



cds

Defence
& Security

ARMY TRAINER CAPABILITY ACCREDITATION YEAR 7 REPORT



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Introduction

Army Trainer Capability – Enhancing Training Excellence

The British Army has a strategic imperative for its officers and soldiers to operate with agility. Achieving this requires a strong foundation in both training and education.

The Army Trainer Capability (ATC) directly supports this by identifying and selecting the most capable individuals to serve in trainer roles, thereby maximising talent across the force.

By shifting the Army's training culture from one focused solely on delivery to one centred on learner engagement, and by improving the quality of learning outcomes, the Army anticipates a measurable increase in operational effectiveness amongst its personnel.

A new ATC contract was launched in July 2024, building on the foundations laid by the original 14 September 2018 contract. Under this renewed agreement, CDS Defence & Security (CDS DS), in partnership with Made 2 Measure Mentoring (M2M2), continue to deliver accreditation, assurance, and development opportunities to over 2,000 Army trainers annually. These trainers attend 'trainer' training at the Learning and Development Wing (L&D Wing) / Learning and Development School (LDS), part of the Army Training Centre Pirbright, franchised under the Army Individual Training Command's governance.

The contract enables learners to achieve a Level 3 Award in Education and Training (L3 AET) through City & Guilds, alongside a suite of optional qualifications from Level 3 to Level 7 in Coaching and Mentoring, accredited by the Institute of Leadership and Management.

CDS DS and M2M2 work closely with the AIS and other key training centres to support delivery of the Level 3 Defence

Trainer Course (Army) (DTc(A)) and the Army Trainer Mentor Course (ATM) alongside facilitation of the L5 Certificate in Effective Coaching and Mentoring (L5 CiECM) and L7 Certificate for Executive and Senior Leadership Coaches and Mentors (L7 CESLCM) workshops.

Training and accreditation are delivered through a model that emphasises collaboration and clearly defined responsibilities. Both Army trainers and external providers bring a depth of understanding to their roles, and mutual learning is encouraged through regular interaction and joint continuous professional development (CPD) activities.

The core focus remains delivering a high-quality learner experience and nationally recognised qualifications. For many soldiers who may have left formal education with few or no qualifications, this pathway offers a transformative opportunity. While Army apprenticeship programmes serve as a foundation for professional growth, the ATC Accreditation Scheme extends that journey by developing essential teaching and training skills, further embedding the values of lifelong learning and self-development.

This initiative ensures that all new recruits are instructed by professionally qualified trainers who are equipped with essential coaching and mentoring skills. Ongoing support for trainers throughout their careers guarantees they remain effective in their roles. In doing so, the Army strengthens its ability to develop capable, confident, and competent soldiers, ready to meet the demands of modern military operations.

CDS DS and M2M2 are trusted friends. They serve us well; we can rely on their support and have benefited from their innovation. Working with the team continues to be a pleasure.

Maj B Holden
Chief Instructor, Army Instructor
School, Pirbright

Year 7 Notable Achievements & Activity

Re-opening of Level 5 and Level 7 Workshops

Following a significant pause, approval was granted to reopen the application process for the Level 5 and Level 7 Coaching and Mentoring workshops. Dates for the full 2025 calendar were confirmed, and preparatory work was undertaken to streamline the application process, clarify prerequisites, and organise administrative procedures. As part of the relaunch, a targeted communications plan was implemented to reach approximately 500 Serving ATM candidates who had previously attended the ATM course but had not received a Level 5 or Level 7 briefing due to the suspension of the programme. These individuals were informed of the newly available opportunities, resulting in a noticeable increase in Level 5 applications.

L3 Award in Effective Coaching (AiEC) Asynchronous

SO2 ATC agreed to M2M2 investigating the feasibility of introducing an asynchronous version of the Level 3 AiEC. This initiative was proposed to support candidates who were unable to complete the coaching qualification but still wished to gain the award. The final details were confirmed, and applications opened in April 2025, attracting a steady stream of interested candidates eager to move forward. This initial group of candidates have made strong progress, with several already completing and achieving their qualification. The first to finish was SSgt Chris Kent, who captured the value of the course by quoting Mark Twain: "Continuous improvement is better than delayed perfection."

Feedback from the online accreditation process has been overwhelmingly positive. Candidates praised the clear structure, relevant learning materials, and overall quality of the qualification; many stating they would highly recommend it to others. Furthermore, as the L3 AiEC is now a prerequisite for attending the Level 5 CiECM, this development will broaden access to the L5 programme and enable more candidates to progress.

Completion rates

Completion rates have been closely monitored since April 2022, with the active encouragement of candidates to complete their award and gain accreditation. CDS DS and M2M2 are determined that the Army get the best value possible from the contract. For example, the following rates were recorded for Quarter 1 2025:

L3 AET

312 registered candidates; 300 certified.
Completion rate: 96%.

L3 AiEC

225 registered candidates; 218 certified.
Completion rate: 96.8%.

L3 AAVRA

77 registered candidates; 77 certified.
Completion rate: 100%.

CDS DS and M2M2 continue to monitor and report on this achievement.

Year 7 Notable Achievements & Activity



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Changes to Reporting

The new ATC contract has allowed CDS DS and M2M2 to revise the reporting process. The monthly report has been updated to include SOTR/SOTT/Fill Rates, Completion Rates, and Monthly KPIs. In addition, a new Quarterly Report has been introduced to complement the Quarterly Progress Meetings.

Changes to the Feedback Process

AIS has integrated CDS DS and M2M2's feedback questions into their standard evaluation set, which is completed after every ATC course held in Pirbright. WO2 Ashley Stoby shares the collected responses with CDS DS, who then compile the feedback and pass it on to M2M2. The insights are reviewed during internal monthly meetings to support continuous improvement and ensure consistent quality delivery.

KPI Reporting

Under the terms of the new ATC contract, CDS DS are required to share KPI results on a quarterly basis. While monthly performance data is included in the report submitted to SO2 ATC, formal KPI reporting is carried out quarterly to allow Army Commercial to consolidate and publish all results. The Contracted KPIs are copied at Annex A. CDS DS have delivered two sets of results under the new contract to date, both of which have been graded **GOOD**, with a RAG status of **Green**. Year 7 KPI statistics are at Annex B.

Year 7 Notable Achievements & Activity



Updated Army Briefing Note (ABN)

The 2025 edition of the ATC ABN has been released, showing a clear career pathway for those who would like to continue their Coaching and Mentoring journey. This updated note outlines the prerequisites for candidates wishing to attend a workshop and now includes QR codes to streamline the application process. The updated ABN includes the following key points:

- Army personnel attending DTc(A) will be enrolled onto the L3 AET and the L3 AiEC. Personnel may apply for the Level 5 CiECM, provided they have completed the L3 AiEC. Those who hold a L5 or equivalent coaching and mentoring qualification will be considered for a Level 7 Certificate for Executive and Senior Level Coaches and Mentors (L7 CESLCM).
- The accreditation offer is available for all Army (Regular or Reserve) personnel and Civil Service personnel employed in Army TLB units. Unfortunately, those serving and working in the Navy and RAF are out of scope for this programme.

The Application Process

Applicants use QR codes to declare an expression of interest in the coaching and mentoring programme. Applications are reviewed 10 weeks prior to the next workshop and successful applicants are informed via a CDS DS email.

L3 Award in Effective Coaching (L3 AiEC)

Although the accreditation is embedded into DTc(A), there is an asynchronous option to gain this accreditation online for those Army personnel working within the Army TLB who wish to apply for L5 CiECM, but do not meet the pre-requisite.

L3 Award in Effective Coaching (L3 AiEC) Asynchronous

This online course is available to those who wish to gain development coaching and mentoring skills outside of the training environment. It is a pre-requisite for enrolment onto the L5 CiECM.

L5 Certificate in Effective Coaching and Mentoring (L5 CiECM)

L5 CiECM applicants are to have completed the L3 AiEC prior to submitting an application for the L5 CiECM. All applications are vetted by SO2 Sldr B, Prof Dev prior to acknowledgement of a course place. L5 CiECM is no longer linked to ATM, however candidates having completed this course can still apply.

L7 Certificate for Executive and Senior Level Coaches and Mentors (L7 CESLCM)

L7 CESLCM applicants are to have completed the L5 CiECM prior to submitting an application for the L7 CESLCM. All applications are vetted by SO2 Sldr B, Prof Dev prior to acknowledgement of a course place. All successful applicants are required to attend a coaching and mentoring workshop held in Feb, Mar and Nov. Applicants must articulate during the application process which course is most suitable for them. CDS DS in conjunction with M2M2 will inform the applicant and issue JIs.

Continuous Improvement



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Gamification of DTc(A)

As part of our ongoing commitment to continuous improvement, CDS DS has initiated the development of a gamified, psychologically safe, learning solution to support The Soldier Academy's Pre-Employment Training. This innovative tool is designed to directly address the unique challenges faced by Phase One Instructors, providing them with an immersive environment to enhance their instructional capabilities. The solution will help standardise and elevate training delivery, aligning closely with the high standards set by the AIS.

Workbook Updates

Course specific workbooks for assessment integrity

Student access to workbooks has been streamlined and security further enhanced. A resource file on M2M2's Docebo data library contains all relevant paperwork including workbooks. Students access these documents via joining instructions having undertaken the short on-line introduction and orientation package to help them navigate the M2M2 Academy. M2M2 remain vigilant to malpractice episodes which are managed with the support of the AIS and the Internal Quality Assurance Manager.

Specific Learning Difficulties (SPLD) Template Assessment

The template assessment questions produced by the Institute of Learning and Management (ILM) and City & Guilds have been further adapted and aligned for use by the soldiers who have notified SPLD needs. Students have been appreciative of the opportunity to use the revised workbooks where it has been necessary. A variety of assessment methods have been used for students with SPLDs including a verbal assessment which is recorded.

Continuous Improvement

M2M2 continue to use student feedback to enhance and adapt workbooks and maintain a CPD programme with the AIS Training Staff. This helps ensure M2M2 understand students with workbook specific challenges. A bespoke training library has been created for AIS Training Staff with resources shared from L5 CiECM and L7 CESLCM leadership and coaching libraries.

M2M2 Workbook briefing

The M2M2 start-of-course briefings now provide a comprehensive overview of the full learner journey; from downloading workbooks and accessing key resources, to understanding model answers and uploading completed submissions. The briefing has been extended to ensure all students can successfully access the M2M2 Academy platform and navigate workbooks.

Continuous Improvement



Pre-registration in JIs allowing pre-course access to workbooks and the Academy library

M2M2 ensures that the workbooks and the Academy can be accessed via the Joining Instructions. They also ensure that M2M2 administration runs hand in hand with that at AIS to allow soldiers' work to be marked within the 24-hour window M2M2 has set itself, despite the course not yet being officially open.

AIS Staff Training

A Leadership Training Day was successfully delivered to the staff at the AIS. The day featured a session on 'Coaching and Leadership Style' led by Gary Henderson, followed by an Everything DiSC workshop in the afternoon, delivered by the CDS DS in-house Behavioural Psychologist, Anna Howlett. Everything DiSC is a psychometric tool also used within the Commanding Officers' Designate Course Executive Coaching programme and is designed to enhance interpersonal relationships and communication in the workplace.

L3 Qualifications Resources

The resource library specifically targeted at the L3 courses assessment within the M2M2 Academy is routinely updated with new resources. These resources are reviewed regularly to ensure that websites are still active, and the information contained within remains current and applicable for the student.

Year 7 Challenges



Contract Discussions

Despite the distractions of uncertainty, contract extensions, and re-bidding, CDS DS and M2M2 remained firmly focused on delivering continuous improvements and providing an exceptional student service throughout the year.

Reduced Numbers Across the Board

There has been a noticeable decline in attendance for certain courses, particularly when compared to the SOTR. For example, the average attendance for DTc(A) is closer to 65, rather than the planned 80. As a result of the reduced numbers, we now include a SOTR/Fill rate graph in the Monthly Report to monitor attendance levels more closely. Additionally, CDS DS and M2M2 have conducted an analysis of attendee volumes and the resulting shortfall, which may affect the overall budget.

Annex:

- A. Year 7 in Numbers
- B. ATC Accreditation KPI Reporting Criteria

ANNEX A TO,
ATC Year 7 Report
Dated 16 June 2025

Year 7 in Numbers

Between April 2024 and March 2025, 2,211, accreditations were gained by service personnel through the ATC capability:

Accreditation	Registered	Submitted	Certified	Completion Rate
L3 AET	964	964	948	98.34%
L3 AiEC	888	888	819	92.23%
L3 AAVRA	342	342	340	99.4%
L4 E&T	0	0	1	N/A
L5 CiECM*	77	77	57	74%
L7 CESLCM*	59	58	46	77.9%

*The L5 and L7 awards are not certified in the same period due to students having an extended timeline to complete the required work.

710169450 - Provision of Army Trainer Capability Accreditation 2					
KPI No	KPI Description	Periodicity of measurement	Source of Evidence	Good	Requires improvement
1	Completion Rates Supplier to provide accreditation completion rates in % form on a quarterly basis for the following accreditation throughout the duration of the contract: L3 AET L3 AIEC L3 AAVRA	Quarterly	Service Levels and Performance (Refer to para 16.5.1 of the SoR).	Course Completion Rates. This quarter's course completion rates from the DTC (A) and the ATM (AAVRA) are 80% or above (Green).	Course Completion Rates. This quarter's course completion rates from the DTC (A) and the ATM (AAVRA) are 70% or below (Red).
				Rate their experience. A minimum of 75% of students rate their learning experience with CDS DS and M2M2 to be 5 or above, depending on the feedback, that is sent to every candidate on completion of the course.	Rate their experience. Below 60% of students rate their learning experience with CDS DS and M2M2 to be 5 or above, depending on the feedback, that is sent to every candidate on completion of the course.
2	Student Experience The feedback obtained from students obtained after course delivery. Marking guide 1 - Very Dissatisfied 2 - Dissatisfied 3 - Slightly Dissatisfied 4 - Neutral 5 - Slightly Satisfied 6 - Satisfied 7- Very Satisfied 8 - Extremely Satisfied 9 - Exceptionally Satisfied 10 - Completely Satisfied	Quarterly	Completed student Feedback forms.	Impact status of any system outages to the ATC candidates attending a course. Has the system been down for a period of greater than 4 hours during a programmed course. No service disruption and no impact. And 100% of data is available on recovery. Both Criteria must be met to achieve this rating.	Impact status of any system outages to the ATC candidates attending a course. Has the system been down for a period of more than 7.5 hours during a programmed course. Service disruption with impact to our candidates. And Less than 95% of data is available on recovery. Both Criteria must be met to achieve this rating.
				Impact status of any system outages to the ATC candidates attending a course. Has the system been down for a period of greater than 4 hours during a programmed course. No service disruption and no impact. And 100% of data is available on recovery. Both Criteria must be met to achieve this rating.	Impact status of any system outages to the ATC candidates attending a course. Has the system been down for a period of more than 7.5 hours during a programmed course. Service disruption with impact to our candidates. And Less than 95% of data is available on recovery. Both Criteria must be met to achieve this rating.
3	Data Recovery Plan Supplier is to provide a Data Recovery Plan (DR) covering the software programme outage to ensure delivery of course and content is not disrupted. DR could include: a. Recovery Time Objective (RTO): Measure the time it takes to restore the software program after an outage. b. Success Rate: Evaluate the percentage of successful data recoveries compared to the attempted recoveries. c. Data Integrity: Assess the accuracy and completeness of recovered data. d. Training effectiveness: Gauge the level of preparedness and competence of personnel in executing the recovery plan.	Quarterly	Data Recovery Report showing system outages and status report to show the impact of any outages to the ATC contract. Data Recovery Report available and supplied quarterly and Annual Test reports available on request. Docebo System Status Page.	Impact status of any system outages to the ATC candidates attending a course. Has the system been down for a period of greater than 4 hours during a programmed course. No service disruption and no impact. And 100% of data is available on recovery. Both Criteria must be met to achieve this rating.	Impact status of any system outages to the ATC candidates attending a course. Has the system been down for a period of more than 7.5 hours during a programmed course. Service disruption with impact to our candidates. And Less than 95% of data is available on recovery. Both Criteria must be met to achieve this rating.
				Impact status of any system outages to the ATC candidates attending a course. Has the system been down for a period of greater than 4 hours during a programmed course. No service disruption and no impact. And 100% of data is available on recovery. Both Criteria must be met to achieve this rating.	Impact status of any system outages to the ATC candidates attending a course. Has the system been down for a period of more than 7.5 hours during a programmed course. Service disruption with impact to our candidates. And Less than 95% of data is available on recovery. Both Criteria must be met to achieve this rating.

Reports and Returns Supplier is to provide: a. Monthly reports detailing the accreditation numbers against the Statement of Training Requirement provide by each location, the completion rates in percentage. b. Invoice detailing the costs associated for each deliverable by percentage of completion for the billing period. c. A yearly report detailing the accreditation numbers against the Statement of Training Requirement (SOTR), showing the deliverables.	Monthly	Data referring to student accreditation numbers and the service levels agreed in support of the SOTR. Management information/reporting (Refer to para 9 of SOR).	Milestone and deliverables are met within the agreed timeframe. And Full & complete data provided monthly meets the service levels agreed to support the SOTR. Both Criteria must be met to achieve this rating.	Between 90% and up to 100% of milestone and deliverable are met within the agreed timeframe. And 90% - 99% of data provided monthly meets the service levels agreed to support the SOTR. Both Criteria must be met to achieve this rating.	Less than 90% of milestone and deliverables are met within the agreed timeframe and the shortfall cannot be achieved. And Less than 89% of data provided on a monthly basis meets the service levels agreed to support the SOTR and a mitigation plan cannot be achieved. Both Criteria must be met to achieve this rating.
Social Value - Improve health and wellbeing All companies in the supply chain under the contract to have implemented the 6 standards in the Mental Health at Work commitment. Target 1: Strive to ensure that average days lost to ill-health is below CIPD benchmark of 7.8 days per employee. (Health and wellbeing at work (cipd.org)). Why: Reducing sick days will improve overall productivity and ensure a healthier, more engaged workforce. Target 2: At least 80% of annual leave to be taken in the year it is earned. Why: Encouraging employees to take their annual leave helps prevent burnout and promotes better work-life balance. Target 3: To increase engagement and provide support; achieve 90% completion rate of monthly one-to-one meetings with employees. Why: Regular one-to-one meetings foster better communication, provide support, and help address any issues promptly.	Annually	Data Recovery Report showing system outages and status report to show the impact of any outages to the ATC contract. Data Recovery Report available quarterly and Annual Test reports available on request. Docebo System Status Page.	Less than 8 days absent from work per employee due to ill-health. And Between 80-100% of annual leave taken in the year it is earned. And Achieve over 75% completion rate of monthly one-to-one meetings with employees. All three criteria must be met to achieve this rating.	Between 9-11 days absent from work per employee due to ill-health. And Between 70% and up to 80% of annual leave taken in the year it is earned. And Between 65% and up to 75% completion rate of monthly one-to-one meetings with employees. All three criteria must be met to achieve this rating.	More than 12 days absent from work per employees lost to ill-health. And Less than 70% taken in the year it is earned. And Less than 65% completion rate of monthly one-to-one meetings with employees. All three criteria must be met to achieve this rating.



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