detachment.

8.008. The Detachment Commander should find out from the CAA what protective measures should be taken in cold weather, particularly when the accommodation may be unoccupied for a period.

8.009. The CAA is responsible for carrying out regular checks on fire equipment. The Detachment Commander should ensure that fire equipment is not misused or removed from its fire point, that fire notices are in place and that fire exits and escape routes remain unblocked. All furnishings must be fire resistant and all electrical and electronic equipment must be periodically tested under arrangements made by the CAA. Hazardous substances (paints, oils, chemical burners for instance) may only be kept in stores designed for the purpose. Sleeping overnight and cooking in Detachment accommodation is subject to authorisation by the RFCA. Smoking is banned in all cadet accommodation.

8.010. Guidance on health and safety and fire protection procedures are in Part 3 of Chapter 3 and guidance on training at the Detachment is in Part 3 of Chapter 4.

Stores

8.011. Accommodation stores include all furniture and furnishings required to furnish the Detachment; the CAA is responsible for maintaining the inventory. Training stores include training aids and equipment, including weapons and ammunition, and training manuals; these are issued to the Detachment Commander and must be properly documented and accounted for. Uniform clothing is a personal issue to the individual and is not a Detachment store.

8.012. Weapons and ammunition are subject to detailed instructions for storage, transportation, issue and receipt, accounting procedures and periodic inspection for serviceability.

a. Instructions are contained in LANDSO 2901, “Security in The Cadet Forces”, a publication issued to each Detachment. This also includes instructions on who may have access to weapons, and for the safe handling of keys to armouries, weapons and ammunition stores and containers. (See also Chapter 7 – Security.)

b. The Army provides the ACF with its weapons and trusts that the ACF will maintain them, protect them and use them safely, strictly within the rules. As shooting is one of the main attractions of the ACF to cadets, it is essential that the ACF retains the confidence of the Army in its ability to manage its weapons safely and well. It is therefore imperative that everyone adheres strictly to the rules.

Ranges

8.013. ACF Miniature and Tube Ranges are maintained by the RFCA and inspected for serviceability by the Regular Army. The CAA acts as Range Officer. He is responsible for monitoring the condition of the range, providing Range Orders and the Range Log, and posting a list of authorised users. Users are individual adults who are course qualified and authorised by the Cadet Commandant to conduct range practices on miniature ranges. The log must be kept in the range and completed every time live firing is conducted. Empty cases must be recovered and the range kept neat and tidy.

Incidents and Accidents

8.014. Incident and accident procedure is covered in detail in Chapters 2 and 3 of the ACF Manual and in Section 4 of JSP 535 - CTSPs. Incidents that put cadets at risk and incidents involving fire, threats to or breaches of security, and incidents involving damage to or loss of property or equipment must be reported to the CEO. Loss of weapons and/or ammunition, and any incidents that leave the Detachment premises unprotected must also be reported to the police.

8.015. An Accident Register is required by health and safety legislation to be maintained in every Detachment. All accidents must be recorded in the Accident Register and any accident involving injury that requires professional medical attention must be reported quickly in accordance with the instructions contained in Section 4 of JSP 535 - CTSPs, and must be reported to the CEO at the first opportunity. A copy of the accident report form is at Annex A to Section 4 to this JSP 535.

Adults

8.016. **Personal Administration.** The personal administration of officers and AI is covered in part 3 to this Chapter.

8.017. **Establishment.** As the great majority of ACF Detachments have fewer than 50 cadets, they are established to have one officer and 2 AI (up to 25 cadets) or one officer and 3 AI (26-50 Cadets). An extra AI may be added when there is no officer. At least one must be female when female cadets are part of the Detachment.

8.018. **Attendance.** With only 3 or 4 adults at the Detachment, it is important that their attendance is well coordinated. It is difficult to conduct a viable programme of cadet activities, and safety might be too easily compromised, if less than two adults regularly attend. Adults are therefore expected to commit themselves to attend as much as they can. The Detachment Commander must be informed in advance when an adult cannot attend because of work or domestic commitments and leave or when sick. ACF training courses have to be fitted in with the need to keep the Detachment manned. Adult attendance records must also be accurately kept.

8.019. **Support to the Detachment Commander.** The Detachment Commander is the key appointment in the ACF. They shoulder considerable responsibility. Detachment Commanders must therefore learn to delegate by:

a. Giving AI specific responsibilities which help them to develop and add incentives for them to attend; such as:

- (1) Becoming the Detachment First Aid Appointed Person, gaining a food handling certificate, or maintaining the cadet training records.
- (2) Being appointed the Duke of Edinburgh's Award advisor or running Detachment sports activities.
- (3) Taking responsibility for the administration of stores, maintenance of registers and records, running the canteen, or keeping accounts.

b. Allowing senior cadets, who often develop into being excellent instructors of the APC syllabus, to help with Detachment administration. However, cadets, when used as instructors, must always be supervised by adults, and their Detachment responsibilities should not be allowed to detract from their own ACF training. Cadets must never be left alone to open or lock-up the Detachment premises, nor be allowed to run activities at the Detachment without an ACF adult present.

8.020. **Instructor Support.** A shortage of instructors can be offset by asking the Detachment's Army Sponsor Unit or the Cadet Training Team (CTT) to help. Members of the TA often volunteer to assist and it is possible for someone to be a member of both the TA and ACF with the permission of their TA Commanding Officer. Members of the TA and the Regular Army who regularly support the ACF are subject to clearance by the CRB. ACF Officers from your Area HQ or County HQ can also be expected to help when asked. However, all of this external support should not become a permanent alternative to active adult recruitment, which is the proper remedy when a Detachment is short of adults.

8.021. **Civilian Assistants.** To help with administration, or simply to enhance the adult presence at the Detachment, it is good practice to recruit adult helpers who may not necessarily wish to join the ACF. Such adult helpers are known as Civilian Assistants (CA), they receive no training and are not entitled to receive any Paid

Training Days (PTD) or allowances. They are not permitted to wear military uniform of any kind. CAs may not supervise cadets unless an ACF officer or AI is present. Most importantly, they may only be taken on once they have been cleared by the CRB to work with the ACF. They can be of great help in doing office work, helping to manage the stores (but not with weapons or ammunition) or by running a Detachment canteen. They must not be allowed to open the Detachment or be left at the Detachment alone with cadets. Cadet's parents are often willing to become CA and can be particularly useful in providing female cover.

Cadets

8.022. **Terms of Service.** The terms of service for cadets are contained in Chapter 6 of the ACF Manual. Enrolment and the whole of cadet service is the same for male and female cadets. Their training syllabus, described in Chapter 3, is designed to give them progressive development over a six-year period.

8.023. **Enrolment.** Age limits for enrolment must be strictly observed and it is important that parents are involved in the process by visiting the Detachment, and by agreeing in person to the terms when they are invited to sign the Enrolment Form (AFE 529).

a. **Commitment.** Parents are to have the level of commitment expected from the cadet explained to them, as well as the outline training syllabus including cadet shooting, those aspects of training for which their permission is being sought, the main aspects of ACF discipline and the procedure for making complaints.

b. **Enrolment Ceremony.** It is desirable that the important step of taking the "Cadet Promise" should be made as memorable as possible for the new cadet. This is a very significant part of the process of joining the ACF. The details of the ceremony, to which parents can be invited, are in the ACF Manual at Chapter 6 Annex A.

8.024. **Medical.** It is also important that parents/guardians declare any medical condition that might affect their child's ability to participate in cadet activities. Guidance on enabling cadets with disabilities or learning difficulties to participate is given in Chapters 2, 3 and 10 of the ACF Manual.

8.025. **Fees and Insurance.**

a. **Fees.** Parents should be informed of the purpose of any joining fee, the current rates of weekend or camp fees and of any regular subsidies expected by their Detachment or Area.

b. **Insurance.** Where Counties are members of the ACFA collective insurance scheme, when cadets first enrol, parents should be advised about the scheme, which covers personal liability and provides personal accident cover.

However, they should also be informed that it does not cover the loss of or damage to personal possessions.

8.026. **Local Travel.** The method by which the cadet will travel to and from the Detachment should also be agreed with the parent for the sake of the cadet's personal safety.

8.027. **Cadet Promotion.** Promotion depends entirely on merit but, to ensure a measure of uniformity within the ACF as a whole, promotion is also tied loosely to levels of achievement in the APC syllabus.

a. There is no limit to numbers in any cadet rank except for Cadet RSM of whom there should only be one in any ACF County. Cadet promotion, up to and including cadet corporal, is usually made by the Area Commander.

b. Cadet promotion to Cadet Sergeant and above is usually made by the Cadet Commandant.

c. The Cadet Commandant may appoint a 4-Star cadet to be a Cadet Under Officer, if the cadet is considered to have officer potential and is in their last year of cadet service.

d. Cadets will normally be promoted to the ranks or equivalent shown below in line with the Star awards they have gained, providing that there is a vacancy. For example:

▪ To Cadet Lance Corporal	-	Passed APC 1 Star.
▪ To Cadet Corporal	-	Passed APC 2 Star.
▪ To Cadet Sergeant/Staff Sergeant	-	Passed APC 3 Star.
▪ To Cadet CSM/RSM	-	Passed APC 4 Star.

e. As there is no establishment for cadet ranks, a cadet will not be promoted to any rank unless he is carrying out the duties appropriate to that rank.

8.028. **Senior Cadet Appointments.**

a. **Master Cadets.** These are appointed by the Cadet Commandant. The rules are in the ACF Manual Chapter 6, para 6.021. They have to attend a Master Cadets' Course at CTC, having previously completed the APC syllabus to 4-Star level.

b. **Lord Lieutenant's Cadet.** Usually, one cadet is selected annually, for a one-year appointment, to be the Lord Lieutenant's Cadet. Selection is made by the RFCA on the recommendation of the Cadet Commandant. The role of the Lord Lieutenant's Cadet is decided by the Lord Lieutenant, with the advice of the Cadet Commandant, but it is usually to accompany the Lord Lieutenant on selected local events.

8.029. **Cadet Uniforms.** Uniforms are supplied by the Army for cadets on demand by the County Cadet Quartermaster (CQM) and are issued at the Detachment by the CAA. They are the same for male and female cadets.

- a. Cadets may keep their uniforms at home but must return them when they leave the ACF; the Detachment Commander is responsible for getting payment from parents for missing items.
- b. Cadet uniform clothing is intended to be re-usable and must not, therefore, have badges or titles sewn onto it. All cadet badges, including rank badges, and titles are to be worn on the issued cadet brassard.
- c. Shoulder titles must incorporate the words “Army Cadet Force” or “ACF” so that cadets are not mistaken for Regular soldiers.

8.030. **Other clothing/equipment.** The only items of uniform that cadets are obliged to purchase are their boots. While it is permitted for cadets to purchase items of uniform from, for example, the Cadet Kit Shop and to provide their own items of equipment (such as sleeping bags and backpacks/bergens) if they so wish, they cannot be required to do so by the ACF. See also para’s 8.090 - 95 below.

8.031. **Cadet Records.** The proper maintenance of cadet records is a key element of Detachment administration.

- a. **Detachment Roll Book.** The official method of keeping the personal records of cadets is in the Detachment Roll Book (AB 140). Computers are not normally supplied to Detachments. If a Detachment Commander wishes to use a personal computer for cadet records or to record any other form of ACF data, the PC must be registered at County HQ and may not be used to store or transmit any other form of data. Even when a PC is used, the AB 140 must also be maintained.
- b. **Training Records.** Maintaining an accurate and up-to-date record of cadets’ training achievements is essential. The official training records may be held at County or Area HQ (it varies throughout the ACF) but the Detachment is involved in the compiling of training records for its cadets and ought to maintain a complete set of records. These records are used internally to support a cadet’s ACF career, and they are used by the Army, through the medium of the annual inspection report form, to measure the progress of the Detachment and, in so doing, justify the MOD’s continued financial support of the cadet movement. Meticulous recording of cadets’ APC syllabus passes is vital in helping them add to their cadet training achievements for:

- (1) A DofE Award.
- (2) An NVQ (BTEC First Diploma in Public Services or Music).

(3) Their national school achievement records; a particularly significant addition to their personal portfolios is when they have gained a first aid certificate or a Duke of Edinburgh's Award through their cadet training.

c. **Use of Information Technology (IT).** With the introduction of Project WESTMINSTER, cadet records are increasingly being kept on IT systems. The aim of this project is to reduce the workload for cadet force adults and to make these records more readily useable.

Sponsorship and Affiliation

8.032. **Sponsorship.** A Regular Army or TA unit is appointed by the Regional Brigade or District Commander to be the sponsor unit for every ACF Detachment. Where possible the sponsor unit will be nearby but it will not necessarily be of the same cap badge as the ACF Detachment for which it is the sponsor. The role of the sponsor unit is to support the Detachment by providing instructors when requested, arranging joint training events and by inviting cadets to visit its own training.

8.033. **Affiliation.** Every ACF Detachment is affiliated to an Army Regiment or Corps and is given the privilege of wearing the cap badge of the Regiment or Corps to which it is affiliated. In some ACF Counties every Detachment is affiliated to the same Regiment and even incorporates the Regiment's name in the ACF title. Changes to affiliation may only be made with the approval of the Cadet Commandant who then gains approval for the change through the chain of command.

Cadet Commandant's Policy

8.034. Your Cadet Commandant will specify the training and administrative policies he wishes the ACF to operate throughout the County. These may be verbal instructions, written policy statements, written directives or Standard Operating Procedures (SOP). SOPs are often published by County HQ as a series of written instructions chronologically numbered.

8.035. Such policy documents may include:

a. An annual Training Directive setting out the Cadet Commandant's priorities for the year ahead including annual camp, an annual Health and Safety Statement, a PR or Recruiting directive, procedures to be followed on the reporting of incidents, managing disabilities, dealing with abuse or misconduct, complaints or grievances, or on routine matters such as adult and cadet promotions and obtaining approval to conduct cadet activities.

b. They may set regulations such as Standing Orders for MT drivers, Dress Regulations and Mess Rules, or cover single topic policy decisions on a wide range of matters such as applications for commissions or for leave of absence, pregnancy, the consumption of alcohol and smoking.

8.036. It is as well to be aware of these because, not only do they regulate the way routine matters are dealt with, they form a useful guide to how things should be done.

Orders and Instructions

8.037. As in the Army, much information is imparted in the ACF by means of written orders and instructions. All ranks are expected to have read those orders which apply to them. Ignorance of orders is not regarded as an excuse for failing to conform.

8.038. Standing Orders are those sometimes lengthy sets of rules which must be observed by everyone in a unit to maintain discipline, morale and safety. There may be separate sets of Standing Orders covering such subjects as security, fire safety or range conduct. Often Standing Orders will be published by being displayed prominently and should not be removed.

8.039. Routine orders, such as Part I Orders, are also often displayed on unit notice boards and are used to notify all ranks of matters of routine importance. In part-time organisations like the TA and the ACF, routine orders may be published anything up to monthly except during annual camp when they will probably be published daily.

8.040. Instructions for specific events or activities will often be issued with a copy for each individual who is expected to perform some key role.

Annual Detachment Inspection

8.041. It is particularly important to prepare the Detachment well and encourage maximum attendance by cadets and instructors for the annual Detachment inspection. As well as being a good experience for all members of the Detachment and an opportunity to demonstrate how thriving it is, part of the assessment of the Detachment's proficiency is judged on the attendance on the day. It is worth considering combining an open evening with the annual inspection and inviting a local dignitary to attend as well as the inspecting officer.

Detachment Recruiting and Public Relations

8.042. **Recruiting Cadets.** A Detachment that is adequately staffed and well led rarely needs to actively recruit cadets. The recommendations of enthusiastic cadets are the best means of recruiting more. Nevertheless, it is good practice for the Detachment adults to cultivate a relationship with the local school(s) that their cadets attend and seek to give the occasional presentation at the school or set up a stand during a lunch break. In addition:

- a. The Internet is becoming a valuable potential tool for recruiting, as young people increasingly use it at school.
- b. The ACFA now has an active website, www.armycadets.com, as do a growing number of ACF Counties. Detachments should be able to use the County Website to post information for their own cadets to read, such as

information on up-coming activities, and should encourage cadets to show it to their friends at school.

c. It must be remembered however, that, under data protection legislation, the personal details of individuals may not be revealed on line without their permission and, in the case of young people under the age of 18, without the permission of their parent or guardian.

8.043. **Recruiting Adults.** It is likely that more effort needs to be made to recruit adults than cadets. Probably the most effective method of recruiting adults is for adults currently at the Detachment to personally network among friends and colleagues including cadet's parents. Senior cadets leaving the ACF when they reach the upper age limit are often keen to become AI, however, some Cadet Commandants feel that a period away from the ACF is good both for them and for their Detachment. At ACF County level, the Regimental affiliation and sponsor unit connections can be used to attract officers and soldiers into the ACF when they leave the Regular Army or TA. Open evenings can also be arranged for adults in the local area; use the local media to publicise them.

8.044. **Public Relations Officer (PRO).** Most ACF Counties now have an officer appointed as PRO, or even Area PROs, and the Detachment Commanders should make a point of advising them of potential PR opportunities. PROs can arrange for press attendance at events, particularly when these include presentations to cadets by local dignitaries. They also provide contact with the local media and can get articles with photographs published in papers local to the Detachment. The PRO can also help with advice, with training Detachment adults in PR matters and by arranging publicity material for the Detachment with the cost being offset by County HQ.

8.045. **PR Photographs.** A good quality photograph, with a caption, is sometimes easier to get published than a full article and it is a good idea for one of the Detachment Adults to make a habit of taking photographs of activities or at events. Bear in mind that parental permission must be obtained before pictures of cadets can be used; they usually agree to this on the Enrolment Form.

Community, Social Events and Open Days

8.046. When the Detachment proposes to hold community or social events and open days or parents evenings at the Detachment, they should be planned in the same way, and as thoroughly as, a training event. Remember that there are strict rules governing the use of both full-bore and small-bore weapons and blank ammunition, when civilians are present and by potential cadet recruits when they are visiting. Also remember, when engaged in community activities, including fund-raising, that cadets are not permitted to handle cash unless being closely supervised by an ACF adult.

Office Management and Paperwork

8.047. Just as in every aspect of modern life, the ACF is burdened at every level by paperwork, much of it driven by legislation and the requirement for everything to be

accounted for, but also, when working with young people, to ensure that everything is done correctly and safely. At the Detachment therefore, to keep on top of it all, you need to be well organised and adopt a methodical approach.

a. The management of time, just as with the management of staff, is a key element in running a Detachment. It starts with ensuring that the Detachment Commander or an AI is always there on time to open the Detachment on parade evenings.

b. The programme must be published in advance so that instructors may prepare their lesson plans and cadets know what to expect. Instructions for events such as weekend training must be issued early enough for cadets to brief parents, get parental permission forms signed, bring the right kit and know where and when to meet the transport.

c. Approval for external activities must be submitted in accordance with County requirements, bookings of facilities such as training areas, ranges and accommodation must be done in the time frames laid down, and logistic arrangements such as ammunition bids, transport and rations, stores and equipment, made in good time.

d. It is a demanding job for people who may already have a busy work and domestic life! In the management of time, your CAA can be of great help, particularly in arranging the logistic support for your training.

8.048. **The Office.** The Detachment office should be kept neat and tidy. An untidy office leads to slipshod administration, which, in turn, results in mistakes and lost opportunities. Detachments located in hired accommodation or who parade in school premises that have no office, should at least attempt to maintain a notice board to keep the cadets informed of the programme and other activities.

8.049. **Notice Board.** A notice board with out-of-date information is useless and results in a loss of confidence by the cadets in their adults. Information that should be on every Detachment Notice Board includes a copy of the training programme, notices about up-coming events and courses, and a list of any duties that the Detachment Commander may have allocated to individuals. It should also contain any notices to do with health and safety that are required to be publicised such as fire orders and the Cadet Commandant's annual Health and Safety Statement. Other useful information that may include:

- A copy of the latest County or Area Routine Orders.
- The Detachment nominal roll and/or attendance record.
- A training progress chart.
- The names of key personalities such as the Cadet Commandant, Area Commander, RSMT, Regional Brigade Commander, RFCA Chief Executive and the sponsor Army Unit Commander.

8.050. **Correspondence.** A Detachment Commander is likely to receive correspondence on ACF business at least weekly. A Detachment is likely to generate its own correspondence as well on training activities, cadet welfare matters and business with the local community.

- a. Each ACF County should be able to help defray the cost of stationery, postage and telephone calls. Chapter 10 is a guide to the various forms of correspondence in the ACF.
- b. Much of the correspondence to a Detachment from County and Area HQ are demands for information in the form of “returns” that usually involve the completion of a form and a deadline by which it must be returned; this must be attended to promptly.
- c. Official forms issued by the Army for use by the ACF can be obtained through the CAA.

8.051. **Files.** The volume of paperwork required in the running of a Detachment needs diligent organisation to prevent chaos. Incoming correspondence should be kept on appropriate files to which should be added a copy of outgoing correspondence to do with the same subject. If you are in the habit of using a PC to write your communications, you should place a hard copy on the appropriate file for ready reference by others. Some people like to file chronologically, keeping everything on one file for each year. A system that is generally considered to be better is to file by subject matter. A basic set of correspondence files might include:

- Training, Activities and Events.
- SOPs, Orders and Instructions.
- Health and Safety, Accidents and Incidents.
- Accommodation, Equipment and Stores.
- Career Development, Welfare, Medical and Discipline.
- General Administration.

8.052. **Orders and Notices.** The following orders and notices are likely to be required to be on display and maintained at a Detachment:

- Fire Orders including “Action on Discovering a Fire”.
- Range Orders and List of Authorised Users.
- Commandant’s Statement on Health and Safety.
- Site Risk Assessment.

8.053. **Registers.** The following registers are likely to be required to be maintained at a Detachment:

- Attendance Registers - Adults and Cadets.
- Visitors Register.
- Range Log.
- Fire Practice Log.

- Accident Register.
- Weapons and Ammunition Registers.

8.054. **Publications, Pamphlets and Forms.** Publications, pamphlets and forms issued to the ACF by the Army are listed at Annexes A, B and D to Chapter 18 in the ACF Manual. Those required to be held by a Detachment are normally issued to the Detachment Commander by the CAA.

- a. You will be issued with a copy of each of the pamphlets and training manuals you will need to use regularly as an officer or adult instructor. Take great care of these and return them when you no longer need them. Increasingly these are being made available electronically and many can be downloaded from the ACFA web-site at www.armycadets.com.
- b. Other manuals and regulations that you may need to refer to occasionally may be held in your Detachment office. These must always be replaced so that others can refer to them.

Detachment Fund

8.055. **General.** Pretty well every Detachment operates a fund and, in so doing, has access to a bank account and handles cash. Funds of this nature belong collectively to all the members of the Detachment and not to any individual. The RFCA has the statutory duty to ensure that all ACF funds, including Detachment funds, are properly managed and audited.

- a. The CEO therefore, on behalf of both the RFCA and the Cadet Commandant, gives direction on how Detachment funds are to be managed and arranges audits as necessary, particularly when the Detachment Commander changes.
- b. The Detachment Fund therefore must be properly managed and accounted for by, preferably, the Detachment Commander, or by an adult specifically delegated to the task.
- c. A more detailed “Guide to Financial Management For Detachment Commanders” is available as a download from the ACFA website www.armycadets.com

8.056. **Income.** A Detachment Fund’s income is usually derived from cadet subscriptions, from grants and donations, and from profit made by the Detachment canteen. The level of subscriptions that cadets pay is to be approved by the Cadet Commandant both to ensure commonality throughout the County and to keep subscriptions within reasonable bounds.

- a. Grants are likely to be made by County HQ to support Detachment administration and welfare, although some Detachments also receive grants from local authorities.

b. Donations can come from any source such as trusts, local charitable organisations and individual patrons; some donors require a report on how such donations are spent. Some donors need to know your Charity Number before making a donation to a Detachment, as the ACFA and many individual ACF Counties operate as charities, you may quote the County Charity Number, which is obtainable from the CEO.

8.057. **Expenditure.** The Detachment fund is normally spent on social activities, Detachment administration (stationery and postage etc), the purchase of equipment, the purchase of stock for the canteen, individual grants to assist cadets to meet fees for activities and the payment of barrack damages.

a. As well as managing income and expenditure for its own purposes, the Detachment Fund is often used as a depository for monies paid in by cadets for fees owed to the Area or County HQ such as joining fees, weekend activity fees and annual camp fees.

b. Payments are likely to be a mix of cheques, postal orders and cash and these must be carefully accounted for and where they are for the appropriate Area or County Fund, not muddled with Detachment money.

8.058. **Banking.** Many Detachments operate their own bank account. It is essential, when they do, that the account is held in the name of the Detachment and not in the name of an individual.

a. A Detachment Commander or Fund Manager must never hold Detachment money in his/her personal bank account.

b. The Detachment Fund Manager should arrange with the bank for two adult members of the Detachment, one being himself, to be authorised to sign cheques on the Fund's bank account, and that both signatures be required on every cheque.

c. As well as a cheque book, a bank paying-in book is also required to enable the Fund Manager to regularly pay cash into the bank to prevent too much being held in the cash box.

8.059. **Cash Box.** Cash should be held in a lockable cash box and should be kept to a minimum by regular payments into the bank.

a. Incoming money, whether in the form of cheques, postal orders or cash, should be held in the cash box until paid into the bank or, where cheques are made payable to the Area or County HQ funds, passed on quickly.

b. The key to the cash box should be handled and retained only by the Fund Manager and the cash box should be kept at the Detachment in a secure and

lockable place such as a safe, a container, a drawer or a cupboard in the Detachment office or storeroom.

8.060. Receiving Cash and Paying Bills.

a. When receiving money (cash, cheques and postal orders) the Fund Manager should note from whom each payment has been received and what it is for. Such notes should be retained as vouchers to support the receipt of monies and retained on a Receipt Voucher file.

b. When paying a bill, whether by cash or cheque, the Fund Manager should attempt to obtain a receipt (or make a note in lieu) and retain the receipt or note as a voucher to support the expenditure. Such receipts or notes should be held on a Payment Voucher file.

8.061. Account Book. The Fund must have an account book that must record every transaction of money (cash, cheques and postal orders) in and out of the cash box and every payment in and out of the bank account.

a. Payments into the bank recorded in the account book should match the stubs in the bank paying-in book.

b. When payments are made by cheque, the record in the account book should match the cheque book stubs.

c. The Fund Manager should arrange with the bank for statements on a regular basis (this can be monthly, 3-monthly or 6-monthly). The cheque book, the bank paying-in book and the account book must be checked against each statement to ensure that the entries match.

8.062. Audit. The Fund must be audited under arrangements made by County HQ. For the audit, the Fund Manager is to produce the account book, cheque book(s), bank paying-in book(s), latest bank statement, Payment and Receipt Voucher files and current cash in the cash box.

8.063. An Alternative. Some ACF Counties assist their Detachments by enabling them to use their Area account as their bank. The Area Fund Manager operates a sub-account for each Detachment within the Area/County Fund Account. In this way the Detachment doesn't need to operate a bank account or have a cheque book, as bills are paid by the Area Fund. However:

a. Each Detachment is given an Area/County Fund bank paying-in book so that it can pay cash into its local branch of the bank with which the Area/County Fund has an account.

b. The Detachment keeps only a simple cash book to record receipts and payments of cash in and out of the cash box.

Canteen

8.064. The Detachment canteen is a good welfare asset but it must be operated in accordance with any health and safety restrictions pertaining to the Detachment accommodation.

a. Cooking is not permitted in most ACF accommodation. Usually a kettle and a refrigerator are allowed and in some Detachments, with RFCA approval, a microwave oven.

b. It is unwise to stock perishable food and drink items, except milk in the 'fridge, because health and safety rules would require them to be discarded every time the canteen is closed, and because the disposal of refuse can be difficult at ACF Detachments, potentially allowing rotting rubbish to become a health hazard. It is preferable therefore to stock the Detachment canteen with bottled or canned soft drinks and with packaged snacks and confectionery.

c. Adequate rubbish containers should be provided and arrangements made for rubbish disposal afterwards.

d. If brews (tea, coffee, hot chocolate etc) are dispensed, washing-up should be completed before leaving.

8.065. Tobacco products and alcohol of any type are not permitted to be provided to cadets by the ACF anywhere.

8.066. An adult is to be appointed to manage the canteen and provide the stock.

a. Canteen stock should be recorded in a stock book and kept in a lockable cupboard, drawer or container, with the key held by an adult.

b. Stock and cash takings should be reconciled at the end of each session and cash paid into the Detachment Fund Manager.

c. Prices should be publicised to cadets, possibly on the Detachment notice board.

8.067. Cadets may be used as helpers but only under adult supervision.

PART 2 - ADULT PERSONAL ADMINISTRATION

Career Development

8.068. The Cadet Commandant is responsible for the career management of all ACF officers and AI in the County. In this, he is assisted by the CEO and seeks the advice of the Area Commanders.

8.069. The Area Commanders are responsible for appointments within Detachments and for recommending promotions and appointments to the Cadet Commandant.

8.070. On career development matters, officers and AI may seek advice from their Area Commander or from the CEO, or may apply for an interview with the Cadet Commandant.

8.071. Promotion depends on a combination of merit, course qualification, length of service and vacancies in the establishment. Officers can only be promoted following the recommendation of the Cadet Commandant, supported by the Regional Brigade or District Commander and once the relevant process and paperwork has been completed. AI are promoted by the RFCA on the recommendation of the Cadet Commandant.

Commissions

8.072. Individuals who have previously held commissions in the Armed Forces may be directly commissioned into the ACF. An ACF officer is granted a TA General List Section B commission for service with the ACF and, while it carries no obligation to military service, it places the officer under military discipline at all times, even when he or she is not participating in ACF activities.

8.073. AI may apply to be commissioned anytime but to gain a commission they must be supported by the Cadet Commandant and attend the Army Officer Selection Board (Cadet Forces Commissions Board) known as CFCB. The Cadet Commandant is unlikely to support such an application until the applicant has served for at least a year as an AI and has completed the initial training courses. Applications must be made personally to the Cadet Commandant.

8.074. The procedure for applying for and obtaining a commission is covered in detail at Chapter 4 in the ACF Manual. The CEO is the best person to advise AI about commissions.

Affiliations

8.075. All AI, and officers who are commissioned after joining the ACF, are affiliated to the Corps or Regiment to which their initial Detachment is affiliated and should wear the appropriate cap badge accordingly. Officers who are directly commissioned into the ACF, having had previous commissioned service in the Army, may be affiliated to their previous Corps or Regiment should they so wish.

Qualifications

8.076. Qualifications are obtained by attending courses. Those that qualify adults to supervise cadet activities and instruct the APC syllabus to cadets, held at CTC Frimley, are the most essential. These courses are obligatory for promotion and any adult who fails to attend them is of limited use to the ACF. CTC courses are listed at Annex D.

8.077. There are many other courses that confer qualifications useful to the ACF and adults can find out the details from the CEO at County HQ. Many qualifications are subject to renewal or refresher training to remain valid. This is always explained on the qualifying course concerned and it is the individual's responsibility to ensure that their qualification remains in date.

8.078. A record of all adult qualifications relevant to the ACF is held at County HQ. Please make sure you inform County HQ of any suitable qualifications you hold, including the types of vehicles which your driving licence qualifies you to drive. As well as being properly qualified, you must also be authorised by the Cadet Commandant to be allowed to carry out any particular activity.

Driving Licence and Private Car Insurance

8.079. Different categories of licence are required for different types of vehicle driven in the ACF; the CQM or County MTO is the best person to advise. Adults must be authorised by the Cadet Commandant to drive ACF or military vehicles. Once you are an authorised ACF driver, you are obliged to report any driving offence conviction or points on your licence to the CEO.

8.080. A private car used to carry other members of the ACF must have suitable insurance cover. Some motor insurance providers consider the use of a private car for ACF purposes to be for business, rather than for domestic or pleasure purposes, and this can invalidate your insurance. Check with your insurer before you carry ACF passengers in your car.

Indemnification and Personal Insurance

8.081. The MOD indemnifies ACF members participating in ACF activities providing the activity is properly authorised and they are operating correctly and within the rules. An individual ACF officer or AI is entitled to claim compensation for injuries suffered as a result of an accident during an authorised ACF activity, the details of which are contained at Chapter 17 in the ACF Manual.

8.082. Most ACF Counties also subscribe to a collective insurance scheme arranged by the ACFA that provides cover for all officers, AI and cadets against personal accident and personal liability as a result of ACF activities, the details of which are available at County HQ. However, MOD indemnification and ACF insurance may not cover an adult who is shown to be at fault or negligent in their conduct.

8.083. There is no cover at all for the loss of or damage to personal possessions, no matter what the circumstances. Individual officers and AI are strongly advised to arrange their own insurance cover for their personal possessions, either as part of their household insurance or in the form of an "All Risks" policy.

Personal Information

8.084. The CEO, assisted by the Administrative Officer (AO) at County HQ, is responsible for maintaining the personal information required by the ACF on officers and AI. To do so, it is necessary for him to obtain specific personal details that officers and AI are asked to provide on joining and subsequently from time to time; it is important that such information is kept up to date. Whenever you have a change to your personal circumstances such as marriage, change of address or bank details, please inform County HQ. Equally, if you wish to transfer to another ACF County because you are moving there, please inform the HQ of the County you are leaving. An official transfer must be made before you are entitled to receive any payment, allowances or insurance cover in your new County.

Attendance Records

8.085. A lot depends on accurate recording of attendance. Every ACF County operates a system of recording adult attendance at ACF activities. Usually it is the Detachment that makes the record and submits it to County HQ monthly. Without it, individual officers and AI cannot receive PTDs or allowances. They are also unlikely to be recommended for promotion or a commission if there is no formal evidence of their attendance record. It is in your interest to make sure your Detachment is up to the mark in this respect.

Payment & Allowances

8.086 Payment for ACF service is not pay in the normally accepted sense of pay for work. It is intended more towards defraying any loss of earnings potential, or personal expense you may necessarily incur by your ACF service, such as by attendance at camp or on courses. Hence you are not entitled to receive anything for evening work at your Detachment, which is where most of your service is undertaken.

8.087. However, you are entitled to receive what is called a Paid Training Day (PTD) when you complete a full day's service, up to a limit that is set by the County HQ, possibly up to 28 days per year. A day is taken as 8 continuous hours, which may include travelling time. Your application to receive a PTD for each day's service is made with your monthly attendance record and the money is paid directly into your nominated bank account.

8.088. **Allowances.** You may claim certain allowances connected with ACF service, mainly to do with travel, and mostly for petrol when travelling by car. Travel to and from your Detachment is claimed with your monthly attendance record; advice on the methods for claiming other allowances should be sought from the AO at County HQ. Information on the allowances available is in Chapters 8 and 9 in the ACF Manual.

Medical

8.089. Officers and AI must inform their Detachment or Area Commander if prevented from attending ACF activities through sickness or injury. If taking drugs or medicines

that have been prescribed for you please check what effect it may have on your ability to participate, particularly if your ACF duties involve driving. Female adults can arrange to take the equivalent of unpaid ante-natal and post-natal leave when required.

Dress

8.090. The Army permits the ACF to wear military uniform as a privilege, providing its members adhere to the proper conventions when wearing uniform. The only uniform clothing, badges, buttons and accoutrements permitted are those that are approved by the Army Dress Committee.

8.091. Cadet Commandants are expected to publish County Dress Regulations that conform to the Army Dress Committee's code. In outline, ACF officers and AI are expected, when wearing No.2 (Service) Dress and Mess Dress, to conform to the Dress Regulations of the Corps or Regiment to which they are affiliated. In all other forms of dress they should comply with the ACF County Dress Regulations. AI may be issued with all uniform items except for Mess Dress, while officers are normally expected to purchase Mess Dress and No 2 Dress.

8.092. ACF Detachments may adopt the cap badge, headdress and stable belt and, in No.2 Dress, the collar badges and buttons of the Regiment or Corps to which they are affiliated. The adoption of any other forms of Regimental or Corps items of uniform, or insignia and accoutrements to be worn on uniform, are subject to the approval of the Army Dress Committee. ACF members are not permitted to wear the formation flashes of any operational formation, or the shoulder titles or tactical recognition flashes of their affiliated or Sponsor Unit.

8.093. The words "Army Cadet Force" or abbreviation "ACF" must be worn on all uniform shoulder titles or, in Combat 95, on rank badge slip-ons, to ensure that members of the ACF are not mistaken for Regular Army officers or soldiers.

8.094. On training or on parade with cadets, officers and AI should, in principle, wear the same form of dress as their cadets, except when Routine Orders, parade orders or training instructions stipulate otherwise.

8.095. The mixing of civilian clothing with uniform is frowned upon by the Army and should be avoided. The wearing of sweatshirts and T-shirts with personalised logos is, therefore, subject to the approval of the Cadet Commandant.

Cadet Forces Medal

8.096. After 12 years continuous adult service in the ACF, officers and AI become eligible to apply for the Cadet Forces Medal. County HQ holds the application forms. The application is subject to endorsement by the Cadet Commandant, the criteria for which are given at Chapter 7 in the ACF Manual. Individual holders of the medal become eligible for a bar to the medal for each succeeding 6 years of service.

Complaints and Grievances

8.097. An officer or AI who wishes to make a complaint against another or who wishes to express a grievance should speak to their Area Commander or the CEO and, if necessary, apply for an interview with the Cadet Commandant.

Retirement, Resignation and Discharge

8.098. An officer who has completed 10 years commissioned service in the ACF may retire as he or she wishes.

8.099. An officer who has completed less than 10 years commissioned service but who wishes to leave must apply to resign their commission.

8.100. Whether retiring or resigning, the officer must write to the Cadet Commandant stating their wish to do so.

8.101. An AI who wishes to leave the ACF must inform the CEO so that the appropriate discharge procedure may be taken.

8.102. When an officer or AI wishes to leave the ACF, it is good practice, as well as common courtesy, to ensure that the Detachment adults, the Area Commander and the Cadet Commandant are warned reasonably well in advance to enable them to plan for a replacement.

8.103. The procedures for an officer or AI to be discharged on grounds of inefficiency or misconduct are contained at Chapters 4 and 5 in the ACF Manual.

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CHAPTER 9

MOTIVATING CADETS AND WELFARE

PART 1 - MOTIVATING CADETS

Introduction

9.001. Every aspect of life in the ACF impacts on the well-being of its members. A Detachment which is good at recruiting cadets but fails to keep them is destined to fail. It is important to retain older cadets and this can only be achieved by good leadership that succeeds in motivating them.

9.002. The terms management and leadership are often misused or used out of context. Basically, management is the science of resource allocation where the resource may be money, equipment, training facilities, people or anything else which needs "managing". Leadership is the art of motivating and sustaining people and includes that management.

9.003. The Army's cadet forces are voluntary youth training organisations. However, they wear military uniform and rank and much of their training has a military ethos so that leadership tends to be seen in military terms involving images of bayonets flashing in the dawn light and VCs before breakfast. Such images are not necessarily appropriate to the work and training in the Army's cadet forces and may even be daunting to some individuals.

9.004. The purpose of the cadet forces is to provide interesting, imaginative, purposeful and challenging training which is above all safe and fun. This will be achieved by the adult staff setting an example and motivating the cadets. This Chapter, therefore, deals with the basic principles of motivation of cadets in the Army's cadet forces and some guidance on managing their welfare. The term "instructor" is used throughout to mean both Officers and AIs.

9.005. Leadership in the context of cadet force life is addressed in formal courses of instruction at the Cadet Training Centre and elsewhere.

9.006. Adults must get to know and understand their cadets well. A bond of mutual respect cannot be formed unless the cadets know that their officer and AIs have their best interests at heart and put them first. A cadet who is happy, satisfied and feels valued is the most likely to remain in a detachment. Individuals vary and some may be highly motivated due to their own enthusiasm, needs and aspirations: the majority will, none the less, need encouragement and direction. This subject will be dealt with under two headings:

- a. Understanding Cadets.
- b. The Adult Cadet Relationship.

Understanding Cadets

9.007. **The Need for Understanding and Knowledge.** Instructors in the ACF cannot deal with cadets if they know little or nothing about them. Get to know all that is possible about them.

9.008. **The Cadet's Needs.** Instructors must be aware of their cadets' physical and emotional needs under a wide variety of conditions and know each of them so well that they are able to understand them and so cater for their needs individually. Each cadet must feel that they are fulfilling an important role within the detachment, and that their efforts are not only vital to the success of the Detachment, but are appreciated. If instructors are able to communicate this, cadets will not only be eager to carry out their jobs well, but to improve and seek promotion:

- a. Your initial training will give you some idea of the cadets' physical needs for they are much the same as your own. Commonsense, forethought and detailed planning are required to meet them.
- b. Understanding their emotional needs is more difficult. Each cadet is unique and will react differently to their environment.

9.009. **Team Work.** It is the instructor's job to unite his cadets into a single team. Like the conductor of the orchestra, he must know the strong points and weaknesses of his players and must use each to the best advantage and to the common end.

9.010. **Making the Best of the Material.** Cadets in the detachment will have differing outlooks on life and, at first sight, some may seem to be less capable than others; however the instructor must get the best out of them. Look for their good qualities and try to fit each into the position where they are employed to the best advantage. After a time, their true worth will become apparent.

9.011. **Variety.** The battle to hold a cadet's interest can only be won by laying on a varied programme of interesting and practical training which cadets see is leading somewhere and which therefore gives them an incentive to remain in the ACF. Young people are naturally stimulated by variety and it is essential to provide this to keep cadets motivated. It is most easily and most effectively achieved through a varied training programme balanced between military training, sport, AT and social activities.

9.012. **Perception.** Cadets perceive matters differently to adults. The instructor must realise this, and make it his business to understand their point of view when considering them and their well-being.

9.013. **Knowledge and Understanding.** Acquiring knowledge and understanding is not easy; it takes time, patience and skill. Some ways of achieving it are:

- a. An initial interview when the cadet joins the detachment.

- b. Taking the opportunities to engage them in conversation at such activities as County Sports meeting or detachment parties.
- c. Informal chats before or after training.
- d. By observation. Study each cadet during training and see how they react in different circumstances. Develop the ability to sense and identify their potential problems.

9.014. **Points of Interest.** The initiative must come from the instructor. He should try and find subjects that he can talk to each cadet about. One may be a football fan, another a TV fanatic; the range of cadets' interests will be surprising. If their main interest can be identified, the cadet will talk easily and freely.

9.015. **Senior Cadets.** It would be wrong to treat senior cadets, particularly those aged 16 or more, in the same manner as the more junior cadets. Remember that these cadets will either be in employment or attending further education or sixth form education. In both of these, compared with their time at school, they are treated as responsible adults with a great deal of personal control of their own destinies. Within the ACF these cadets should be treated as young adults, their views listened to, and their judgments valued; their support in the care and wellbeing of the Detachment is vital.

Responsibility

9.016. The cadet NCO system is an integral part of training all cadets as potential leaders. The training of cadet NCOs is vital to the success of the ACF. Once trained, they must be given every opportunity and encouragement under supervision to command on parade, to instruct and to carry out administrative responsibilities. In short, they must be trained to accept responsibility readily.

The Adult/Cadet Relationship

9.017. **The Nature of the Relationship.** The essentials of the relationship are that mutual confidence and mutual respect should exist. It should be a close, friendly, but essentially professional relationship; cadets want a personal leader and role model.

9.018. **Female Cadets.** Although, for convenience, the term he rather than he/she is used throughout this Chapter, the advice given is naturally aimed at both sexes. Rules on girls' sleeping arrangements in particular, should be carefully complied with at all times.

9.019. **Popularity and Discipline.** Discipline must not be relaxed to gain popularity. A good maxim is to be just a bit more strict than one would want to be. However:

- a. Discipline must not be confused with the imposition of unnecessary, petty restrictions.

- b. Cadets should always be addressed by name and treated as individuals but without familiarity which can turn to sarcasm. When talking collectively, always use "we" not "you".
- c. Adults and cadets are part of the same team: work and hardship are to be shared with everyone involved. Cadet's failures as well as their successes are those of the instructor.
- d. Explain, set objectives and give reasons for orders whenever possible.

9.020. Example and Knowledge.

- a. An adult must set a good example in all aspects and activities of cadet force life not least in enthusiasm: if instructors appear bored they cannot expect enthusiasm in return.
- b. Instructors cannot set the example necessary to gain the respect and confidence of cadets unless they are confident in their own knowledge, skills and efficiency.
- c. Enthusiasm and cheerfulness, the ability to make a joke and to take one, are valuable assets in any instructor. Conversely, posing must be avoided, behave naturally, and do not try to appear to cadets as something false.

9.021. Sincerity.

- a. The adult's interest in his cadets' well-being must be sincere, and never thought of as a tiresome or boring duty. The cadet always comes first. Go to great trouble on their behalf when the case is deserving.
- b. The instructor must be at once his cadets' champion and their chief critic, guarding their interests in all matters. Loyalty must stretch downwards as well as upwards. Even if conditions are difficult, cadets will remain in good spirits if they know their instructor is constantly trying to get the best deal for them.

9.022. Criticism and Grievances.

- a. When faults are found, correct a cadet personally and immediately but do not talk about these failings in the hearing of others, and do not be sarcastic. Always criticise constructively and be sure to give praise, not too easily, when it is due.
- b. Conversely, all grievances, whether real or imagined, must be properly investigated and promptly settled.

9.023. Administration. All administrative arrangements, meals, transport, state of clothing and equipment, canteen arrangements, etc., must be properly organised.

Nothing should ever be taken for granted, check personally and make the motto: "always see for yourself", your byword.

9.024. **The Spoken Word.** Carelessly chosen words or an unintended tone of voice, can cause much upset and unhappiness. Plan carefully what to say and the manner in which it is said, and assess whether it will achieve the impact intended.

9.025. **Inappropriate Attitudes.** All cadets and adults in the ACF of whatever rank, gender, religion or ethnic origin must be accorded fair and equal treatment. The cadet movement gives everyone the same opportunity; each has an equal chance of promotion and is treated in the same way. Thoughtlessness or, just occasionally, the deliberate remark is usually the root cause of trouble, and much unhappiness can result. By being alert to the dangers an instructor can pre-empt any hint of any form of discrimination, which is a form of bullying. When necessary, action against culprits must be appropriate, swift and exemplary.

PART 2 - WELFARE

Introduction

9.026. A document such as this cannot teach welfare but can only serve to give some general guidance. Detailed guidelines for adult leaders on Duty of Care are given in Chapters 2 of the ACF Manual and in JSP 535 –CTSPs. As highlighted in Chapter 3, para. 3.009, the Manual gives guidance on the proper provision of adult supervision of cadets; dealing with discipline including bullying, substance abuse and sanctions; handling complaints and liaison with parents; managing disabilities; the adult/cadet relationship and the personal conduct of adults and it is not intended to repeat that here. An advisory list of “Do’s and Don’ts” taken from the ACF Manual and CTSPs is at Annex C.

9.027. It is essential that instructors are easily accessible so that cadets can consult about their troubles. This can take up a lot of time, but is worthwhile. Moreover it may help to keep them in the Cadet Movement.

9.028. Advice on social problems, problems associated with school or involving people not connected with the ACF is given in Chapter 2 of the ACF Manual.

Guidance

9.029. A well run Detachment conducting effective and safe training generates a contented atmosphere and is the best way of seeing to the welfare of its members. It is often said that a Detachment Commander spends more time coping with cadets’ personal problems than anything else. However, ACF officers and AI are not trained to be social workers and are not expected to act as such. Nevertheless, when a cadet brings a problem to a trusted adult, it cannot be ignored.

- a. The first principle in dealing with a cadet's problem is to listen. Sometimes, it is all that is needed.
- b. The second principle is never to bluff or promise solutions that cannot be met. If you don't know the answer, say so.
- c. The third principle is to encourage whenever possible rather than criticise.
- d. The fourth principle is not to trivialise. A problem that seems trivial to you might seem overwhelming to the cadet.
- e. The fifth principle is to avoid becoming too involved personally but seek more expert help where it is needed.
- f. A female cadet's problems are best referred, in the first instant, to a female adult.

9.030. If a cadet is shy of revealing the details of a problem to an adult within the Detachment, you can always offer to arrange for him or her to see another appropriate person such as the Chaplain, or the person nominated by the County as the "Independent Listener".

9.031. Whatever the problem, don't allow it to become the subject of gossip within the Detachment. As well as being cruel to the individual concerned, it is the quickest way to lose the trust of the cadets and to destroy morale altogether.

9.032. If an allegation of misconduct is made against an ACF adult, or if you suspect intimidation or even possible abuse by an adult within the ACF, you must report it to your Area Commander, or to the CEO, or even directly to the Cadet Commandant as quickly as possible. Do not try and take action yourself, rely on the experts.

9.033. A problem that emanates from outside the ACF and is evidently of a serious nature, such as suspected abuse, or which may involve a breach of the criminal law, or which appears to emanate from the cadet's own home or family, is likely to need to be dealt with by professionals in that field and there will be procedures in place in County which you must become familiar with. These will explain when such problems should be referred to either the police who can refer it to their Child Protection Team or to the local social services who have help lines listed in the local directory. A problem of this nature must always be reported to the CEO.

Bullying

9.034. Guidance on dealing with bullying is contained in Chapter 2 of the ACF Manual. Bullying within the Detachment, whether by cadets or adults, must be dealt with without delay. The ACF considers bullying of cadets by adults to be abuse. It is to be dealt with in the same way as any other form of abuse. Bullying of cadets by cadets aged less than 18 years old may not amount to abuse but is unacceptable. The aid of Cadet NCOs in combating bullying should be enlisted, particularly in the more enclosed

cadet accommodation areas. However, there is a tendency within youth organisations for the bigger and stronger to maltreat the smaller cadet, or for seniors to abuse their juniors. Power, physical or of rank, is occasionally corrupting particularly when coupled with immaturity. All instructors have a responsibility to ensure that the environment within a Detachment discourages this form of behaviour; the bully is quickly discovered if instructors are alert.

If in Doubt!

9.035. When faced with the difficult (*often*) or the completely impossible (*sometimes*) in the ACF, use the knowledge and experience of others by seeking advice and assistance.

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CHAPTER 10

WRITTEN COMMUNICATIONS

Background

10.001. Written communications encountered in Service life are subject to standard conventions and layouts known as Defence Writing (DW). The purpose of conforming to these standards is to make sure that documents are clear, easy to read and understand, and to save time and effort which might otherwise be wasted reinventing rules when writing. These are laid down in JSP 101 – Defence Writing, which is available now within the ACF.

10.002. The types of documents commonly used by members of the ACF, all conforming to the appropriate conventions and layouts of DW, include:

- a. Publications such as pamphlets, regulations and training manuals.
- b. Orders such as Standing Orders, Part I Orders, Safety Instructions.
- c. Correspondence, including:
 - Formal letters
 - Routine letters
 - Demi-Official letters
 - Loose Minutes

10.003. Like many other Service customs, the conventions of DW have evolved, retaining those standards which continue to be most useful. For two distinct reasons, all adults and officers in the ACF will find it useful to try to appreciate and use some of the more widely used conventions and layouts:

- a. It will help them in reading and understanding all types of documents received from Service sources.
- b. It will help in thinking through and writing correspondence intended for the ACF and for other Service addressees who will be far more responsive to correspondence which follows approved layouts than they will if they receive amateurish notes.

10.004. This Chapter aims to give some selected guidance for all readers. Its paragraphs and sub paragraphs are numbered according to DW conventions. Those who find they need to write documents they find complicated should seek further guidance from their CEO.

Freedom of Information Act

10.005. The Freedom of Information Act promotes an open culture across the public sector, and therefore affects us all. Every piece of information produced by the MOD, unless it is classed as requiring an exemption from the provisions of the Act, could be released to the public on request. This means we, the MOD and individuals, may be held accountable for what we write. Therefore, do not write anything that, either in content or in style, you would not be prepared to defend in public if it became necessary.

Orders and Instructions

10.006. Such documents will normally be written conforming to the conventions of DW with particular attention paid to headings, paragraph and page numbering and layouts to make the information as easy as possible to read and understand.

Correspondence – General Rules

10.007. All correspondence will clearly show to whom it is addressed, as a distribution list if necessary, the date it was written or signed and the name, rank and appointment of its author. Never sign a letter unless you understand its contents and are satisfied that they are accurate.

10.008. All letters more than one page long have the page number centred at the bottom of each page.

10.009. The only security marking encountered in the ACF is RESTRICTED, this may be followed by a qualifier such as RESTRICTED – DISCIPLINE if a privacy marking is required. Never use the word CONFIDENTIAL as a privacy marking; it has security implications. IN CONFIDENCE is no longer used.

Formal Letters

10.010. Formal letters are written to initiate formal requests or in other circumstances which involve serious matters, e.g. resignation, complaints, redress of grievance, transfers between cadet forces or requests to be excused obligatory duties. The format used is old fashioned (but still in use in the Armed Forces) and has the aim of making the writer think carefully before putting pen to paper and the recipient give the matter appropriate, urgent consideration.

10.011. The rank, name and address of the addressee are written in full. The text always starts:

Sir,
I have the honour to request.....

and ends:

I have the honour to be,
Sir,
Your obedient Servant
(Name and Rank)

Routine Letters

10.012. These are the normal day-to-day letters dealing with official matters, usually on unit headed paper. Use one letter for one subject, showing the subject heading in capitals, bold and underlined. Paragraphs are numbered. For best practice, follow the many examples to be found in your unit.

Demi-Official Letters

10.013. Known as DO letters, these have a more informal, personal approach on a subject of correspondence between two officers. They should be used sparingly as they cannot readily be quoted in official correspondence and can cause some complications in filing. The body of a DO letter may be typed but the salutation (Dear ...) and valediction (Yours ...) should always be handwritten. Above the letter heading, type "From" and your rank and name.

10.014. When writing officially to civilian addressees, use the customary pairings of salutation/valediction: "Dear Sir" with "Yours faithfully" and "Dear Mr X" with "Yours sincerely". Never use the valediction "Yours truly".

Loose Minutes

10.015. Use typed Loose Minutes for routine internal correspondence and notes of confirmation of discussions where addressees need to receive detailed information without superfluous letter headings or layouts. Follow examples to be found in your unit.

Email

10.016. An email can be a very easy and rapid way of communicating with people. It also tends to be very informal in style. All this brings many benefits but it also presents problems: the ease with which information can be forwarded allows scurrilous emails to become public very quickly.

10.017. Despite its informality, email has the same purpose and status as any official document; therefore, email:

- a. May need to be filed (electronically or in hard copy), for example, if it is the principal record of an instruction or decision.
- b. Is subject to Freedom of Information and Data-protection Legislation and may be released for public scrutiny.

10.018. The following points cover best practice for using email:

- Set realistic priorities on your outgoing email; nothing irks recipients more than having to open a priority item only to find that it is a routine matter.
- Be concise and clear.
- In all email, be courteous and polite, even though, by convention, email is less formal than other correspondence.
- An informal reply is acceptable but it will still be seen as an official departmental view and will normally carry the same weight as a letter. An incorrect or incomplete reply could have legal or other implications.
- Always sign off your email by making sure that recipients know who you are. If you send an email to someone you do not know, include your surname, job title and telephone number (including a dialling code or full civilian telephone number for external addressees).
- Do not send the original email text in replies, unless it is essential or the addressees include additional users.
- Do not expect an immediate response to your email. If necessary follow up with a telephone call.
- Do not use email simply as an 'envelope' for another document; in many cases, you can use email instead of a Loose Minute.
- Remember that large attachments, including documents that contain badge or crest images, increase email size.
- Do not assume that because an attached document has been sent that it has been read. Remember, large attachments are time-consuming to read, even if you can copy and attach them instantly.
- Avoid using acronyms unless you are sure that all recipients will understand them. Avoid Internet-type email jargon or text-message style, and the overuse of capitals, bold and underlining.
- Do not send email that is likely to give offence.
- Do not send a hard copy to a recipient in addition to the email; this defeats the purpose of using email.
- Do not get involved in email 'Ping Pong': a protracted exchange of inconsequential email which adds nothing to the work in progress.

- Do not use a blanket distribution for email as a catch-all device; it clogs up the system.

Invitations and Replies

10.019. Invitations, formal and informal, follow in general a definite conventional pattern and answers should be posted as soon as possible. Delay in replying causes inconvenience and anxiety to your hosts, besides upsetting their arrangements.

10.020. Private invitations should be replied to in the form in which they are written, a simple letter of invitation by a simple letter of acceptance or refusal.

10.021. Formal invitations always require a formal reply. This should be handwritten on a sheet of unlined paper; the detail of the invitation is repeated in full. The reply is not signed but may be dated at the bottom left hand corner. Headed paper may be used. If plain paper is used, the sender's address may be written on the right hand side of the paper under the text of the reply which will be of the form:

Mr (or rank) A N Other thanks (The Commandant and Officers,
Blankshire Army Cadet Force) for their kind invitation to a
(Guest Night) on (date in full), at (place) at (time), and has much pleasure in
accepting / regrets that he is unable to attend.

Letters of Appreciation

10.022. As a general rule, it is polite to write and thank your hosts for any party which involves more than a drink only. The exception is where the invitation has been verbal; in this case and in the case of a drinks party, a verbal comment the next day is acceptable. However if in doubt write a letter as it would never be wrong to do so.

10.023. After a formal function as a guest of a Mess you must write to the PMC and thank him and the members of his Mess. If a particular person is nominated as your host for the evening, it is polite also to write and thank him.

10.024. Although the content of a letter of appreciation is a matter of personal taste, it is customary to open with a paragraph of thanks, to follow this with a paragraph of more general comment on the evening or some appropriate related matter, and to finish with a final short paragraph restating your thanks.

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ANNEX A

VALUES AND STANDARDS

Extracted from Values and Standards of the British Army (AC 63812 and AC 61813 – Commander's Edition) in the form of guidance for ACF adults.

Introduction

1. The British Army has a reputation second to none based largely on its fighting spirit, and on the high standards of professionalism, behaviour and self discipline that British soldiers have consistently displayed. The Army depends on team work, which comes from demanding training, strong leadership, comradeship and trust. Such trust can only exist on the basis of shared values, the maintenance of high standards, and the personal commitment of every individual to the task, the team, the organisation and the Nation.
2. In line with its Charter as a National voluntary youth organisation, this trust forms the basis of the ethos of the Army Cadet Force and every adult, by joining the ACF, has a duty to develop such trust and to uphold the core values shown below.

Core Values

3. **Selfless Commitment.** Personal commitment is the foundation of ... service. You must be prepared to serve when.... you are required, and to do your best at all times. This means that you put the needs of others ahead of your own interests.
4. **Courage.** ..You must have the moral courage to do always what is right.
5. **Discipline.** To be effective, the ACF must be disciplined. ... The best form of discipline is self-discipline. Only that will earn you the trust and respect of your comrades and the cadets, and equip you to cope with the difficult, individual decisions that you will have to make during your service with the ACF.
6. **Integrity.** Integrity involves honesty, sincerity, reliability and unselfishness. It is an essential requirement of both leadership and comradeship. Unless you maintain your integrity, others will not trust you and teamwork will suffer. Integrity sometimes requires you to show moral courage, because your decisions may not always be popular. But it will always earn you respect.
7. **Loyalty.** The Nation and the ACF rely on your commitment and support. You must therefore always be loyal to your commanders, comrades and your duty. If you are not, you will be letting others down.
8. **Respect for Others.** As an adult in the ACF you have exceptional responsibility of leading, supervising and training young people. It is particularly

important that you show the greatest respect, tolerance and compassion for others because comradeship and leadership depend on it.

9. **Adherence to Law.** All members of the ACF, whether cadets or adults, are subject to the civil law and have a duty to uphold it. In that respect they are no different from other citizens. Such laws establish the baseline for the standards of personal conduct of members of the ACF as citizens. Officers in the ACF receive a TA General List Section B (TA GL Sect B) Commission and are therefore subject to military law.

10. **Avoid:**

a. Any activity which undermines your professional ability, or puts others at risk; in particular, the misuse of drugs and abuse of alcohol.

b. Any behaviour which damages trust and respect between you and others in your team and the County, Area and Detachment, such as deceit or social misconduct. In particular you must not commit any form of harassment, bullying or discrimination, whether on grounds of race, gender, sexual orientation or any other behaviour that could undermine good order and discipline.

Ultimately, you must always measure your conduct against the following test:

“Have your actions or behaviour adversely impacted or are they likely to impact on the efficiency or effectiveness of the Army Cadet Force.

11. **Duty of Care.** (See also Chapter 2 of the ACF Manual.) Those of you in positions of authority, at whatever level, have a duty of care towards your subordinates and cadets, looking after their interests, and ensuring that they fully understand what is expected of them. This duty of care extends to ensuring that those individuals who raise concerns have their complaint dealt with in a thorough and timely manner.

Application

12. You will receive further instructions in your County on the Values and Standards in the ACF. If you are uncertain or unclear about what is expected of you, you should ask your commander. The challenges you will face as an adult in the ACF will test you and the team that you work with. That is why your commitment to these Values and Standards is essential.

13. The values and standards described above should be understood and embraced by all members of the ACF and explained to those wishing to join the organisation. By selflessly dedicating themselves to the cadets under their command and by attending evenings and weekends with their Counties and Detachments, ACF adults already show a commitment to the youth of this Country that far exceeds that of most of the population.

Conclusion

14. All adults joining the ACF are required to commit themselves to achieving and maintaining values and standards which are in some respects different from, and more demanding than, those which apply in society at large.

15. This commitment is needed to underpin the ethos of the ACF, and thereby contributes directly to the maintenance of its effectiveness as a National voluntary youth organisation, and to the leadership and comradeship that, together, are so essential to the maintenance of morale.

16. It is therefore the duty of Commanders at all levels to ensure that these values and standards are accorded the highest priority, are fully explained to those under their command, and are applied consistently.

17. Commanders must themselves lead by example, and discharge in full their duty of care.

Further guidance for Commanders in Standards of Conduct are given in Values and Standards of the British Army AC 61813 – Commander's Edition.

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ANNEX B**THE HISTORY OF THE ARMY CADETS**

1. The formation of today's CCF and ACF is the result of the threat of invasion in 1859. In that year the country was seriously alarmed by the political unrest and growing power of Napoleon III and France. Most of the British Army was abroad policing the Empire and there were few soldiers left to defend the country should an invasion occur. The Government felt impelled to call for volunteers to prepare to defend the country; within twelve months 100,000 volunteers had been armed and were being trained. The formation of the new Volunteer force in 1860 was the foundation of today's Territorial Army, Combined Cadet Force and the Army Cadet Force.

2. At the outset in 1860 a number of schools formed volunteer cadet corps, amongst them were Eton, Felstead, Harrow, Hurstpierpoint, Marlborough, Rossall, Rugby, Shrewsbury and Winchester. In the same year Queen Victoria reviewed the Volunteer Army in Hyde Park and at the head of the Queen's Westminster Rifle Volunteers marched thirty-five cadets. The London Rifle Brigade (1860) and the South Middlesex Rifle Volunteers (1861) also included cadets in their ranks. By 1863 the opportunity for all boys to join the cadets was recognised formally in the Volunteer Regulations.

3. The National Rifle Association was also formed in 1860 and the Ashburton Shield competition started the following year. Although the objective was to provide pre-military training the 'Closed' school units acted, for the most part, as Rifle Clubs.

4. The threat of invasion soon passed but cadet training remained. The cadet rifle clubs had become popular and well-established with the additional military training supporting the schools' aims by encouraging leadership and self-reliance. Outside of the schools the Victorian Reformers saw the Cadet Organisation as a means of rescuing poor boys and working boys from the excesses of misbehaviour bought on by deprivation through living in urban slums.

5. The most noted Reformer in cadet terms was Miss Octavia Hill, who was also one of the founders of the National Trust. Miss Hill wanted to actively encourage the virtues of 'cleanliness, discipline and honesty', and to promote in boys a sense of citizenship. In order to realise these laudable aims she formed the East London Cadet Corps in 1889. Thus she was instrumental in giving the Army Cadet Movement a social, as well as a military aim.

6. The 1st Manchester Cadet Battalion, formed in 1884, became the first self-administered battalion for working boys; by 1900 it was six hundred strong. Birmingham also formed an independently administered cadet battalion. And in the same year the first Public School Camp was held at Church Downs where the cadets were inspected by Kaiser Wilhelm II.

7. The Cadet Corps have always expanded in times of national crisis. During the Boer War in South Africa (1898 – 1902) the number of school contingents increased from forty-one to ninety-nine. An ‘Open’ town-based cadet battalion, the 1st Cadet Bn., The King’s Royal Rifle Corps, actually sent a contingent to fight in the Boer War and it is the only cadet unit to have a battle honour.

8. The Boer War highlighted the shortage of officers in the Army and Reserves, and as a consequence in 1907 an Officers Training Corps was formed. There were two divisions, the senior (OTC) being in the universities and the junior (JTC) in the public schools. In 1908 the Volunteers became the Territorial Army and two years later in 1910, the Territorial Cadet Force (TCF, later the ACF) was formed as part of the TA. It was decided in 1917 to set up the Public and Secondary School Association to cater for those schools not in the Junior Training Corps but still part of the Territorial Cadet Force. It was mainly for Grammar schools most of which joined the JTC at a later date.

9. The Cadet Force experienced a large expansion during the First World War (1914-18) and numbers in the TCF increased to 120,000, with the War Office taking over the administration. The First World War had a devastating effect on post-war cadet recruitment. With over three-quarters of a million British servicemen killed and many more injured during the war, interest in the military naturally declined after 1918. This decline resulted in the Church Lads Brigade and Boys Brigade withdrawing their affiliation from the TCF and at the same time the Government ceased to recognise the Territorial Cadet Force. No kit or clothing was authorised and the wearing of regimental buttons and badges was forbidden. By 1928 the total strength had dropped to 49,510. The junior section of the OTC in the public schools was fortunately kept going by the financial generosity of parents.

10. The British National Cadet Association (BNCA) was formed by Field-Marshal Lord Allenby and General Jeudwine to keep the Territorial Cadet Force alive. There was some success and by 1932 the BNCA had control of the Cadet Force under the guidance of the Territorial Army Association, but cadet numbers in the TCF had by then slumped to 20,000.

11. With the rise of Hitler in Germany in the 1930s and the subsequent need for training future soldiers the War Office was galvanized into action. Acceptance and recognition of the TCF was restored fully and the organisation was re-named the Army Cadet Force. The Second World War (1939-45) saw a huge expansion and 80% of today’s detachments were formed during World War II. There were over 200,000 army cadets with 40,000 going into the Armed Forces each year. The JTC was 30,000 strong and now included RAF and Naval sections.

12. The War Office again took control of the ACF under the command of General The Viscount Bridgeman CB DSO MC, who was also in charge of the Home Guard. Training was geared to getting cadets fit and ready for military service. Uniforms were issued free of charge and 16 year-old cadets could volunteer to serve as messengers for the Civil Defence and the Home Guard. The army cadets were expected to join the Home Guard when reaching 17 years of age and several schools supplied whole

companies for the HG. Some Army Cadets/Home Guard members served with anti-aircraft batteries and thus saw active service on the Home Front.

13. At the end of the war in 1945, the BNCA changed its name to the Army Cadet Force Association (ACFA). Today the ACFA is responsible for directing activities outside of military training and advising the Ministry of Defence on cadet matters. In 1948 the JTC changed its name again and became the Combined Cadet Force. Five years after the war in 1950 the Cadet Forces Medal was granted to officers and instructors of the Cadet Movement for long and efficient service, this was in part recognition of the invaluable service they did during the war.

14. In 1957 the Government published the Amery Report which considered the future of the ACF. As a result of the Amery Report the Cadet Training Centre at Frimley was founded. Substantial grants were given to the Army Cadet Force Association from the late King George VI Memorial Trust Fund, and Cadet Officers and Instructors Courses, known as KGVI Leadership Courses, were thereafter run at the CTC, Frimley Park.

15. Three years later in 1960, the Army Cadet Movement celebrated its centenary. As part of the celebrations the Duke of Edinburgh presented his Banner to the ACF and the President of the CCF, General Sir Oliver Leese, on behalf of the Queen presented the CCF with a Banner; both are lodged at Frimley Park. There was a review of the ACF and CCF in the grounds of Buckingham Palace by Her Majesty the Queen and HRH The Duke of Edinburgh, whilst up and down the country other celebratory parades and Thanksgiving Services were held.

16. Adventurous training was introduced into the APC syllabus after the Second World War and in the mid-1950s training expanded to include the Duke of Edinburgh's Award. Trips to BAOR in Germany and Canada, along with participation in the Nijmegen Marches added new challenges to cadet activities. Later in 1968 Cadet Training Teams were established in order to supplement the work done by the staff at the CTC, Frimley Park.

17. The 1970s was a period of important change. The old wartime A and B Certificates were replaced by the now familiar Army Proficiency Certificate which provides challenging training up to four star level. And the Duke of Edinburgh's Award was further integrated into the APC syllabus along with the nationally approved First Aid awards.

18. Uniforms have evolved over the years. In the nineteenth century cadets wore the uniform of the Volunteer Unit to which they were affiliated. From 1914 to 1942 cadets wore First World War style uniforms with peaked caps and puttees. In 1942 a free beret, battle dress and gaiters were issued. Cadet attire has continued to change and today cadets wear the same combat kit that is issued to soldiers.

19. Modernisation meant a change in skill-at-arms training. Out went the Lee Enfield Rifle and the Bren/LMG machine gun, and in 1968 the L98 Cadet Rifle was

adapted especially for the Cadet Forces, along with the Cadet Target Rifle for competitive shooting. Cadets are also taught to fire the Light Support Weapon (LSW).

20. The early 1980s saw the biggest change of all when, at long last, girls were allowed to join the Cadet Movement. Today about one third of all ACF detachments and CCF contingents' members are female.

21. The present day programme is much more diversified than ever with the inclusion of national qualifications for cadets in the form of the BTEC in Public Services Diploma, and the City & Guilds Certificates in Youth Leadership and Management for adults. In addition many ACF counties run OUTREACH courses in conjunction with local authorities for Young Offenders – the spirit of Octavia Hill lives on.

22. Today there are around 1,700 ACF detachments and 250 CCF contingents. The Cadet Movement's number – which includes the Sea Cadet Corps and the Air Training Corps – is in excess of 130,000 cadets with approximately 45,000 in the ACF and 25,000 in the CCF.

23. Cadet training is geared to the development of an individual's powers of leadership, self reliance whilst, at the same time, encouraging team work. Encouraging an interest in the military and developing a sense of citizenship has been a dual-aim of cadet training: a noble purpose which has continued for nearly 150 years. A remarkable achievement.

Lt Col L J Collins MBE MA PhD
Cheshire ACF

ANNEX C

DUTY OF CARE – THE “DO’S AND DON’TS” GUIDELINES

Supervision of Cadets

- 1.01** Do ensure that cadet activities are supervised by qualified and authorised adults.
- 1.02** Do ensure that female adult cover is provided when female cadets are present.
- 1.03** Do ensure that games and sports are properly arranged and supervised.
- 1.04** Do brief cadet NCOs thoroughly in their duties of supervision and instruction of other cadets.
- 1.05** Don’t administer improper punishments.
- 1.06** Don’t permit bullying, offensive language or discrimination.
- 1.07** Don’t permit cadets to drink alcohol.
- 1.08** Don’t permit smoking on training or in buildings and vehicles.
- 1.09** Don’t permit mixed gender sleeping or ablution arrangements.
- 1.10** Don’t permit cadets to have sexual relations while with the ACF.
- 1.11** Don’t tolerate illegal or improper activity, abuse or misconduct by cadets or adults. Report it.
- 1.12** Do report and seek advice on any allegation or suspicion of drug abuse.
- 1.13** Do take seriously any allegation by a cadet of abuse and learn the remedial action to be taken.
- 1.14** Do enable cadets to raise personal problems and provide access to the “Independent Listener”.
- 1.15** Don’t ignore or dismiss a complaint made by a parent. Report it and follow it up.
- 1.16** Do enable cadets to contact home when they are away with the ACF.
- 1.17** Don’t enrol cadets before they are 12 years old and ensure parents understand and sign the enrolment form.
- 1.18** Don’t allow under-age potential recruits to wear uniform or take part in training.

1.19 Do obtain written parental consent for a cadet to miss school, spend a night away from home, participate in adventurous pursuits and water sports, to undertake an expedition, attachment or visit, to go overseas and to travel unaccompanied or in another cadet's vehicle, to fly in a service aircraft or helicopter, or to appear in and be identified by the media or on a website.

Personal Conduct

2.01 Do set a good personal example and insist that other adult leaders do the same.

2.02 Always put the safety and welfare of cadets first.

2.03 Don't touch cadets, don't intimidate them and don't use threatening or violent behaviour.

2.04 Don't develop any kind of intimate relationship with a cadet and don't allow yourself to get into a compromising situation with a cadet. Don't be alone with a cadet if you can avoid it and don't invite any cadets to your home without the permission of their parents.

2.05 Do be scrupulously fair, don't give favours and don't discriminate. Be approachable but don't be led on.

2.06 Do insist on mutual respect between cadets and between cadets and adults. Treat cadets as responsible people with the same rights as yourself.

2.07 Do restrain your language in the company of cadets.

2.08 Don't drink alcohol on duty, in the presence of cadets or for 8 hours before a driving duty.

2.09 Don't smoke on training, in vehicles or in MOD/ACF buildings other than adult messes.

2.10 Do be discreet in your personal relationships with other adults in the ACF, particularly in the presence of cadets.

ANNEX D**ESSENTIAL COURSE TRAINING FOR ACF ADULTS**

COURSE	WHEN ATTENDED	RUN BY
Induction Training	Within 4 months of joining	ACF County
Initial Training Course (ITC)	Within 18 months of joining	Cadet Training Team (CTT)
ACF Adult Instructors' Course	Second or third year of service and before promotion to Lt or SSI	Cadet Training Centre (CTC)
Training of newly appointed Detachment Commanders	On the job, within 6 months of taking up appointment	ACF County
ACF King George VI Memorial Leadership Course (KGVI)	Before promotion to Captain or SMI	CTC
ACF Area Commanders' Course	Before appointment to be Area Commander and before promotion to Major	CTC
ACF Commandants' & Senior Officers' Course	Before appointment to Commandant	CTC

Note:

On the job training for new Detachment Commanders is to be run by the ACF County.

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ANNEX E

THE ACF DETACHMENT INSTRUCTOR/COMMANDER

PART 1 - JOB DESCRIPTION

General

1. The Detachment Instructor's task is to train cadets in the subjects of the Army Proficiency Certificate (ACF), and other subjects in which he is competent. He is to serve as an example to the cadets, and to present a positive image of the ACF to the public at large.

Training Responsibilities

2. The Detachment Instructor is to:

a. Attend training in the Detachment on all occasions when cadets are present or whenever visitors or county staff attend, within the limits of available time. He is to inform the Detachment Commander when unable to attend.

b. To undergo all training designed to enhance the professional standards of an ACF Instructor, specifically:

(1) Induction Training.

(2) Initial Training Course within 18 months of enrolment.

(3) Instructors' Course at Cadet Training Centre within 3 years of enrolment.

(4) Refresher training every 3 years.

(5) KGVI Memorial Leadership Course, preferably before being appointed Detachment Commander.

c. Gain such additional skills as time and abilities allow, in particular:

(1) Range Qualifications.

(2) First Aid.

(3) Obstacle Course Supervisor.

(4) Expedition and Adventurous Training.

(5) Duke of Edinburgh's Award.

- d. Be conversant with the Duke of Edinburgh's Award and the BTEC schemes and their relationship with the APC.
- e. Carry out periods of instruction in subjects up to his/her current level of competence, as directed by the Detachment Commander, rising to APC 2 Star on passing the ITC and to APC 4 Star on passing the KGVI course.
- f. Attend weekend and annual camps with the Detachment and Area/Company/Group, carrying out tasks as directed.
- g. Take advantage of the opportunities offered to adults by the CVQO.

Supervisory Responsibilities

- 3. The Detachment Instructor is to assist and support the Detachment Commander by:
 - a. Ensuring proper supervision and the good order and discipline of cadets at all times.
 - b. Ensuring the health, safety, wellbeing and security of cadets at all times.
 - c. Being fully conversant with Safety and Responsibility Guidelines given in the ACF Manual and the Cadet Training Safety Precautions pamphlet (JSP 535).
 - d. Maintaining accurate records of the cadets' attendance and training achievements.
 - e. Maintaining contact with parents.
 - f. Maintaining contact with Regular Army or TA Sponsor Unit to ensure cooperation and mutual assistance.
 - g. Encouraging cadet participation in the D of E Award and the BTEC Schemes and supporting sporting, social and other non-training events as arranged at all levels.

Administrative Responsibilities

- 4. The Detachment Instructor is to assist and support the Detachment Commander by:
 - a. Assisting in the maintenance of any registers, records and logs, and in controlling the issues and returns of weapons, ammunition, equipment stores, pamphlets and uniforms as directed by the Detachment Commander.

- b. Promoting and maintaining high standards of turnout and hygiene within the Detachment.
- c. Accurate accounting for any Detachment funds.
- d. Promoting and maintaining good housekeeping within the Detachment.

PART 2 - ADDITIONAL DUTIES OF THE DETACHMENT COMMANDER

General

5. The Detachment Commander is responsible to the Cadet Commandant, through the Area Commander, for:

- a. Arranging imaginative and stimulating training in both military and non-military subjects.
- b. The discipline and the efficient administration of the Detachment, and for the weapons, ammunition, equipment and stores on charge.
- c. The development of the adult and cadet instructors so ensuring that they contribute positively to the success of the Detachment.
- d. Ensuring that the Detachment acts as a good ambassador for the ACF, that it participates fully in Area and County events, and that it enters into the life of the local community in accordance with any PR directive issued by the Cadet Commandant.

Training Responsibilities

6. The Detachment Commander is to:

- a. Plan and produce detailed training programmes, with the appropriate risk assessments and training plans, for all training groups prior to Detachment parade nights. Programmes should be published and cadets briefed in advance of the activities being conducted, and all training activities should be preceded with a safety brief.
- b. Arrange for the cadets and instructors to participate in weekend training to supplement the training carried out during parade nights, and encourage attendance at annual camp.
- c. Liaise regularly with the Detachment's Regular Army or TA Sponsor Unit and, as necessary with the CTT, to seek training support for the Detachment.
- d. Ensure cadets have every opportunity to participate in non-APC activities such as sport, the D of E Award and BTEC Schemes and visits to the Army, and

to be conversant with the D of E and BTEC Schemes so as to be able to advise cadets accordingly.

- e. Attend the KGVI Course at the Cadet Training Centre, preferably before assuming the appointment and certainly within one year of appointment, as well as any locally arranged Detachment Commander training by way of refresher training.
- f. Arrange assessments of those APC subjects devolved to Detachment Commanders and ensure that relevant results are passed up the chain of command.
- g. Maintain accurate and up to date training records.

Supervisory Responsibilities

7. The Detachment Commander is to:

- a. Be responsible to the Cadet Commandant, through the Area Commander for the health, safety, security and wellbeing of all cadets and adults at the Detachment. He/she is to nominate an “Appointed Person” to cover first aid on all activities and is to implement the accident/incident reporting procedure as necessary.
- b. Be responsible for the assessment and guidance of Detachment AI in conjunction with the Area Commander, and ensure they receive training when needed to extend or refresh their skills.
- c. Be responsible for the enlistment, promotion, career guidance and discharge procedures for all cadets, including advice on adult ACF or Service careers, and maintain contact with parents as appropriate.
- d. Liaise with local schools and other agencies of the local community to develop good relationships, and involve the Detachment in appropriate community projects, particularly charitable events.
- e. Conduct periodic recruiting campaigns to maintain cadet strength and to recruit potential AI.
- f. Ensure good order and discipline among AI and cadets within the Detachment and implement any policy guidance given by the Cadet Commandant in relation to welfare or discipline including personal conduct and behaviour, sickness, disability, drug abuse, alcohol, smoking and complaints procedures.
- g. Ensure that AI are kept up to date with any new or amended legislation, regulations and instructions relating to training safety and to health and safety at the Detachment including fire safety, security and welfare.

- h. Ensure that nobody gains unsupervised access to cadets until they have received CRB clearance for the ACF and have been authorised to supervise cadet activities by the Cadet Commandant.

Administrative Responsibilities

- 8. The Detachment Commander is to:
 - a. Maintain accurate personal records and records of achievements for the cadets.
 - b. Maintain the Detachment weapons and ammunition registers and be responsible for the security of the arms and ammunition, including the control of security keys, at all times.
 - c. Establish and maintain a procedure for controlling the issue and return of equipment and stores on charge to the Detachment, and for the issue and return of cadets' uniforms, in liaison with the CAA.
 - d. Be accountable for any Detachment private funds.
 - e. Conduct regular fire practices and maintain a fire practice record book.
 - f. Maintain a Detachment Accident/Incident Log and a Visitors' Log.
 - g. Control and amend any pamphlets, regulations and accountable documents issued to the Detachment.
 - h. Ensure the security of the detachment premises and carry out regular inspections of the fabric, facilities, fittings and furnishings as well as the external areas within the boundaries of the property. He/she is also to implement such cold weather precautions as are advised by the CAA. All problems and defects are to be reported to the CAA without delay.

Contacts

- 9. The main points of contact to provide professional training assistance at the Detachment are the Detachment's regular Army or TA Sponsor Unit and the CTT accredited to the County. A Training Safety Adviser (TSA) may also have been appointed to the County and can give advice on safe training at the Detachment as well as give help with compiling risk assessments and training plans. There are also the following command and specialist appointments within the County whose guidance should be sought by a Detachment Commander in order to assist in the successful management of the Detachment:

- a. The CAA is there to assist in all aspects of Detachment administration. His/her advice should be sought on any matters which are causing concern.

- b. The Area Commander should be a regular visitor to the Detachment and will advise on any matter. He/she will be particularly concerned with progression in training and the strength of the Detachment. He will also be able to carry out assessment at APC 1, 2 and elements of 3 Star levels.
 - c. The County Training Officer (CTO) should visit at least once per year as well as on request and will advise on any training matter and be able to carry out Assessments at 2 or 3 Star or help with the development of senior cadets and AI.
 - d. The Chaplain will be available to visit but will need to be invited. He/she can advise on citizenship matters, may help with a cadet who has personal problems (acting as an “independent listener” when necessary) and, importantly, will take part in the Cadet Promise Ceremony.
 - e. The County Duke of Edinburgh Award Officer will visit if requested and give an introductory talk to cadets. He/she will supply entry packs and various items of publicity literature. He/she will also advise on any problems encountered in running the scheme and arrange training for leaders from time to time.
 - f. The Public Relations Officer will advise in the successful running of recruiting campaigns and in obtaining publicity in the local media. He/she should be informed of any event of general interest the Detachment may be involved in.
 - g. The County First Aid Training Officer will help with instruction and/or testing of cadets at 2 Star First Aid.
 - h. The Shooting Officer will help with information and practical assistance with any of the main shooting competitions open to Detachments as well as advising adults on coaching techniques.
 - i. The County may also have an officer with the specific responsibility of promoting and arranging the BTEC scheme. He will also be able to advise Detachment Commanders on the details of the Scheme.
10. If and when a Detachment Commander identifies a need to contact a civilian agency concerning a welfare or discipline issue involving one or more members of the Detachment, it should be raised and discussed, in the first instance, with the Detachment’s Area/Company/Group Commander and advice must be sought either from the Cadet Commandant or CEO.



“And this is the simulator for training Detachment Commanders!”

