



Ministry of Defence



# **THE ARMED FORCES COVENANT COMMUNITY CONFERENCE**

*St James Park, Newcastle, 14 September 2023*

<https://www.armedforcescovenant.gov.uk>



08.45 – 10.00

## What's next

**08:45 – 10:00**

**Registration**

**10:00 – 10:10**

**Welcome and Introduction with Jenna Clare**

**10:10 – 10:45**

**Rt Hon Andrew Murrison MP, Minister for Defence People, Veterans and Service Families.**

**10:45 – 11:05**

**Covenant Team update**

**11:05 – 11:25**

**Refreshment Break - Display Stand viewing**

**Jenna Clare**

Joint Head of Armed Forces Covenant Team

**Introduction**

## **Rt Hon Andrew Murrison MP**

Minister for Defence People, Veterans and Service Families.

**Keynote speech and Q & A**

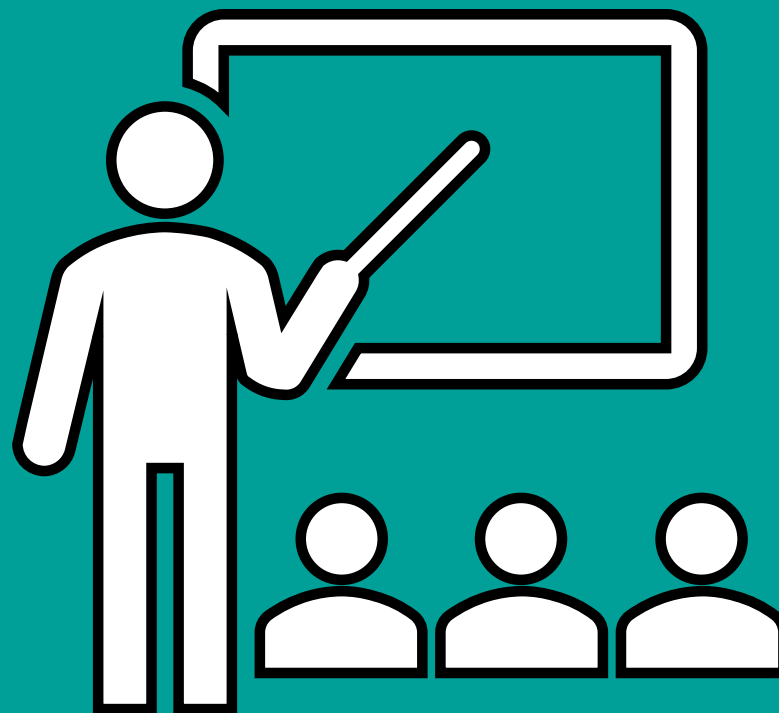
# The Armed Forces Covenant Update

Ministry of Defence, Covenant Team

Genevieve Horsted

Patrick O'Brien

Stewart Munn





**ARMED FORCES  
COVENANT**



**THE ARMED FORCES  
COVENANT FUND TRUST**

- (a) the unique obligations of, and sacrifices made by, the armed forces;
- (b) the principle that it is desirable to remove disadvantages arising for service people from membership, or former membership, of the armed forces; and
- (c) the principle that special provision for service people may be justified by the effects on such people of membership, or former membership, of the armed forces.

# Wider Government Initiatives



- **Covenant and Veterans Annual Report**
- **Strategies for Families and Veterans**
- **Veterans Cards**
- **Government response to Review of Compensation**
- **New Accommodation Offer**

- **Holistic Transition**
- **Review of Reserve Forces**
- **Response Veterans Welfare Services Review**
- **Armed Forces Suicide Prevention Strategy and Action Plan**
- **Haythornthwaite Review into Armed Forces Reward and Incentivisation**
- **Lord Etherton Report**

# What we're asked?



- **Education – support to access children’s schooling and travel costs including those returning from overseas**
- **Health – access to GP and Dental treatment**
- **Wider support - such as financial, housing and mental health support**



# What is the Covenant legal Duty?



A **legal obligation** on certain public bodies  
to **have due regard**  
to the **principles** of the Armed Forces Covenant  
when carrying out certain functions in the areas of  
**Healthcare, Housing and Education.**

## What does 'due regard' mean?

It is about **informed decision-making**, and means **consciously considering** the Covenant when **developing, delivering and reviewing policies and decisions** which may impact the Armed Forces Community.

It means placing an appropriate amount of weight on the Covenant principles when all relevant factors are considered.

It does not mean that any particular conclusions have to be reached or specific public service delivery outcomes achieved.

# Communicating the Legal Duty and its Development



- **Webinars:**

- Bodies in scope (phase 1 completed)**

- Representatives of AF Community (phase 2 in-progress)**

- **Presentation packs that others can adapt on Toolkit**

- **Process to consider additions to the statutory Duty:**

- Assessing the Development of the Duty (ADD) process and Working Group.**

- Trialling an on-line form to invite public to submit proposals.**

# Assessing the Legal Duty



- **Review into the Scope of the Covenant Duty:**
  - Scope
  - Timing
- **New Burdens Assessment**
  - Timing
  - Previous areas of concern:  
Staff and Training

- **Evaluation of the Impact of the Covenant Duty:**
  - Timing
  - Identifying performance indicators

# Engaging with the Charitable Sector



- **Support for Service Charities**
  - **AFCFT**
  - **Cobseo Grant**
  - **Additional funding**
- **Collaboration**
  - **CAVE**
  - **Close collaboration with SP focused charities and organisations such as the Fam Feds**
- **Ministerial engagement**
  - **Visits**
  - **Bilateral and multilateral engagement**

# Service Leavers' Adjustment Passport



**Partnership between MOD and DWP**

**Launched on 13<sup>th</sup> July 2023**

**Available to all Service Leavers**

# Service Leavers' Guide



**Factual Review has concluded – first since 2020**

**Phase 2 – Through Career Handrail**

**Cross Government collaboration**

# The Covenant Website – Making it Better



## Armed Forces Covenant

Proudly supporting those who serve

Search



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[Home](#) > [The Armed Forces community](#)

## The Armed Forces community

Find out how you can be supported by the Covenant, as a member of the Armed Forces community.



### Regulars and Reserves

How the Covenant can help you as a Regular or a Reserve.

[More >](#)



### Service families and the Bereaved

How the Covenant can help you as a family member of someone serving, or formerly serving, in the Armed Forces.

[More >](#)



### Service leavers and Veterans

How the Covenant can help you when leaving the Armed Forces.

[More >](#)

<https://www.armedforcescovenant.gov.uk>

# QUESTIONS

<https://www.armedforcescovenant.gov.uk>



## What's next

<b>11.05 – 11.25</b>	<b>Refreshment Break</b> , display stand viewing
<b>11.25 – 12.35</b>	<b>Insights on how Disadvantage impacts Armed Forces community</b> with: Jo Luhman; Caroline Paige & Craig Jones MBE; Ali Brown OBE; and Mo Torau.
<b>12.35 – 13.40</b>	<b>Lunch</b> and display stand viewing



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**Jo Luhman**

Veteran, Head Teacher, and Carer



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## **Caroline Paige & Craig Jones MBE**

**'Fighting with Pride'**



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## **Ali Brown OBE**

A Female Veteran's Perspective

# ALI BROWN OBE

- 30 years serving in the Army - WRAC and AGC (SPS), General Staff
- Operational tours – Iraq, Saudi Arabia, Kuwait, Bosnia, Croatia, Kosovo
- Prince's Trust Wales – Young Ambassador Programme
- WRAC Association – Chair of Trustees for 7 years
- Fighting with Pride - Vice Chair and Trustee
- NHS E Armed Forces Public Patient Voice Group – female veterans lead
- NHS E Serving and Ex Serving Women's Health Improvement Steering Group (SESWHISG)
- Cobseo Female Veterans Cluster – Chair

# STATEMENT OF DISADVANTAGE

Female veterans have been under represented in the design, development and provision of veteran services over many years and consequently their needs are not being adequately met by the military charity sector

Growing body of comprehensive research which shows that women have been physically and mentally damaged by their service and that this damage is carried into their civilian lives, reducing their ability to be productive citizens.

# PREVENTING DISADVANTAGE

## MAIN ISSUES

- Female veterans are not a homogenous group.
- Time of service - historical discriminatory T and Cs
  - Marriage
  - Pregnancy
  - Gay Ban
- Minorities within a minority
- Family circumstances/ caring responsibilities
- **Only in 2019** that equality of opportunity was achieved. MoD now aim for 30% female recruitment by 2030.

# PREVENTING DISADVANTAGE

## MAIN ISSUES

- Women are less likely to view themselves as veterans due to adverse in service experiences
- 53% of female veterans said their needs are not met by the veteran services currently on offer
- Women are significantly under represented in senior leadership roles within the service charity sector
- The proportion of servicewomen experiencing sexualised behaviours was reported to be **89% in 2018**
- Only 25% of women who experience inappropriate and criminal behaviours feel able to report it at the time
- In **2021** servicewomen were 10 times as likely to experience sexual harassment in the last 12 months



# PREVENTING DISADVANTAGE

## MAIN ISSUES

- There is a marked increase in the risk of musculoskeletal injuries during military training for women, leading to long term health and well-being issues
- 27% of female veterans experience difficulties in finding the right employment compared with 17% of men
- Transition services and veterans' services are focussed on traditionally male career domains and need to be adapted to ensure that both men and women can benefit fully from them - gender specific points of access
- Access to mental health services is lower than expected (Combat Stress). Myth of PTSD only caused by close combat.

# PREVENTING DISADVANTAGE

## Cobseo FEMALE VETERANS CLUSTER

- Identify, progress and highlight issues that are specific to female veterans
- Ensure that veteran support services are appropriately tailored to meet those specific needs
- Ensure that those services are inclusive and accessible to female veterans
- Seek improvement to current levels of support
- **Achievements** We Also Served Report, Input into HCDC Protecting Those Who Protect Us, Ministerial Round Table, Representation at CTP Workshop, NHS E meetings, **Female Veterans Transformational Project 2023 - 2026 funded by AFCFT**

# LOOK AHEAD

- Progress is being made in the improvement of in service culture
- More research is planned- already have 9 research projects reported:
  - FiMT - examine and map the support needs of female veterans in the UK
  - ARU – identify barriers to accessing services and make recommendations
  - Combat Stress – research into the mental health support needs
  - VFI – design guidance for healthcare professionals to meet the needs women veterans in mental health services
  - RCGPs – Podcast on female veterans for GPs
- Reaching out to Veterans Commissioners in Scotland, Wales and Northern Ireland
- Close links to NHSE multiple veteran focused services and Health Services in the Devolved Administrations
- **More progress in understanding and tackling disadvantage in the last 3 years than in the preceding 5 decades**



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## **Mo Torau**

Commonwealth Soldier experience

## What's next

<b>12.35 – 13.40</b>	Lunch and display stand viewing
<b>13.40 – 13.55</b>	<b>Update on Veterans Cards</b> with Tom Stewart.
<b>13.55 – 14.05</b>	<b>Update on a review of Armed Forces Incentivisation with</b> Major Nick Champion
<b>14.05 – 14.55</b>	<b>Breakout sessions, overall theme of ‘Preventing Disadvantage’</b>
<b>14.55 – 15.15</b>	<b>Seminar 1:</b> Housing <b>Seminar 4:</b> Reflections on a year of the Covenant Duty <b>Seminar 2:</b> Education <b>Seminar 5:</b> Forces in Mind Trust <b>Seminar 3:</b> Health <b>Seminar 6:</b> Office for Veterans’ Affairs ‘
<b>14.55 – 15.15</b>	Refreshment Break



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**Tom Stewart**

Update on Veterans Cards

## **Major Nick Champion**

A review of Armed Forces Incentivisation



# Realising the HRAFI Report

Briefing Pack Sept 2023





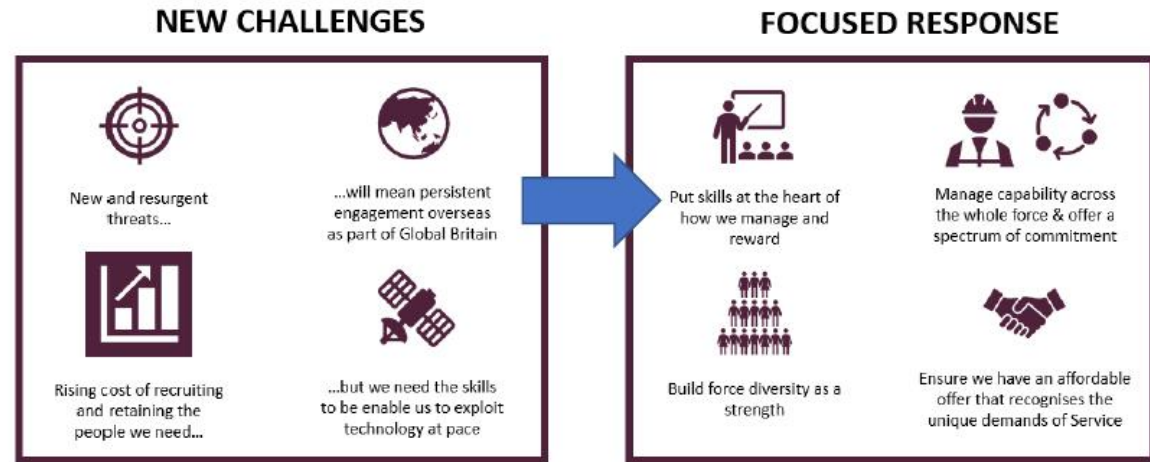
## Agency and Agility: Incentivising people in a new era

A review of UK Armed Forces  
incentivisation  
by Rick Haythornthwaite

June 2023



## Why now?

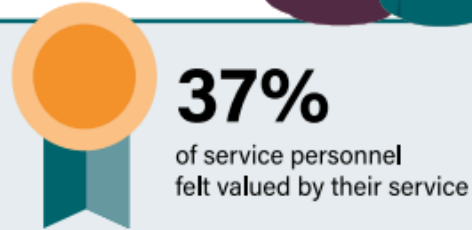
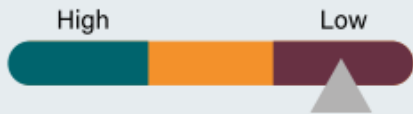
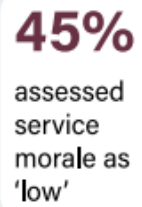
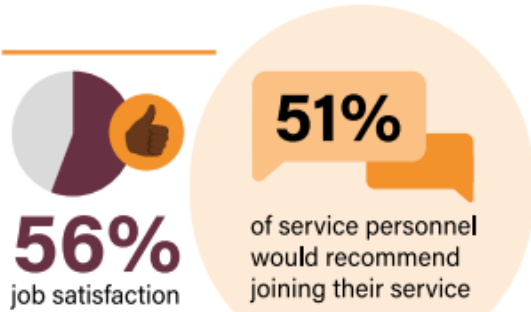
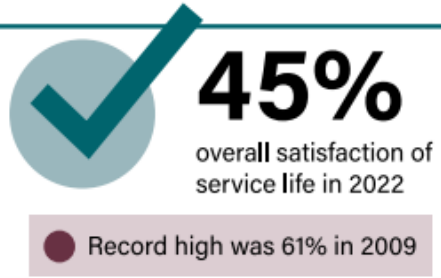


*“The Armed Forces remain a career of choice and distinction for some of our brightest and most promising young, and not so young, people today. But these are serious times. The threats we face are multiple and growing and we must recognise that we are in a ‘war for talent’.”*

Admiral Phil Hally, Chief of Defence People

# The need for change:

## Workforce satisfaction

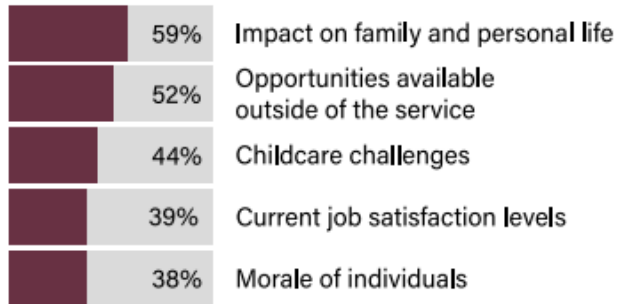


**82%**

agreed their family is supporting of their service career



## Reasons for leaving



## Inflow and outflow

2010 Strategic Defence and Security Review resulted in

**20%**  
reduction in the number of trained regular personnel from 2012

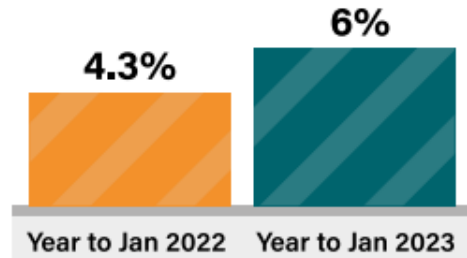


Between October 2021 and September 2022 there was a

**35%**  
decrease in numbers joining the reserves



**Voluntary outflow is increasing**



Between October 2021 and September 2022 there was a

**30%**  
reduction in the number of people joining the regular forces

**17%**  
increase in outflow

resulting in a reduction of around  
**4,250**  
regular personnel



# Context:

- ❖ *HRAFI Report published June 2023*
- ❖ *Team set up to support the enablement of recommendations realisation*
- ❖ *Chief of Defence People driving delivery through team and colleagues*
- ❖ *PCD Dept began mapping Recommendations into holistic matrix May 2023*
- ❖ *Developing Dashboard to show progress and associated impact, risks etc*
- ❖ *Working Groups taking forward key priorities*



# OUR ROLE THIS WEEK & IN THE FUTURE



# AMBITION & WAYS OF WORKING



**ADAPTABLE & SUSTAINABLE WORKFORCE**

WORKFORCE TYPES - SEGMENTATION

CS OFFER - BALANCE OF PAY

CAPABILITY IN WORKFORCE PLANNING

DATA - SKILLS & CAPABILITY

T/S - POROSITY

**MAXIMISE TALENT**

LEADERS (INVEST IN THEM NOW)

FINISH INITIATIVES

ENABLING FUNCTION AS A PRIORITY

TREAT THEM WELL SO THEY STAY OR COME BACK

GET ON AND DO IT LESS BURENCRACY

**ATTRACTABLE AND AFFORDABLE**

RECOGNISED/AWARDED FOR SKILLS

GETTING HYGIENE RIGHT

BUILD ON INDUSTRY CAREER PARTNERSHIPS

COLLABORATIVE WORKING

UNDERSTANDING THE OFFER

DO WE MEASURE THE RIGHT THINGS?

TENSION OF PRIORITIES

**STRONGER, MORE COLLABORATIVE PEOPLE FUNCTION**

CLEAR ACCOUNTABILITY

UNITY OF PURPOSE

DATA - MEASURE RIGHT STUFF

EMPLOYEE EXPERIENCE FOCUS

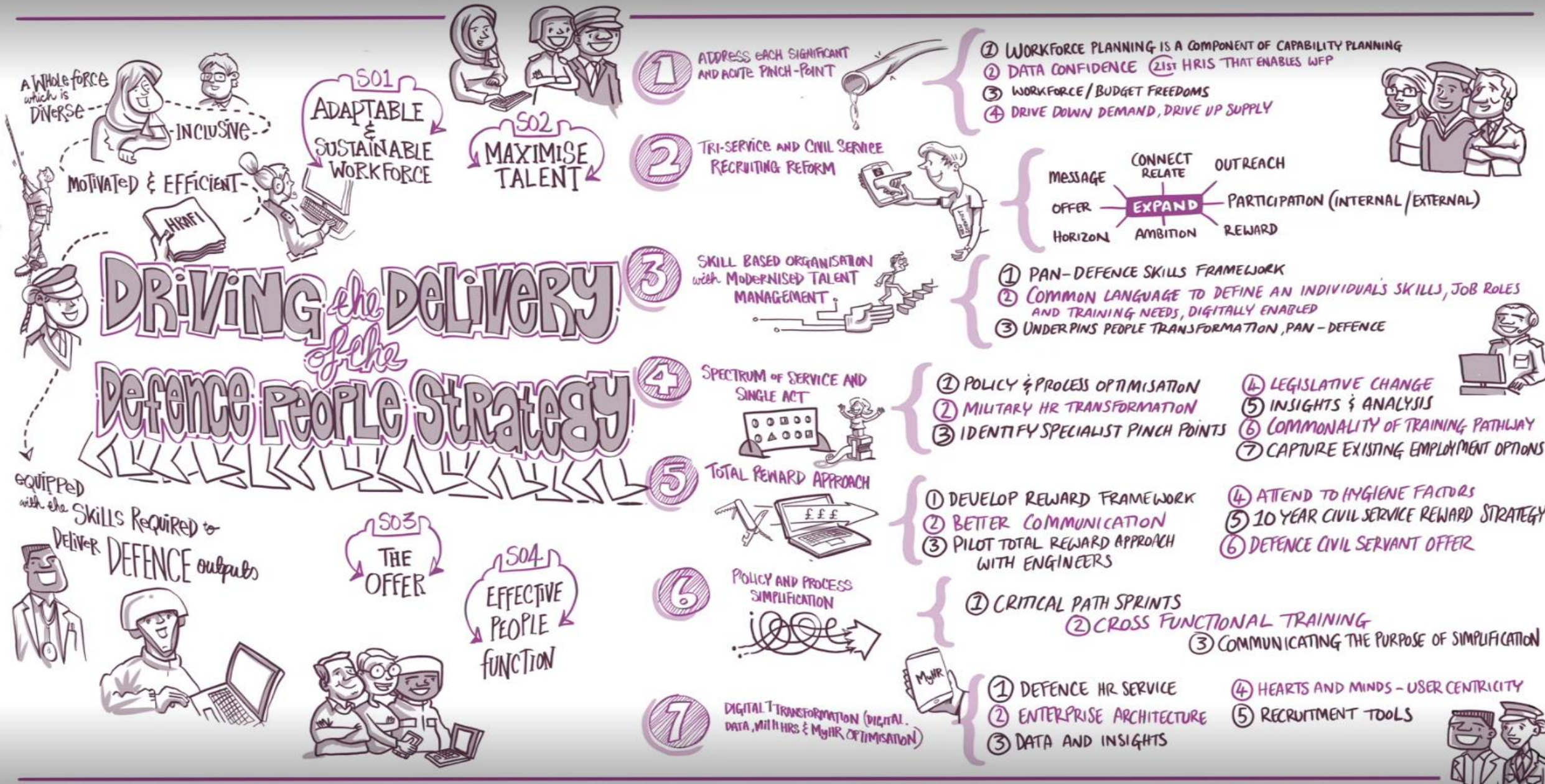
PROACTIVE & AGILE

GROWING JOINT INDUSTRY POOL OF SKILLS/CAPABILITIES

HYGIENE FACTOR - FULL COST OF WORKFORCE

# Current Priorities

OFFICIAL

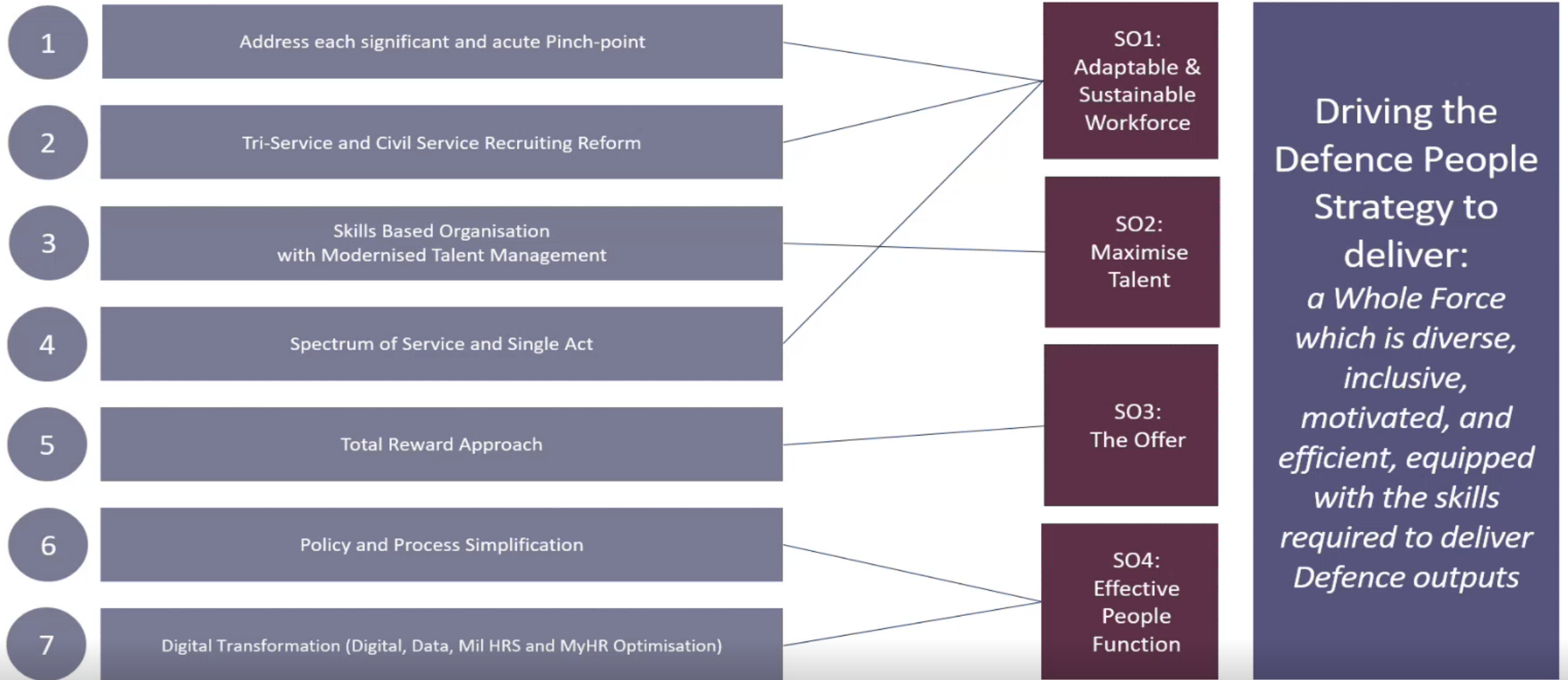


# First Steps

- ❖ Explore and Explode Recommendations
  - ❖ To better understand detail behind recommendations
  - ❖ Identify if/where clear policy leads align to Recommendations
  
- ❖ Report initial findings
  - ❖ Highlight where there are dependencies across Recommendations and with programmes already in train across Defence
  - ❖ Identify initial Stakeholder Group
  - ❖ Identify potential risk, impact and outcomes
  
- ❖ Develop Working Groups (WGs)
  - ❖ Through a defined governance process, identify working groups to further explore Recommendations and formulate proposals for actions
  - ❖ Agree SLA between PCD and WGs leads (to include scope, timeline, expected outcomes)



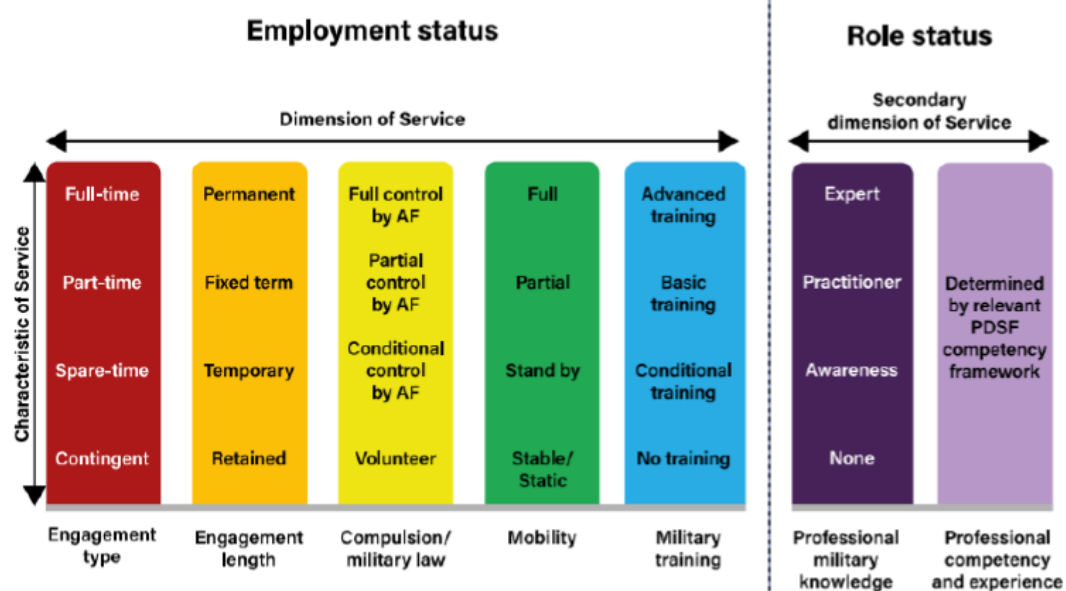
# 7 Critical Paths to arrest the Burning Platform



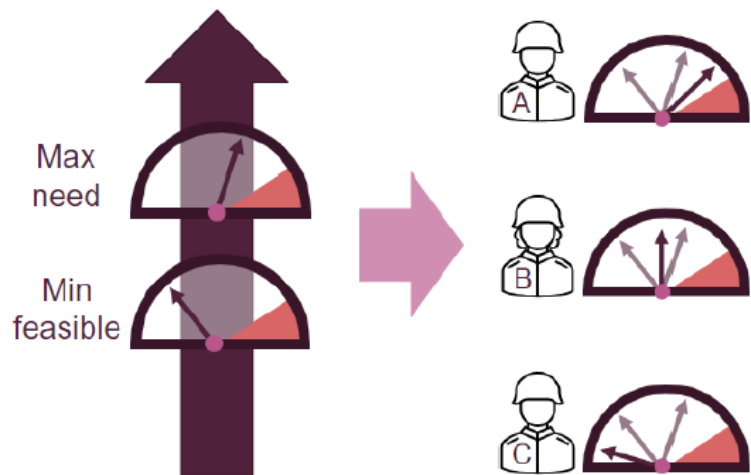
# Offering greater flexibility – dial up and down service when appropriate

## ► Create agile reward tools

- Replace current terms of service with a Spectrum of Service with new flexible ways to serve
- Replace conditions of service with a Total Reward Framework (defining the incentivisation levers) and a Total Reward Strategy (how the levers incentivise individuals and cohorts)
- Together these two tools will deliver better VfM and:
  - Identify who needs to be mobile and offer simplified package
  - Align reward for risk & rigour: X Factor and medallic recognition
  - Target skills shortages in highly competitive realms



## Spectrum of Service



Role	Engagement type	Engagement length	Compulsion/military law	Mobility	Military training	Professional military knowledge	Professional competency and experience
Role ?	Full or part time	Fixed term or temp	No requirement	No requirement	Some training	Has good knowledge	Is fully professionally qualified
Sailor B	Up to spare-time	Temp to Permanent	Up to partial control	Must be static	Is trained, or is prepared to be	Has good knowledge	Is professionally qualified
Good fit B	No match	Candidate exceeds requirement	Candidate meets minimum requirement	Candidate meets minimum requirement	Candidate meets minimum requirement	Candidate meets minimum requirement	Candidate does not meet minimum requirement

# Understanding the offer & what makes up 'Total Reward' for our people.



# Contact

❖ DHd PCD – CTO – William Lyn – [William.lyn720@mod.gov.uk](mailto:William.lyn720@mod.gov.uk)

❖ AHd PCD – CTO – Stu Beaumont – [stuart.beaumont106@mod.gov.uk](mailto:stuart.beaumont106@mod.gov.uk)



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## Breakout Sessions

## What's next

<b>14.55 – 15.15</b>	Refreshment Break
<b>15.15 – 15.45</b>	<b>Feedback from Breakout sessions</b>
<b>15.45 – 15.55</b>	<b>A serving Army Officer and Carer's story</b> with Major Dianne Atkinson-Browning
<b>15.55 – 16.00</b>	<b>Thanks and wrap up</b> with James Greenrod, Deputy Director, Head Armed Forces People Support Team



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## **Breakout Sessions**

**Feedback**



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# **Major Dianne Atkinson-Browning**

Army Officer and Carer



## **James Greenrod**

Deputy Director, Head Armed Forces People Support Team



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