



ARMED FORCES  
COMMISSIONER

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# The Armed Forces Commissioner

## Covenant Conference 2026

Your welfare, our mission



## Why this role exists

- Service life creates unique pressures
- Welfare issues can become systemic
- Confidence in complaints and redress matters
- Independence is essential to trust





## Our statutory purpose

- Established under the Armed Forces Commissioner Act 2025
- Independent statutory office holder
- Promotes welfare of Service personnel and families
- Reports findings directly to Parliament



## What we do

- Act as an independent champion
- Investigate welfare issues
- Oversee the Service Complaints system
- Identify systemic problems
- **Make recommendations to Parliament**



## Independence is built in

- Not part of MOD or the Chain of Command
- Full discretion over investigations
- Cannot be directed by government
- Reports laid before Parliament





# Our powers

## **Service Complaints**

- Review admissibility decisions
- Investigate undue delay
- Investigate substance and/or maladministration

## **General Service Welfare**

- Individual investigations
- Thematic investigations
- Issues affecting Service life and families



# What this means for people

- An independent route to be heard
- No Chain of Command influence
- Issues can be investigated
- Patterns can be identified
- **Experiences inform change**



## What we do not do

- Replace the Chain of Command
- Interfere in operations
- Provide legal representation
- **Duplicate existing processes**



# Who we are for

## In scope

- Regular and Reserve personnel
- Relevant family members
- Bereaved families
- RFA\*

## Out of scope

- Veterans
- Non Service related matters



# How we operate

## Our structure

- Assessments Team – first contact
- Investigations Team – independent investigations
- Corporate Team – reporting and insight

## Our principles

- Independent
- Impartial
- Compassionate
- Evidence-led



## Early priorities

- Build trust and confidence
- Ensure effective complaints oversight
- Identify systemic welfare risks
- **Establish credible ways of working**





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# Your welfare, our mission

Standing for Service people and their families

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