



HERTFORDSHIRE  
HEROES



## Hertfordshire Armed Forces Covenant Board Terms of Reference

### 1. Context

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- 1.1** The Armed Forces Covenant is a pledge that acknowledges and understands that those who serve or who have served in the armed forces, and their families, should be treated with fairness and respect in the communities, economy and society they serve with their lives.
- 1.2** Hertfordshire launched one of the first armed forces community covenants (as it was then known) in the country in July 2012.
- 1.3** Hertfordshire is not a garrisoned county but is home to the:
- Northwood Headquarters which is home to:
    - Headquarters UK Strategic Command
    - Royal Navy Maritime Operations Centre
    - The Permanent Joint Headquarters.
    - The UK Standing Joint Force Headquarters
    - NATO's Maritime Command
    - HMS WILDFIRE Royal Navy Reserve
  - 162 Hospital Squadron, 254 (East of England) Multi-Role Medical Regiment RAMC, based at the Army Reserve Centre, Hitchin
  - 6 Platoon, 3 (Essex & Hertfordshire) Company, 3rd Battalion The Royal Anglian Regiment based at the Army Reserve Centre, Hitchin.
- 1.4** To find out more about the armed forces community in Hertfordshire, please visit [the dedicated page on our website](#).

### 2. Aims

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- 2.1** The aim of the Hertfordshire Armed Forces Covenant Board is to deliver the pledge working in partnership to ensure that those who serve and have served in the Armed Forces and their families are treated fairly.
- to ensure that veterans and those in the armed forces community are not disadvantaged in accessing services; recognising that special consideration is appropriate in some cases, especially for those such as the injured and bereaved;
  - that the sacrifices made by members of the armed forces community are recognised and remembered; and
  - to encourage the integration of service life into civilian life.

### **3. Membership**

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#### **3.1 Membership is as follows:**

Lord Lieutenant of Hertfordshire  
Hertfordshire County Council  
Broxbourne Borough Council  
Dacorum Borough Council  
East Herts Council  
Hertsmere Borough Council  
North Herts District Council  
St Albans City & District Council  
Stevenage Borough Council  
Three Rivers District Council  
Welwyn Hatfield Borough Council  
Watford Borough Council  
Northwood Joint Headquarters  
162 Hospital Squadron  
254 (East of England) Multi-Role Medical Regiment RAMC  
HMS Wildfire  
MOD Military Civilian Integration  
Army Families Federation  
RAF Families Federation  
Naval Families Federation  
Royal British Legion  
SSAFA – The Armed Forces charity  
Viewpoint, a registered mental health and lived-experience charity  
Ministry of Defence  
Herts and West Essex Integrated Care Board  
Hertfordshire Public Health  
Department for Work and Pensions  
Hertfordshire Constabulary  
Herts County Forum of East Anglia Reserve Forces and Cadets Association  
East Anglia Reserve Forces and Cadets Association  
East of England Veterans Advisory Committee  
Citizens Advice  
MOD Veterans Services  
Hertfordshire Chamber of Commerce  
Hertfordshire Partnership University NHS Foundation Trust  
Hertfordshire Community NHS Trust  
Carers in Herts  
Project Nova (Op NOVA)  
Forces United Veterans Together (The Former Players Club CIC)  
Hertfordshire Association of Parish and Town Councils  
Pathfinders-Chapter: Veteran's Therapy Group CIC  
Hertfordshire ABF – The Army's Official Charity  
Royal Air Forces Association  
The Muster Point CIC

#### **3.2 New members to the Board are by invitation only from the Chair.**

## **4. Remit**

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- 4.1** Give strategic direction to and have oversight of the work to deliver the Armed Forces Covenant in Hertfordshire observing the three key themes:
- Fair access to services – to ensure that veterans and those in the armed forces community are not disadvantaged in accessing services; recognising that special consideration is appropriate in some cases, especially for those such as the injured and bereaved.
  - Celebrating and honouring – to recognise and remember the sacrifices made by members of the armed forces community, particularly those who have given the most such as the injured and the bereaved.
  - Community engagement - the Covenant encourages the integration of Service life into civilian life.
- 4.2** Develop, deliver and monitor an engagement programme to foster links between all communities across the County.
- 4.3** Emphasis is on the individual organisations to bring forward ideas and proposals to the Board for consideration and for those organisations to report back on delivery.
- 4.4** Promote the objectives of the Covenant.
- 4.5** Champion the ethos of working in partnership to deliver bigger and better things for veterans, reservists, serving personnel and their families.
- 4.6** Support military charities both locally and nationally in what they are trying to achieve.
- 4.7** Ensure remembrance and respect remains visible in the County.
- 4.8** Give consideration and endorsement to Armed Forces Covenant Fund Trust applications from groups seeking assistance for initiatives aimed at promoting the objectives of the Covenant.
- 4.9** To task work to the Board and set up any task and finish arrangements for developing initiatives and work streams.

## **5. Meetings**

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- 5.1** The arrangement will be for two meetings per year with provision for ad-hoc meetings to be called if urgent business arises.
- 5.2** Partners shall use their best endeavours to ensure attendance at all meetings. In the event that this is not possible, due notice shall be given at least one week before a meeting and a fully briefed substitute shall be arranged to attend in their place.

## **6. Governance of the meetings**

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### **6.1 Chairmanship**

The Chair of the Board and the Vice Chair shall be appointed by the Leader of Hertfordshire County Council. In the case of the appointed Chair not being able to attend a meeting, the Vice Chair will be called to chair the meeting.

## **6.2 Secretariat**

The Secretariat shall be provided by Hertfordshire County Council. The Secretariat will be responsible for the following:

- Issue formal notice of a meeting taking place and circulating agenda items at least one week prior to the meeting date.
- Arrange for venues and facilities to be available for the meetings.
- Formulate the final agendas with the Chair and issue them with appropriate papers etc. at least one week prior to the meeting.
- Prepare the minutes, agreeing in principle with the Chair and issuing them as a draft no later than three weeks after the meeting has taken place.
- Deal with all correspondence on behalf of the Board.
- Maintain the Hertfordshire Heroes website.
- Respond to enquiries received in the Hertfordshire Heroes mailbox within 2 weeks (10 working days).
- Maintain a record of the Board's achievements and publish an annual report.

## **7. Action Plan**

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**7.1** An action plan to deliver the Board's aims will be published annually and progress reviewed annually.

**7.2** The Board will establish Working Groups to deliver specific projects as and when required to deliver the Board's action plan. The Working Group membership will be dependent on the nature of the work that is being delivered, calling on relevant partner representatives with specific expertise to support work streams as necessary.

## **8. Accountability mechanisms**

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**8.1** An annual report of the work of the Covenant Board will be presented to the relevant Hertfordshire County Council Cabinet Panel and published on the Hertfordshire Heroes website.

## **9. Code of Conduct**

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**9.1** The Board requires members to behave in accordance with the Seven Principles of Public Life set out in the "[Code of Conduct for Board Members of Professional Bodies.](#)" These principles should inform the actions and decisions as Board members:

- a. **Selflessness:** Holders of public office should act solely in terms of the public interest.
- b. **Integrity:** Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their

family, or their friends. They must declare and resolve any interests and relationships.

- c. Objectivity: Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
- d. Accountability: Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
- e. Openness: Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.
- f. Honesty: Holders of public office should be truthful.
- g. Leadership: Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

## **10. Equality and Diversity**

- 10.1 The Board will remember the Public Sector Equality Duty, including the duties to (i) eliminate unlawful discrimination (ii) advance equality and (iii) foster good relations between groups throughout their discussion and work.

## **11. Review**

- 11.1 This Terms of Reference is effective from March 2026 and continues until terminated by Hertfordshire County Council.
- 11.2 The Terms or Reference will be reviewed biennially.