FUTURE HORIZONS

A BRIGHT START IN CIVILIAN LIFE

Interim Report 2012

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FUTURE HORIZONS

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Introduction

This report sets out the progress to date of the Future Horizons Programme (FHP). It makes a number of observations and recommendations in advance of the full evaluation due in February 2013.

The report considers outcomes, operational challenges and learning as Early Service Leavers (ESLs) progress through the FHP. It also focuses in brief on the nature of the FHP partnership model and begins to identify some of the key factors underpinning the early successes of the programme.

For the purposes of this report, the ESLs engagement journey is divided into three main elements: first the characteristics of the entire ESL cohort engaged at Hook VC Company, Infantry Training Centre (ITC), Catterick Garrison (referred to hereafter as Hook Company); second, those ESLs engaged during the first 4 months of the programme and subsequently tracked at their 3-month post-discharge point; and finally, emerging data from the January cohort contacted 6 months post-discharge.

This independent report has been commissioned by the FHP consortium and produced by Ainge, Everingham, Fossey (Consultancy) Ltd.

Highlights

- After 8 months FHP has engaged with 595 Early Service Leavers (ESLs)
- This represents an engagement rate of 99% behind the wire
- The ESL tracking team have managed to contact 86% of these ESLs post-transition
- After 3-month follow-up 41% of these are in employment or training
- After 6-month follow-up this percentage has risen to 69%
- The consortium has grown to include a number of Employment, Skills, Training and Education providers
- A number of positive case studies have been collated
- Many ESLs have raised concerns about having transferrable skills and securing employment whilst trained ESLs are particularly worried about finding suitable accommodation
- The MOD have extended the contract to allow for the trial to be fully evaluated, without losing any continuity, staff and embedded working relationships.

Progress to Date

Since the start of the programme on 9 January 2012, 595 ESLs have engaged with the programme. Only 7 soldiers have opted not to register with the programme – an engagement rate of nearly 99%. This figure should not be underestimated and is a marked improvement on the previous process of third sector engagement, whereby ESLs were invited to fill out a registration form as part of the JSP575 transition pathway to engage with "The Service of Care" service, delivered by the Regular Forces Employment Association (RFEA). This service achieved an engagement rate of around 30%.

Table 1 shows the numbers of ESLs flowing through (ITC). Whilst medical discharge numbers are indicated in the table as being briefed, they are not eligible to join FHP as provision is available to them through official MoD resettlement services. However when ESL briefs take place, individuals are not guaranteed a medical discharge so receive the FHP information as a matter of course and many do in fact join the programme as they are ultimately discharged under a category other than "medical discharge".

Table 1
Numbers of ESLs flowing through (ITC)

2012	JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	TOTAL
Soldiers Briefed	114	98	106	95	143	87	86	44	773
Medical Discharges	20	20	24	23	25	28	19	13	172
Opted In	84	78	81	78	117	60	67	30	595
Refused	5	0	0	0	1	0	0	1	7
Trained	9	1	3	3	14	13	1	0	44
Untrained	75	77	78	75	103	47	66	30	551

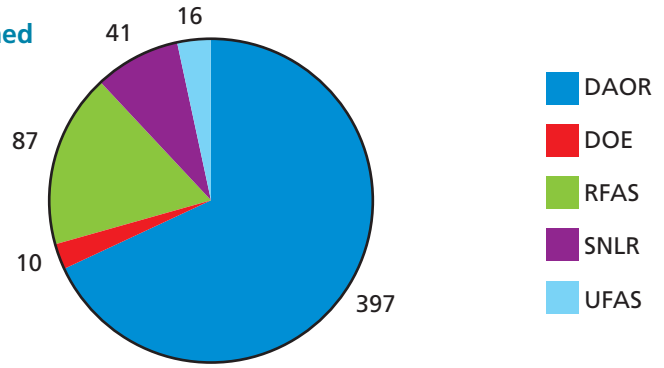
A breakdown of the basic demographics of the ESL cohort is set out in Table 2 below along with their official reasons for discharge shown in Figure 1.

Table 2
Basic Demographics of ESLs Engaged in FHP (First 8 Months)

	Trained	Untrained
Number	44 (7.4%)	551 (92.6%)
Gender	42 Male, 2 Female	All Male
Average Age on enlistment	19 (range 15 – 31)	21 (range 16 – 32)
Average Length of service (days)	1246 (range 291 – 3839)	95 (range 3 – 600)
Ethnicity	All White British	96% White British
Reason for discharge	RFAS: 10 SNLR: 34	See Figure 1

Figure 1

Reason for Discharge: Untrained



All ESLs who opt in to the programme are given an initial interview whilst still serving. This interview is an important juncture in the ESL journey and builds on the learning from previous less successful attempts to engage ESLs in support programmes (Braidwood and Williams, 2009). The interview looks at future aspirations for employment, barriers to employment and explains data protection issues related to sharing information with partners. The interview also provides an opportunity to explain all aspects of the programme and what support is available to individuals when they leave the service.

Based on the outcomes of this interview, individuals are all assigned a level of future support dependent upon their needs:

Level 1 for those with minimum support needs; Level 2 for those who need some assistance with job finding, but are not deemed to have additional vulnerabilities that would significantly impact on their employability; or Level 3 high intensity support for ESL who would be at the greatest risk of not finding employment upon discharge. Figure 2 illustrates the allocation of ESLs to these support levels over the first 8 months of the programme.

Figure 2

Allocation of ESLs to support levels

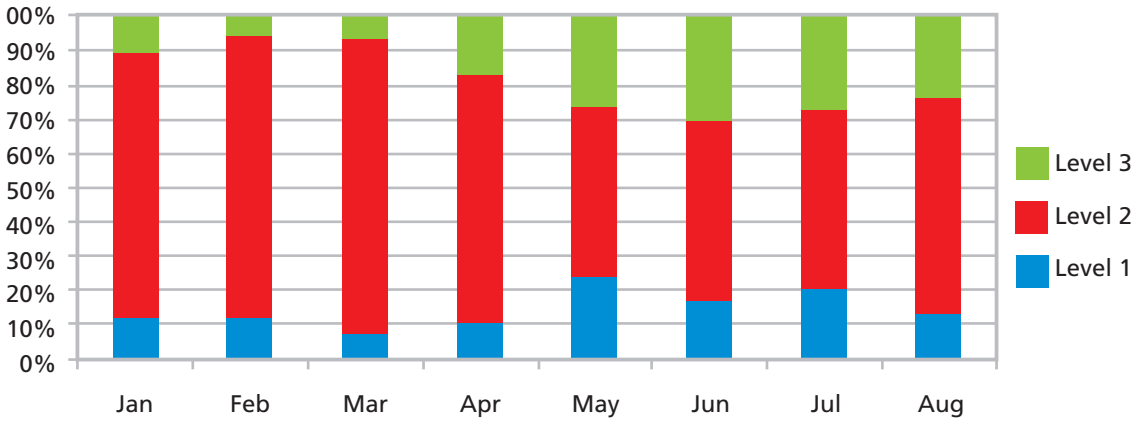


Table 3

		Jan	Feb	Mar	Apr
ESLs referred to tier 3 partners by Tracking Team	Level 1 to level 2/3	0	0	0	0
	Level 2 to level 3	5	8	15	11
	Level 3 referrals	2 (22%)1	4 (100%)	5 (100%)	13 (100%)
	Total	7 (7)2	12 (19)	20 (39)	24 (63)

1. As a % of ESLs determined to be level 3 by programme advisors
2. Cumulative numbers of ESLs referred for additional tier 3 partner support

Additionally, although advisors make an informed decision about whether ESLs require job-finding assistance from tier 3 partners, inevitably more support will be required by ESLs in levels 1 or 2 when they are discharged and the impact of returning to civilian life unfolds. As Table 3 above demonstrates, with the exception of the January cohort, the tracking team have been able to **refer 100% of all level 3 ESLs to an appropriate tier 3 provider**.

Additionally they have also referred a **further 39 ESLs** who were originally allocated to level 2. In total **63 ESLs** have been referred to tier 3 partners for additional intensive employment support.

With such high levels of initial engagement into the programme, there were some concerns that there would be a high level of attrition once the ESLs had transitioned out of the Army. This concern has proven to be unfounded. Over the first 4 months of tracking only 44 of the 322 ESLs have proven un-contactable, this equates to **a post-transition engagement of 86%** which compares very favourably with other programmes working with similar cohorts of individuals in civilian life.

One novel way to further aid engagement has been the introduction of a FHP "Facebook" page. This is proving very popular, helping ESLs stay in touch with on-going developments and opportunities within the programme. This is an excellent example of the iterative development of FHP, whereby ideas generated by the FHP assessors and ESLs have become embedded into the programme delivery.

The Consortium and its Development

The Future Horizons Programme has developed a unique model of delivery. The Programme's strength lies in the integration of COBSEO consortium members allied with market leaders from the commercial, public and wider third sector organisations. These organisations have a proven ability to deliver a variety of programmes for young people who are vulnerable or within the welfare to work sector. A full list of partners is set out in Annex A.

One of the principles behind the development of the model is the coalescence of the existing transition employment support that is available for ESLs, importantly beginning to link processes between the extant JSP575 pathway behind the wire and civilian services. Similar to other groups of young people who are not currently in employment, ESLs are not always aware of what support is available, or, more importantly, how to access it.

One of the key objectives of FHP is to assess the needs of the ESLs and, through the growing consortium model, direct them to the most appropriate level of support according to their needs.

The consortium has been responsive and dynamic in its growth. As gaps in geographical and intervention provision have been identified, new partners have joined the coalition to expand the provision offered to ESLs and improve the quality of the overall programme. Included in these new partners are "The Big White Wall", a MOD funded on-line mental well-being service for serving personnel, veterans and families, of which early service leavers are a target group. Also significant relationships have been built with a variety of Local Authority Armed Forces Network leads in the North East of England and local Armed Forces Community Covenant teams in conjunction with the MOD led "Firm Base" approach.

There were some initial concerns about the dynamic of the consortium. Bringing together diverse partners, who may on other occasions be in active competition, could have inhibited the development of the partnership and consequently the aims of the programme. These concerns have proven to be unfounded. All partners should be commended for their collaboration and synergistic approach.

Employment and ESL Evaluation Outcomes

At this stage of the trial, it is only possible to report on the employment outcomes for ESLs that we have managed to track during this interim period. For the 14% who have remained un-contactable we cannot be certain about their employment outcomes but experience has shown previously, it would be fair to surmise some will be in employment.

Of the 278 tracked for 3 and 6 months so far, 49% have completed a further more detailed evaluation of their progress. This has helped shape changes in the programme and given FHP valuable feedback from a user perspective. Some examples are detailed below and will be reported on in more detail in the final report.

Table 4 shows that of the ESLs successfully tracked at the 3-month period, 40% are in employment, 1% in education or training and 59% are seeking work.

Table 4

	Jan	Feb	March	April
Employed	28 (28)*	25 (53)	32 (85)	27 (112)
Education/Training	0 (0)	0 (0)	0 (0)	2 (2)
Seeking Work	46 (46)	39 (85)	38 (123)	41 (164)

*Cumulative total in brackets

In addition, the January cohort has now been re-contacted at the 6-month point post joining the programme. Of the 84 ESLs who went through the programme in January, 75 were contactable. **49 are now in employment, 3 in education/training and 23 seeking work. In other words 69% of ESLs who opted into the programme 6 months ago are now in employment or education/training**. Given the current economic climate and the job market situation for young people with similar characteristics to the ESL cohort, these initial findings are very encouraging.

In an effort to identify areas of vulnerability, FHP worked with Royal British Legion Industries (RBLI) to adapt an existing RBLI vulnerability questionnaire (Table 5). The adapted version of the questionnaire is not validated and there are some issues about its sensitivity and appropriateness for the Infantry ESLs. It has been acknowledged that using lengthy validated risk assessment tools would not be appropriate as: first, the FHP staff are not trained in the delivery or interpretation of the results; and second, asking ESLs to undertake this exercise may be detrimental to engagement.

All of the ESLs have completed the questionnaire and we are able to draw some reasonably robust inferences from the data below.

FHP advisors and Hook Company military staff speculate that a significant number, if not all, of the ESLs within the Infantry cohort of the FHP potentially meet criteria for vulnerability to social exclusion, particularly with respect to employment, poor educational attainment, lacking self-confidence and sometimes housing, alongside possible other factors such as showing signs of poor mental health, which is an area that warrants further exploration.

Table 5
Value-Added Questions (VAQ)

1 I want to get a job as soon as possible
2 I have transferable skills I can use
3 I'm confident that I'll get the job that I want
4 My health doesn't prevent me from getting on in life
5 I have a safe and secure place to live
6 My disciplinary record won't prevent me from achieving my goals
7 I don't tend to get anxious or worried
8 I don't often overdo it on drink or drugs
9 I don't have caring responsibilities for others

ESLs were asked to consider the questions in Table 5 and then select a response from a simple Likert Scale (0 = strongly disagree; 1 = disagree; 2 = slightly disagree; 3 = slightly agree; 4 = agree; 5 = strongly agree.)

To try to militate against the uncertain sensitivity of the questionnaire, we have aggregated the data into "agree" and "disagree" responses. Figures 3 and 4 show the responses for trained and untrained ESLs respectively.

Figure 3
VAQ Trained ESLs

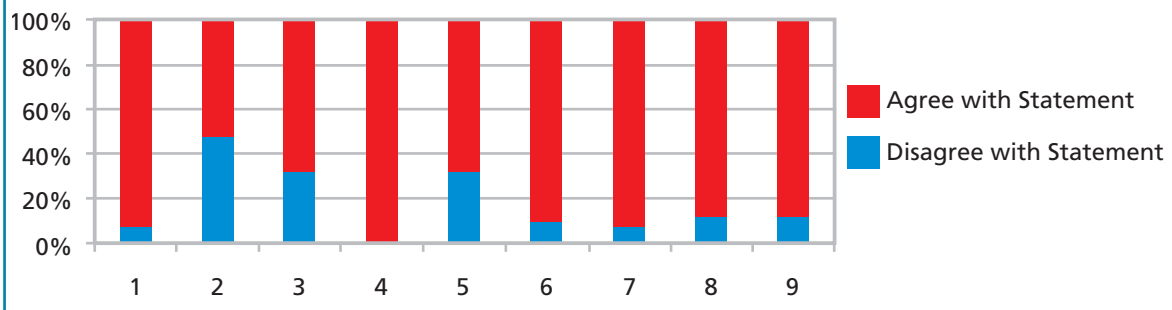
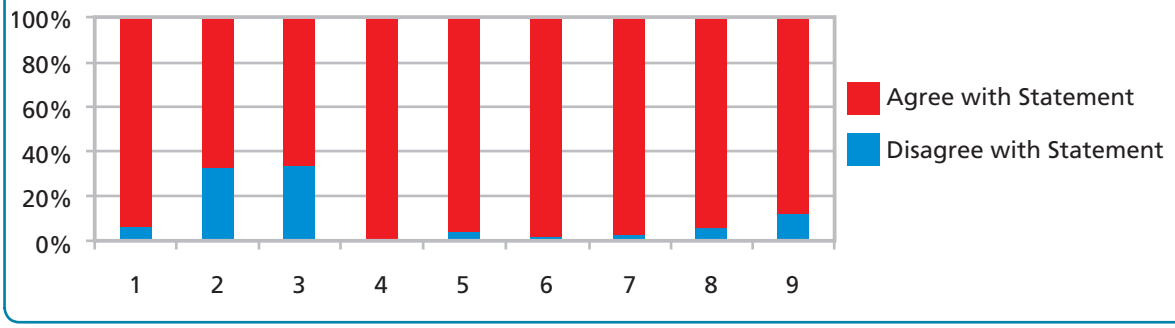


Figure 4
VAQ Untrained ESLs



Tables 3 and 4 can only be used to give us some indicative ideas about vulnerability; however some common themes are emerging. Within both the trained and untrained ESL cohort there were significant concerns about transferable skills and confidence in finding employment. Interestingly, ESLs did not report excessive use of drink or drugs.

Amongst the trained ESL cohort there was also some concern about suitable post-discharge accommodation. No ESLs reported that their physical health was a barrier to "getting on in life" and less than 5% reported issues with "anxiety" or "worry".

It should be noted that those with significant mental health needs or other pressing welfare needs would have been identified as "at risk" earlier in the ESL transition pathway by company level Unit Interviewing Officers (UIO) or the Unit Welfare Officer (UWO) who sits in Hook Company, and managed accordingly as per ITC standard operating procedures.

Those ESL's identified as having significant needs before opting into the programme are identified to advisors by Hook Company military staff before being interviewed to ensure a smooth transition process is followed.

Alongside the quantitative data, the FHP has undertaken a small amount of qualitative research, including structured questionnaires and ESL interviews.

A number of case studies have also been collected as part of the FHP. ESLs were asked about their experiences of the programme and whether it was helpful in employment, training or education finding. A selection of these case studies is contained below with some common themes from the 3 month evaluation questionnaire also identified. Recognising it is not possible to completely eradicate selection bias from the interviews / questionnaire, the overriding message from the ESLs interviewed is one of a very positive experience.

Case study

James *(name changed on the request of individual)*

..... James spent two years in the Army

..... He failed a CDT and left the service in April 2012

..... Future Horizons got in touch and he spent three days a week Mon-Weds living at Finchale College.

..... Finchale College helped him get a rail apprenticeship in engineering but he had to leave for financial reasons

..... Now works at a warehouse

..... It has been really hard and quite strange experience leaving the Army, and he wishes he could turn back time

..... He thinks that everyone should have access to Future Horizons, but feels that those who are forced to leave should be a priority rather than ESLs who just hate the environment

..... "Future Horizons and Kevin (SEC) have been amazing and I couldn't have done this without their support"

James explains; *"I wish I could turn back time, it has been a really difficult life change leaving the Army as it was my whole life. However, I have started to pick myself up with the amazing support of Future Horizons Programme and I couldn't have got to where I am without them. The programme organised for me to attend a residential course at college, picking me up from home on the Monday and dropping me back every Wednesday. They then helped me to get an apprenticeship and out into the workforce. I really believe that every ESL should have access to the Future Horizons Programme."*

James now has a full time job in a warehouse and credits the Future Horizons Programme for his achievements.

Case study

Marcus Edwards

- Discharged from the army on May 5th after 7 months as couldn't keep up fitness wise with the squad
- Future Horizons Programme got in touch and kept in touch which was really appreciated
- Was offered help and training but in the end found a job with support from the programme at the docks in Fleetwood
- Very strange coming out of the army but the Future Horizons Programme helped and he knows he could go back there for support if his circumstances change.
- All ESLs should benefit from the programme not just those in Catterick

Commenting on the Future Horizons Programme Marcus said; *"I really appreciated the support and training offered from Future Horizons.*

It is very strange leaving the Army but Future Horizons helped me integrate back into society and I know that if I need assistance in the future, they will be there. All ESLs should have the opportunity to benefit from a programme like Future Horizons."

Case study

Jonathan Crawford

- Discharged from the army in March after 3 months service
- Even though Jonathan moved back to Northern Ireland, Future Horizons kept in touch and helped him to get onto a security training course for two weeks
- As a direct result of the course, Jonathan got a job in the security industry in July 2012
- Future Horizons are directly responsible for Jonathan's current employment

Commenting on the Future Horizons Programme he said; "I am so grateful to Future Horizons for all their support since I left the army. Jane my SEC was extremely helpful throughout this process. All ESLs should have the opportunity to use the services of the Future Horizons Programme."

Case study

Matthew Sephton

- Injured and couldn't continue basic training
- Future Horizons gave him support and advice on the next stages re getting into training and employment
- Thinks Future Horizons is a great service and should be available to all ESLs
- "I was injured and couldn't continue my basic training, it was a really difficult time and I found the support and constructive advice on the Future Horizons Programme so encouraging, I went straight into a job and am now making plans for vocational courses."

Case study

Mike Dexter

..... Left in February

..... Finding life in Civvy Street very disorientating

..... FHP helped him adjust to civvy life

..... Now training for the Fire Service

Mike says *"Future Horizons really helped me see how I could adjust to life in Civvy Street; I left the Army in January and am now training up for a life in the Fire Service. I didn't think that was possible when decided to leave."*

"Regular phone calls from the tracking team was appreciated and the fact that there is always someone to contact for help."

Common themes identified

Common themes identified from the 3 and 6 month evaluation questionnaire echo and correlate with the views expressed in the case studies:

- *"The SEC's were a great help"*
- *"The support team in Catterick were very respectful and made me feel there was someone out there to help me"*
- *"Information on training and courses were very helpful"*
- *"Getting help from Civvy Street was useful"*
- *"Regular phone calls from the tracking team was appreciated and the fact that there is always someone to contact for help"*
- *"Help with getting a CV and accessing training proved useful"*

Some ESLs reported that they had not really used the programme a great deal after the first contacts but it was useful to know people were there if they needed them.

Additionally a number reported that they would like to have more opportunities to link into organisations whom offer apprenticeships and work placements, hence the programme making links with more and more organisations who can offer access to these opportunities, as detailed above.

Discussion

As most organisations and government departments agree, engagement with ESLs once they have transitioned out of the Army has historically proven to be a problem. ESLs are not subject to the levels of transition support offered to other service leavers and are consequently not tracked as a function of the Career Transition Partnership (CTP). Previous attempts at using a "light touch" mentoring approach to engagement with ESLs had proved unsuccessful (Braidwood and Williams, 2009).

The evaluation data being collected above is very encouraging and begins to show the benefits of the programme. There are a number of factors that may be key to the successful engagement and the general successes demonstrated by the FHP:

1. Proactive approach:

Primarily the approach adopted by the FHP is proactive. First, FHP advisors based in Hook Company are engaging and enthusiastic about the benefits of the programme; second, the Central Employment Team (CET) tracking staff are tenacious in following-up all ESLs.

2. Triangulation of contact details:

At the point of initial interview by the FHP advisors in Hook Company, all contact details (mobile number, email address, postal address) are double checked for accuracy. Where an ESL does not have an email address they are encouraged to create one and then asked to connect with the FHP "Facebook" page.

3. Rapid contact by FHP Hook Company advisors:

ESLs are assured by the advisors they will be contacted by telephone within days of discharge. This is strictly adhered to, and ESLs receive an initial call from advisors enquiring about the ESLs wellbeing and progress to date, keeping the ESLs interested, engaged and importantly giving them a degree of acknowledgement.

4. Efficient tracking processes:

There appear to be 2 important elements to ensuring engagement within the initial stages of the tracking process. First, the use of the specific FHP tracking systems ("Logical Office" and "Adapt"), enabling staff to have fast access to accurate information; and second a dedicated, helpful and engaging staff group (both the Birmingham-based CET team and the nationwide Regular Forces Employment Association (RFEA) specialist employment consultants (SECs) who have been persistent in their efforts to contact ESLs.

5. The Consortium Model and Variety of Support Available:

Even using the tool outlined above, there is still a very limited window of opportunity for the advisors to make judgements about the needs and vulnerability of the ESLs at the point of interview and it is unlikely that they would be able to identify significantly more ESLs for level 3 at that stage. However, as Figure 2 clearly shows, an iterative approach to developing the interview process and decision-making has led to a slight increase in level 3 ESLs, coupled with the fact that the CET ESL tracking team are able to identify need further down the line and indeed more than double the referrals to 3rd tier partners, which is very encouraging. As detailed above, the wide range of partners who have now linked into the programme is a key advantage when discussing options with individual ESLs in terms of demonstrating real practical support is available, if they engage with the programme.

Interim Observations & Recommendations

Interim Observations

Following direction from consortium members, including the MoD, FHP commissioned a comprehensive audit of the trial rather than a more formal research report. A decision was made very early in the planning stages of the FHP that it would prove very difficult to compare the outcomes of the programme with a sample group as a comparable sample group does not exist. However, this does not mean that we cannot make inferences or draw conclusions based on what we have learnt especially given the wide range of sources we are drawing information from.

1. Over 95% of the ESLs in the FHP are from the Infantry. The Infantry traditionally recruits from some of the most socially deprived areas in the UK, and on enlistment Infantry recruits have some of the lowest educational attainments in the British Army.

2. It is likely, although not yet substantiated, that most of the ESLs will return to their place of recruitment.

3. 92% of the ESLs are from the untrained strength. It is highly likely that they will not have obtained any significant qualifications or skills that would be transferable assets for civilian employers – an issue which has been identified as being of importance to ESLs during the initial interview process.

4. We can speculate that most of the ESLs will have some degree of vulnerability (as indicated in JSP575) which has not been identified or addressed whilst they are in the Army.

5. No robust work has previously been published on the employment status of ESLs. Additionally, when research has been undertaken on vulnerability and the ESL cohort, studies have looked across the tri-services and have not differentiated between the trained and untrained strength (Buckman et al. 2012). We know that ESLs are not a homogenous grouping – indeed even in the context of the untrained Infantry ESLs there is a degree of heterogeneity.

6. The make-up of the consortium is broadly correct and the addition of new partners has strengthened the practical support offered to ESLs

7. Considerable planning and forethought has gone into the development and delivery of the FHP. As FHP is a trial, the project team have used an open an iterative approach to learning. The processes within the FHP are not set in concrete and have developed in accordance with lessons learnt and feedback from all partners including, importantly, ESLs themselves.

8. It would appear that the current JSP575 ESL briefing, in particular the Powerpoint presentation, is not effective in delivering information to the ESLs. This is particularly the case for Infantry ESLs who have low reading ages and may find the slides confusing and difficult to interpret.

9. Hook Company is unique within the British Army. The centralisation of administrative functions for ESLs and specifically its role in welfare are of particular importance for this potentially vulnerable group. Enabling a civilian third sector organisation such as FHP to work behind the wire can only enhance Hook Company's operational abilities.

10. ESLs are returning to areas of high unemployment during a time of economic uncertainty; they have limited skills and poor educational attainment. Yet, even after only 6 months of operation, the FHP has played a role in helping 112 ESLs into employment and of the January cohort 69% are either in work or education/training. The tracking team, SECs and third tier partners are continuing to work with all of the ESLs who require support, and monitoring those in employment or training.

Interim Recommendations

The interim recommendations below are meant to act as an early guide to the consortium, its funders and the MOD to aid future planning. It is highly probable that whilst the trial still has another 3 months of operation before the final evaluation, the themes and trends identified so far are unlikely to change dramatically. Consequently the following recommendations should be seen as an early indication of what is likely to be reported in the final evaluation report due in February 2013.

Recommendation 1: In collaboration with Hook Company, the FHP has helped to deliver unprecedented levels of ESL engagement, and there are also some very encouraging early results for employment outcomes for this vulnerable group. The trial is proving to be a real asset and early consideration should be made to continue beyond the current contract period.

Recommendation 2: The consortium model should continue to grow to address geographical and provision gaps, as identified by ESLs and the FHP stakeholders.

Recommendation 3: The FHP should continue to adopt an iterative approach to its development.

Recommendation 4: As the majority of ESLs are assessed as having level 2 needs, consideration should be made to increasing SEC capacity. This is particularly important in the North of England, where the demand will be the greatest.

Recommendation 5: Tier 3 partners could be utilised even more for the benefit of ESLs and a system of identifying "dormant level 2 clients" should be developed to aid this process.

Recommendation 6: The consortium should consider securing further funding for the continuation of the programme beyond the trial phase.

Conclusion

The Future Horizons Programme is unique. It is the first time that employment support has been offered for Early Service Leavers across the wire.

At this interim reporting stage the programme has already demonstrated unprecedented successes in engaging ESLs behind the wire and continuing to assist and monitor them through the transition period and beyond. There are potentially huge lessons to be learnt about engagement and employment support provision for vulnerable young people that could have implications for other Government Departments, Third and Private Sector organisations.

This approach has only been possible with the collaboration and cooperation of a host of different partners all of whom have played an important role in the development and operation of the programme. However it is important to specifically mention the role of the MOD. Without access to ESLs behind the wire and the hosting arrangements within Hook Company at the ITC, Catterick, it is unlikely that the programme would have been in a position to help so many vulnerable young people.

The Author

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Annex A Consortium Partners

Partner	Services Provided	Geographical Area
RFEA	Specialist Employment Support. All ESL's are assigned a Specialist Employment Consultant	UK wide
Shaw Trust	Specialist Employment Support	UK Wide
Groundwork UK	Specialist Employment Support	UK Wide
The British Legion & Civvy Street	Specialist Employment Support Employment Support Grants and links to Specialist Welfare Support	UK Wide
The Officers Association	Specialist Employment Support	England, Wales & N Ireland
The Officers Association Scotland	Specialist Employment Support	Scotland
RBLI	Specialist Employment Support	South West & South East
Reed In Partnership	Specialist Employment Support	London, North East & West England
The Princes Trust	Specific courses and training programmes aimed at young adults	UK Wide
Cobseo	Provides specialist advice, a link into other armed forces organisations and promotes the welfare of veterans	UK Wide
Tomorrows People	Specialist Employment Support	A number of sites across the UK
Finchale College	Specialist Employment Support, Vocational Training & Personal Support	North East England
Poppyscotland	Specialist Employment Support including Employment Support Grants, Business Start Up loans/grants and links to specialist welfare support in the areas of financial assistance and advice	Scotland
Right Management	Provides specialist advice and guidance to the partnership and provides an IT framework for the advisors and tracking team.	UK Wide
Remploy	Specialist Employment Support for individuals with disabilities & health conditions	UK Wide
ESG	Specialist Employment Support & Integrated Employment and Skills provider	North West England
Armed Forces & Veterans Group	Provide media / communications advice to the programme, a veterans privilege discount card for veterans and offer links into affordable accommodation	UK Wide
SSAFA	Providing practical, financial and emotional support to veterans	UK Wide
North East Chamber of Commerce	Employability Programmes & Links into Apprenticeship training programmes	North East England
Avanta	Specialist Employment Support	North East England
ASAP	Providing confidential independent impartial advice to the armed forces community	Scotland

Riverside echg	SPACES provides help finding accommodation solutions for veterans	UK Wide
Endeavour	Provide personal, educational and social skills development programmes	Various UK wide locations
JHP	Specialist Employment Support & Integrated Employment Skills & Apprenticeship provider	All English regions Scotland and South Wales
The Poppy Factory	Specialist Employment Support for Wounded, Injured and Sick Veterans.	UK Wide
Jobcentreplus	Providing advice and support to the programmes development and links to Armed Forces Champions	UK Wide
Pertemps	Employment & Skills provider	North East, Yorkshire and Humber, North West, West Midlands and South East.
About Turn CIC	Comprehensive Veterans support Programmes	North East England
Job Match	Job Finding Service	Yorkshire
Manpower	National Recruitment Team	UK Wide
Football Foundation	Community Veterans Programmes	Colchester & Everton
Foundation Of Light	Employability Programmes	Sunderland
The Big White Wall LTD	Provide an on-line mental well-being service for serving personnel, veterans and families	UK Wide
Personal Development Bureau	Personal Development and Training Opportunities and video based e learning	UK Wide
Judgement Index UK	Transition, Personal Development and Recruitment / Job Fit Personal Assessment	UK Wide
Northern Pinetree Trust	Business Start Up / Business Mentoring Business start up loans and grants	North East England
The Warrior Programme	A personal transformational, motivational and educational course	UK Wide
Remount	A specialist residential programme to help veterans and serving personnel make the successful transition into civilian life	UK Wide
Niace	Promoting adult learning and links to adult learning programmes	UK Wide
White Ensign Association	Specialist Employment Financial and Resettlement Support for ex Naval personnel	UK Wide

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Glossary of Terms

CDT	–	Compulsory Drug Testing
CET	–	Central Employment Team
COBSEO	–	Confederation of British Ex-Service and Service Organisations
CTP	–	Career Transition Partnership
DAOR	–	Discharge as of Right
DOE	–	Defect on Enlistment
ESL	–	Early Service Leaver
ESLs	–	Early Service Leavers
FHP	–	Future Horizons Programme
ITC	–	Infantry Training Centre
JSP	–	Joint Service Publication
MOD	–	Ministry of Defence
RFAS	–	Released From Army Service
RFEA	–	Regular Forces Employment Association
SEC	–	Specialist Employment Consultant
SNLR	–	Services No Longer Required
UFAS	–	Unfit For Any Form of Service
UIO	–	Unit Interviewing Officer
UWO	–	Unit Welfare Officer

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