



Classification	Item No.
Open	8

Meeting:	Strategic Commissioning Board
Meeting date:	6 September 2021
Title of report:	Review of Armed Forces Covenant
Report by:	Cabinet Member for Communities, Bury Council Chair, NHS Bury CCG
Decision Type:	Key Decision
Ward(s) to which report relates	None

Executive Summary:

The Armed Forces Covenant is a long-standing promise by the nation that those who serve or who have served in the armed forces, and their families, will be treated with fairness and respect within the communities, economy and society they serve and protect. In 2013, NHS England took up its full duties to ensure delivery of the commitments made by the Government under the Armed Forces Covenant, with specific responsibilities for Clinical Commissioning Groups (CCGs) including commissioning all secondary and community services required by armed forces' families where registered with NHS GPs, and services for veterans and reservists when not mobilised. Similarly, in 2017, Bury Council confirmed its support for the armed forces community by signing the Armed Forces Community Covenant, with bronze status later being awarded to the Council by the Ministry of Defence Employer Recognition Scheme.

Since this time, there has been significant work on a Greater Manchester covenant. Furthermore, forthcoming legislation (Armed Forces Bill, 2021), will have an impact on public sector delivery of the Armed Forces Covenant.

The legislation states that a public authority must, when exercising its public functions, have due regard to the unique obligations of, and sacrifices made by, the armed forces, and the principle that it is desirable to remove disadvantages arising for service personnel from membership, or former membership, of the Armed Forces. Due regard means that in making decisions, as well as in operational activity, a body subject to the duty must consciously consider the obligations previously stated. The duty to have due regard only applies to the exercise of functions in healthcare, education and housing, as these are perceived to be the key areas that disadvantage is most prevalent. The Bill will amend the Armed Forces Act of 2011 and is likely to come into law early next year. Bury is well advanced in planning for the new duty with the inclusion of the Armed Forces community as a protected characteristic within its Inclusion Strategy and approach to Equality Analysis (EAs). This report seeks to prepare Bury to continue to support those that are serving, have served, and their families, by way of a refreshed Armed Forces Covenant and associated Action Plan.

Recommendations

1. That the proposed Armed Forces Covenant is approved, to complement the Greater Manchester Armed Forces Covenant.
2. That Bury Council and NHS Bury Clinical Commissioning Group (CCG) refresh and re-sign the Armed Forces Covenant.
3. That delivery of the Armed Forces Covenant will be monitored by a working group comprising officer champions across the Council and Bury CCG, reporting to the Armed Forces Covenant Steering Group, with an annual report on progress being submitted to the Strategic Commissioning Board.

1. Background

- 1.1 The Armed Forces Covenant is a promise by the nation ensuring that those who serve or who have served in the armed forces and their families are treated with fairness and respect in the communities, economy and society they serve with their lives. The Covenant does not intend to replace current work by public service providers, charities and individuals, but rather formalise a commitment and build on existing sources of support. Further information and online support relating to the Covenant can be access here: <https://www.armedforcescovenant.gov.uk/>
- 1.2 The covenant introduced the concept of the wider "Armed Forces Community" of regular service personnel, reservists, veterans, their partners and children and builds upon the traditional remembrance obligation to focus on the wider sacrifices associated with military service in respect of restricted personal freedoms and choice, including access to commercial and public services and the challenge of transition to civilian life.
- 1.3 The underlying principle of the covenant is not to differentiate in terms of preferential treatment, (special consideration is reserved for the bereaved or seriously injured), but to ensure that the particular demands of military life are understood and that those returning to civilian life have equal access to services and experience no disadvantage as a result of their military service.

- 1.4 Since 2011 all local authorities have been invited to sign the Armed Forces Community Covenant and to make localised pledges which complement the national covenant at local leadership level, encouraging wider local public service and business organisations to support the armed forces community and to promote understanding and awareness among the public of issues affecting the armed forces community.
- 1.5 The Local Government Association (LGA) guidance¹ suggests adoption of the following infrastructure to support improved delivery of the covenant. An update on Bury’s progress is also included.

Core infrastructure to deliver the Armed Forces Covenant	
Individuals	
LGA Guidance	Bury Response
<ul style="list-style-type: none"> • An elected member champion. • An officer point of contact within the Council. 	<p>The Cabinet Member for Communities is the Council’s champion.</p> <p>The Chair of Bury CCG and Clinical Director are the CCG’s champions.</p> <p>The Council’s Research and Consultation Manager/Armed Forces Lead is the single point of contact.</p>
Communication	
LGA Guidance	Bury Response
<ul style="list-style-type: none"> • A web page with key information and links for members of the Armed Forces Community. • A clear public statement of what members of the Armed Forces Community can expect from the Council. • A route through which concerns can be raised. • Training of frontline staff. • The production of an annual report highlighting key actions and plans. 	<p>Webpage content has been developed with veterans’ groups and is in design stage. It includes information on employment and skills, housing and health and provides links to information.</p> <p>The Armed Forces Covenant and action plan sets out what members of the Armed Forces Community can expect from the Council and Bury CCG.</p> <p>Concerns can be raised via the Council’s Research and Consultation Manager/Armed Forces Lead.</p> <p>Roll-out of the GM e-learning package is proposed for frontline staff.</p> <p>An annual report will be submitted to the Strategic Commissioning Board on progress towards delivering the Covenant Action Plan.</p>

¹ [LGA guidance](#)

Collaboration	
LGA Guidance	Bury Response
<ul style="list-style-type: none"> • An outward facing forum that meets at least twice a year. It includes the following: military representatives; military charities; public sector representatives; council members (senior elected members on cabinet); and the officer champion. • A mechanism for collaboration with partners. 	<p>An Armed Forces Covenant Steering Group meets quarterly. This includes representatives from veterans’ groups and partners.</p>
Vision and Commitment	
LGA Guidance	Bury Response
<ul style="list-style-type: none"> • An action planning process that is proportionate to local needs and circumstances. • Policy reviews. • Enthusiasm and commitment. 	<p>Action planning will be with the members of the Armed Forces Covenant Steering Group. Policy reviews will take into account the Armed Forces Community and through the equality impact assessment process we will consider potential detrimental impact to the Armed Forces. Officer champions from across the Council and the CCG will take responsibility for delivery of their parts of the Covenant and action plan, working to the Armed Forces Covenant Steering Group.</p> <p>Once high level actions have been agreed by the Strategic Commissioning Board, the internal champions across the Council and CCG will agree a detailed delivery plan, with timescales, the progress of which will be reported to the Strategic Commissioning Board on an annual basis.</p> <p>Through Bury’s Inclusion Strategy, the Armed Forces community is a protected characteristic within the approach to Equality Analysis.</p>

2. THE ARMED FORCES COVENANT IN GREATER MANCHESTER

- 2.1 In 2014, the Greater Manchester Combined Authority (GMCA) became the first city region to sign the Armed Forces Covenant. One fifth of the armed forces are recruited from North West England; more than any other region in the UK. The commitment of the GMCA and local authorities in Greater Manchester to the Armed Forces Covenant was reaffirmed in June 2017, with a further re-signing in July 2021 in support of the Greater Manchester Mayor's commitment to improve support for people who have served in the armed forces.
- 2.2 Bury Council is a member of the GMCA Armed Forces Covenant Group that meets regularly and which has been instrumental in the development of the GM Armed Forces Covenant. By attending this group, Bury Council can learn from best practice and discuss ideas with each of the other Local Authorities.

3. OUR COMMITMENT TO THE ARMED FORCES COMMUNITY IN BURY

3.1 Governance and Delivery

- 3.1.1 The covenant requires each Local Authority to establish a Covenant Board to oversee local pledges and develop an appropriate action plan. Bury has an active and committed Armed Forces Covenant Steering Group, chaired by the Council's Cabinet Member for Communities, with representatives from the CCG, the armed forces community, voluntary sector, charitable organisations and public services meeting on a regular basis to discuss covenant matters.
- 3.1.2 Significant progress has been made with representatives from the Covenant Steering Group, in developing an action plan which will continue to improve the effectiveness of Bury's support for the armed forces community, to inform the refresh of the pledges in the Armed Forces Covenant, detailed in Appendix A. It is proposed that the Covenant Steering Group maintains oversight and ensures delivery of Bury's new covenant action plan set out in Appendix B.
- 3.1.3 It is further proposed to establish Armed Forces officer champions from across the Council and the CCG in the following areas, each taking responsibility for delivery of their parts of the Covenant and action plan, working through the Inclusion Group and the Armed Forces Covenant Steering Group:

Theme(s)	Officer Lead(s)
Housing and Homelessness	Head of Homelessness and Housing Options, Bury Council
Health and Wellbeing (to include Primary Care, Mental Health and wellbeing provision)	Head of Primary Care, NHS Bury CCG Assistant Director Operations, Bury Council Commissioning Programme Manager, NHS Bury CCG
Employment and Skills	Unit Manager - Economic Development
Human Resources	Head of HR, Bury Council

Community, Communications and Commemorations	Research and Consultation Manager/Armed Forces Lead
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3.1.4 Following approval by the Strategic Commissioning Board of the Covenant, the Armed Forces officer champions will develop a detailed delivery plan, with timescales. The champions will be brought together quarterly by the Council's Director of People and Inclusion and will provide updates to the Armed Forces Covenant Steering Group on progress towards delivery of the Covenant action plan. The Strategic Commissioning Board will be formally updated annually.

3.2 Building on Bury's Neighbourhood Model

3.2.1. As part of our transformation work, significant progress has been made designing our neighbourhood approach and we are well advanced in establishing multi-disciplinary neighbourhood teams, covering the whole borough with activity comprised of:

- A **Community Hub** which will support people to take responsibility for their own health and wellbeing and seek support in the community in the first instance, including partnering with existing community services such as the Staying Well service and Community Education.
- The existing **health and care integrated teams** which, together with primary care services, focus on early intervention, prevention and the avoidance of unplanned care. The teams actively case manage the care for people with chronic, long term physical and mental health conditions, to help them remain in control of their care and live well at home.
- **Early help teams across wider public services**, to target our support to help vulnerable people to access opportunities and create new ones on their own, without creating long-term dependency on public assistance. The teams will provide joined-up support from social workers, schools, housing, youth services, employment teams, probation, police and other services.

3.2.2 It is therefore proposed that we commit to working through our developing neighbourhood / place-based approach by ensuring that those public facing teams listed above undertake the [armed forces e-learning training](#), as a first step, so that they are well placed to support or signpost the armed forces community. We will also work, through our engagement with the armed forces community, to identify further opportunities to build awareness and understanding amongst these key staff groups. The Community Hubs will act as the front door for veterans, co-ordinating community engagement working with public services or with Bury Voluntary, Community and Faith Alliance (VCFA) partners.

3.2.3 Beyond the above, discussions will continue in relation to how we further strengthen the infrastructure to support veterans across the Borough based on the views of the veterans community and with reference to best practice models elsewhere in the country. This work will include the Borough's MPs and members of the Covenant Steering Group and is set in the context of the historic and strategic importance of the veterans community to Bury.

Community impact/links with Community Strategy

A priority in the Let’s Do It Strategy is to strengthen the voices of individual communities; the refresh of the Armed Forces Covenant being aligned to that ensuring that the Council and CCG engage former armed forces personnel in local civilian life.

As part of the Inclusion Strategy, the armed forces community has been identified as a specific group, where the Council and CCG will consider if there are any unintended consequences from key policy changes which may affect the armed forces community.

Equality Impact and considerations:

Under section 149 of the Equality Act 2010, the ‘general duty’ on public authorities is set out as follows:

A public authority must, in the exercise of its functions, have due regard to the need to -

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying ‘due regard’ in our decision making in the design of policies and in the delivery of services.

Equality Analysis	<i>Please provide a written explanation of the outcome(s) of either conducting an initial or full EA.</i>
<p>The work will establish a co-ordinated approach to veterans’ support across the Council and CCG.</p> <p>As part of the Inclusion Strategy, the armed forces community has been identified as a specific group, where the Council and CCG will consider if there are any unintended consequences from key policy changes which may affect the armed forces community.</p> <p>Equality Analysis has been undertaken.</p>	

**Please note: Approval of a cabinet report is paused when the 'Equality/Diversity implications' section is left blank and approval will only be considered when this section is completed.*

Assessment of Risk:

The following risks apply to the decision:

Risk / opportunity	Mitigation
Offering free access to facilities to veterans, given there is a broad definition of Armed Forces would be a cost to the Council. This also needs to be balanced against other characteristics within the Council's Inclusion Strategy.	Clear policy to be developed and costs to be kept under review.

Consultation:

Bury Armed Forces Covenant Steering Group.
Greater Manchester Combined Authority.

Legal Implications:

The covenant is a commitment by the Council and its partners that members of the armed forces will be treated equitably and are not disadvantaged when accessing services. The Armed Forces Bill 2021 – 22 was introduced to parliament on 26th January 2021 the Bill is progressing through the parliamentary approval stages and completed the Committee of the whole house on 23 June 2021, it is waiting for the final stages of the Bill to be scheduled parliamentary time.

Completed by the Council's Monitoring Officer.

Financial Implications:

The costs associated with adopting the armed forces covenant as it stands are in relation to loss of income due to offering free access to facilities such as leisure. Although this has been an offer in the Borough since 2017 further promotion of the covenant may increase uptake, the extent of which and any further financial impact of which cannot be quantified at this time. However, the covenant overall is more about having due regard to the organisations obligations to this cohort of residents and patients.

The Council is aware that other Boroughs have gone further than the existing parameters of this covenant and established specific services and hubs. As discussions continue within Bury to further strengthen our infrastructure to support veterans these will require costing and funds identifying on a case by case basis. Completed by the Council's Executive Director Finance.

Report Author and Contact Details:

Heather Moore
Executive Officer
Email: h.moore@bury.gov.uk

Background papers:

None.

Glossary of terms, abbreviations and acronyms used in this report.

Term	Meaning
VCFA	Bury Voluntary Faith and Community Alliance
CCG	Clinical Commissioning Group
GMCA	Greater Manchester Combined Authority
GM	Greater Manchester
GPs	General Practitioners
LGA	Local Government Association
NHS	National Health Service

APPENDIX A: ARMED FORCES COVENANT



Bury Council and NHS Bury Clinical Commissioning Group

We, the undersigned, commit to honour the Armed Forces Covenant and support the Armed Forces Community. We recognise the value Serving Personnel, both Regular and Reservists, Veterans and military families contribute to our business and our country.

Signed on behalf of:

Bury Council and NHS Bury Clinical Commissioning Group

Signed: _____

Name: _____

Position: Cabinet Member for Communities, Bury Council and Accountable Officer, NHS Bury CCG

Date: September 2021

The Armed Forces Covenant

An Enduring Covenant Between
The People of the United Kingdom
Her Majesty's Government

– and –

All those who serve or have served in the Armed Forces of the Crown
And their Families

The first duty of Government is the defence of the realm. Our Armed Forces fulfil that responsibility on behalf of the Government, sacrificing some civilian freedoms, facing danger and, sometimes, suffering serious injury or death as a result of their duty. Families also play a vital role in supporting the operational effectiveness of our Armed Forces. In return, the whole nation has a moral obligation to the members of the Naval Service, the Army and the Royal Air Force, together with their families. They deserve our respect and support, and fair treatment.

Those who serve in the Armed Forces, whether Regular or Reserve, those who have served in the past, and their families, should face no disadvantage compared to other citizens in the provision of public and commercial services. Special consideration is appropriate in some cases, especially for those who have given most such as the injured and the bereaved.

This obligation involves the whole of society: it includes voluntary and charitable bodies, private organisations, and the actions of individuals in supporting the Armed Forces. Recognising those who have performed military duty unites the country and demonstrates the value of their contribution. This has no greater expression than in upholding this Covenant.

Section 1: Principles Of The Armed Forces Covenant

1.1 We, Bury Council and NHS Bury Clinical Commissioning Group, will uphold the key principles of the Armed Forces Covenant, which are:

- *no member of the Armed Forces Community should face disadvantage in the provision of public and commercial services compared to any other citizen*
- *in some circumstances special treatment may be appropriate especially for the injured or bereaved.*

Section 2: Demonstrating our Commitment

3.1 Bury Council and NHS Bury Clinical Commissioning Group recognises the value serving personnel, reservists, veterans and military families bring to Bury. We will seek to uphold the principles of the Armed Forces Covenant, through five key themes that can significantly and positively contribute to the delivery of the aims and objectives:

1. Employment and skills
2. Health and Wellbeing
3. Housing
4. Integration with Local Community
5. Recognise and Remember

We will:

- *continue to work in partnership other public and third sector organisations to create a coherent standard of provision for the Armed Forces community;*
- *enshrine the Armed Forces Bill 2021 in all appropriate policies and pathways, so that the duty of due regard to Service in the military is not only upheld, but a guiding principle in all we do;*
- *providing leadership, best practice and support to the transformation of the minimum guaranteed offer for the Armed Forces Community in Bury;*
- *promote the fact that we are Armed Forces-friendly organisations;*
- *aim to have all GP practices accredited by the Veterans Friendly Scheme;*
- *work with registered social housing providers, housing associations and voluntary organisations to provide support on housing matters and ensure that priority accommodation is given to members of the armed forces community and that veterans are not disadvantaged;*

- *work together to ensure priority treatment to armed forces personnel and veterans that have been injured or wounded in service;*
- *seek to support the employment of veterans young and old and working with the Career Transition Partnership and other employment service providers, in order to establish a tailored employment pathway for Service Leavers, linking in with business leaders in Bury;*
- *strive to support the employment of Service spouses and partners, both within the organisation and promoting their employment through business leaders in Bury;*
- *endeavouring to offer a degree of flexibility in granting leave for Service spouses and partners before, during and after a partner's deployment;*
- *seeking to support our employees who choose to be members of the Reserve forces, including by accommodating their training and deployment;*
- *offering support to our local cadet units, either in our local community or in local schools;*
- *actively participate and promote events that celebrate and remember the sacrifices of armed forces personnel, both past and present;*
- *offer free access to leisure provision to service members and ex-armed forces;*
- *aim to have Fairfield hospital accredited as 'Veterans Aware';*
- *promote the armed forces e-learning package for frontline staff so that the principles of the covenant can be applied at a local level.*

2.2 We will publicise these commitments through our literature and/or on our website, setting out how we will seek to honour them and inviting feedback from the Service community and residents of Bury on how we are doing.

APPENDIX B: ARMED FORCES COVENANT ACTION PLAN

Employment and Skills	Publicity	Health and wellbeing	Housing	Recognise and remember	Integration with local community	Internal
Play an active role in promoting the Ministry of Defence Employee Recognition Scheme, for example by encouraging Bury Business Leaders to sign up to the scheme.	Promote Veterans Gateway – and link to this on relevant Council and CCG webpages.	Ensure the Veterans Gateway is kept up to date with local information and promote this as an access point for obtaining support and advice.	Work with the housing associations and other agencies to provide and support on housing matters, ensuring that veterans are not disadvantaged.	Actively play a part in and promote participation in and support of events and functions to celebrate and remember the sacrifices of Armed Forces personnel, both past and present including Armed Forces week, Poppy Appeal, Remembrance Sunday, Reserves Day, Armistice Day, Gallipoli Day, VE day and VJ day.	Provide support to former Armed Forces in HMP Forest Bank and to respond to and co-ordinate any requests for assistance through Project Nova.	Offer a degree of flexibility in granting leave for service spouses and partners before, during and after a partner’s deployment.
As part of the wider GM family, promote Bury as a veteran friendly Borough.	Publicise the covenant commitments through Council and CCG literature and/or on our websites, setting out how we will seek to honour the Armed Forces Covenant.	CCG to work with NHS services in Bury to ensure priority treatment to Armed Forces Personnel and Veterans that have been injured or wounded in service.	Encourage housing associations operating in Bury to include ‘having served in the Armed Forces’ as a community contribution in local lettings plans.	Celebrating the Freedom of the Borough of Bury with the Royal Regiment of Fusiliers.	Encourage collaborative community volunteering by signposting to charities and volunteering opportunities in Bury – working with Bury Voluntary Faith and Community Alliance (VCFA).	Support our employees in the Council and CCG who choose to be members of the Reserve Forces, including by accommodating their training and deployment where possible.
Lead by example - promote that Bury Council and NHS Bury CCG are Armed forces friendly organisations – examples include Reservist Policy, exploring the introduction of a guaranteed interview, offering veterans friendly interviews.	Improved signposting and support for customers who have a connection to the Armed Forces. We will look at ways in which we can ask the question: Have you or your spouse or partner served in the UK Armed Forces – highlighting that there may be additional support that can be accessed.	Look at how we can provide quicker/easier referral to mental health services.	Take action to support homelessness related to Armed Forces veterans – asking the question whether you or your spouse or partner served in the UK Armed Forces, making referrals to Royal British Legion / SSAFA to mitigate/prevent evictions (Section 21s).	Use of social media to promote case studies and raising the profile of the Armed Forces community.	Direct Armed Forces Community members to volunteering opportunities, additional support, services, sports clubs, charities and activities such as Breakfast Clubs and the Veterans Hub Café.	Seek to understand who within our organisation is a former or current member of the Armed Forces (including Reservists).

Employment and Skills	Publicity	Health and wellbeing	Housing	Recognise and remember	Integration with local community	Internal
Promote recruitment opportunities and jobs fairs to members of the Armed Forces.	Raise awareness by encouraging front line workers to be trained through the GM e-learning package	Aim to have all GP practices accredited by the ' Veterans Friendly ' scheme and encourage GPs ask the question; have you or your spouse or partner served in the UK Armed Forces – highlighting that there may be additional support that can be accessed.	Encourage tenancy officers to ask the question on whether you or your spouse or partner served in the UK Armed Forces, making referrals to Royal British Legion / SSAFA to mitigate/prevent evictions (Section 21s).	Look at opportunities to have Armed Forces Flags around the town centre on the week leading to Armed Forces Day – linking with local businesses to seek support.	Identify and promote examples of good practice for community engagement and integration across Bury	Promote the GMCA E-learning package to understand and apply the principles of the Covenant at a local level and consider whether this becomes a mandatory requirement for frontline staff.
Support veterans on how they can relate military CVs to transferable civilian skills – promoting the service offered by the Career Transitions Partnership .	Refresh our Armed Forces Covenant webpage to better symbolise our commitment and to provide better signposting information, to also include the support within the community.	Promote access to training e.g. peer mentoring programme offered by the GM Armed Forces Hub and Suicide Prevention Training.	Provide a pathway for ex-service personnel in housing need by supporting them to move into a permanent home.	Thank-you reception hosted by the Mayor as part of flag raising ceremony for Armed Forces Day	Support the use of space in public buildings for use by veterans' groups.	Ensure a champion is nominated in each department and key service area including employment, skills, housing, civic services, communications and HR.
Promote organisations and charities that provide jobs, training opportunities to service leavers, reservists, veterans and their families e.g., Regular Forces Employment Association (RFEA) and the Career Transition Partnership.	Ensure we are represented and actively participate in the GM Armed Forces Leads Meeting.	Offer free leisure access provision to serving members and ex-Armed Forces (Operations Department lead)	Encourage town centre staff to ask the question and follow up - what is their service number and refer through to Housing Team.	Maintenance of war memorials	Veterans actively encouraged to be involved in Bury's Community Hubs. Role of Community Hubs offering a 'one stop shop' of advice, information and support to the community, with each hub manager being responsible for discharging relationships locally, complementing the local offer.	Ensure supporting Armed Forces is a specific requirement in the relevant Cabinet Member job description.
Bury Council will give priority to veterans for work experience opportunities.	Annual publication of covenant related achievements and progress made.	Aim to have Fairfield Hospital accredited as 'Veterans Aware'.	Give armed forces personnel and close family (spouse/partner, children) band 1 (highest need) on the housing register, provided they have a housing need in line with the Council's Allocations Policy.	Provide general support to commemorative events	Consider how Bury VCFA can support the commitments in the Covenant as an active partner in driving forward the action plan.	Increase awareness amongst staff, through team briefings and training about the covenant.
Promote access to the Department for Work and Pensions (DWP)	Promote community groups supporting Armed Forces e.g., Breakfast	Promote Broughton House multi-purpose Veterans Village for those who wish to maintain				Ensure the Council's Reservists Policy

Employment and Skills	Publicity	Health and wellbeing	Housing	Recognise and remember	Integration with local community	Internal
Armed Forces Champion for Bury	Clubs, Veterans Hub Café.	active, independent, living, with a strong focus on comradeship and mutual support				continually aligns to best practice in other areas.
Promote Operation Re-Org: Employment Skills for Military Veterans Across Greater Manchester led by Groundwork to refer veterans who may benefit from help and support from local business to broker job opportunities for veterans.	Review Bury's contribution on the GM website and Armed Forces Covenant portal to ensure it is up to date.	New patient checks process to include the identification of Armed Forces Veterans & Reservists and their families at registration.				Armed Forces community is a specific characteristic within the Council and CCG equality impact assessment process, having due regard to this group in making decisions on policy / service provision.
Advertise job vacancies on: Career Transition Partnership Forces Families Jobs RFEA: The Forces Employment Charity Poppy Factory Walking with the Wounded		Promote Leon House Rehabilitation Clinic in Prestwich, who offer care and support free of charge to veterans referred by their GPs, army charities and other related professionals if they are facing issues with mental health or addiction.				Offer the opportunity for work experience placements to veterans.
		Promote where to get help in relation to domestic abuse , including via the Veterans Gateway .				Offer a guaranteed interview to veterans who meet all the essential criteria.
		Encourage GP practices to update their websites with veterans information including entitlements				
		Encourage GP practices to complete training, specifically 3 modules on the http://www.e-lfh.org.uk , Care of Veterans/Care of Families and Care of Serving Personnel				
		Encourage GP practices to update their patient check forms to code Veterans				

Employment and Skills	Publicity	Health and wellbeing	Housing	Recognise and remember	Integration with local community	Internal
		Utilising GP waiting rooms to have key messages about veterans' support on specific awareness dates e.g. during Armed Forces Week.				
		Work closely with Northern Care Alliance and Manchester Foundation Trust who have both signed up to the Armed Forces Covenant.				
		Public Health to produce a Health Needs Assessment to include audit of quality of coding of GP records for veterans, building on this a project to increase coding of GP records. Also, to provide and education/training session for GPs around health needs of ex-military personnel, with input from ex-service members and a GP with an interest in military medicine.				
		Promote access to the Military Veterans' Service (MVS) who offer specialist psychological therapies for British armed forces veterans across Greater Manchester, offering a range of evidence-based treatments including Anxiety, depression, post-traumatic symptoms, alcohol and substance mis-use, adjustment difficulties and anger problems.				
		Promote access to TILS (Transition Intervention and Liaison Service) run by Pennine Care run by Pennine Care NHS Foundation Trust who provide specialist triage and mental health assessments and case management linking veterans into the most appropriate service as quickly as possible.				