



Ministry  
of Defence

Defence  
Relationship  
Management



# Employer Engagement Handbook

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# Defence Relationship Management

**Defence Relationship Management (DRM) partners with organisations to support civilian employment for the Armed Forces community including Reservists, military spouses/partners, Veterans and Cadet Force Adult Volunteers. It advises organisations on how to improve fairness for this community and encourages Forces-friendly HR policies. DRM supports employers to recruit and retain members of the Armed Forces community so that businesses can access the transferable skills that Armed Forces personnel bring to the workplace.**

DRM enables organisations to develop a mutually beneficial working relationship with the Ministry of Defence (MOD). DRM Account Managers and Regional Employer Engagement Directors actively manage these relationships with employers to ensure the continued support of Defence objectives and the successful implementation of the Armed Forces Covenant.

## **The ways DRM offer support include:**

- employment of Reservists and support through flexible HR policies
- employment of regular service personnel at the end of their engagements, in collaboration with the Career Transition Partnership (CTP)
- employment opportunities for service leavers with more challenging transitions including the wounded, injured and sick
- employment of spouses/partners of service personnel
- joint development of skills in areas such as engineering, medical and cyber security

- career opportunities and support for Cadet Force Adult Volunteers

## **Professional Placements**

Arranged through the Royal Navy, Army, RAF and DRM The Defence Professional Placement Programme is a high profile initiative to share and develop talent and knowledge with industry partners across different sectors. The placements typically last between six and nine months and are designed collaboratively with industry partners to ensure mutual benefit with defined outputs agreed upfront. Each year Defence prioritises the areas of where they require skills to be developed, determining how many placements are available and the industry sector in which personnel will be positioned.

# The Armed Forces Covenant

The Armed Forces Covenant (AFC) is a promise from the nation that those who serve or have served in the Armed Forces, and their families, are treated fairly. The AFC sets out a view of the desired relationship between the government, the military and broader society. The Covenant is a three-way arrangement, founded on the premise that, in addition to the government, the nation as a whole has a moral obligation to members of the Armed Forces, past and present, and their families.

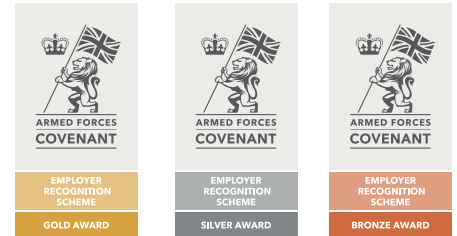
Thousands of employers across the UK have pledged their support to the Armed Forces community, The covenant focusses on helping members of the Armed Forces community have the same access to government and commercial services and products as any other citizen.

**This support is provided in a number of areas including:**

- education and family well-being
- having a home
- starting a new career
- access to healthcare
- financial assistance
- discounted services



# Defence Employer Recognition Scheme



**The Defence Employer Recognition Scheme (ERS) encourages employers to support Defence and inspire others to do the same. The scheme encompasses Bronze, Silver and Gold awards for employer organisations that pledge, demonstrate or advocate support to Defence and the Armed Forces community, and align their values with the Armed Forces Covenant.**

ERS is designed primarily to recognise private sector support although public sector organisations such as the emergency services, local authorities, NHS trusts and executive agencies are also eligible to be recognised.

## **Bronze award holders:**

1. are self-nominated by employers who pledge to support the Armed Forces, including existing or prospective employees who are members of the community
2. must have signed the Armed Forces Covenant
3. promote being Armed Forces-friendly and are open to employing Reservists, Armed Forces Veterans (including the wounded, injured and sick), cadet instructors and military spouses/partners
4. receive an electronic certificate and logos to display on their website, stationery and other collateral
2. have already stated their intent to be supportive by using the ERS website to register at the Bronze level
3. proactively demonstrate that service personnel/Armed Forces community are not unfairly disadvantaged as part of their recruiting and selection processes
4. employ at least one individual from the Armed Forces community category that the nomination emphasises. For example, an employer nominated for support to the Reserves must employ at least one Reservist
5. actively ensure that their workforce is aware of their positive policies towards Defence people issues. For example, an employer nominated for support to the Reserves must have an internally publicised and positive HR policy on Reserves
6. within the context of Reserves, demonstrated support to mobilisations or have a framework in place. They must demonstrate support to training by providing at least 5 days' additional unpaid/paid leave (wherever possible not to Reservist employees' financial disadvantage)

## **Silver award holders must:**

1. have signed the Armed Forces Covenant



7. not have been the subject of any negative PR or media activity

### **Gold award holders must:**

1. have signed the Armed Forces Covenant
2. have an existing relationship with their National Account Manager/REED/appropriate Defence representative
3. have already stated their intent to be supportive by using the ERS website to register at the Bronze level
4. proactively demonstrate their forces-friendly credentials as part of their recruiting and selection processes. Where possible, they should be engaged with Career Transition Partnership (CTP) in the recruitment of service leavers
5. employ at least one individual from the Armed Forces community category that the nomination emphasises. For example, an employer nominated for support to the Reserves must employ at least one Reservist
6. actively ensure that their workforce is aware of their positive policies towards Defence people issues. For example, an employer nominated for support to the Reserves must have an internally publicised and positive HR policy on Reserves
7. be an exemplar within their market sector, advocating support to Defence People issues to partner organisations, suppliers and customers with tangible positive results
8. within the context of Reserves have demonstrated support to mobilisations or have a framework in place. They must provide at least 10 days' additional leave for training, fully paid, to the Reservist employee

- not have been the subject of any negative PR or media activity

Nominations are validated to determine the level of Defence personnel employment within the nominated organisation and to check that the organisation has signed the Armed Forces Covenant.

Once the nomination has been validated it is considered by a selection board at national level for Gold awards and regional level for Silver awards. The selection boards will be a panel chaired by a senior military officer and they will consider each nomination against the award

criteria. Organisations selected for Gold and Silver awards will be formally notified in writing and invited to the relevant award event.

## Gold Alumni Association (GAA)

The GAA was launched in 2016 by a group of Gold award winning employers to connect and energise the growing community of Armed Forces-friendly organisations across the UK. It is both a regional and national network of Gold holders, with the purpose of assisting Bronze and Silver award winners in their journey to Gold, whilst sharing best practice and ideas between Gold Alumni on how to better support the Armed Forces Covenant.



# Reserve Forces' and Cadets' Associations

**The Reserve Forces' and Cadets' Associations (RFCAs) give advice and assistance to the Defence Council, and to the Army, Navy and Air Force on matters that concern Reserves and cadets.**

Comprised of 13 individual associations which cover the United Kingdom the associations are largely comparable with regional government boundaries. Each association is responsible for supporting the wellbeing of the regions Reserve Forces and Cadets, promoting the interests of the Armed Forces, and building relationships with the local community and employers.



## The 13 RFCAs are:

1. Highland RFCA
2. Lowland RFCA
3. North of England RFCA
4. Yorkshire and The Humber RFCA
5. North West of England and the Isle of Man
6. RFCA for Wales
7. West Midland RFCA
8. East Midlands RFCA
9. Wessex RFCA
10. East Anglia RFCA
11. Greater London RFCA
12. South East RFCA
13. Northern Ireland RFCA



### **RFCAs are responsible for the following:**

- to regionally provide advice and support on behalf of the UK's volunteer Reserve Forces and cadets
- to work with the chains of command of the three services to deliver support to the Reserves and cadets against Service Level Agreements
- to establish and maintain links with the community and to deliver employer engagement on behalf of Defence
- to deliver the volunteer estate through the maintenance and support of Reserve training centres, cadet centres and training areas within which the Reserves and cadets of all three services can conduct their activities

### **The RFCAs priorities are:**

- to give advice and assistance to the Defence Council
- to conform to the Defence Plan

### **In addition to the general duties assigned, the Defence Council has assigned the following tasks to the RFCAs:**

- volunteer estate and infrastructure
- employer support
- cadets and youth
- establish and maintain links with the civilian community





# Reserves

## Reservists' military training commitments

Reservists are committed to undergoing military training throughout the year, much of which can directly benefit their employer when they return to their civilian jobs.

The main annual training commitment is a two-week training camp. Other commitments may affect Reservist employees who usually work outside of normal office hours, eg:

- weekly training - held locally for about 2.5 hours, one evening a week
- weekend training - several weekends throughout the year

Some Reservists undergo additional voluntary training in areas such as health and safety, IT and personnel management.

Some employers are encouraged to grant Reservists extra leave for training but there is no obligation for an employer to do so.

## Reserves Day

Reservists give up their spare time to serve in the Reserve Forces, balancing their civilian life with a

military career to ensure that should their country require them, they would be ready to serve as part of the military.

The Reserve Forces make up approximately one sixth of Armed Forces personnel and as such are integral to Defence capability, protecting the nation's security at home and overseas, particularly providing capability in specialist areas such as medical and cyber.

Reservists are currently supporting operations worldwide. However, the contribution they make to our Armed Forces often goes unrecognised by society. As such an annual Reserves Day was created to highlight and recognise the valuable contribution Reservists make to our Armed Forces.

Reserves Day is celebrated on the Wednesday before Armed Forces Day, usually the last full week of June.

Reservists are everywhere, but you might not know it. So on Reserves Day, Reservists wear their uniform in their civilian life. Defence asks employers to thank Reservists across the UK for their dedication, professionalism and commitment to serving our country. Whether you are a large organisation, small business, charity or self-employed, show your support by holding a workplace talk, organising an event or

just publicly showing your support to celebrate Reserves Day.

## Different types of Reserves

### The UK Reserve Forces consist of:

**Volunteer Reserve** Volunteers who accept an annual training commitment and a liability for call out for permanent service. The Volunteer Reserve Forces are the Royal Navy Reserve, the Royal Marines Reserve, the Army Reserve and the Royal Auxiliary Air Force.

**Regular Reserve** Ex-regular forces personnel who, on leaving the regular forces, retain a liability for call out. The Regular Reserve Forces are the Royal Fleet Reserve (Royal Navy / Royal Marines), the Army Regular Reserve and the Royal Air Force Reserve.

In addition, there are ex-Regulars who could have a liability to be recalled for service in the event of

national danger, great emergency or an actual or anticipated attack on the UK.

There are two further categories of Reservist who can belong to either the Volunteer or Regular Reserve cohorts, these are:

**High Readiness Reserves (HRR)** HRR are members of any of the Reserve Forces who have specialist skills and who accept an increased liability for call out. HRR meets the need for skills that might be in short supply in Regular and Reserve Forces and which might be needed early in a crisis.

**Sponsored Reserves (SRs)** SRs are employees whose employers have an arrangement (usually a contract) with the MOD for the provision of support services and who have become special members of a Reserve Force. SRs have liabilities for training and call out so that they can be called out to continue to support MOD on operations, utilising their civilian skills, but as service personnel.



# Reservists: mobilisation and initial call-out procedure

**The call-out of Reservists into full-time service alongside the regular Armed Forces is referred to as ‘mobilisation’. Call-out is for war fighting and any other operational commitment which Regular personnel are tasked. As well as for general mobilisation in times of National emergency or a threat against the UK.**

The Ministry of Defence (MOD) chooses Reservists for service using the ‘intelligent selection’ process. This is based on Reservists’ skills and experience, personal and employment circumstances. However, there may be a time when the needs of the Government require compulsory call out of recall.

## Initial call-out procedure

The MOD tells each Reservist when and where to report for duty and pre-mobilisation training. Reservists should inform their civilian employer as soon as they get their call-out notice. If a call-out order has been signed by the Minister of State for the Armed Forces the Military Secretary will issue a call out notice to the Reservist employer instructing the Reservist to report to a mobilisation centre. With the call-out notice there will be an information pack containing the details of how to make an application against the notice and how to claim financial assistance.

## Notice period for mobilisation

For programmed operational commitments the Armed Forces would wish to give up to 90 days’ notice where possible. However, this would be reduced in line with the importance and significance of the call-out.

## Employer information packs

The MOD provides a call-out pack to each employer of a mobilised Reservist. This will either be sent directly to you as their employer, or be included in the Reservist pack, which your employee should hand to you. This gives you the date the Reservist should report for training and includes information on:

- possible length of the Reservist’s duty
- your statutory rights and obligations as an employer - eg regarding pay, pensions and reinstatement after mobilisation



- possible financial assistance for employers
- contacts

## Exemptions and deferrals

As an employer, you have the right to appeal against a Reservist's call-up if you feel it would cause serious harm to the business, for example if there was:

- a risk of financial harm, eg loss of sales, markets or reputation
- reduced ability to produce goods or provide services
- an effect on research and development of new products, services or processes

A Reservist has the right to appeal if they are called up at a difficult time (eg you're caring for someone or you're in full-time education)

### You can apply to:

- defer mobilisation for up to a year - they will get a new date to report for duty

- get an exemption for a year or more - they won't be called out again until it expires
- cancel (revoke) mobilisation if they have already been mobilised but this does not provide an exemption

If you want to make an exemption or deferral application for your employee, you should do so within seven days of the mobilisation notice being issued. If this is not possible, you should ask the Adjudication Officer (AO) appointed by the MOD for permission to make a late deferral application. All mobilisations are compulsory and if you or your Reservist does not make an appeal in the given timeframe, the Reservist will be required to report for duty on the date specified in the call-out notice. Details of the AO and how to make an application are listed with the call-out notice.

## Holiday accrual during mobilisation

You do not have to allow Reservist employees to accrue leave while mobilised as they accrue leave with the MOD. When they return to work, you are entitled to grant them leave pro rata from the date they return to the end of the calendar year.

# Your rights and responsibilities as a Reservist employer

**Employers have a right to manage Reservist employees according to the needs of the organisation, but this should be balanced with certain legal responsibilities regarding their liability for mobilisation and reinstatement at work afterwards.**

## Your rights as an employer

Reservists are encouraged to inform their employer of their Reserve Forces membership. In Great Britain, if you recruit an employee who is a Reservist - or an existing employee becomes one - the Ministry of Defence (MOD) will write to you under the 'Employer Notification' system to confirm that they are a member of the Reserve Forces. However, this formal channel of notification does not apply in Northern Ireland. The onus will be on the Reservist to inform you of their status (unless they are an ex-Regular personnel).

Employers should check employment contracts, as these may need to be amended for new employees who are Reservists, eg if having a second job is usually against company policy.

The MOD aims to give up to 90 days' notice of a Reservist employee's mobilisation.

## Other employer rights include:

- to appeal against mobilisation if it would harm the business

- financial assistance for certain costs associated with finding a replacement
- not paying the Reservist a salary or associated benefits - eg company car - during their mobilisation
- financial incentives worth up to £6,000 a year per mobilised Reservist. SMEs and equivalent sized charities and partnerships are allowed to claim up to £500 for each month their Reservist employee is mobilised
- no obligation to grant extra annual leave to allow for training commitments. Many employers recognise the benefits that such training provides and choose to grant additional leave.

## Your obligations as an employer

After a Reservist returns from mobilisation, you have a legal obligation to re-employ them in their original role. If you cannot reinstate the Reservist in their original role, you must offer a suitable



alternative position with the same terms and conditions of service (or as near as practicable).

You cannot dismiss a Reservist employee solely on the grounds of their Reserve Service duties or their liability to be mobilised. If you do, the employee can apply to a Reinstatement Committee, which works in a similar way to an industrial tribunal.

Reservists can be included in the redundancy pool if this is necessary due to a downturn in business

or closure of a department or branch. However, all employees should be treated the same, and redundancy criteria should not discriminate against Reservists on the grounds of their Reserve service or call-up liability.

There are some additional considerations when making a Reservist employee redundant if they have returned from mobilised service recently - ie if they are still within the protected 13, 26 or 52 week period, depending on their previous length of service.

# Financial support for employers

**You can claim financial support if a Reservist you employ is called out. Employers don't pay the employee's salary or pension contributions while they're away - the Ministry of Defence pays these costs. However, the employer needs to make changes in their payroll system.**

The employer can apply to delay or cancel mobilisation if it will seriously harm your business.

## Employers can claim financial assistance to cover:

- the cost of a temporary replacement if it's more than the Reservist's salary (up to £110 a day)
- advertising costs and agency fees for finding a replacement
- a period of handover and takeover (5 days before and after mobilisation)
- 75% of the cost of specialist clothing for the replacement (up to £300)
- training costs for the replacement (up to £2,000)
- overtime, if the overtime cost exceeds the earnings of the Reservist and if other employees cover the work
- training the Reservist needs to carry on their job when they return
- extra support for small and medium-sized businesses
- self-employed expenses of up to £2,000 if a sole-trader, a Partner or a Company Director

**Employers can claim £500 a month in addition to the costs of replacing and retraining the Reservist unless both of the following apply:**

- the organisation's annual turnover was more than £25.9 million in the 12 months before the Reservist was called up and the organisation had more than 250 employees or partners on the date of mobilisation

These are known as employer incentive payments.

## Employers can't claim for:

- loss of profits, turnover or goodwill
- the Reservist's salary or pension contributions if the organisation keeps paying them

## How to claim

Download and fill in the claim form. Print it out, sign it and either scan and email it or post it. The addresses are on the form.

## When to claim

Employers can claim before the Reservist leaves, but the organisation won't get a payment until the Reservist has started service. Employers can't claim later than 4 weeks after the last day of their service but can claim for costs as they arise - they don't have to be claimed all at once. Costs for training should be claimed within 8 weeks of the end of the training.



# Financial support for Reservists

**If you're called up for service you can claim financial support to cover the difference between your civilian pay and your service pay, the cost of any benefits in kind your employer stops and the total amount you can claim is £400 a day.**

If you're serving as a medical consultant with the defence medical services, you can claim up to £822 a day.

## Company benefits

You can claim for benefits normally provided by your employer, including:

- health insurance or medical care
- life insurance
- education fees for dependent children
- accommodation
- if you have to return a company car that's used by your partner (eg husband or wife), children or dependent relatives, you can claim £10.70 a day (around £325 a month)

## Pension contributions

**While you're mobilised you can either:**

- ask for the days you're mobilised to count towards the Armed Forces Pension Scheme
- keep on contributing to your personal or work pension (the Ministry of Defence will pay your employer's contributions)

if you're self-employed, a Partner or a Company Director and not claiming an employer's award,



you can claim for:

- the difference between your service pay and earnings from your business
- up to £2,000 business costs from stopping trading
- agency fees and advertising for finding and training your replacement

You can't claim for expenses that you were already paying before you were mobilised. For example (unless the cost is a consequence of your mobilisation), you can't claim for:

- care of a dependent child or relative
- care of a pet
- house insurance

- maintenance on your home

### **How to claim**

Employees get instructions about how to claim in the mobilisation pack. If you're self-employed, a partner or a company director, use the claim form for employers.

### **When to claim**

You can claim any time after your service begins and up to 4 weeks after it ends.

### **Appeal a rejected claim**

You can appeal if your claim is turned down. The employer and Reservist have the right to appeal against any determination - financial or against a call-out notice. The notice of how to appeal will be included with any determination.



# Career Transition Partnership

**The Career Transition Partnership (CTP) is the official provider of Armed Forces resettlement. CTP provides resettlement services for those leaving the Royal Navy, Army, Royal Air Force. Regardless of time served, all members of the Armed Forces can benefit from CTP support when leaving Service.**

It also operates as an intermediary service for employers wishing to hire Service leavers. To date, it has assisted hundreds of thousands of Service leavers with the transition to civilian life and supported thousands of organisations looking to employ ex-Service personnel.

## How CTP helps Service leavers

Depending on length of service, CTP offers free resettlement services to all ranks of the UK Armed Forces, including the Royal Navy, Army and Royal Air Force – its aim is to help you make the transition as smooth as possible.

It provides flexible support from two years before discharge, through to two years after

giving you all the tools you need to market yourself confidently to employers and to get the most out of life outside the forces.

From creating a CV through to learning interview skills plus researching and applying for jobs, what CTP offers can help you not just with your first civilian job, but throughout your working lifetime.

## What CTP can do for employers

Service leavers make highly skilled, committed and capable employees, and have a wide range of transferrable skills. Not surprisingly, they're in big demand by many organisations – and the good news is that we make it easy for you to locate and employ the right Service leavers.



# Directorate of Training, Education, Skills, Recruiting and Resettlement

The Directorate of Training, Education, Skills, Recruiting and Resettlement (TESRR) represents the Ministry of Defence and is responsible for tri-Service resettlement policy and for the delivery of resettlement services through the partnering agreement with Right Management. The primary role of the Directorate of Training, Education, Skills and Resettlement is to assist Service leavers in making a successful transition into civilian life.

**In support of this primary role, the Director of Resettlement is responsible for:**

- the development and delivery of tri-Service resettlement policy and procedures on behalf of Director General Service Personnel (Policy)
- the management and operation of the contract under the partnering agreement within the Career Transition Partnership, assuring performance and value for money, thereby offering eligible Service leavers the best possible service in the most cost effective manner

**Tri-Service Resettlement Policy is underpinned by the following principles:**

- to provide all Armed Forces personnel with access to timely and accurate resettlement information and advice. To provide Service leavers with access to resettlement provision

based on best practice, which meets individual needs

- to provide resettlement assistance on a graduated basis, both in terms of provision and time available, according to length of service
- to provide contracted resettlement services, which include advice, workshops, training and job finding, which are flexible, responsive and effective so that they meet the individual needs of Service personnel, both in terms of accessibility and content
- to provide resettlement assistance to all Service leavers
- to make available appropriate resettlement allowances to assist Service leavers

# Department for Work and Pensions

**National Employer and Partnership Team (NEPT) at Department for Work and Pensions (DWP) focuses on working with employers to move people into, or closer to, work, developing an understanding of employers' needs while helping them to shape recruitment practices that support DWP's customers. If employers are prepared to support the NEPT's priorities, they are offered a bespoke recruitment service with a single point of contact. The partnership programme addresses key challenges faced by DWP, in particular reducing employment gaps among disadvantaged groups and increasing diversity in recruitment.**

NEPT works with local Jobcentre Plus colleagues to develop local partnership programmes. NEPT facilitates local relationships and works with DWP Districts to ensure that the programme meets employers'

expectations. By working closely with the DWP's national employer contact, NEPT can monitor the effectiveness of the programmes and gain information on case studies and success stories.



# Officers' Association

**The Officers' Association (OA) is committed to ensuring that former Officers and their dependants live with dignity and independence. The OA provides help and support on a variety of matters related to Grants and Welfare.**

The OA's mission is to promote the welfare of those who have held a commission, in HM Armed Services, and their dependants.

The OA strives to add value and enhance the lives of former-officers and their dependants. It is committed to working with other service and civilian charities and agencies in order to provide an equitable and non-judgemental service to the

maximum number of those eligible. It believes in being transparent in how we work, and accountable to our funders and other stakeholders.

The OA will consider applications for financial assistance, providing eligibility rules have been satisfied. Financial assistance is means tested and it is not able to replace Local Authority statutory obligations but the OA Grants and



Welfare Committee will consider each case on its own merits.

If it is not able to assist financially the OA can advise and steer you towards other organisations which may be able to do so.

## How the OA can help

If you are experiencing financial difficulties because of an unexpected need, or if circumstances are making it particularly difficult to manage, the OA may be able to offer financial help. The financial help may give:

- an annual allowance to cover food and clothing
- help towards disability aids
- one-off help towards white or brown goods
- care home top-up fees

The OA aims to deal with all applications sensitively, promptly and in confidence. It will arrange home visits by volunteer case workers, often former Officers themselves, who will forward reports to the OA Grants and Welfare Department for the Committee to consider the award of grants or other assistance.

The OA can also guide you to services and advice to help with things that we all face from time-to-time, for example: applying for benefits, legal issues, relationship difficulties, caring responsibilities, loneliness, stress and anxiety.

## OA Scotland

OA Scotland provides employment support as one of its key functions but welfare remains a pressing call on its resources. In recognition of the service officers have given, the Directors are committed to supporting them, their widows and dependants in their time of need.

It is an enabling organisation and its vision is that (ex) officers seeking employment or a change of employment will actively seek the

expertise of OA Scotland to assist in developing and fulfilling their employment aspirations. OA Scotland will enhance their ability to gain the employment of their choice whilst supporting them through the transition.

OA Scotland give whatever help it can to those in need. Sometimes that's long term help and advice: employment, relocation, career transition or career consultancy. Sometimes it's short term help, to get people past the inevitable bumps in the road of life. It can help you with financial assistance, mobility support, respite breaks and employability initiatives.



# Veterans Gateway

**With many organisations supporting the Armed Forces community, Veterans' Gateway aims to be the first point of contact for Veterans and their families who need support.**

Veterans' Gateway is made up of a consortium of organisations and Armed Forces charities, including The Royal British Legion, SSAFA – the Armed Forces charity, Poppyscotland, Combat Stress and Connect Assist.

Its connection with additional key referral partners and information organisations – both within and

outside the Armed Forces sector – means it can get people to the right organisation who can help.

Many of its team are Veterans themselves so they understand the issues that people face after leaving the Armed Forces. They work with people on a one-to-one basis, connecting them with the right support as soon as possible.





# RFEA – The Forces Employment Charity

**The RFEA provide life-long, life changing support, jobs and training opportunities to service leavers and Veterans, irrespective of circumstances, rank, length of service, or reason for leaving.**

It provides employability and employment support to working age Veterans in the UK. Current estimates are that one million working age Veterans live in the UK.

The RFEA support Veterans through life including those who have served for a short time and are in the 18-24 year old age range, through to older Veterans. The over 50's are increasingly recognised as facing greater challenges in finding employment.

Its work includes early intervention, supporting Veterans to find a new job, often when they have not succeeded in finding jobs through general civilian support. It prevents working age Veterans from becoming long-term unemployed so that they can sustain an income and provide a stable life for themselves and their families.

The RFEA increasingly work with those who are unemployed, who face higher barriers to employment and have a longer journey back to work. To do this, it links with welfare, healthcare and housing charities as well as working with Veterans in the criminal justice sector.



# Forces Families Jobs

**Forces Families Jobs is an employment and training platform specifically designed to support Service families into meaningful employment and provide opportunities for training and development.**

Forces Families Jobs is being delivered by a tri-service partnership between the Naval Families Federation, Army Families Federation and Royal Air Force Families Federation.

## Who can use it?

Any organisation who has signed the Armed Forces Covenant can advertise their opportunities completely free of charge. It is an opportunity to promote your organisation and showcase your commitment towards fulfilling the

Covenant. You will be able to advertise your jobs free of charge as well as access a large, highly skilled candidate database of working Armed Forces family members from all three services.

Training Providers who are offering training or career opportunities without charge and companies who are offering a discount specifically for Armed Forces families on a training course.

[www.forcesfamiliesjobs.co.uk](http://www.forcesfamiliesjobs.co.uk)



# Naval Families Federation

**The Naval Families Federation exists to give all currently serving Royal Navy, Royal Marines and Royal Fleet Auxiliary personnel and their families the opportunity to have their views heard by those in positions of power. It works to remove disadvantage that may result from Service life.**

The Federation's vision is for the serving Naval Service community to feel valued, to be treated with fairness and respect, and to be able to thrive. It recognises the significant diversity of people's personal circumstances, family structures and communities, and aims to provide appropriately tailored support.

The Federation has three main approaches:

- finding out about the 'lived experience' of Naval Service families, and representing your views and concerns at Ministerial level, and to the Naval Service, government departments, civilian service providers and other stakeholders, in order to inform policy-making and change. It can challenge policy on your behalf
- providing information and de-mystifying the system through our website, social media channels, Homeport magazine, and direct engagement with families via its enquiries desk or face-to-face
- providing advocacy support when appropriate, and offering signposting and guidance to help you to find the best route to resolve an issue

[www.nff.org.uk](http://www.nff.org.uk)



# The Army Families Federation

**The Army Families Federation (AFF) is the independent voice of Army families and works hard to improve the quality of life for Army families around the world – on any aspect that is affected by the Army lifestyle. It is independent of the Army, offers confidential advice and it will deal with your enquiry without revealing your identity.**



AFF is often pivotal in achieving improvements for Army families such as changes to Government and military policy and changes to the delivery of how things are provided for families. AFF does not do this by itself; its role is to highlight problems to the chain of command or service providers, and to work with them and other agencies to improve the support they provide to Service families.

AFF also provides a signposting service to help you find the right person to speak to, as well as providing useful information for Army families through its website and magazine, Army&You.

AFF works at a local level directly with families and local command. It will speak to Unit Welfare Officers and its specialists can help liaise with service providers with whom it has excellent contacts.

At a strategic level AFF Branch directors work with Senior Command and the Chief Executive works with the most senior Army commanders and Government.

AFF collects evidence from families about issues that are of concern, and collates this information in a database. It uses this data to inform the chain of command what families are concerned about; it also produce a quarterly report called Families Concerns.

AFF collects information by speaking to families either face-to-face when out in the community,

on the telephone, via emails, feedback on our website, and through web-forums.

**Some of the main areas it deals with are:**

- housing
- health & additional needs
- education & childcare
- army reserves
- deployments
- money matters
- employment & training
- family life

Contact your local AFF Co-ordinator if you want help with a local issue or for specific advice contact one of its specialists.

Co-ordinators and Specialists will raise issues with the appropriate Director and Chief Executive when it is necessary to highlight individual issues to senior command.

If you want something changed – anything to do with your life as an Army family – tell the AFF about it. It will negotiate and liaise with command and service providers and your evidence can help us to approach the Army and the Government to offer a better life for Army families.

AFF has representatives worldwide – wherever you are posted to with the Army there will be someone you can contact.

[www.aff.org.uk](http://www.aff.org.uk)



# RAF Families Federation

**The RAF Families Federation provides all RAF personnel and their families – Regular and Reserve, single or married – with timely and professional support, assistance and an independent voice regarding issues or concerns that they may have.**

It captures evidence on specific issues through regular surveys, from ‘face-to-face’ visits to stations and units, and from individuals who approach the Federation themselves.

The important information that you give the Federation is treated anonymously and shared

with the RAF Senior Leadership Team, senior MOD staff, other government departments and often with government ministers too.

It also provides a confidential signposting service for specific information, support and help and ensures you are talking to the right people and asking the right questions.

The Federation works hard with a multitude of other organisations and agencies – from the NHS to the big banks – to ensure that you and your family are treated fairly and that you do not face disadvantage because of the unique nature of service life.

The RAF Families Federation is funded by the RAF but are not part of the Service and are independent of the chain of command. Its contract is held by the Royal Air Force Association, as part of its wide ranging support to the RAF family. Well known for its work with RAF Veterans and their families, the Association also supports those who are currently serving. This is done directly through various welfare services, including Storybook Wings, free Wi-Fi on RAF stations, grants for RAF sports teams and individuals, refurbishing contact houses and befriending the partners of those working away from home, as well as holding the Families Federation’s contract. The Association is supported by the RAF Benevolent Fund in the delivery of the contract.

[www.raf-ff.org.uk](http://www.raf-ff.org.uk)



# Defence Discount Service

**Defence Discount Service provides those in the Armed Forces, Veterans and the Defence Community with discounts both online and in store. The Defence Discount Service also allows small and large companies to get involved with offering a discount and encourage companies in local areas to offer discounts to the Armed Forces Community.**

## Who qualifies?

Serving Armed Forces, Reserve Forces, Spouses/Partners of serving personnel, HM Armed Forces Veterans (ex serving), MOD Civil Servants, Bereaved Family Members, War/Service Widow(er)s, Cadet Forces (over 16), NATO Personnel in the UK

## Online Discounts

There are hundreds of online discounts to help those in the Armed Forces, Veterans and the Defence Community save. We are the home of many official discounts from large national retailers and have a wide range of offers from things such as holidays, cars, days out, fashion,

gifts, insurance, phones and many other items. The website is free to sign up to and to use the online discounts.

## The Defence Privilege Card

The Defence Privilege Card is the official recognition card that can be used on the high street in order to obtain a discount. It allows those not currently serving in the Armed Forces to obtain discounts and gives them a card to show that they were in the Armed Forces or are currently in the Defence Community, as a spouse/partner of someone currently serving for example. Each Defence Privilege Card is personalised for the member and it costs £4.99 for a 5 year membership.



# COBSEO

**Cobseo, as the Confederation of Service Charities, provides a single point of contact for interaction with Government, including local government and the Devolved Administrations; with the Royal Household; with the Private Sector; and, of course, with other members of the Armed Forces Community. The Chairman of Cobseo and members of the Executive Committee sit on various Government groups and committees to ensure the Armed Forces Community voice is heard and account is taken of their particular needs and concerns.**



This allows Cobseo Members to interact with all interested parties and especially to cooperate and collaborate with others in order to provide the best possible level of support to beneficiaries.

The stated objectives of Cobseo are to represent, promote, and further the interests of the Armed Forces Community by:

- exchanging and coordinating information internally
- identifying issues of common concern and coordinating any necessary and appropriate action
- acting as a point of contact for external agencies to the Members of Cobseo
- representing and supporting the needs and opinions of its Member organisations, individually and collectively at central and local government levels and with other national and international agencies

## The values of Cobseo:

It has been agreed that members of the Confederation of Service Charities should share the following values:

- **Support** – the principle focus of our activities must be to aid our beneficiaries;
- **Co-operation** – embrace every opportunity to collaborate with others, to enhance the support available to our beneficiaries;
- **Innovation** – develop new ideas and practices that will add real value to our activities and that have lasting impact on our beneficiaries;
- **Integrity** – operate to ensure that we are open and honest, always acting in the best interests of our beneficiaries;
- **Accountability** – ensure that our standards of Governance and procedures are fully compliant with best practice
- **Compliance** – guarantee that all our fundraising activities are in line with the current Code of Fundraising Practice, ensuring the good reputation of the Service Charity sector



# Forces in Mind Trust

**Forces in Mind Trust (FiMT) awards grants and commissions research, coordinates the efforts of others, and supports projects that deliver long-term solutions to the challenges faced by the Armed Forces Community.**

Their vision is that all ex-Service personnel and their families lead successful and fulfilled civilian lives by enabling them to make a successful and sustainable transition.

Each year approximately 15,000 people leave the UK Armed Forces, the vast majority of which transition successfully into the civilian world. However, some need additional support, and it is these most vulnerable people that Forces in Mind Trust exists to help.

FiMT improves the civilian lives of ex-Service personnel and their families by providing evidence to deliver transformational and sustained change. They advocate changes to policy and service delivery by both the State and Voluntary sectors.

The beneficiaries are all ex-Service personnel and their families. FiMT are not concerned with strict definitions of Veteran, Family or Transition, preferring instead to look at the overall context and how people see themselves, albeit within the boundary of our charitable objects.

All the grants and commissions are intended to generate sustained change that improves the lives of ex-Service personnel and their families. They have a robust and insightful awarding infrastructure and we respond to unsolicited applications for grant awards, issue their own calls for work, and directly commission research.

FiMT considers transition around six outcomes (Housing, Employment, Health and Wellbeing, Finance, Criminal Justice System and Relationships) as the component parts of success. All outcomes consider ex-Service personnel and their families.

Forces in Mind Trust looks to support work that can influence across the UK. It recognises that often it is small, regionally-based initiatives that can produce the most profound and innovative effect, and will always work with grant and commission holders to develop their plans to ensure that the evidence generated is exploited to its fullest potential. Likewise, they are not shy in advocating our recommendations to the most senior policy makers in the country.



# Contacts:

## Mobilisation Contacts

### Royal Navy and Royal Marines

**E-mail:** [navylegal-reservesadjs02@mod.uk](mailto:navylegal-reservesadjs02@mod.uk)

**Tel:** 02392 628 858

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### Royal Navy and Royal Marines Adjudication Officer

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### Army Reserve

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**Fax:** 0141 224 5123

Find out about call charges

### Army Adjudication Officer

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PO Box 26703

Glasgow G2 8YN

### Royal Air Force

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### Adjudication Officer

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## Family Federations Contacts

### Naval Families Federation

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**Web:** [www.nff.org.uk](http://www.nff.org.uk)

### Army Family Federation

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### Royal Air Force Families Federation

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# Contacts:

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## Contacts:

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### Officers Association

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