



Army Recovery Capability

# The Command and Care of the Wounded, Injured & Sick

## How the general public support the construction of the Personnel Recovery Centres and the Army Recovery Capability.

The MOD is extremely grateful for the many enquiries that have been made by the general public and the very generous offers of support that have been made in relation to the construction of the Personnel Recovery Centres.

The general public can continue to specifically support the Army Recovery Capability through its service charity partners:

**Help for Heroes** has committed £70m to the Army Recovery Capability, providing the funds for the building costs of both the Personnel Recovery Centre in Colchester and the Personnel Recovery and Assessment Centre in Catterick. This includes the £17m building works and refurbishment programme at Tedworth House to deliver a Personnel Recovery and Assessment Centre in Tidworth by Summer 2011.

**Help for Heroes** are also providing a critical £15m over four years in support of Individual Recovery Plans and a further £6m for a Quick Reaction Fund, managed by the three services' own charities to provide individual benevolence across the Armed Forces to those injured in training or wounded in action since 9/11.

**The Royal British Legion** has committed £50m over ten years to the Army Recovery Capability. This represents the largest single contribution in its 90 year history. This extraordinary level of commitment will be used to fund a Battle Back Centre with the remainder funding the running costs of the Personnel Recovery Centres in Colchester, Catterick and Edinburgh and a significant contribution to the running of Tedworth House Personnel Recovery and Assessment Centre.

**The Royal British Legion** will also fund the Personal Recovery Facility in Germany in its totality at an additional cost of £500,000.

[www.helpforheroes.org.uk](http://www.helpforheroes.org.uk)  
[www.britishlegion.org.uk](http://www.britishlegion.org.uk)





## ARMY RECOVERY CAPABILITY MISSION

“ Within a conducive military environment, the ARC will enable the swiftest return to duty or smoothest transition to an appropriately skilled and supported civilian life for all seriously wounded, injured, or long term sick Service personnel, irrespective of cause, in order to maximise deployability in direct support of the Army’s Main Effort.”

### The Requirement

While the MOD’s clinical care is unrivalled, equally important for the future of wounded, injured and sick personnel, is the early identification of the right outcome of the recovery process as a whole - whether this future is in the Army or outside it. Developing the process that assists individuals to achieve the right outcome for them, requires a combination of both effective Command (leadership, decision making and control) and the provision of the best possible medical care. For the most severe and most complex cases, proper transition to an appropriately skilled and supported civilian life is likely to represent a better outcome than the prospect of a long term, restricted future in the Army. Previously, command of these individuals remained with their parent units who often struggled to effectively address the complexity of their needs. The Army Recovery Capability has been specifically designed to meet this role.

Operations in Afghanistan and Iraq over recent years have increased the operational tempo across the Army, as well as the Royal Navy and Royal Air Force, and as a result more of our people are sustaining serious battle injuries. Wounded individuals have added to the traditional cohort of injured and long term sick personnel in the Services (about 5% in all Armed Forces). The MOD has consistently enhanced its provision of medical care since the start of modern combat operations and the combined output of the Royal Centre for Defence Medicine at the Queen Elizabeth Hospital, Birmingham and the Defence Medical and Rehabilitation Centre at Headley Court continues to be world class. As a result, an increased number of personnel are surviving with life-changing injuries. This has increased the number of Army personnel who, for medical reasons, are either permanently unable to deploy on operations or only able to deploy in a limited role. This number is likely to grow as operations in Afghanistan continue.





### Army Employment Policy

The Army's policy, since the 1940s, has been that personnel who fall below the minimum medical standard are discharged. However, under the agreed tri-service policy, the Armed Forces may now retain those seriously injured, if they wish to stay, as long as there is a worthwhile role or it is judged to be in the interest of the individual and the individual service to which they belong. Some personnel will, however, continue to leave the Armed Forces on medical grounds.

The Army has to make decisions regarding retention or discharge based on operational effectiveness: if the Army is not able to discharge those who are medically unable to deploy or find other employment within the Army, it will have a direct effect on the Army's ability to meet operational demands, as if a post is filled by someone unable to deploy, they are unable to recruit someone else to that role.

The Army Employment Board process ensures that decisions are made by subject matter experts around the specific needs of the individual and the Army. In discharging personnel who fall below the minimum medical standard, the Army will do all it can to ensure that these men and women, and their families have the care and support they require. Decisions on an individual's future in the Army are, and will continue to be made, on a case-by-case basis; the MOD is not trying to cut costs. Individuals will not be discharged until it is right for them, however long that takes

### Army Recovery Capability Details

Launched in February 2010 as a joint venture between the MOD, Help for Heroes and The Royal British Legion, the Army Recovery Capability represents a multi-million pound commitment to wounded, injured and sick personnel by the MOD and the Service Charities.

As its Mission dictates, the Army Recovery Capability ensures that all those individuals who need it, have access to the key services and resources needed to help them return to duty or make a smooth transition into an appropriately skilled civilian life. The Army Recovery Capability has also been designed with the capacity to track individuals transitioning from the Army. Through its links with local government and partnerships with charities and agencies who have historically provided support to serving and ex-Service personnel, it will also ensure continuity of support post discharge.

The Army Recovery Capability ensures that wounded, injured, or sick personnel are focussed on achieving a successful outcome that is right for the individual and right for the Army. When an individual is taken under command of the Army Recovery Capability, a process begins that will lead them, stage by stage, to achieving that outcome. Through its partnership with a broad range of support organisations and Service Charities, the Army Recovery Capability allows these individuals to access the key welfare, administrative and developmental services and resources required to achieve what is right for them. The command structures, facilities and support provided by the Army Recovery Capability is also open to personnel from the Royal Navy and the Royal Air Force, including mobilised reservists from all three Services.





### Army Recovery Capability Process

**Assessment.** As soon as practical, those assigned to the Army Recovery Capability will undergo a formal assessment at one of the Regional Assessment Centres which will be established across the UK. These holistic assessment courses are specifically designed to inform an Individual's Recovery Plan and enable the soldier to take ownership of their recovery outcome.

**Individual Recovery Plan.** Individual Recovery Plans are tailored to ensure access to the support they need at each stage of recovery. This support will be delivered in partnership with others including the MOD, the NHS and the charity and commercial sector. Individual Recovery Plans ensure coherence of effort and a clear direction of travel for the individual (i.e. return to duty or transition to a suitably skilled and supported civilian life).

**Outcome.** Whether an individual is returning to duty or is on transition to civilian life, a structured, resourced and outcome focused recovery pathway is required. Personnel leaving the Service via the Army Recovery Capability will be supported throughout to give them the best possible opportunity to maximise their potential. For most, this will mean work placements rather than simply creating the conditions for employment. Individuals will be formally tracked for a minimum of eighteen months post discharge and procedures established to trigger early intervention, by the appropriate agencies, if individuals run into difficulties.

The four cornerstones of the Army Recovery Capability are therefore: **command**, **partnership** (with other government departments, charities and agencies), **assessment** (formulating a plan that delivers an outcome) and **employment** (either a return to duty or in a supported civilian life).

The functions of the Army Recovery Capability are reflected in its key components; the Personnel Recovery Units, Personnel Recovery Centres, Personnel Recovery and Assessment Centres and The Royal British Legion's Battle Back Centre. Whilst the functionality and coordination of these components remain very much the Army's responsibility, it must be noted that the provision and sustainment of much of the capabilities infrastructure can only be achieved through the MOD's partnership with charitable organisations, particularly **Help for Heroes** and **The Royal British Legion**.

### Personnel Recovery Branch

The Personnel Recovery Branch is based at Headquarters Land Forces in Andover and, as the Army's experts on recovery, the Branch is responsible for coordinating the recovery process and providing functional control of recovery policy and procedures.

The Personnel Recovery Branch is staffed by military and civilian personnel with medical, welfare, education, administration, resettlement and legal experience; it also includes permanent representatives from the charity and commercial sector: Help for Heroes, The Royal British Legion, Service Personnel Veterans' Agency, REMPLOY, the Army Welfare Service, ABF 'The Soldier's Charity', Erskine, Regular Forces Employment Association and the Soldiers, Sailors, Airmen and Families Association. The Branch links with The Royal Centre for Defence Medicine, the Defence Medical and Rehabilitation Centre and all other elements of Defence medical and welfare services ensuring the Army Recovery Capability has a thoroughly joined-up and coordinated approach to the complex business of recovery.





### Personnel Recovery Units

Eleven Personnel Recovery Units have been established throughout the UK and Germany. The role of the Personnel Recovery Units is to command soldiers in the Army Recovery Capability and to deliver an outcome-focused Individual Recovery Plan to the point when an individual is able to return to duty or transition to civilian life. Furthermore, the Personnel Recovery Unit will identify occasions when it would benefit the soldier to spend time in a Personnel Recovery Centre or at the The Royal British Legion Battle Back Centre in order to accelerate recovery. Allocation to a Personnel Recovery Unit is controlled by the Personnel Recovery Branch and will be determined by an initial assessment.

### Personnel Recovery Centres & Personnel Recovery and Assessment Centres

Experience shows that injured personnel find a military environment conducive to recovery and a part of the Army Recovery Capability provision is purpose-built Personnel Recovery Centres across the UK. These Centres are well on the way to delivery and will be located in established garrison areas where the Army has its greatest concentration of military units. This will ensure that the centres are able to take advantage of the full range of facilities required for effective recovery, including administrative, welfare, medical rehabilitation and education. There are also plans for a bespoke Personnel Recovery Facility in Germany.

Personnel Recovery Centres and Personnel Recovery and Assessment Centres are not hospitals, rehabilitation or physiotherapy centres. They provide DDA compliant residential accommodation for soldiers undergoing recovery who do not have suitable alternative accommodation either at home or in their unit. They also assist soldiers in their recovery and support the Personnel Recovery Units to deliver accelerated progress along the recovery pathway.







**Edinburgh**

Personnel Recovery Centre Edinburgh has been critical to the development of the Army Recovery Capability. It was established initially as the Army's 'pathfinder' in August 2009 at the Erskine Edinburgh Home in partnership with the veterans charity Erskine and Help for Heroes. It provides residential accommodation for 12 soldiers and has the capacity for a further 12 day attendees. The Personnel Recovery Centre arrangement at the Erskine Edinburgh Home was extended for two years in January 2011 in partnership with The Royal British Legion who have committed to fund a Personnel Recovery Centre in Edinburgh until 2020.

**Colchester**

Colchester Garrison, is one of the largest garrisons in the country, with more than 5,000 troops, and is home to the Army's 16 Air Assault Brigade. The first purpose-built Personnel Recovery Centre will be built in Colchester Garrison by early 2012. It will provide residential accommodation for 29 soldiers and will also have the capacity for a further 31 day attendees. The building has been funded by Help for Heroes with The Royal British Legion assuming responsibility for the running costs once operational.

**Tidworth/Bulford**

Given its location and concentration of military units, Tidworth Garrison has been selected as the location to host the first Personnel Recovery and Assessment Centre. The centre will provide residential accommodation for 30 soldiers undergoing recovery and a further 20 soldiers who will be completing their Assessment Course. It will also provide sufficient capacity for 30 day attendees.

Tedworth House has been leased to Help for Heroes who are conducting a £17m capital works and refurbishment programme to establish the Personnel Recovery and Assessment Centre by Spring 2012. The Royal British Legion will also assume part responsibility for the running costs once in operation. In the meantime, an interim capability will be established in Tidworth by Summer 2011.

Help for Heroes will introduce two extended services at the centre. A pathfinder 'One Stop Welfare Shop' will be created in partnership with the appropriate charities to provide an ongoing welfare and specialist support centre for wounded, injured or sick soldiers to call upon as they return to duty or after transition into civilian life. In addition, The Band of Brothers and Band of Sisters club will be established to provide transitioning soldiers with a focal point to stay in touch with the Armed Forces and provide them with access to the centre's facilities e.g. gym, IT suite and opportunities to attend various events during the year.

**Catterick**

Catterick is the largest British Army Garrison in the world with 12,000 troops based there. Catterick has been selected to host the second Personnel Recovery and Assessment Centre to cover the North. It will complement the capacity and output of its counterpart at Tedworth House, Tidworth and will be built by late 2012. In the meantime, an interim capability will be established in Catterick by Summer 2011. The Personnel Recovery and Assessment Centre will provide residential accommodation for 30 soldiers undergoing recovery and a further 20 soldiers who will be completing their Assessment Course. It will also provide sufficient capacity for 30 day attendees. The Personnel Recovery and Assessment Centre will be funded by Help for Heroes with The Royal British Legion assuming responsibility for the running costs once in operation.







### **The Royal British Legion Battle Back Centre**

Undertaking and overcoming challenge is proven to enhance recovery. Battle Back activities offer regular participation in sport and outdoor activities and are designed to deliver programmes to promote confidence and independence in direct support of Individual Recovery Plans. They focus upon optimising what individuals can do rather than cannot do in order to promote a positive mental attitude. The Royal British Legion will establish the Battle Back Centre by Summer 2011. The Battle Back Centre will integrate all Battle Back activity on behalf of Defence. The programmes and activities coordinated by the Battle Back Centre will be available to all personnel undergoing recovery from all three Services including mobilised reservists.

### **Funding**

The MOD is fully committed to providing support to all wounded, injured and sick personnel and to date has committed £35m over the next four years. This will include the provision of military and civil service personnel to coordinate, manage and deliver the Army Recovery Capability, including staff for the Personnel Recovery Centres, Personnel Recovery and Assessment Centres and the Battle Back Centre.

In addition to MOD funding for the Army Recovery Capability, Help for Heroes has committed an unprecedented total of £70m in support of Recovery. This includes not only the capital investment to fund the initial building costs of the Personnel Recovery Centre in Colchester, the Personnel Recovery and Assessment Centre in Catterick, but also the redevelopment of Tedworth House. In addition, Help for Heroes are also providing a critical £15m over four years in support of Individual Recovery Plans and a further £6m for a Quick Reaction Fund, managed by ABF The Soldiers' Charity, to provide individual benevolence across the Army to those injured in training or wounded in action since 9/11.

The Royal British Legion has committed £50m over ten years to the ARC. This represents the largest single contribution in its 90 year history. This extraordinary level of commitment will be used to fund a Battle Back Centre, with the remainder funding the running costs of the Centres in Colchester, Catterick and Edinburgh and a significant contribution to the sustainment of Tedworth House, which will be run by Help for Heroes. The Royal British Legion will also fund the Personal Recovery Facility in Germany in its totality at an additional cost of £500,000.





The involvement of  
Service Charities in The Army  
Recovery Capability and other  
Defence Related Recovery Initiatives







H4H has committed £100 million to the recovery process, to be delivered over the next two years across the three services. This includes raising more than £70m to support the Personnel Recovery Centres (PRCs) in Colchester, Catterick and Tidworth. The PRCs will provide comfortable living and learning accommodation for those on the Road to Recovery, giving those wounded, injured and sick serving in the Armed Forces the very best training and opportunities to face a fulfilling future. Also included in this sum is a critical £15m over four years in support of Individual Recovery Plans and the funding of a £6m Quick Reaction Fund, managed by the three services' own charities, to provide individual benevolence across the Royal Navy, Army, and Royal Air Force to those injured in training or wounded in action since 9/11.

In March, H4H will be launching their appeal in support of the Royal Navy and Royal Marine project at Plymouth known as Hasler Company. They have been asked to contribute £22 million towards building a state of the art recovery centre including a sixty bed accommodation unit and a sporting rehabilitation complex similar to the one which opened at Headley Court last June.

Help for Heroes is also in discussion with the Royal Air Force regarding their recovery requirements and has set aside £6m to meet these.

H4H have many fundraising challenges taking place this year to help raise funds in support of these capabilities and initiatives but they are particularly excited about The Ride to Recovery which takes cyclist on a journey across the UK visiting all four PRCs in the UK, from HMS Drake, the intended home for Hasler Company, in Plymouth to the PRC and Edinburgh Castle in Scotland. Along the way they will also visit Tedworth House in Hampshire, Colchester Garrison in Essex and Catterick Garrison in North Yorkshire.

Help for Heroes strives towards 100% effectiveness - so that for every £1 donated, £1 will go directly to helping wounded Servicemen and women. They have a trading company which sells H4H merchandise, the sales of which not only cover all of the running costs of the charity but make enough profit to enable the trading company to be the largest donor to Help for Heroes. Every penny raised is needed and is being used - their ethos is 'Money in, Money out' and as quickly as the money is raised it is being allocated or spent on projects and initiatives to improve the lives of our wounded.

Help for Heroes provides direct, practical support for our wounded servicemen and women, the charity was founded by Bryn and Emma Parry in October 2007 following a profoundly moving visit to Selly Oak Hospital where they met severely wounded servicemen and women who had returned from Afghanistan and Iraq. The message of the charity is simple: they are strictly non-political and non-critical, H4H just asks it's supporters to 'do their bit' to show their support. The money donated to the charity is used in a huge variety of ways: Their first task was the £8m state of the art gym and swimming pool complex at DMRC Headley Court that was opened in June 2010 and H4H is now proud to be working with the Army and other Service Charities on the Army Recovery Capability. Help for Heroes are also working in partnership with the Royal Navy and Royal Air Force in support of other Defence Recovery capabilities and initiatives.

'The Road to Recovery is a very long and hard path, these are young men and women today but they will grow old. We at H4H want to ensure that when the current level of public support has passed, as it inevitably will, they are not forgotten; they deserve the best and we are doing our best to get it.' Bryn Parry OBE, CEO & co-founder'.



The Royal British Legion is donating £50 million over ten years to the Army Recovery Capability to help wounded, injured and long-term sick Armed Forces personnel regain their fitness and return to duty, or re-skill and make a successful and supported transition to civilian life.

The grant is the largest single funding commitment in the history of the charity, which celebrates its 90th anniversary in 2011.

The charity has more than doubled its original grant to the Army Recovery Capability programme in recognition of the level of need there will be for many years to come for the support the programme provides to Armed Forces personnel.

The Legion's commitment to the recovery programme is a core part of the charity's welfare strategy and its support for both serving and ex-Service men and women, and their families, throughout their lives. The Legion already spends over £200,000 a day providing welfare and care services to this community.

The Legion's £50 million donation will include £20 million to fund the operation of four Personnel Recovery Centres (PRCs) in the UK and capital financing for a facility in Germany. The balance will fund the creation and operation of The Royal British Legion Battle Back Centre.

As part of the donation, the Legion will provide £5 million to fund the running costs of the PRC being built at Colchester Garrison for ten years.

In January 2011, the Legion took over the funding of the running costs of the PRC in Edinburgh till 2020, with a grant of £5 million. This Centre was set up by the Army in 2009 as a 'pathfinder' for the Army Recovery Capability programme.

In addition to its £50 million commitment, the Legion is acting as guarantor for the £13 million cost of developing Phase II of the Naval Service Recovery Programme facility at HMS DRAKE in Devonport, Plymouth, while the funding is being raised by Help for Heroes.

The Royal British Legion Battle Back Centre is expected to open in late Summer 2011 and will enable seriously injured personnel from across the Armed Forces to take part in regular, inclusive sport and outdoor activities. It will become a national centre of excellence for these activities which will help individuals focus on what they can do rather than cannot do in order to promote confidence, motivation and unlock participants' potential.

The Legion will launch a number of fundraising initiatives during 2011 and beyond in support of its commitment to the recovery programme. One major initiative already announced is an Army expedition, of which Prince William is patron, to reach the South Pole on the 100th Anniversary of the Scott-Amundsen expeditions. Six serving members of the Army will retrace the two original routes and the money raised will go towards the Legion's funding of the PRCs and the Battle Back Centre.

Chris Simpkins, Director General of The Royal British Legion, said: "Personnel Recovery Centres and the Battle Back Centre are a major part of The Royal British Legion's welfare strategy - a strategy that is itself at the heart of the Legion in our 90th year and beyond. We are delighted to fund the running costs of PRC Colchester.

"We have doubled our funding for the recovery programme in recognition of the great demand there will be for such support for injured Service personnel as the years go by. We are committed to looking after people who have been seriously wounded in conflict and who are long-term sick or injured. That commitment does not end if they leave the military: The Royal British Legion will continue to support them, and their families, for the rest of their lives."



ABF

THE SOLDIERS'

CHARITY

The Soldiers' Charity is the Army's national charity. It supports the Army family by giving grants to individuals and other specialist charities that help soldiers, former soldiers and their families. It works with veterans from every conflict since the Second World War, including those from recent conflicts in Iraq and Afghanistan. The charity is always there to help individuals restore pride, find a renewed sense of purpose, ambition and self-belief and to ensure that it is always rewarding the lives of those who deserve it.

Within the Army Recovery Capability the charity uses its years of expertise in the administration and management of individual grants - through its own Current Operations Fund and the generosity of both Help for Heroes and Regimental Associations, to provide Quick Reaction Fund grants. The scope of these grants is wide and includes provision of specialist mobility aids and equipment and support to soldiers and their families where appropriate. The Soldiers' Charity also manages and administers the funding of Individual Recovery Plans. This funding is targeted at soldiers assigned to Personnel Recovery Units and Personnel Recovery Centres to provide opportunities in retraining and resettlement. This might include vocational assessments and occupational training courses.

Both of these initiatives are proving enormously successful and allow for the highest level of support to be given to those in need. By acting as the charitable hub, The Soldiers' Charity is able to co-ordinate activity, reduce duplication and ensure that help is provided seamlessly and effectively to those that need it.

**ERSKINE**  
Caring for ex-Service men and women

Erskine opened its doors in 1916 to care for the wounded of the First World War. Since then, the charity has built an unrivalled reputation for providing first-class care to some 75,000 veterans and serving military personnel across Scotland. Helping around 400 people, aged from 24 to 103 years old, in the last year in our five highly-specialised, modern care homes in Bishopton, Erskine, Glasgow and Edinburgh. Erskine's also and offer 52 cottages within our Bishopton estate. Our vision is to provide person-centred care, based on the needs of each individual veteran, by working in partnership with those in their care.

Erskine's Social Firms offer employment opportunities for some veterans and disabled workers in the Erskine Garden Centre, Vanishing Willows Cafe, Erskine Print, Erskine Furniture and the Reid Macewen Training & Conference Centre. A number of highly-skilled veterans are also employed within the wider organisation.

In August 2009 Erskine entered into partnership with the Army and Help for Heroes to host the first Personnel Recovery Centre in the state of the art expansion at the Erskine Edinburgh Home. From 1 January 2011 this capability is now being provided in partnership between Erskine and The Royal British Legion. Erskine has expanded this involvement by providing other training facilities and accommodation in Bishopton.

Erskine launched a Supported Transition Project in 2009 which aims to make the adjustment from military to civilian life easier, through the provision of accommodation, employment and welfare support for other vulnerable veterans and Early Service Leavers.