

# Oxfordshire's Commitment to the Armed Forces Community Covenant 2011- 16

A joint publication by Oxfordshire County Council and 145 (South) Brigade  
*September 2011*



*"The launch of the Armed Forces Community Covenant is a significant step forward in encouraging the whole country to show that they back their Armed Forces. What is most important is that this is the local Community supporting their local personnel, both past and present, and their families. This is about making Service life a central part of life in the Community and improving the bond between the Armed Forces and the people they serve."*

**Andrew Robathan,**

**Minister for Defence Personnel, Welfare and Veterans,**

**20 June 2011**

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## Introduction to the Oxfordshire Armed Forces Community Covenant from Councillor Keith Mitchell CBE, Leader of Oxfordshire County Council and Brigadier Neil Baverstock OBE Commander 145 (South) Brigade.



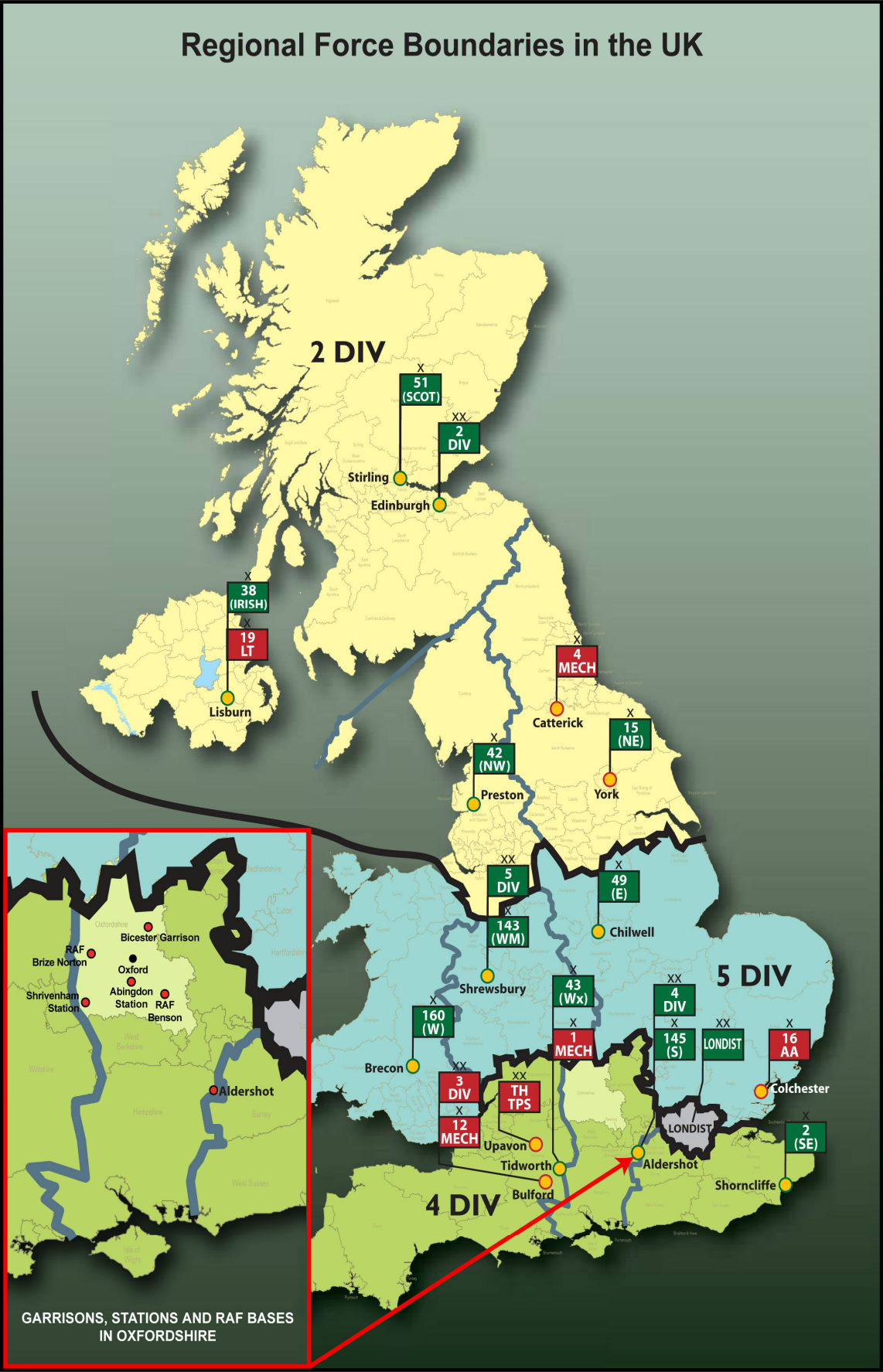
The Armed Forces and the local authorities throughout Oxfordshire have a long and enduring history of support and collaboration. This publication is a further example of our joint working. It has been produced by Oxfordshire County Council and 145(South) Brigade and outlines our approach to the delivery of the Armed Forces Community Covenant throughout the County.

We are immensely proud of the relationship our armed forces have with the local authorities throughout Oxfordshire, the work we have done and will continue to undertake in support of Service personnel, their families and Veterans. Oxfordshire has a large military presence; the total number of Service personnel based in the County will be in the order of 11,000 with the expansion of RAF Brize Norton. The County Council has long recognised the economic and social impact of the Armed Forces and has built strong collaborative links with its garrisons, stations and RAF bases, the Regional Army Brigade and Veteran Associations, Cadet and Reserve units.

Like all public sector organisations the Armed Forces are subject to significant change. In Oxfordshire we are lucky to see the expansion of RAF Brize Norton (which will become the UK's primary RAF station), RAF Benson (which will be the home of the Apache helicopter) and Bicester Garrison (which will become the logistic hub for the movement of the army's equipment and vehicles throughout the UK). These changes will increase demands on schools, health facilities and housing as well as providing jobs, shared facilities, and significant income to local economies. Oxfordshire is richer for the unique opportunities the Armed Forces bring to the County. The Community Covenant is a very positive way of helping us to work closer and more innovatively together.

This publication explains how we will deliver the Armed Forces Community Covenant. It details the work we have already done and intend to do in order to ensure the Covenant is a success for the Armed Forces, the County Council and our partners in the public, private and charity sectors.

# Garrisons, Stations and RAF Bases in Oxfordshire



## The Armed Forces Community Covenant

1. On 16 May 2011 the Secretary of State published the Armed Forces Covenant<sup>1</sup> the moral obligation between the Nation, the Government and the Armed Forces. A key initiative in the Armed Forces Covenant is the Community Covenant, which is a voluntary statement of mutual support between a civilian community and its local Armed Forces Community. Its aim is to encourage local communities to support the Armed Forces Community in their area and promote understanding and awareness amongst the public of issues affecting the Armed Forces Community.
2. Local support for the Armed Forces Community takes many forms, from initiatives by local authorities to the actions of individuals. It may be through supporting service charities; through fundraising, military celebrations and open days, attending homecoming parades and repatriation ceremonies and offering commercial discounts. Simple demonstrations of support, such as displaying the Armed Forces Day window stickers have had a positive effect and boosted the morale of our Armed Forces Community. The Community Covenant scheme aims to build on this local level of support.
3. The Community Covenant is not intended to be one-way. It also recognises how much the Armed Forces Community can do to help and support the wider Community, whether through participation in events and joint projects, or other forms of engagement.

## The Community Covenant Grant scheme

4. In August 2011 the Government announced that £30 million in funding had been allocated over the next four years to support the Community Covenant scheme. Details of the Community Covenant Grant scheme are available at [www.mod.uk/covenant](http://www.mod.uk/covenant). Oxfordshire is currently putting together a bid to the scheme.

## The Oxfordshire Armed Forces Community Covenant

5. Oxfordshire County Council was the first local authority in the country to launch its commitment to the Community Covenant on the 20<sup>th</sup> June 2011<sup>2</sup>. The Community Covenant aims to encourage charities, local authorities, businesses, communities and individuals to work together with the military to offer support that is appropriate to Service personnel, Service families, Reservists and Veterans in their area.
6. All three military services were party to the Covenant which currently embraces the County Council, Vale of White Horse District Council, South Oxfordshire District Council, West Oxfordshire District Council, Cherwell District Council and Oxford City Council, Veterans Associations, the Health Authority, Police, Voluntary Sector as well as the Private Sector through the Oxfordshire Local Enterprise Partnership. Individual organisations continue to join the Oxfordshire Community Covenant. This is just the start and we will continue to encourage partners and other organisations to offer their support to the Covenant.

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<sup>1</sup> [www.mod.uk/ArmedForcesCovenant](http://www.mod.uk/ArmedForcesCovenant)

<sup>2</sup> Letter from the Prime Minister to the leader of Oxfordshire County Council [www.number10.gov.uk/news/community-covenant-scheme-launched-in-oxfordshire/](http://www.number10.gov.uk/news/community-covenant-scheme-launched-in-oxfordshire/)

7. The starting point to signing the Community Covenant is deciding how an individual or organisation is able to support the Armed Forces. This support is then recorded by the signing of the Community Covenant pledge. The strategic outcomes the County Council and all three Services are seeking to deliver over the next 5 years are set out in the Action Plan on page 16.

8. The Oxfordshire Community Covenant is not limited to the work between the County Council and the Armed Forces. It endeavours to capture the significant work that is carried out by other organisations in the County, by the private sector, charities and individuals. Progress will be reported to the Civilian Military Partnership<sup>3</sup> on an annual basis.

9. The Oxfordshire Community Covenant<sup>4</sup> uses the five themes set out in the government's Covenant guidelines:

- a. Encourage local communities to support the Armed Forces communities in their areas and vice versa.
- b. Nurture public understanding and public awareness amongst the public of issues affecting the Armed Forces Community.
- c. Recognise and remember the sacrifices faced by the Armed Forces Community.
- d. Encourage activities which help to integrate the Armed Forces Community into local life.
- e. Encourage the Armed Forces Community to help and support the wider Community.



<sup>3</sup>Details of the Oxfordshire Civilian / Military Partnership are available at [www.oxfordshire.gov.uk/armedforces](http://www.oxfordshire.gov.uk/armedforces)

<sup>4</sup>Details of Oxfordshire's Community Covenant are available at [www.oxfordshire.gov.uk/armedforces](http://www.oxfordshire.gov.uk/armedforces)

**Signatories to the Oxfordshire Community Covenant on 20 June 2010 at which Andrew Robathan, Minister for Defence Personnel, Welfare and Veterans was present.**

- Councillor Keith R Mitchell CBE, Leader Oxfordshire County Council
- Joanna Simons CBE, Chief Executive Oxfordshire County Council
- Commodore Timothy Hennessey DL BCS MA, Royal Navy
- Brigadier Neil Baverstock OBE MA, Army
- Group Captain Dominic Stamp MA, Royal Air Force
- Councillor Bob Price, Leader Oxford City Council
- Councillor Timothy Hallchurch MBE, Chairman Cherwell District Council
- Councillor Felix Bloomfield, Chairman South Oxfordshire District Council
- Councillor Alison Thomson, Chairman Vale of White Horse District Council
- Councillor Derek Cotterill, Chairman West Oxfordshire District Council
- Dr Martin Dare Edwards, Chairman Oxfordshire Local Enterprise Partnership
- Rt Revd Colin Fletcher OBE, Bishop of Dorchester
- Brigadier Michael Stephens, Chairman SSAFA Forces Help Oxfordshire
- Michael Henderson, Oxfordshire County Chairman Royal British Legion

## Monitoring the Armed Forces Community Covenant

10. Pledges to the Community Covenant are voluntary. In the case of the County Council and where possible with other organisations, we have endeavoured to explain what the pledges will achieve in order to assess how successful the Covenant is. We will monitor progress through our Civilian Military Partnership.

## The strategic fit between the Armed Forces and Oxfordshire County Council

11. The core strategies of 145 (South) Brigade and Oxfordshire County Council are complementary and supportive of the collaborative working that the Community Covenant aims to achieve.

12. One of the core aims of the 145 (South) Brigade vision is about reaching out into the wider world, which includes ensuring our people are accounted for in local strategies and visions for the future, to the benefit of both our people and the wider community. Ensuring the Armed Forces community are locally and nationally supported is important to all of Defence.

13. The four strategic objectives of Oxfordshire 2030 strategy include:

- a. Creating a World Class Economy.
- b. Creating Healthy and Thriving Communities.

14. The Oxfordshire Community Covenant endeavours to exploit these synergies and develop solutions that are good for Oxfordshire and the Armed Forces.

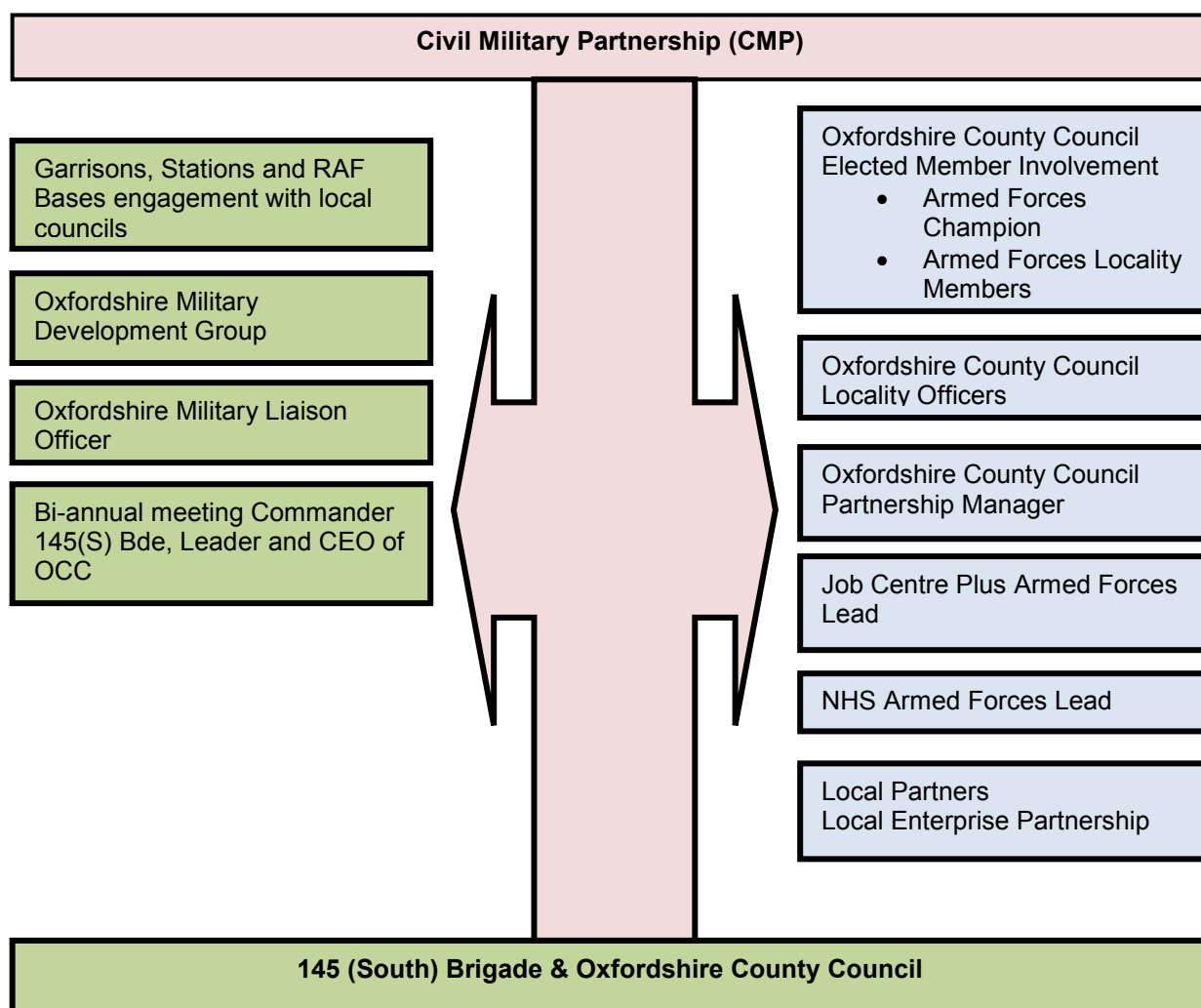
## How we work

15. We have established strong links between the Armed Forces in Oxfordshire and the County Council. The formal working relationships are illustrated graphically at Fig 1.

16. In summary 145 (South) Brigade work with the County Council and strategic partners on issues that may affect all Service personnel, Army, RAF, the Naval Service and all their families across the county, for example health, employment, education, and housing. This work also includes the requirements of veterans and reservists. The five garrisons and stations work with the City, District, Town and Parish councils to address matters affecting their local area, for example creation of shared play areas, local planning strategies or economic growth.



Fig 1. Key Groups, personalities and meetings



## What we have achieved so far

17. Cllr Keith Mitchell (the Leader of the County Council) has been appointed as the Council's Armed Forces Champion, ensuring that military involvement is embedded at the highest levels within the Council.

18. Council and military senior officer time has been given to enhance the support for the Armed Forces Community and develop the partnership with the three services. Even though there have been difficult budget decisions to make, the council has set aside £100,000 for 2011/12 which will be used for a specific project to support Service leavers resettling in Oxfordshire. Focusing particularly on those with physical or mental health issues, to gain skills and employment.

19. We have developed an innovative way of working together through the appointment of an embedded Military Liaison Officer within the County Council for one day a week. This has greatly improved the information flow and coordination of activities between officers within council, partners and the Armed Forces. It has also enabled us to explore new ways of working, such as sharing facilities.

## Civilian Military Partnership (CMP)

20. A CMP has been established to provide oversight of all of the activity within Oxfordshire County Council relating to the Armed Forces and it meets bi-annually/every 6 months. The group has tri-service representation along with members of the County Council Management team<sup>5</sup>. It is jointly chaired by the Chief Executive of the County Council and the Commander of the Regional Brigade. It drives strategic direction, monitors progress and creates a cohort of civil/military liaison delivering a dynamic outcome focused partnership. It has focused on the following Oxfordshire 2030 themes:

### Health and Wellbeing

21. NHS Oxfordshire, through the Public Health Team have developed links with each of the Armed Forces bases in the county and established an Armed Forces Health and Wellbeing Group. This has ensured a shared definition of health in joint work, providing an access point to the NHS to services which address the social determinants of health such as community safety, employment, skills and other life chances.

**Highlights** of the work that has been undertaken include

22. *A networking event, held on May 11<sup>th</sup> 2010* – This brought together welfare officers, HIVE, chaplains and others from the Armed Forces bases to meet representatives of local service providers such as domestic abuse services, Job Centre Plus, MIND, and drug and alcohol services. The aim was to share contact details, have informal discussions, explore relevant issues and develop working arrangements.

23. *Veterans' Mental Health Project* - The South Central Strategic Health Authority is funding a one year study into a Veterans' Mental Health in Oxfordshire that will assess needs and begin to understand the number and location of veterans in the Community. It is recognised that many Veterans only become known when they are unemployed and/or homeless. The funding will also be used to set up additional and targeted interventions to help prevent the onset or worsening of mental ill-health and link to provision of housing support, employment support and well-being services.

24. *Health Improvement on the local bases* - The Public Health Team have developed interactive and entertaining activities at family days, health fairs and other events on each of the Armed Forces bases. Military personnel have been trained in behaviour change support, with a focus on reducing alcohol related harm.

- a. The work is tailored to each base. For example, a Health and Well Being Committee has been established at RAF Benson and a strategy has been drawn up focussing on lifestyles issues (smoking, drinking, exercise, diet, sexual health) for personnel and family members.

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<sup>5</sup> The CMP has representation from all Garrisons and Stations, RAF and the South East Reserve Forces and Cadets Association

25. *Improved access to NHS dentists* - Regular reminders of the NHS dentist helpline number have been sent to the local HIVE and these have really helped to put families of serving personnel in touch with local dentists. All Armed Forces bases are reporting that access to NHS dentistry is not a problem for service families.

Other areas of work include:

26. Improving how family members of Service personnel can access community NHS services like physiotherapy or “talking therapies”, especially if they are registered with Armed Forces doctors and not local GPs.

27. Regular articles on health issues are included in the RAF Brize Norton magazine “Gateway” which is circulated monthly to all families.

28. Providing information and services for a carer of an injured Serviceman from Abingdon Station. Information on how to refer carers to services has been disseminated to all the Armed Forces bases.

29. Bicester Garrison Health Visitors are working with Fijian families, enlisting the support of the Health Advocates to help the families integrate into the Community.

30. Work is underway to ensure that a soldier who is undergoing treatment at Headley Court can receive community nursing care when he visits his parents.

### Economy and Skills

31. Together with its partners the council has been examining employment opportunities for Service leavers wanting to settle in Oxfordshire. This work has included understanding the potential barriers to Service leavers looking to live and work in the county, as well as exploring ways in which work could be better coordinated going forward. An Employment and Skills Group has been established to focus on attracting Service leavers into the County.

32. Together with Hampshire and Oxfordshire County Council, 145 South Brigade have commissioned a report to assess the economic significance of the Military Activity in Oxfordshire. This report will quantify the economic importance of all three services to the Counties.

33. The Armed Forces are members of the Oxfordshire Local Enterprise Executive Committee and the Forum. As members of these groups they are able to represent approximately 11,000 employees.

34. We have been working with Job Centre Plus to identify Veterans of the Armed Services. Service Leavers also have access to a wider range of support provided by the Armed Forces charities and MOD resettlement such as Career Transition Partnership, in conjunction with the Regular Forces Employment Association and Officers Association which may assist with their employment. The focus has been on developing awareness of available support and developing the Job Centre Plus employment data base; changes on identifying veterans are being considered on a national level throughout Job Centre Plus.

## Education, Children and Young People

35. 145 (S) Brigade have worked closely with the Director for Children, Education and Families and her senior officers to ensure that the unique needs of Service children are recognised.

36. Our recent work looking at children of Service personnel has been praised by Ofsted. 2010/11 saw Oxfordshire become part of an Ofsted thematic inspection on services for children and young people from military families. The HMI met with a wide group of professionals working in a variety of services and projects focussing on support that is provided in Oxfordshire for these young people and their families. The HMI feedback was that the approach was inspirational.

- a. It has been made easier for Service families' children to secure school places by using base addresses prior to postings rather than waiting for families to have identified home addresses. This has been as a result of changing the admissions policy.
- b. Additional Funding has been provided, via the Schools Forum, to support Carterton schools affected by the temporary, but substantive, fall in pupil numbers. We have also been part of national discussions which has secured additional external funding for schools like Carterton Community College.
- c. The Rapid Response Project has been developed in Carterton where additional support and guidance is provided for schools admitting children from Service families who have special educational needs. This was very much a partnership localised solution and is ongoing.

37. Working with Hampshire County Council we have:

- a. Shared data to support appropriate intervention, support and sharing of practice.
- b. Shared effective interventions, bringing primary colleagues/ head teacher to support this discussion.
- c. Discussion around pupil premium identified similar approaches from LAs in highlighting this for schools to ensure that the schools census correctly identified the number of children from military families, which then triggers the pupil premium.
- d. Discussed joint head teacher meetings for sharing of good practice and in particular effective and clear directed use of pupil premium funding.
- e. Enabled representatives from the local military bases to be members of the local safeguarding boards.

## Environment and Infrastructure

38. Work continues to be undertaken by the MOD Defence Infrastructure Organisation<sup>6</sup> (DIO) to ensure the expansion of RAF Brize Norton together with the disposal of land in Bicester. The expansion of Bicester Garrison is coordinated with the local authorities to ensure services such as schools, housing, and healthcare are planned for and coordinated.

39. The sharing of jointly procured contracts for the provision of hard and soft facilities management is being explored between Oxfordshire County Council and the DIO.

40. Work is taking place with all of the District Councils and the City Council to develop a greater understanding of the housing needs of the serving personnel and service leavers. This includes the impact on local housing demand resulting from changes in the Armed Forces as well as opportunities for home ownership.

## Safer and Stronger Communities

41. Service personnel are a key part of the Oxfordshire Community. As part of our commitment to the Community Covenant we will promote activity that integrates the Service and local civilian communities. It is important that the Armed Forces Community feel part of the area and have the opportunity to play a full role in it instead of seeing it simply being somewhere they live for the term of a posting.

42. The town and parish councils play a key role in this integration as they are at the heart of the communities. The County Council will work to see what support they already have in place and what can be developed. The Council are encouraging its partners to act as "Covenant Champions", promoting the Community Covenant, its aims and how individuals and organisations can become involved.

43. The Armed Forces are represented on the Oxfordshire Stronger Communities Alliance Partnership, which is the county wide Voluntary, Community and Faith partnership. This group discusses the key issues that face the sector locally and drives action within individual organisations and sectors.

44. The Armed Forces have joined with key agencies to address a wide range of issues found in society, including domestic and alcohol abuse. The new Tri-Service Policy on domestic abuse has been discussed at the NHS led Health and Wellbeing Group. Outcomes include ensuring all bases can link to multi-agency case conferences, training more Domestic Abuse Champions from the bases and widespread use of the resources produced in Oxfordshire and included on [www.reducingtherisk.org.uk](http://www.reducingtherisk.org.uk).

45. Oxfordshire County Council has worked with other local authorities, Thames Valley Police, RAF Brize Norton and the Royal British Legion to ensure the arrangements for the repatriation of Service personnel from RAF Brize Norton to the John Radcliffe Hospital are respectful and appropriate.

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<sup>6</sup> <http://www.mod.uk/DefenceInternet/MicroSite/DIO/>

## Communication

46. The Council have created a dedicated Armed Forces page on their website and are encouraging other organisations in the County to do the same. 145 (South) Brigade have developed a Community Engagement Web site<sup>7</sup>.

47. The Council have developed a specific Community Covenant<sup>8</sup> web page setting out how support can be pledged. This has been particularly useful as a number of local authorities have been requesting further information about our work to date.

48. Work shadowing by County Council Staff has taken place at the Regional Brigade HQ in Aldershot and at the MOD HQ in Whitehall.

49. A bi-annual meeting has been established between the Brigade Commander, the Leader, and Chief Executive of the County Council to review progress and discuss future aspirations.

## Next Steps

50. The County Council and 145(South) Brigade will continue to demonstrate its support for the Community Covenant and act as champions encouraging others to support the Covenant. We will continue to be at the forefront of Civil Military collaboration and help others to develop their strategies.

51. This report will be reviewed annually by the Civil Military Partnership and updated as appropriate.

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<sup>7</sup> [www.mod.uk/Communityengagement](http://www.mod.uk/Communityengagement)

<sup>8</sup> [www.oxfordshire.gov.uk/armedforces](http://www.oxfordshire.gov.uk/armedforces)

## Action Plan

We intend to develop the outcomes of the work we do based broadly on the 5 Key Aims of the Armed Forces Community Covenant:

1. Encourage local communities to support the Armed Forces communities in their areas.
2. Nurture public understanding and public awareness amongst the public of issues affecting the Armed Forces Community.
3. Recognise and remember the sacrifices faced by the Armed Forces Community.
4. Encourage activities which help to integrate the Armed Forces Community into local life.
5. Encourage the Armed Forces Community to help and support the wider community.

Activity	Measure	Responsibility	Progress / Outcome
<b>Encourage local communities to support the Armed Forces communities in their areas</b>			
1	Support the introduction of a Veterans card at a national level and help promote this through the Chamber of Commerce and the Local Enterprise Partnership.	Card introduced Number of organisations offering discounts annually increase.	Service Charities to lead.  Part of MOD led national scheme. Contact by OMLO & service charities with Chamber.
2	Understand the impact of changes in Service personnel numbers on the local infrastructure e.g. schools and housing, and plan accordingly.	Implication built into LA planning and service functions.	CO of Garrisons & Stations; LA's.  Co-ordinated through the CMP.
3	Work with communities to access the £30m Community Covenant Funding.	Schemes funded.	OCC/OMLO <sup>9</sup> .  Advice provided but individual organisations to lead.
4	Work with the NHS to identify Veteran status with GP's and enable GP's to respond to their needs.	Process to identify veterans in place.	NHS.  Having established the process metric for number of veterans identified and access to broader treatment than previous.
5	Develop a career pathway for Service leavers into the County; support Service Leavers to resettle into Oxfordshire including supporting those with physical or mental disabilities to meaningful skills and	Number of Service leavers employed in the County	Career Transition Partnership & OCC  Include families of serving personnel

<sup>9</sup> Oxfordshire Military Liaison Officer

	employment.			
6	Ensure Garrison and Stations have NHS points of contacts during and after reorganisation.	Points of contact established for all Garrisons & Stations.	CO Garrisons & Stations/NHS.	Method of measuring effectiveness.
9	Write and publish articles in local and professional magazines on the Community Covenant; consider the use of social networking sites, such as LinkedIn.	Articles published.	145(South) Bde Firm Base Branch; OCC.	Joint or individual effort. Do not need to be co written.
<b>Nurture public understanding and public awareness amongst the public of issues affecting the Armed Forces Community</b>				
10	Understand the links between homelessness and poor mental health of veterans and work to prevent it and improve health outcomes.	Report published.	NHS.	National.
11	Develop a greater understanding of the role of the Armed Forces Charities & how they can support the covenant.	Enhanced services to Veterans.	COBSEO <sup>10</sup>	Improved services by closer links with service providers, e.g. Job Centre Plus and inter charity working.
13	Support the key partnership groups, review benefits annually.	Bi-annual meetings; ongoing support.	OCC/Comd 145(S) Bde West Oxfordshire District Council NHS Oxfordshire	Civilian Military partnership Armed Forces Health and Wellbeing Group Civilian/Military Skills and Employment Group Housing Network Local Enterprise Partnership.
14	Develop a customer profile of the Service family, veteran and reservist in order for the civilian population to better appreciate Service personnel & the challenges they face.	Civilian Agencies have a greater understanding of the Armed Forces family	Oxfordshire Military Liaison Officer	Can be used nationally. Bid for additional funding from Covenant grant.
15	Ensure that Service families and veterans can access NHS dentists in their area.	Ensure all Service families and Veterans are able to access dentists	NHS/ individual practices as part of commitment to the Covenant	Publicise how dentists can assist Future metric, number of Service families not able to access a NHS dentist

<sup>10</sup> Confederation of British Service and Ex Service Organisations



<b>Recognise and remember the sacrifices faced by the Armed Forces Community</b>				
16	Support the Armed Forces day each year	Annual support	OCC/District Councils/CO's	Local initiative throughout the County. Oxford UOTC are the lead with the County Council
17	Encourage housing providers to sign up to 'House a Veteran' lettings scheme	Number of housing providers signing up; number of allocations made annually.	OMLO	
18	Ensure school admissions and transfers are made as smoothly as possible.	Admissions policy reflects the needs of children of Service Families.	OCC	
19	Ensure that appropriate and timely on going health care is provided by the NHS for Service leavers.	Instances where health care has not been timely or appropriate.	NHS	
<b>Encourage activities which help to integrate the Armed Forces Community into local life</b>				
20	Maximise the value obtained from the pupil premium.	Ensure that the importance of registering Service children is understood and Service children are recorded via the Schools Census so that maximum potential of pupil premium is received; Sharing of best practice on usage of the Pupil Premium between schools.	OCC/CO Garrisons & Stations.	Armed Forces Families register as a service family with schools; schools apply for the premium.
21	Sharing facilities (i.e. meeting rooms); explore strategic opportunities such as shared procurement.	Facilities shared Value of joint procurement.	DIO/OCC CO's Garrisons & Stations	
22	Identify Veterans on the Job Centre Plus data base.	Database amended to identify Veterans.	Job Centre Plus	

23	Ensure appropriate access to health facilities e.g. Doctors, Occupational Therapists for Service families	Number of Service families who report they are unable to access facilities	NHS	
24	Ensure information about local services to improve health is available to Service families.	Information available in HIVE's	NHS	E.g. healthy life styles, alcohol abuse, domestic violence etc.
<b>Encourage the Armed Forces Community to help and support the wider community</b>				
25	Exploring if joint procurement and collaborative contract management is possible.	Value of savings identified as a result of collaboration	OCC/DIO <sup>11</sup>	
26	Create and provide opportunities for the Armed Forces to explain about their experiences on operations (Post Operational Presentations - POP).	Number of POP held. Attendees considering the POP to be worthwhile.	145(S) Bde; Garrisons & stations	
27	Ensure the successful delivery of the Economic Assessment Report.	Report adds value to the Civil Military Partnership	OCC/HCC/145(S)Bde	
28	Ensure schools have appropriate information to support Armed Forces family pupils.	Head teachers report they have appropriate support & information	OCC/ Deploying units	Information to support children during deployment Armed Forces impact on admission policies
29	Work with OCVA to understand how they can contribute best to the Covenant.	Strategy in place	OCC/OCVA	The Robin Network Oxfordshire Rural Community Council

<sup>11</sup> Defence Infrastructure Organisation

