**Template Action Plan: Renewing the Covenant in the Capital**

**Aim**

To train and prepare staff to enable the Borough Council to meet its Armed Forces Covenant obligations:

**Objectives**

* To ensure all policies are reviewed and adjusted accordingly to deliver our commitment to the Armed Forces Covenant (AFC)
* To deliver a training programme for managers and Armed Forces Champions in the Council, specifically those who have responsibility for main Covenant policy areas
* To deliver ongoing awareness training to all frontline staff and Councillors to enable them to ‘ask the question’ when engaging with residents
* To establish an AFC partnership meeting with relevant stakeholders
* To renew our commitment to the Armed Forces Community by re-signing the AFC

**Benefits**

* Public awareness of the commitment / support provided by the council to an under-represented community group (~10-15% of the population)
* Continuous Professional Development for staff
* Reduced (or at the very least, shared) burden of service provision through use of support pathways and external providers
* Improved customer satisfaction through knowledgeable customer service of how to support / signpost Armed Forces community (via training, e-learning and signposting app).
* Gain a better understanding of local demographics by staff regularly “asking the question” and recording how many of this community are accessing services.
* Improved visibility and reputation as a ‘forces friendly’ employer through the Employer Recognition Scheme. Gain benefits of employing service leavers and reservists.
* Closer partnership working with neighbouring Boroughs and military stakeholders to potentially reduce burden of support and avoid duplication of effort on events or community initiatives.

**Timeline**

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| **Date** | **Action** | **Description** | **Stakeholders** |
| ASAP | Armed Forces Champion Approval | Discussion with HQ London District and Council Armed Forces Champion to look at military footprint, local need, what project can deliver and benefits to council | HQ London District  Council Armed Forces Champion |
| + 1 week | Approval | Project approved/rejected | Council Armed Forces Champion |
| + 1 month | Meet with Senior Managers to outline the proposal in more detail | Discuss in more detail how to deliver this initiative across the council.  Discussions to include policy reviews, training of both senior managers and frontline staff, installation of e-learning package, establishment of partnership meetings and re-signing AFC | HQ London District  Council Armed Forces Champion  Councillor Armed Forces Champion  Chief Executive Officer  Leader of the Council  Council Policy Lead  Council Training Lead  Council Communications Lead |
| + 2 months | Deliver senior training | Deliver two-hour training to Armed Forces Champions, senior staff, department leads and line managers to upskill them on the AFC, the unique needs / issues of Armed Forces Community and how their staff can support. | HQ London District  Council Armed Forces Champion  Councillor Armed Forces Champion  Extended Leadership Team  Line Management Team |
| + 3 months | Deliver frontline staff training | Hold multiple 1-hour training events to upskill as many frontline staff as possible. | HQ London District  Frontline Staff |
| + 3 months | Launch e-learning package | Install e-learning package into Learning Management System, roll out to frontline staff who interact directly with residents and then wider council staff for awareness | HQ London District  Council Training Lead |
| Any time | Review Employer Recognition Scheme (ERS) Status | Review status of council as an employer from Armed Forces Community. As a signatory of AFC you can self-nominate for Bronze ERS Award via Greater London Reserve Forces and Cadet Association (GL RFCA). If already held, review next steps to progress to Silver / Gold.  Presentation of award to CEO / Councillors can be arranged | Council Armed Forces Champion  HQ London District  GL RFCA |
| + 3 months | Re-sign AFC | Organise a re-signing of AFC by council with local Military Leaders with a renewed and developed action plan in place to publicly deliver that commitment  Potential to combine with presentation of ERS Award | HQ London District  Council Armed Forces Champion  Councillor Armed Forces Champion  Senior Management Team  Mayor  Council Communications Lead  Local Military Units  GL RFCA  Local military partners / charities |
| + 6 months  (and ongoing) | AFC Partnership Meeting | Partnership meeting to be facilitated by HQ London District to:   1. Review council commitment to AFC 2. Understand any issues raised since start of initiative 3. Discuss best practice with partner organisations 4. Plan and deconflict events with local military units / neighbouring Borough Councils 5. Build relationships for collaborative working   Standing agenda to be provided to ensure continuity and consistency for future meetings | HQ London District  Council Armed Forces Champion  Councillor Armed Forces Champion  Local Military Units  Partner Organisations |
| Ongoing | Sustainable awareness training | Embed e-learning package into new joiners routine and regular annual online training  Frontline staff training package to be provided for service heads / line managers / Armed Forces Champion to be able to deliver to staff on an ongoing basis | HQ London District  Council Armed Forces Champion  Training Lead |