

**DRAFT – 1 February 2018**

**Surrey Civilian Military Partnership Board**

**Armed Forces Covenant Successes 2017/18**



The Surrey Civilian Military Partnership Board (SCMPB) has a high level remit to foster closer working relationships between a number of lead agencies and military partners, and meets twice a year in addition to hosting an annual conference. The Board considers a range of topics including promotion of the Covenant, supporting veterans, promoting Reservists, engaging with key partners around the issues of education, health, employment and education and commemorating and celebrating key military events. The Board operates with the full support of 11 Infantry Brigade (SE) which comprises Regular and Reserve units and is the regional point of contact for the Army in the South East.

All Surrey local authorities have appointed an Armed Forces Champion and 11 Infantry Brigade has assigned each district and borough council a Task Force Commander from an operational base covering or adjoining Surrey. Joint working between the Task Force Commanders and the Armed Forces Champions has developed over the last 12 months with work being progressed on a local basis under the priorities of Community Engagement, Youth Engagement and Employer Engagement. Examples of achievements are contained within this paper.

Set out below are some of the key successes of the Board and its partners during the 2017-18 municipal year.

## **Engagement**

- Surrey County Council has led a successful cross border partnership with Hampshire, Kent, East and West Sussex County Councils, Brighton and Hove and Medway Councils, the Sussex, Kent and Medway CCGs, Royal British Legion and SSAFA looking at sharing best practice and promoting joint opportunities. This partnership has been successful in applying for a £321,300 Covenant Fund bid to help us to continue to support members of the armed forces, their families and ex-servicemen and women by providing training opportunities for staff and partners. The project, known as Forces Connect South East, has six key elements:
  - To strengthen the role of Elected Councillor Armed Forces Champions
  - Increase the number of Armed Forces Service Champions within public authorities
  - To develop and deliver bespoke Covenant training to customer-facing staff.



- Promote the Covenant and educate staff within public authorities.
- Support newly-recruited Service Leavers and Reservists to succeed in employment
- Develop an electronic platform to share information

The project, which started in the summer, is going from strength to strength. Following the appointment of a Programme Officer, a training package has been agreed, delivery partners appointed and an [e-learning module](#) launched. Face to face training will begin in early spring. The MoD are planning to roll the whole training package out nationally and have provided additional funding to help do this.

- In May 2017 Mr Peter Martin was appointed Chairman of Surrey County Council. In his first speech as Chairman he highlighted that the Military would be one of his two priorities during his term of office. As Chairman of the County Council, he was also appointed Chairman of the Surrey Civilian Military Partnership Board.

- The annual Surrey Armed Forces Covenant Conference was held on 1 February 2018 at The Princess Royal Barracks, Deepcut. It looked at the current national and local priorities, including Women 100 and the centenary of the First World War. Delegates were able to explore issues further during a series of workshops looking at accessing the Armed Forces Covenant Fund, and the benefits of signing up to the Ministry of Defence's Employer Recognition Scheme. Attached as Annex A is the "You Said We Did" which sets out the actions taken as a result of the last Conference.



- An independent audit has been carried to look at progress against the commitments made by Surrey County Council when it signed the Armed Forces Community Covenant in 2012. The audit confirmed that Surrey County Council has taken their commitments seriously and that consistent and enthusiastic progress has been maintained over the past five years. A number of short, medium and longer term actions have been recommended which will be incorporated into the appropriate action plans.
- Surrey County Council gave a presentation to the County Council Network Localism Group to share some of the work that has been done to implement the Covenant and to see how best practice can continue to be shared between authorities wider than the south east region.
- The sharing of best practice is a key priority of SCMPB. Two Surrey Case Studies were published in the 2017 [National Armed Forces Covenant Report](#). The first sets out the impact of funding provided for classrooms and outdoor learning for Blackdown Pre-School at Princess Royal Barracks on the Deepcut Station which provides a much needed service to the local Service families and acts as a hub for the local community. The second sets out some of the work that Surrey County Council has carried out to support Reservists as an Employer Recognition Gold Award holder.

- @SurreyMilitary Twitter account continues to grow.
- During the course of the year, a further £379,748 of Armed Forces Covenant Grants were brought into Surrey through successful projects. This brings the total awarded to date years since the new 2012 to £938,621. (Awaiting announcement at end of March for further successful bids for this year.)

- Positive relationships between the local authorities and their local Army links (Task Force Commanders) have continued to enhance over the past year. A successful training/networking event was held at the Welsh Guard's Officers Mess where a number of examples of best practice were shared, following by a Team Bonding Command Tasks exercise which saw delegates compete in teams as 'countries' against each other in a battle for security and key resources.



- Surrey County Council has developed an excellent relationship with 256 (City of London) Field Hospital, which although part of London District in terms of Army structure, is geographically located a few hundred metres from County Hall. This relationship has resulted in soldiers in uniform being able to attend appropriate ceremonial events at County Hall. Additionally, as a result of the relationship, the Field Hospital has made good links with The Royal Surrey County Hospital, Guildford.



- Surrey Police and the Office of the Police and Crime Commissioner signed the Armed Forces Covenant with the Deputy Commander of 11 Infantry Brigade and the Commanding Officer of DMRC Headley Court. Frimley Park Hospital and Surrey Association of Local Councils also signed the Covenant during the year.



## Education and Young People

- The new Combined Cadet Force (CCF) established under the Cadet Expansion Scheme at Ash Manor School in partnership with the Grenadier Guards is now up and running. This is the first state school CCF in Surrey established under the scheme.
- Task Force Commanders have continued to carry out Annual Cadet Inspections within their linked authorities in Surrey.
- A cross border bid has been submitted to the Covenant Fund to support improving the outcomes of young people from Service families by providing resources and training to build resilience and wellbeing. If successful, the grant will fund a team to research, design, pilot and evaluate the approach and roll it out in the region.

- Primary schools in the catchment of ATC (Pirbright) have come together to consider bids to the Covenant Fund to support service children and their integration within the wider community. A number of successful bids have been received covering pastoral support, reading support, parenting support and a capital project to create an additional room where service children can be supported and families can come together.
- The regular newsletter to schools with service children setting out advice and guidance continues to be produced.
- Woking BC working with 11 Brigade and Institute of Statecraft via a Shared Outcomes programme helped to engage with three local schools, Winston Churchill, Woking High and Bishop David Brown School to run a Challenge Week at Longmoor Training Camp, Longmoor for 14-16year olds during Autumn half term. Twelve students participated and the programme is likely to be rolled out Surrey wide in future.

## Employment

- Newly formed on the 1 September 2017, 4<sup>th</sup> Battalion Princess of Wales’s Royal Regiment currently Headquartered in Crawley, will move to Redhill in April 2018. Recruiting numbers are very high already, especially at the newly re-badged Farnham Reserve Centre.

- A number of veterans and Reservists on Surrey Fire and Rescue’s Guildford Green Watch worked with Forces Welfare TV create video clip shared via social media on the benefits of employing members of the Armed Forces Community, highlighting some of the transferrable skills they bring to Surrey. This received over 30,000 views on Forces Welfare Facebook, and was shared widely through Surrey’s social media.



- Surrey County Council has developed a new Strategic Armed Forces Employment Plan and Working Group to ensure the Council has an evidence, programmed and organised approach to current and ex-armed forces, in relation to employment and has resources committed to its delivery. The plan includes the following key activities:

- Advertising jobs on Career Transition Partnership website - across different grades and careers
- Promoting Gold Employer on all job adverts – every advert now includes the logo, as well as the disability confident and Business Disability Forum logos.
- Supporting Reservists and ex-service personnel with new policy, guidance and online staff network – modelling best practice of welfare and support and time required to undertake training and development. Using our new Jive space to create a private group for staff to share experiences and provide peer support.



- Better monitoring and progress reporting – creating new recruitment and employee codes and monitoring progress of applicants and staff from a military background.

- As an Employer Recognition Scheme Gold Award winner, Surrey County Council is a strong advocate of the Armed Forces Community, employing over 25 Reservists and many Veterans. It recognises the huge value and contribution that staff who are Reservists and Veterans make to the Council. The Council held a thank you reception for its Reservists (and those working in the district and borough councils and Surrey Police), which it used to explore further ways in which it could support them. It also provided an opportunity to meet Reservist colleagues.



- Building on the Gold Employer Recognition Award, Surrey County Council is now a member of the Gold Alumni Group which aims to identify and share best practice and promoting the benefits of the Gold award. The group is chaired by WS Atkins working in partnership with Lt-Gen Richard Nugee as a sounding board for new initiatives from the MoD.
- Each year up to 10 Surrey County Council and Woking Borough Council employees attend the Sandhurst Leadership Challenge course. This is of great benefit to attendees:

*“The Sandhurst Leadership Challenge was great fun and a really good opportunity to think about leadership in a different environment. Undertaking a range of different challenges with people you have never met before, was a great test of teamwork and leadership skills and in the debrief after each challenge it was interesting to see what had worked well or more often where we had gone wrong! I’ve been able to use lots of learning from the day to think about how I can work more effectively on collaborative projects with colleagues from across the council and in partner organisations.”*



*“Attending the Sandhurst Leadership Day has had a big impact on me: I constantly find myself reflecting on my approach to team work and leadership, using my experiences from the day, and learning from the other participants”.*

- During January 2018, Surrey County Council undertook an internal survey asking colleagues whether they have any connection to the armed forces – whether a close family member or partner who was, or is in the armed forces, they were in the armed forces or a Reservist. The results of the survey will be used to keep in touch and further target support available. In March 2018 Woking Borough Council will undertake the same survey.
- Epsom and Ewell Borough Council has introduced guaranteed interviews for ex-service personnel who meet the minimum criteria.

- All recruitment application forms received by Woking Borough Council are monitored at regular intervals and Woking has pledged at least an interview to anyone with links to the Armed Forces including spouses, subject to meeting the minimum requirements for the post.
- Surrey County Council and Woking Borough Council continue to be active members of the Regional Employer Engagement Group hosted by SE RFCA which looks at ways of promoting the benefits of the relationship between defence and business.
- Business Breakfasts continue to be a key way of promoting the benefits of a good relationship between defence and businesses. Woking Means business is a great example of such a breakfast briefing in October 2017 held at the HG Wells Conference Centre, where Defence Relation Management attended to promote key messages first hand.
- A number of Surrey authorities are promoting either Heroes Welcome or the Defence Discount Scheme with local businesses as another way to support the Armed Forces Community in Surrey.

## **Housing**

- Housing liaison across Surrey is working well, and to date there are no strategic housing issues outstanding. This has been achieved through having a nominated Housing Lead on behalf of all the local authorities in Surrey, based at Woking Borough Council.
- Woking Borough Council monitors its housing allocation on a quarterly basis for applicants with links to the Armed Forces.

## **Health, Wellbeing and Welfare**

- The Surrey based CCGs have been working with the Surrey Civilian Military Partnership Board to take forward the Armed Forces Covenant within Surrey. The Community Task Integration Group hosts the newly formed Surrey Armed Forces Health Champions Group whose purpose is to ensure that health delivers on the principles of the armed forces covenant. This has now expanded to include working across STP footprints including Surrey Heartlands which represents 75% of the Surrey population. New commissioning intentions will be published in April 2018 and these will include specific details of how they will demonstrate support to the armed forces covenant.
- Building on the commitment to the Surrey Carers Memorandum of Understanding 'Together for Carers' our Armed Forces Carers Support service hosted by Action for Carers Surrey has supported over 80 families including 22 young carers during the past year.

A new 'whole family' coordinator for the service has been recruited which has allowed us to expand our reach into the community and offer a wider range of services including manual handling, GP Carer Break payments via DMS and Healios which is an online family intervention

service delivering high quality evidence-based psychological intervention and skill-building to Carers of people with mental health problems including PTSD.

We continue to build on our resources including developing a staff Armed Forces Training resource for professionals who work with carers, some new armed forces specific carer information leaflets and carer webpages and we are delighted to announce that we have received funding from NHS England to produce an animated armed forces young carers film resource to be launched April 2018.

- A successful workshop with key service managers from Health, Education and Housing was held with 11 Brigade and Unit Welfare Officers to review current actions to implement the covenant and focus work going forward. This work will be built into the SCMPB action plan going forward.
- A cross border Covenant Fund bid has been submitted to the Ministry of Defence to carry out a needs/gap analysis of veteran hubs and drop-ins across the South East region, develop a drop-in toolkit and promote additional hubs, where appropriate across the region. The outcome of the application will be known by the end of the financial year.

## Recognition and Remembrance

- Surrey Fire and Rescue Service held a memorial dedication service to the 101 Surrey firefighters who lost their lives in WWI and WWII. Across Surrey there was no single place to remember and reflect. The Cricket Pavilion at Wray Park, which was in need of repair, was identified as an appropriate site with a vision for it to be completed by 2018 at the end of the 100 years of remembrance period. Over the past 4 years, using the skills of the firefighters, the building was restored to its former glory and a cairn raised in memory of those fallen. It is now a poignant place which connects those who served in the Brigade and went to war and subsequently died defending our freedoms, including the boys who were schooled at Wray Park and did the same before them. Some of these people would have used the pavilion and played cricket on these green and pleasant lands in the heart of Surrey and although none of those named on both memorials ever came home, there will always be a connection for them from whatever corner of the world they now lay back to us. We will remember and honour them. This was a very high profile event attended by the Lord-Lieutenant, the High Sheriff and the Chairman of Surrey County Council.  

- DMRC Headley Court is due to move to the Midlands in summer 2018. On 29 September 2017, Headley Court carried out a farewell march through Dorking town centre with the Band of the Household Cavalry. They were inspected by HRH Sophie Countess of Wessex.  


- Plans for First World War 100 commemorations are being co-ordinated in Surrey through the Recognise and Remember Task Group of the Surrey Civilian Military Partnership Board.

- During the year Army Training Centre (ATC) (Pirbright) was given the freedom of both Woking and Guildford Borough Council areas. ATC (Pirbright) exercised their right to march through Woking in April and through Guildford in June at two spectacular events which were very well attended by members of the public.



- On Friday 10 November, County Hall was lit up with a spectacular display of falling poppies as part of the County Council's Remembrance Day commemorations to pay respect to generations of Service men and women who have lost their lives in the line of duty. The event, which was supported by the Royal British Legion, also saw the unveiling of two Silent Soldiers outside the main entrance of County Hall.



- Surrey Heritage Services has been working with the Armed Forces Champions and the Cadets locally to document all war memorials in Surrey. This has been a very successful educational project with Cadets learning a considerable amount about many of Surrey's service men and women who lost their lives in both world wars. This has helped to chronicle Surrey's active participation in both wars.

- The annual Choral Matins at Guildford Cathedral took place at the start of Armed Forces Week with the Lord-Lieutenant raising the Armed Forces Flag. There then followed a parade and full inspection of the tri-service cadets, watched by the High Sheriff and all Surrey's Mayors.

- All Surrey District and Borough Councils participated in Armed Forces Week by raising the Flag and some, including Woking, held a parade in the Town Centre.

- Woking Borough Council, 11 Brigade, 27 Regiment RLC, Woking High School and Horsell Common Preservation Society held an inaugural commemoration service at the Muslim Burial Ground Peace Garden on 16<sup>th</sup> July 2016 attended by over 250 people. The event was attended by Sophena Chisembele the daughter of the last soldier buried at the Muslim Burial Ground.



Contact [armedforces@surreycc.gov.uk](mailto:armedforces@surreycc.gov.uk) to add further examples or for more information.



### “You Said We Did” from Surrey Armed Forces Covenant Conference – November 2016

A number of actions were identified at the Armed Forces Covenant Conference held in November 2016 during the workshop sessions, plenary sessions and on the feedback forms. Set out below is a summary of the actions taken over the last 12 months to address these issues.

You Said	We Did
<b>Veterans</b>	
Need help identifying veterans and link to appropriate services	<ul style="list-style-type: none"> <li>• The six Surrey Clinical Commissioning Groups are in the process of carrying out a survey on veterans registered with all GP practices in Surrey. The results of this will be available in spring 2018.</li> <li>• The South East Veterans Pensions Advisory Committee has accurate figures on those obtaining war pensions – this can be found via the following link: <a href="https://www.gov.uk/government/statistics/location-of-armed-forces-pension-and-compensation-recipients-2017">https://www.gov.uk/government/statistics/location-of-armed-forces-pension-and-compensation-recipients-2017</a></li> <li>• The Surrey Armed Forces Calendar and @SurreyMilitary Twitter account has been actively promoting veteran drop in sessions across the county</li> <li>• The Forces Connect South East Project is providing training for frontline staff to enable them to help identify and signpost veterans to sources of support.</li> <li>• The new Covenant funded Veterans’ Gateway was launched in June 2017 and provides a single point of contact for veterans requiring advice and support – <a href="http://www.veteransgateway.org.uk">www.veteransgateway.org.uk</a></li> </ul>
Promote existing organisations providing support for spouses via social media, local newsletters etc.	The three Family Federations provide extensive support, as do the Welfare Offices and local organisations including the Children’s Centres supporting families on camp. In addition, a number of the grant applications have a positive impact supporting spouses such as play schemes and parenting support.
More support for veterans in communities is required. Would a mapping exercise asking organisations and veterans about needs would be useful.	As mentioned above Forces Connect South East will support this action, as will drop in centres and the advice provided by relevant contacts centres. SSAFA and RBL have good knowledge of local and changing needs in Surrey.
Most young veterans are looking for signposting and help with integration – CV writing;	Websites contain signposting as do the one stop leaflets that a number of district and borough councils have produced. The Veterans Gateway is another source of support.

accessing health care															
Poor health can stop people being able to physically access support group meetings.	The Veterans' Gateway, SSAFA and the Royal British Legion are all contactable for support via the telephone or online.														
Loneliness is increasing, and this can make people more susceptible to scams. A third of people over 75 are lonely. Could we run a publicity campaign on befriending or link into current befriending services?	<p>The RBL has recently carried out a home survey which highlighted the issue of social isolation across all age groups. As a result they now offer Branch Community Support which trains branch members to carry out home visits, hospital visits and a telephone buddy service. The following Branches in Surrey are currently signed up to deliver BCS:</p> <table> <tr> <td>Bisley</td> <td>Camberley</td> </tr> <tr> <td>Egham Hythe</td> <td>Epsom &amp; Ewell</td> </tr> <tr> <td>Hindhead</td> <td>Horley</td> </tr> <tr> <td>Leatherhead</td> <td>Limpsfield</td> </tr> <tr> <td>Merstham</td> <td>Morden District</td> </tr> <tr> <td>Banstead</td> <td>Outwood</td> </tr> <tr> <td>West Clandon</td> <td>Windlesham</td> </tr> </table>	Bisley	Camberley	Egham Hythe	Epsom & Ewell	Hindhead	Horley	Leatherhead	Limpsfield	Merstham	Morden District	Banstead	Outwood	West Clandon	Windlesham
Bisley	Camberley														
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Banstead	Outwood														
West Clandon	Windlesham														
Pressure on care homes. Military charities can help with top-up fees – is this known?	The Forces Connect South East training provides a session on the role of service charities and what support and funding they can offer.														
<b>Children</b>															
Ensuring Service Children don't leave primary education with gaps in knowledge. Could Service Premium be used to assess academic baseline for each child at point of entry for targeted support?	<p>The Service Pupil Premium is for pastoral support rather than academic support. Through the schools termly newsletter, best practice for the use of the Service Pupil Premium is promoted.</p> <p>An application has been submitted to the MoD looking at the support given to service children – the outcome will be known in spring 2018.</p>														
Wider promotion and awareness of support for military young carers	<p>Action for Carers Surrey has employed a new carers' support worker who is actively working with both adult and children carers and promoting services widely.</p> <p>The Forces Connect South East training has a focus on armed forces carers.</p>														
Numbers of service children in and out of Surrey schools during the year	The number of service children in schools is monitored annually. Movement is monitored by the schools and by admissions.														
Lack of transport from army quarters to schools	Surrey County Council working with the Army Families Federation has developed some <a href="#">guidance</a>														
Winchester University work – follow research of service children entering higher education. Promote role models and appropriate support	<p>The Surrey education military lead is linked into the university of Winchester to ensure best practice and latest research is known.</p> <p>Work is ongoing to look at the possibility of a future Lord-Lieutenant Cadet being a Service child.</p>														
Holistic thinking to support children of absent parents, eg service children, working overseas etc.	An application has been submitted to the MoD Covenant Fund which looks at increasing the resilience of service children, particularly for those schools where there are only a few service children.														
Engage with Headteachers to get their view	Meetings held with Bisley, Brookwood and Pirbright schools to look at possible grant applications to the Covenant Fund.														
Contact with families during long	A regular newsletter is sent out to schools with service children														

deployments (especially RN). How could schools help? Take account of time zones so evening contact not always possible.	highlighting ways to support the children and best practice.
Children need extra support when a parent is deployed, do they get support funding? Minister promised to look into this last year – has he done this?	Pastoral support is provided by the school and the Welfare Office. We have not had feedback from the Minister.
Evidence that the “buddy” system works well for children newly arriving in a school – is this promoted in Surrey schools?	We are aware of at least one Surrey school that uses buddying. We are looking to promote a case study on this which will be promoted as best practice.
Possibility of encouraging a Governor to take a lead in military children on each governing body. Alternatively, to use the Service Premium to increase the pay point of a staff member to focus on military children (or where sufficient funding available to create a whole post).	All schools are encouraged to have a Governor, who specifically supports the needs of vulnerable groups, including service children. This has been promoted through governor briefings and newsletters  This is also done in Hampshire so we will look to see if there is any best practice we can share.
<b>Spouses</b>	
Mystery shopping in Job Centre as a Military wife to see how treated	Not progressed to date
Stress management techniques and emotional wellbeing for spouses during deployment	Support is provided by the Unit Welfare Offices and is also available via the Family Federations
Cost of childcare	This is a national issue
Access to facilities if spouse does not drive	Not within the remit of SCMPB
Help military spouses to understand the legislation around their civilian roles – that they can't be sacked for being pregnant was an example given.	Not within the remit of SCMPB
Need tailored careers guidance for military spouses at the beginning of a relationship	Not within the remit of SCMPB RBL Lifeworks have offered free 3 day employment courses in Pirbright and Sandhurst for service spouses returning to work or looking for a career change.
<b>Health</b>	
Access to dentistry and orthodontist and how to keep place on waiting list if move	Provision is the same as for civilians. If the Armed Forces family move and they are on the waiting list, then they will need to find a new dentist/orthodontist in their new area and join that waiting list. If they are in the middle of treatment and eligible under the NHS then they will need to show that they are eligible and they will be treated as part of the NHS continuity of care. They will need to work with the existing provider to get

	their records transferred. There is no special provision for Armed Forces families.
GPs need more training/guidance on services available to veterans. An audit of GPs to ask how many veterans are registered would be useful	GP practices are in the process of carrying out an audit of veterans that are registered with them. Once the results have been compiled, they will be rolled out with appropriate training resources.
Veterans with mental health issues are entitled to 12 months post service support – but how do you access this if you return to a community not near to a base? (services can be outsourced and not necessarily military)	The London Veterans' Service has the new contract for provision of mental health services for veterans in Surrey. This is a new contract and once contacts have been established, they will be asked for a response.
<b>Housing</b>	
Housing for spouses if they split up and lack of local connection	This has been considered by the Surrey Housing Officers Group and spouses will be considered on a case by case basis.
<b>Integration</b>	
More integration on bases? Shared facilities etc.?	Some facilities are already shared, for example the Peter Pan Nursery. Surrey has been very successful in applying for grants from the Covenant Fund that promote integration between the civilian and military communities.
Encourage service families to take part in general community life. Encourage military families to consider taking up volunteering roles – Surrey Youth focus always looking for volunteers.	The Welfare Offices and the local schools try to promote opportunities for service families to become involved in school life, either through the PTA, by becoming a Governor or joining the committee of a local pre-school. To date up take has been very low.
<b>Reservists</b>	
Wider awareness of the role of Reservists within organisations – especially at line management level	Surrey County Council is in the process of updating its Reservist Policy and will promote it as best practice in due course. Within Surrey SERFCA is doing a great job at promoting the Employer Recognition Scheme and the benefits of Reservists.
<b>Transition</b>	
Need for effective exit interviews and appropriate transition workshops	This is currently provided by the Military and the Career Transition Partnership who provide support to those leaving the services.
Signposting should begin before resettlement takes place with information on local authorities and health care providers;	This currently takes place and service leavers are provided with a leavers pack.
Include families in transition sessions not just serving personnel.	There is currently no facility to do this.

<b>Employment</b>	
Consider guaranteed interviews for spouses and ex-military if they meet the minimum criteria	This has been actively considered by a number of Surrey local authorities, with a few giving guaranteed interviews.
Help employers to understand the need for flexibility around annual leave (to support the movement of the Forces and the inability for families to plan for this). The example given of some companies/NHS services requiring 80% of leave to be committed in the year beforehand	Need to work with SERFCA to help promote this message when working with local employers
How can roles be transferrable within larger businesses (Tesco's to Tesco's for example) – could this be widened?	Not progressed to date
Due to the complications regarding getting mainstream jobs for those families who “followed the drum”, many spouses have set up self-employment businesses – but their business needs to be located somewhere – there were significant legal issues when moving, could this be streamlined? Be easier to re-register addresses for those businesses if connected to a Barracks?	National issue
Could there be a “Carers Passport” for military spouses as there is in the Civil Service that outlines the benefits of employing the individual and notes their caring responsibilities, so that changing line managers understand the individual.	There are now Carers Passports in five Surrey hospitals and they are being looked at within Surrey and Borders Mental Health Trust. Now starting to look at community providers. Virgin Care launched theirs in November 2017 and CSH Surrey and First Community are both looking at it. For further information on Carers Passport – <a href="http://www.carerpassport.uk">www.carerpassport.uk</a>



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