

FiMT

forces in mind trust
SUCCESSFUL SUSTAINABLE TRANSITION



2016
Activity Report



Index

Who we are	2
Patron's Comment	3
Chairman's Comment	4
Chief Executive's Comment	5
2016 Pies of Activities	6
2016 Map of Activities	7
Media Coverage	8
Change Model	10
Outcomes and Change Mechanisms	11
Outcome:	
Housing	12
Employment	14
Health and Wellbeing	16
Finance	18
Criminal Justice System	20
Relationships	22
Change Mechanism:	
Knowledge and Evidence	24
Influence and Convening	25
Collaboration and Leadership	26
Capacity Building	27
Learning	28
The Future	30
Financials	32
Partners and those who have helped	33



Who we are

Forces in Mind Trust was founded in November 2011 by a £35 million endowment from the Big Lottery Fund.

As a member of the Confederation of Service Charities (Cobseo) and a voted member of its Executive Committee, the Trust works within the military charities sector, and much more widely, to support the United Kingdom's Armed Forces Community. We are a small and multi-disciplinary team of only 7 full-time employees supported, challenged and held to account by a Board of 12. Their voluntary work in providing the Trust's strategy, steering and energizing the grants and commissioning plan, and populating the various Committees, ensures that collectively we are maximizing the impact of our original endowment. In other words, leading us to do the right stuff, and to do the stuff right.

Vision, Mission, Strategy

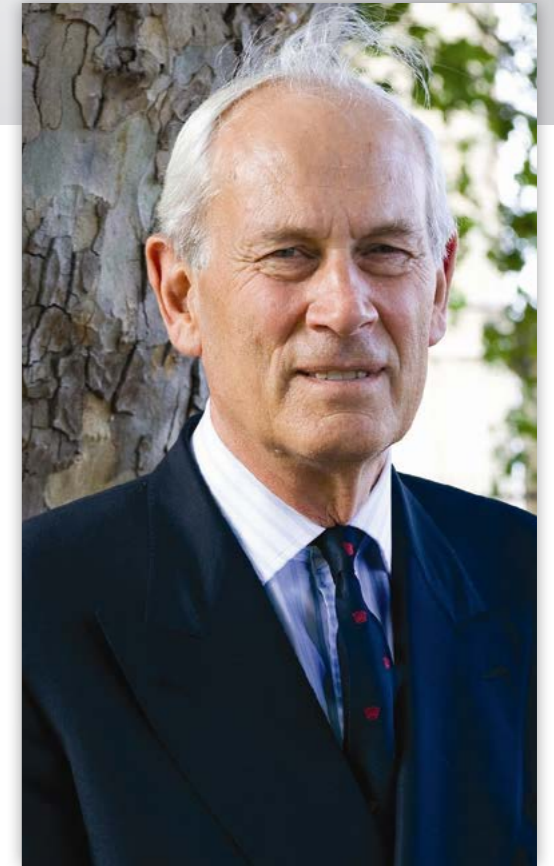
Vision	Mission	Strategy
Our Vision is that all ex-Service personnel and their families lead fulfilled civilian lives.	Our Mission is to enable them to make a successful and sustainable transition.	Our Strategy is to use our spend-out endowment to fund targeted and conceptually sound, evidence generation and influence activities that will cause policy makers and service deliverers to support our Mission.

Patron's Comment

Admiral of the Fleet the Lord Boyce KG GCB OBE DL

The number of Servicemen and women leaving the United Kingdom's Armed Forces each year has fallen to 15,000.

Most of them, with their families, successfully transition into fulfilling civilian lives where their contribution to society as a whole is significant, and their positive influence disproportionately exceeds their size. However, the needs of some Service leavers remain stubbornly unmet, whether by the State or the third sector. In these austere and strategically uncertain times, it is vital that we target our limited national resources where they are most needed, and where they can be most effective. To do that requires our decision makers to have the most accurate and credible knowledge. The whole purpose of **Forces in Mind Trust** is to provide such an understanding, and to ensure it is acted upon. I am proud to be the Trust's Patron, and I thoroughly commend their past and future work to all.



Chairman's Comment

Mr Hans Pung

2016 has continued the trend of previous years and seen the Trust commission and publish a number of wide-ranging research studies and evaluations, and I would like to highlight just a couple which have particularly raised awareness in the veterans' community and beyond.

Our funding, alongside that of the Officers' Association and Deloitte, showed the value and skills which ex-Service members bring to their civilian employers and how the military nurtured and developed these. Through work with the Local Government Association (LGA), we examined experiences and expectations of stakeholders, including veterans, regarding the Armed Forces Covenant and highlighted ways to improve local delivery of these pledges. This served as a call to action, and the LGA has taken our findings forward with their members. Our work also was recognised by Lord Ashcroft in his second update to the Veterans' Transition Review, particularly around our plans to establish a research hub providing authoritative evidence on veterans and transition.

So as we look forward to 2017, how might the Trust build upon our first five years? First, we now possess a stronger evidence base funded in previous years, and this will allow us to focus more on influencing transition policy and programmes and leverage what we know. We plan to increase our influence activity and play a more active role in highlighting where evidence can be brought to bear on policy. Second, we also expect to continue our move to more strategic commissioning, consistent with our change model, rather than relying on reacting to unsolicited proposals for funding. This will allow our work to be more coherent and focused where we believe it will generate the greatest impact—while still being alert to leveraging other opportunities as they arise. During my first year as Chairman, the clarity of direction and commitment from the Directors and executive team has been quite exceptional, and I thank them all unreservedly for their work. The Trust is in good shape as we enter the second quarter of our 20-year life, and this Activity Report describes where we have been, and where we are heading.



Chief Executive's Comment

Air Vice-Marshal Ray Lock CBE

It seems incredible that we have now completed our fifth year in operation.

The landscape around which the Trust was first conceived has changed in many ways; but in many others it has remained stubbornly the same. The remarkable and enduring generosity of the British public, the large sums injected from Governments to support the Armed Forces through a variety of mechanisms, and the exceptional (about to reverse?) fortunes of investments, have combined to sometimes overwhelm the capacity of the sector to make best use of the resources available to it.

The challenge for **Forces in Mind Trust** in 2016 was to be more focused in our grant awarding, and more effective in the exploitation of our products. In both these areas I would claim a qualified positive result, but with plenty more to do. The hard work of the policy team at the start of the cycle, and the grants/research managers in seeing projects through to completion, stretches even the very best of us. Joining the ends of the cycle, so that a funded project is properly exploited, evaluated, and then used to identify gaps for subsequent work, is something we have only really begun to achieve in 2016. But this is nonetheless our chosen path.

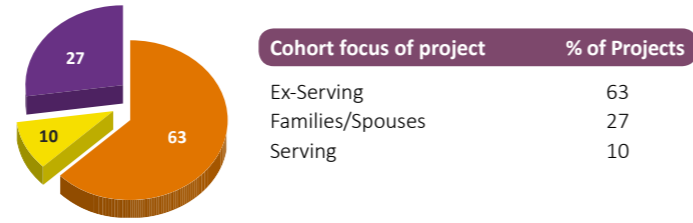
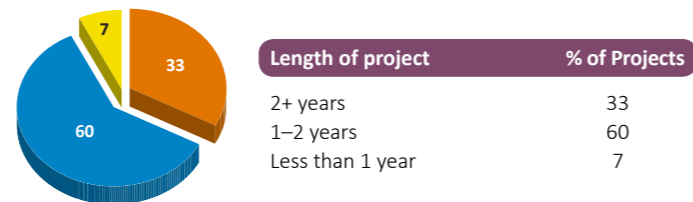
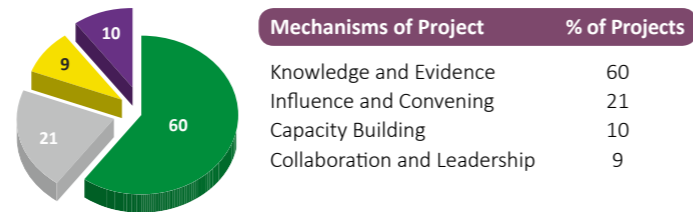
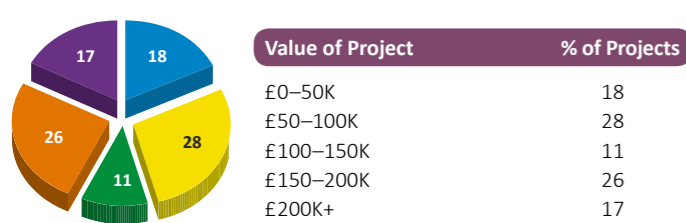
With the modest addition of a couple of staff and some hard-nosed prioritization; the innovation described in the Future section; and the formal adoption of our Change Mechanisms (the Ways we work), our progress this year has shown once again our determination to influence policy makers and service deliverers by providing a relevant, credible and independent evidence base on which they can make the very best decisions.

If **Forces in Mind Trust** didn't exist, you'd probably invent something that looked remarkably like, well, **Forces in Mind Trust**.



2016 Pies of Activities

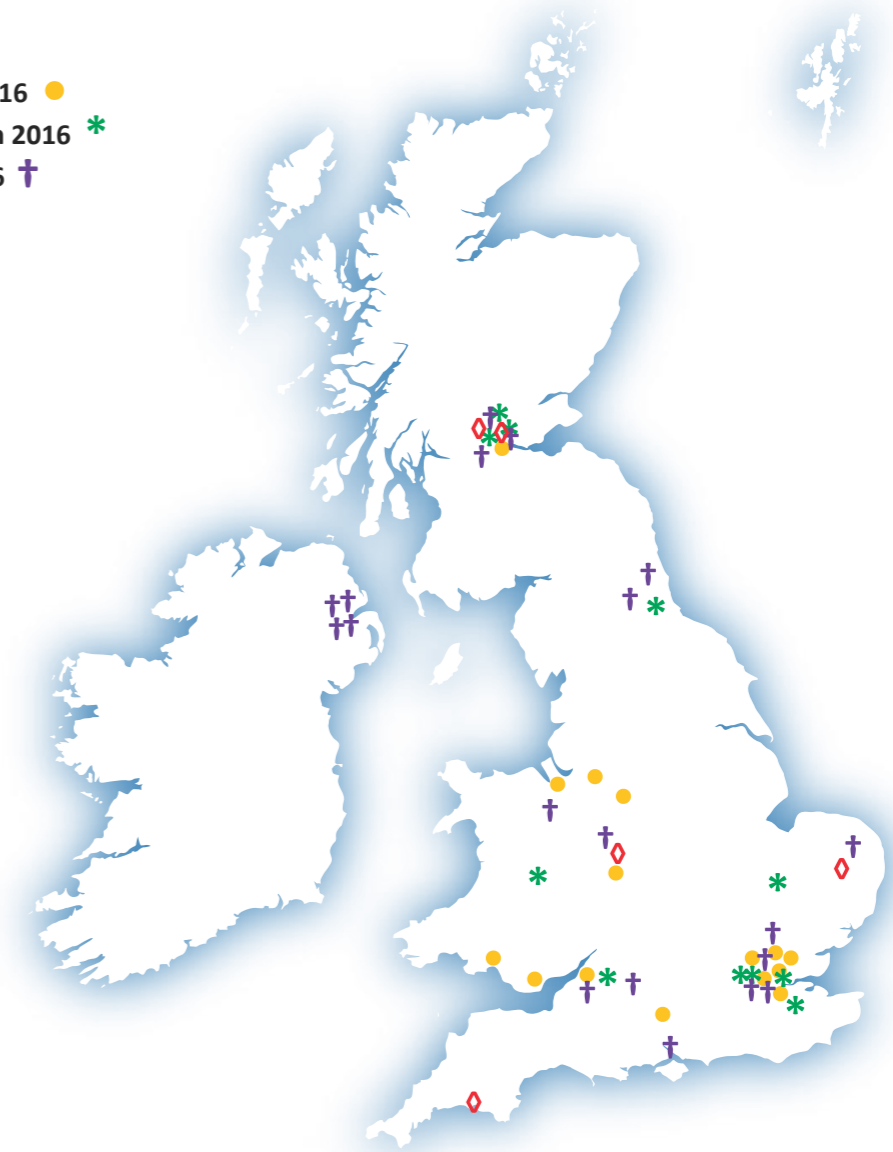
A breakdown of all our funded projects that have been completed, awarded, or are ongoing in 2016:



2016 Map of Activities

Key

- Completed Projects in 2016 ●
- Ongoing Projects through 2016 *
- Awarded Projects in 2016 †
- Events in 2016 ◊



Media Coverage

With the support of The PR Office, in 2016 we achieved **148** pieces of coverage, including:

'Research study praises project to support ex-Service Personnel and their families'
Headline: Cobseo, 8th July 2016

'Helpings veterans find new jobs'
Headline: RAF News, 14th November 2016

'Improvement needed for access to Higher Education from Service background'
Headline: Bath Echo, 18th November 2016

'Forces in Mind Trust awards funding for new research into treatment of PTSD'
Headline: Combat Stress, 20th July 2016

'County council praised for support for armed forces'
Headline: Oxford Mail, 31st August 2016

48 Magazine articles



6 Radio appearances




5 Television news interviews

Ray Lock, Chief Executive, appearing on Sky News discussing the findings from Deloitte's 'Veterans Work' report

18 News articles



71 Online articles

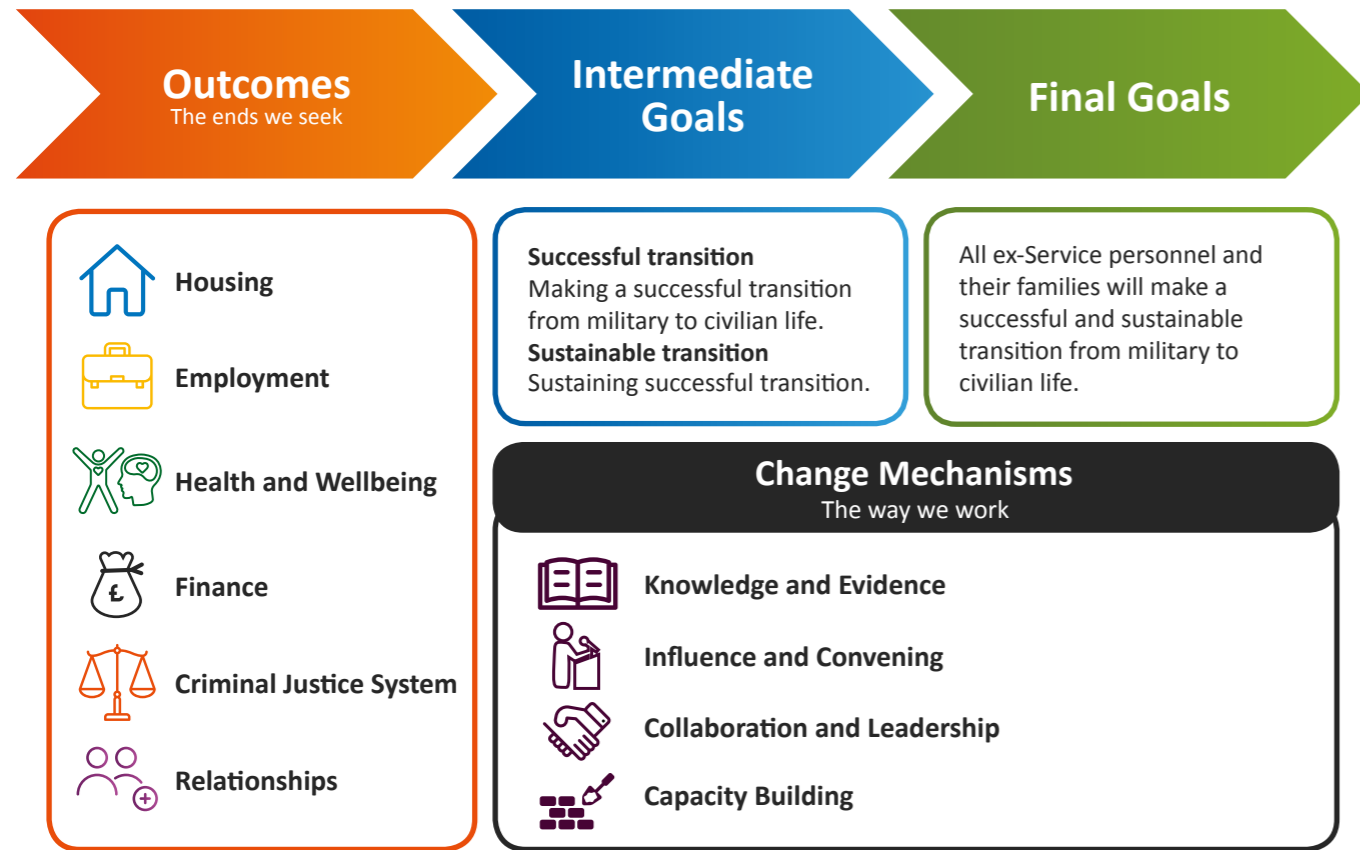



Change Model

Change Model Introduction

We use our Change Model, based on a Theory of Change, to realize our vision and conduct our mission. We consider transition around six 'Outcomes' that outline the ends we seek, and we fully appreciate their interconnectedness. Our 'Change Mechanisms' demonstrate the way we work.

Below is a summary of our Change Model:



2016 Outcomes and Change Mechanisms

In the following pages we describe our progress on delivering the **Outcomes** (the ends we seek) and our use of the **Change Mechanisms** (the way we work).





Forces in Mind Trust defines housing as: Housing that provides the essentials of shelter, safety and support.



Completed Projects

Stoll Transition Pilot

Stoll were funded to deliver and evaluate an innovative two-year pilot outreach support programme for London-based serving and former serving personnel transitioning out of the Armed Forces.

In an extension of Stoll's already successful London Outreach Service, this programme saw staff support military personnel in that vulnerable period when they move from Service to civilian life, and provide long or short term support as necessary.



Sir Oswald Stoll Mansions, Stoll

“We at Stoll know there is a clear need to work with individuals as they leave Service to prevent them getting into difficulties. We are confident that this service will deliver this and save the individual future hardship and the Service charity sector considerable resources.”

Ed Tytherleigh | Chief Executive, Stoll



Spotlight

UWE Self-build project

Having completed construction of the second veterans self-build project in Bristol, the Community Self Build Agency (CSBA) this year received the independent evaluation of the project from the University of West of England.

Supported by a collaboration of charities, businesses and statutory providers, the project involved building a 10-unit block in Bristol, which is now occupied by veterans and in some cases family members.



Final report, available to download from our website

Key findings:

- Economic benefit was between 2 and 7 times greater than the financial cost
- Participation in the project had a positive effect on the self-builders' relationships
- It helped several self-builders to find work, and improved others' prospects through training
- It improved their mental wellbeing, and in two cases, their physical health
- The reports' overall recommendation is that the work of CSBA with ex-Service personnel should be continued and expanded



Participants in the CSBA project

“The challenge now is to exploit these findings – whether simply to justify further individual schemes, with important outcomes for a relatively modest number; or perhaps more ambitiously to expand the self-build movement across the United Kingdom, so as to reach out and transform the lives of many, many more.”

Ray Lock | Chief Executive, Forces in Mind Trust



Grants Awarded

University of Stirling

A 24-month study to review existing evidence and develop new research to improve collaboration between public and third sector agencies to achieve better housing outcomes for ex-Service personnel. The report and findings are due to be published late 2018.



University of Stirling

“The idea for this project had been developed over a number of years based on my experiences from being part of the wider military veterans' community, past employment with the MoD, and working very recently in this area of practice.”

Dr Christine Robinson | Research Fellow, University of Stirling

Outcome – EMPLOYMENT



Forces in Mind Trust defines employment as: Engaged in employment of choice eg full/part time, self/not employed, and volunteering or a combination (education, qualifications and skills are also considered here).



Completed Projects

Bath Spa University

FiMT published a report in November 2016 entitled ‘Understanding the journey to and through ‘Access to Higher Education Diplomas’ for adults with a Service background’.

“I hope this report will raise awareness about the opportunity that Access to Higher Education Diplomas offer those with a Service background [...] and that the recommendations it contains will serve to highlight how their journeys can be better supported.”

Dr Mel Macer – Research Fellow, Bath Spa University

Finchale Joint Transition Support Service

FiMT funded an evaluation of the Finchale Joint Transition Support Service which is a support service for Wounded, Injured and Sick ex-Service personnel with mental health needs settling in North East



England. The report was published in July 2016.

More than 80 people gathered at Finchale in July to hear the results of the two-year project.

Andy Walsh, Mel Pears MBE, and Ray Lock at the report launch event



Spotlight

The Poppy Factory

A collaborative project between the Centre for Mental Health and The Poppy Factory to:

- Review the evidence about the most effective methods to support ex-Service personnel with mental health conditions into paid employment
- Evaluate The Poppy Factory’s employability service in the context of the findings above

The report was launched in April and found that those with a serious mental health condition and other



Final report, available to download on our website

health conditions are nearly three times more likely to find and stay in work if they are supported through Individual Placement and Support. The Poppy Factory is using the report to shape its employability programme to provide the best possible evidence-based support to disabled veterans.

Deloitte – Veterans Work

FiMT co-funded – with the Officers’ Association – a study produced by Deloitte to better understand the commercial benefits that ex-Service personnel can bring to a business.

The report found that...

72% of organisations with active ex-military recruitment programmes would recommend employing veterans.

Veterans are strong in areas relating to communication, planning and time management, team-working, leading and inspiring others, and being able to pick up specialist knowledge and solve problems.



53% of organisations that have employed veterans say they tend to be promoted more quickly than the workforce in general.



“Over the last couple of years, it has become increasingly obvious that more data is needed to prove beyond doubt how veterans add value”

Chris Recchia | Lead for Military, Deloitte’s Military Transition and Talent Programme



Grants Awarded

The Royal Foundation

FiMT awarded a grant to The Royal Foundation for a project to increase the capacity of businesses to recruit Service leavers and support them during transition into employment.

Self-employment Research

FiMT commissioned a piece of research into understanding self-employment and the Armed Forces community. This is being carried out by the University of Warwick in partnership with QinetiQ and X-Forces, and the final report is due in 2018.

Transition Mapping Study (TMS) 2017 Revisit

FiMT commissioned TMS 2017 to review the recommendations made in the TMS 2013 report as well as consider transition with a particular focus on employment, qualifications and transferable skills.



Outcome – HEALTH AND WELLBEING



Forces in Mind Trust defines Health and Wellbeing as: A condition of physical and mental health and wellbeing where any issues are appropriately identified and treated / managed.



Completed Projects

Call to Mind: Devolved Nations

FiMT commissioned Community Innovations Enterprise to conduct a tailored review for each of the devolved nations to identify the extent to which the mental and related health needs of UK veterans and their families are assessed and how this helps inform service delivery to meet their needs.

King's Centre for Military Health Research

FiMT awarded a three-year sole sponsorship grant for what has become a prestigious annual Veterans' Mental Health Conference where leading UK and international speakers share latest research with key stakeholders.

Pain Concern

FiMT awarded a grant towards a radio programme, and an evaluation, for Service and ex-Service personnel living with chronic pain. Three broadcasts were produced and can be accessed via the Pain Concern website.

Newcastle University

FiMT funded a systematic review of alcohol screening and brief interventions and wellbeing interventions for Service personnel prior to their transition to civilian life.



Spotlight

FiMT's Mental Health Research Programme

FiMT, Centre for Mental Health and King's Centre for Military Health Research (KCMHR) are working collaboratively to develop and manage a Mental Health Research Programme (MHRP) with an annual disbursement of £1 million for a period of 5 years.

The Programme is overseen by a Steering Group of experts drawn from the third sector, NHS England and academia, who recommend the strategic direction, input to the annual research priority review, and provide expert assessment of applicant project proposals.

Since its launch in 2015, the MHRP has awarded

£1,431,816
to
10 projects

These projects cover a wide breadth and depth of research, pilot studies and innovative approaches to support the mental wellbeing of the Armed Forces Community.

Throughout 2016 the MHRP established its 6 research priorities, which include (in no particular order):

- Alcohol and substance misuse
- The usefulness of services aimed specifically at veterans
- Methods to improve, and understanding barriers to help seeking
- The efficacy of military and veteran charities to provide effective mental health support
- The effectiveness of a 'Recovery' based model for the veteran population
- Impact on families, including aggressive behaviour, violence and domestic abuse



"It is very difficult to over emphasise the important role of research in improving the health and well-being of ex-Service men and women. Everyone wants to help and support our veteran community, but knowing what actually helps, for how long and why, remains crucial."

Prof Sir Simon Wessely | King's Centre for Military Health Research, King's College London



Grants Awarded

Birmingham Community Healthcare NHS Foundation Trust

Feasibility study to test and define the Armed Forces Community Healthcare 'Navigator' role.

Cardiff University

Randomised Controlled Trial of a new therapy with elements of virtual reality therapy called 3MDR in the treatment of PTSD.

Swansea University

A study to investigate gambling behaviour among post national service veterans.

Combat Stress

A study exploring the acceptability and feasibility of delivering telephone based Cognitive Processing Therapy to UK veterans diagnosed with PTSD.

King's College London

- A feasibility study exploring the types of mental health problems UK veterans present with, and their pathways to treatment and support
- A study linking KCMHR and Department for Work and Pensions data to assess benefits and service history/mental health relationships
- A project looking at the mental health and treatment needs of veterans compared to the general population





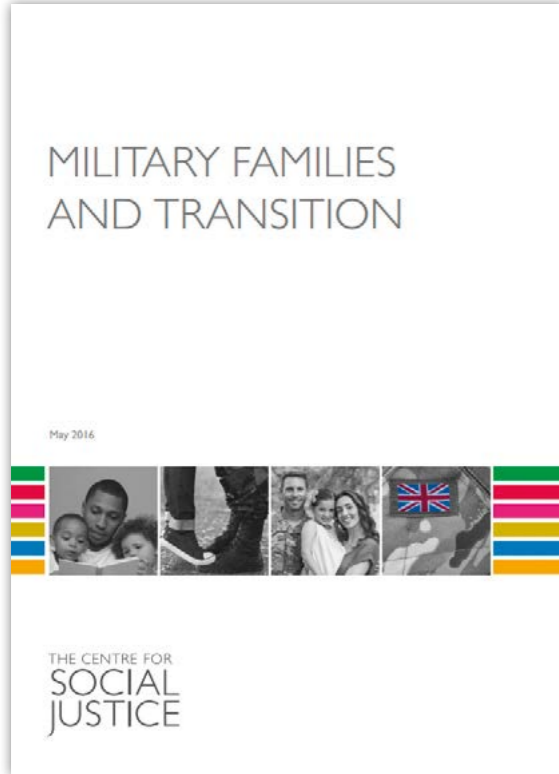
Forces in Mind Trust defines finance as: Financially sustainable and resilient.



Spotlight

Centre for Social Justice

FiMT funded the Centre for Social Justice (CSJ) to research the transition process for military families by examining research on a range of topics, including serious personal debt.



Final report, available to download from our website

Key findings:

10% of ex-Service community households, equivalent to 430,000 people, report having one of three key financial difficulties:

- Not having enough money for day to day living
- Not having enough savings to buy or replace the items they need
- Getting into debt

The report highlighted that it appears incidents of debt amongst serving and ex-Serving military families is lower than in the general population. However, military families face very specific financial challenges such as access to credit and gambling.

The report was successfully launched in May 2016 at a well-attended event, with Johnny Mercer MP as guest speaker supporting the recommendations made in the report.



CSJ Report Launch event



Ray Lock from FiMT at the CSJ launch event



Ray Lock and Johnny Mercer MP at the CSJ launch event



Grants Awarded

University of Salford

The University of Salford, in partnership with the University of York will work on a two-year project to examine the impact the benefit system has on the transition of military personnel to civilian life.

The study will investigate the effect of a conditional welfare system in the UK, including the use of sanctions, and how this affects ex-Service personnel and their families.



University of York



University of Salford

Outcome – CRIMINAL JUSTICE SYSTEM



Forces in Mind Trust defines the Criminal Justice System as: A positive outcome if Service leavers are not in the criminal justice system.



Completed Projects

RBLI Victor Programme

Royal British Legion Industries (RBLI) were funded to carry out a pilot programme working with ex-Service ex-Offenders in Kent.

Project VICTR ran over three years, completing in 2016. It enabled RBLI to understand the types of services that best meet the needs of ex-Service personnel who have been in the Criminal Justice System.

This led to the development and piloting of a range of innovative interventions that had a positive impact, such as providing housing and work experience support, and the Living in Prisons Service.

The flexibility of Project VICTR provided an opportunity to explore the needs of veterans in custody, and post release. As a direct consequence of the project and its findings, RBLI was invited to establish, and co-chair, a Cobseo Cluster Group focused on veterans in the Criminal Justice System.



RBLI

Improving lives every day



Spotlight

The Probation Institute

We awarded a grant to the Probation Institute to consider the reasons why ex-Service personnel end up in the Criminal Justice System, examine the support provided to them, and how that support could be improved.

The review of evidence highlighted some good practice, but considerable inconsistency pointed to areas for improvement in training and development. The report was launched at a successful multi-agency event in February. A lot will depend on the extent of improvements in identification of veterans to provide new comparative studies. A crucial focus of new research should be on clarifying the needs of veterans.

“We see this as a huge opportunity to help probation services and providers to build on important partnerships, sharing good practice, training and enabling better understanding of the issues facing ex armed services personnel.”

Helen Schofield | Chief Executive of the Probation Institute



Final report, available to download from our website



Ray Lock, Chief Executive, FiMT, presenting at the launch of the report

Project Nova

FiMT also awarded a grant to RFEA to evaluate Project Nova, an innovate pilot scheme part funded by Walking with the Wounded. The evaluation aims to reduce re-offending rates amongst Veterans in Police Custody by intervening early to prevent a Prison sentence further down the line.

Of the **34 veterans** who participated in the project...



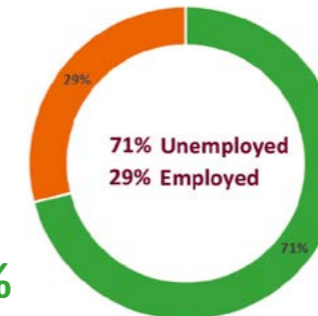
33 Males
1 Female



Avg. age: 44
Avg. years' service

A higher percentage of offences committed by veterans referred to Nova were violent or sexual, compared to the general population of Norfolk and Suffolk

43.3% vs 19.5%



“This has been a positive trial, supporting a cohort of ex-Service personnel that faces particularly challenging circumstances, and the results fully justify its extension so that others in a similar position can benefit from it. Prevention, even at such a late stage of a wayward transition journey, remains an option, and an opportunity.”

Air Vice Marshal Ray Lock | Chief Executive, FiMT



Grants Awarded

King's College London

“Veterans entering the Criminal Justice System: an exploration of offending behaviour, mental health and welfare needs and comparison with offenders from the general population”

The aim of this study, undertaken by Dr Deidre MacManus, is to provide new data on offending behaviour, understand mental health and welfare needs of veterans entering the criminal justice system, and make comparisons to general population offenders. The findings should help to inform policy and practice in the field of ex-Armed Forces offender health and welfare.



“We know that a small but significant subgroup of ex-military personnel end up in the Criminal Justice System. It is important for us to understand their welfare and mental health needs in order to provide the most appropriate support to this population to cut the cycle of offending.”

Dr Deidre MacManus | Clinical Senior Lecturer, King's College London



Outcome – RELATIONSHIPS



Forces in Mind Trust defines relationships as: Supportive family, social and professional networks and relationships.



Completed Projects

RAND Europe

FiMT commissioned RAND Europe to carry out a systematic review of literature regarding families and transition to better understand the evidence base.

The report focused on four areas: Engagement with families; Family breakdown; Family housing; and Spousal employment, and revealed a lack of UK-relevant evidence available to those whose role it is to support families.

The review found that existing research and evidence across all four key areas was very limited and little of the examined material focused specifically on transition, but rather, the support offered to families whilst a spouse was still serving.

“RAND’s systematic review has revealed the paucity of UK-relevant evidence available to those whose purpose it is to support families. Going forward, we will now consider how to close the gaps identified within the review.”

Ray Lock |
Chief Executive, FiMT



Final report, available to download from our website



Spotlight

TimeBank

FiMT funded TimeBank to expand the delivery of their successful volunteer mentoring programme, ‘Shoulder to Shoulder’ – into Scotland. The two-year programme for ex-Service personnel and their families was delivered in partnership with Erskine, and aimed to support those who were struggling to adjust to civilian life.

The independent evaluation of the scheme found that:

- It addressed a gap in service provision
- Increased confidence, self-esteem and social networks of the participants
- The voluntary nature of the mentors created a social bond with the participants that encouraged engagement

“I feel human again and closer to getting back to how I used to be.”
Shoulder to Shoulder participant

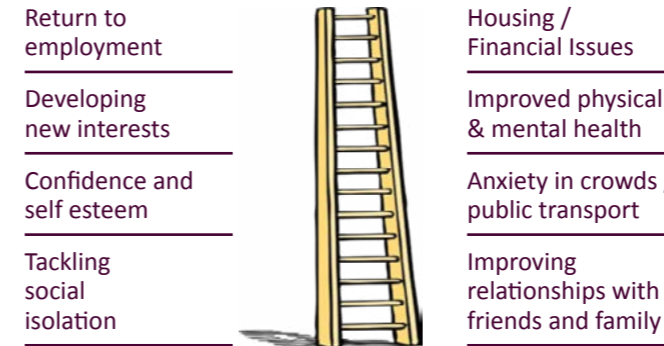
“I was a lost soul alone in my flat, in my joggers and now I have people I look forward to seeing and spending time with.”
Shoulder to Shoulder participant



Final report, available to download from our website

Mentee support needs*

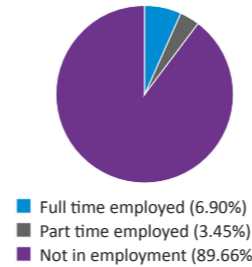
* identified in contact logs completed by mentors



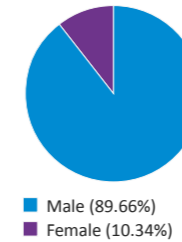
Mentee Profile

n=29, based on mentee profile sheets

Employment status



Gender



Years since leaving Service



Duration of service



Grants Awarded

Blesma

A two-year collaborative project between Blesma and the Veterans and Families Institute at Anglia Ruskin University.

This research will provide analysis of the experiences and support needs of families of veterans living with limb loss, and will inform the future care of and service provision to such families and veterans.



University of Bristol

A 15-month project to investigate what criteria might constitute specialist Domestic Violence and Abuse (DVA) service provision for UK military families, and what service providers (if any) already meet these criteria, in order to help improve signposting to service providers best placed to meet the needs of this vulnerable group.

The findings will be shared with UK Refugees Online, a long-established, government-funded resource used to identify DVA services, to add a military family specialism if the findings show such a category is required.



Change Mechanism



KNOWLEDGE AND EVIDENCE

Understanding the scale and nature of the issue, evidence of what works best, and what does not work.

Directory of Social Change (DSC)

Since 2013, FiMT and DSC have been working to improve knowledge and understanding of the Armed Forces charity sector for the benefit of a range of stakeholders, including policy-makers, the government, the media, ex-Service personnel and their families.

In 2016, DSC published a report focusing on Armed Forces charities registered in Scotland.

FiMT also commissioned an impact evaluation report that provided and reviewed the impact of the report and website to determine the future research needs of the Armed Forces charities sector and its beneficiaries.



"I grew up in a military family and I know how very very important so many forces charities are to so many people. This project is about shining a light on those charities and what they do, so that policymakers and charities can make more effective decisions for beneficiaries."

Debra Allcock Tyler | Chief Executive, Directory of Social Change

Ulster University

FiMT has awarded two grants to Ulster University which focus on veterans in Northern Ireland. The first project aims to understand the veteran community through reviewing existing support available and the second project examines the mental health support for veterans in Northern Ireland.

Transition Mapping Study (2017)

FiMT commissioned The Futures Company to produce a Transition Mapping Study (2013) revisit, which will focus particularly on the subject of employment, including the transferability of in-Service qualifications and skills. The study will review progress on the recommendations in the original 2013 report, and update the quantitative model used to estimate the cost of poor transition for the state.

"Having worked with FiMT on the 2013 Transition Mapping Study, we are delighted to be working with them again on the newly commissioned 2017 Transition Mapping Study. We hope that it will identify ways to help service leavers transition better into employment, which is often a critical factor in determining the success of transition."

Andrew Curry | Director, The Futures Company

Change Mechanism



INFLUENCE AND CONVENING

Influencing policy makers and service deliverers and convening experts.

Our Community Our Covenant

Working in partnership with the Local Government Association (LGA), FiMT commissioned a report from Shared Intelligence to consider how the delivery of local Covenant pledges might be improved.

The report's recommendations have been influential in the way the MOD and local government deliver the Armed Forces Covenant and it has been positively received across the UK.



Meri Mayhew and Ray Lock (FiMT) presenting the report at the All Wales Armed Forces Covenant Conference



Ray Lock, Chief Executive, FiMT and Martin Gibson, Veterans Scotland Chairman, at the 2016 Glasgow Armed Forces Champions Event where the report was presented

"We are very keen to continue working with the Ministry of Defence and FiMT to help councils understand where they can better support our servicemen and women, and their families. Clearly there are areas where we can improve and we are grateful for the learning that we can take away from this important report."

Cllr Izzi Seccombe | LGA's Portfolio Holder for Community Wellbeing

Sector Briefing Events

FiMT's series of Sector Briefing events around the UK continued in 2016. The Team presented FiMT's work, with a Q&A session, and networking lunch to around 90 stakeholders in Birmingham, Plymouth, and Norwich.



The FiMT Executive team hosting the Birmingham Sector Briefing Event

Edinburgh Showcase Event

FiMT hosted an event in Edinburgh to launch two new reports relating to the Armed Forces Community in Scotland, as well as presenting the recently published 'Our Community – Our Covenant' report to a Scottish audience. There was a large audience of representatives from the Scottish Government and Armed Forces Community.



Keith Brown MSP opening remarks at the Edinburgh Showcase Event



Change Mechanism



COLLABORATION AND LEADERSHIP

Promoting collaboration and leadership in the sector, including in policy making and service delivery.

St. George's House

In November 2016, FiMT again partnered with St George's House, Windsor to deliver a consultation to explore how transition is approached and managed in different settings, and from different perspectives of the individual, the network of family and friends, and wider society.



St. George's House consultation attendees from a range of organizations supporting people through transition

The overall aim was to identify areas of best practice and insight so that individuals experiencing transition in their lives might be supported more effectively. The final report from the event was published in February 2017.



Final report, available to download from our website

Soldiering on Through Life Trust

FiMT considers collaboration a key component in enabling successful transition. To promote this, FiMT is sponsoring a 'Working Together' award which recognizes an individual, team or organization that has demonstrated an enduring commitment and innovative approach to collaboration within the sector.

In 2016, joint winners were Launchpad and Rob Cromey-Hawke.

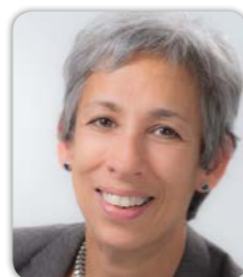
Clare Fellowship

FiMT is funding several Fellowships on the Clare Social Leadership programme with the aim to promote leadership within the military and wider social sector.

The programme includes residential sessions, mentoring, coaching, networking, a secondment, and a provocative writing piece to encourage behaviour change.

"Our partnership with the Forces in Mind Trust continues to grow. Both Jane Rowley and Marie-Louise Sharp (FiMT Clare Social Fellows) are a testament to the sector – we congratulate them and all of the 2015 and 2016 Fellows on their achievements."

Shaks Ghosh | Chief Executive of Clare Social Leadership



Shaks Ghosh

Change Mechanism



CAPACITY BUILDING

Enabling organizations to transform in order to achieve greater impact.

Transition Liaison Posts

FiMT awarded a grant to the Army Families Federation, who are working in partnership with the Naval Families Federation and RAF Families Federation to improve transition for families.

A new Transition Liaison post has been created within each of the Federations for two years to help design and implement a strategy that will empower and engage families in the transition process.

Each post holder will be the subject matter expert on transition issues. As well as offering support to families going through the process, they will also build on internal staff capacity by providing training on transition issues, and ensuring staff are confident at signposting families to the appropriate place.

At the end of this project, learning and good practice will be embedded within the core work of the Federations ensuring a long-term legacy going forward.



Louise Briggs, Transition Liaison Manager, RAF Families Federation



Rosie Buxton, Transition Liaison Manager, Army Families Federation



Lucy Heaver, Transition Liaison Manager, Naval Families Federation

"The role will be varied, including responding to transition queries from families, liaising with relevant stakeholders, and designing and implementing an accessible 'transition toolkit' for families to use in the future."

Bill Mahon | Director, RAF Families Federation

"This grant will not only allow us to give 'boots on the ground' support to families who are vital in a successful transition for Service leavers, it will also allow us to understand the needs of transitioning families now and in the future."

Louise Simpson | Evidence and Research Director, Army Families Federation

"Evidence from all 3 Services points towards the fact that families do not engage with support and advice on transition, either because it isn't accessible or because it simply isn't there."

Anna Wright | Director, Naval Families Federation



Learning

Evaluations

For the first time this year we conducted proper evaluations of our major projects and used them to commission further work.

The first evaluation looked at what impact the 'UK Armed Forces Charities – An overview and analysis' (DSC, 2014) report had achieved. We learnt that the report had been received positively by those who had read it, but that we would need to develop other approaches if we were to reach a larger, and more focused audience. These have been built into a more ambitious project with DSC.

The second evaluation identified what had been achieved from our Transition Mapping Study 2013, which we discovered had been a truly seminal publication. We commissioned Arkenford to carry out an evaluation that involved interviewing a range of senior stakeholders to understand the level of awareness of the report, and how it had informed their organization's service delivery or policies. Again, we used the findings to shape a future project, Transition Mapping Study 2017.

We always seek to evaluate the effectiveness of our funding, which given our strategy of influencing policy, presents significant challenges. But we are determined to make our work as effective as possible.

Lessons identified

We would heartily concur with the phrase 'you learn something new every day' at FiMT – we've come a long way in our first five years. From awarding our early grants, holding an inaugural briefing event to let people know who we are, and occupying very little office space in London, we have grown, and progressed significantly. And of course, we have learnt a great deal along the way.

It is true to say that not all the pilot projects or research we have funded have turned out quite the way we – or the grant holder – expected. In funding pilot projects, we are breaking new ground and the results can be different from what we had anticipated. The evidence of need might have appeared convincing, yet beneficiary numbers turned out to be lower than expected, or their needs significantly different.



Final report, available to download from our website



Section of FiMT's grant feedback survey



Head of Policy, Meri Mayhew and Assistant Head of Policy, Sam Freston, consulting a veterans' mental health stakeholder

With research, the findings can sometimes simply support what was already believed. Or they might be quite broad or vague, which makes them less robust and less able to influence policy makers or service deliverers.

During the next 5, 10, or 15 years we will never stop learning. For example, we will shortly be surveying all grant applicants, successful or otherwise, to see how we can improve our application process.

Consultations

We are a small, but we like to think perfectly formed team at FiMT. Between us we have a broad range of knowledge and skills. But more importantly, we are well networked, and know who the stakeholders are that can give us the necessary understanding. This means that whenever we are considering a grant application, or commissioning a piece of work, we consult with the experts to ensure that we are doing the right thing, and doing it right.

For example, we held a roundtable event with experts who understand self-employment and the Armed Forces Community prior to our commissioning research into that subject. This should help us deliver understanding and recommendations that will have the greatest relevance, and the best chance of being used to influence policy makers and service deliverers.

We always try to create opportunities to consult as widely as possible, and we greatly appreciate the willingness of very busy people to share insights and knowledge. These make invaluable contributions to our work, and ensure that we have the greatest possible impact in all that we do.

The Future

Forces in Mind Trust Research Centre

For the last 2 years, we have been developing a Veterans' Research Hub with Anglia Ruskin University, and the Cayo Foundation. This has been a challenging project and we should congratulate all the staff in Chelmsford for their determination. A good deal of work has centred around building the IT infrastructure, but we have identified that the potential exists for the Hub to become much more. Work is well underway to establish the Forces in Mind Trust Research Centre, which will have the Hub at its core – always a good place to have a hub – and we expect to announce full details over the Summer 2017.



Veterans and Families Institute – Anglia Ruskin University

Investment Review

Whilst the world and the UK's position within it have changed considerably since we published our last Activity Report, one thing that has continued has been the strong performance of our investments, which grew by well over 10%. But in a volatile market, we have had to look carefully at how to meet our cash requirements by the timely selling of shares within our portfolio. We are, after all, a spend-out Trust, so we expect a reducing balance sheet 'bottom line'. With an increasing demand being placed on our capital funds, we will be using 2017 to review how we invest and draw down over the next 5-year period (the policy), and how we ensure that we maximize the overall value, and hence the potential to make an impact, of our endowment (the management).

Strategy Awayday

Strategic development of the Trust is one of our key and ongoing activities, a necessary and stimulating process that positions us for advantage within a rapidly changing environment in which we can comfortably operate. Each year our Board spends a full day with the Executive Team examining, debating and adjusting our strategy. At the beginning of last year, we finalized the Outcomes in our change model, and our Vision/Mission/Strategy.

We have already clarified the Change Mechanisms under which we will conduct all our work (Section 6), and in 2017 we will be recruiting 2 further staff to enable us to switch to a more targeted and proactive funding stance. Our awaydays are designed to be engaging, rewarding and fun, and the staff appreciate the commitment of our Directors, who cheerfully join in our sometimes offbeat approach. As a forward-looking strategically minded Trust funder, we value creativity alongside the more traditional values such as good governance.

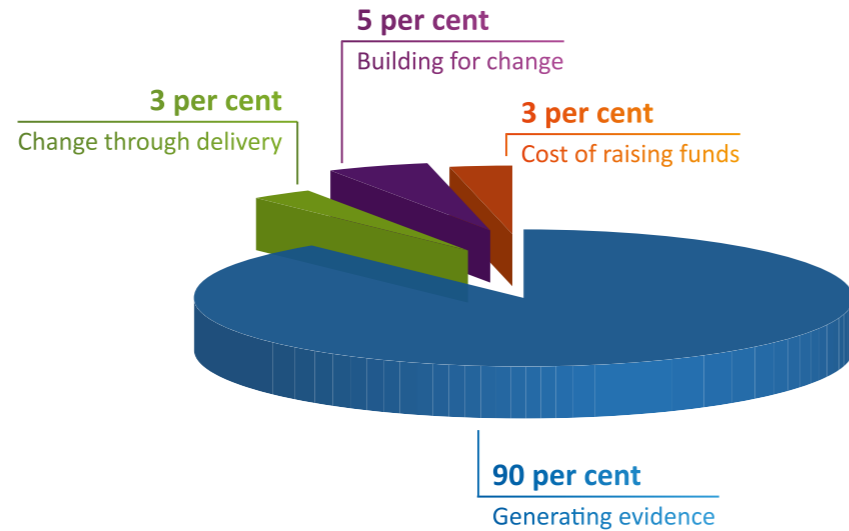


FiMT strategy away day at the Royal Hospital, Chelsea

WHAT WE'VE SPENT OUR MONEY ON

FiMT focused expenditure on the following areas of work:

Generating Evidence	£3,303,531
Change through delivery	£97,198
Building for Change	£183,246
Cost of raising funds	£94,176
Total	£3,678,151



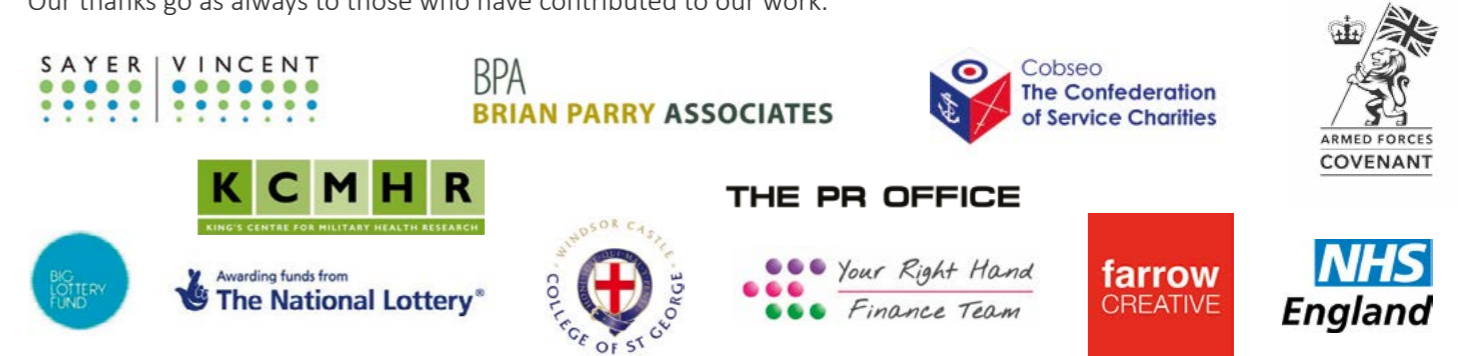
Statement of financial activities 2016		Total (£)
Total incoming resources		977,492
Total resources expended		3,678,150
Net incoming/(outgoing) resources before transfers*		2,700,658
Gain on investment assets		3,355,104
Net movement in funds		654,446
Reconciliation of funds		
Total funds brought forward		33,195,164
Total funds carried forward		33,849,610

*We do not solicit donations or fundraise

Accounts for the year ending 31 December 2016 have been audited by Sayer Vincent LLP.

THANK YOU TO OUR PARTNERS

Our thanks go as always to those who have contributed to our work.



THOSE WHO HAVE SUPPORTED US

Our thanks to some of the organizations who have supported our work through various awards and commissions in 2016.



Contact Us

www.fim-trust.org/contact-form

Telephone

0207 811 3228

Charity number

1145688

Company Number

07855145

Registered office

Alexandra House
St Johns Street
Salisbury
SP1 2SB

Operational address

Mountbarrow House
6–20 Elizabeth Street
London
SW1W 9RB

Where to go for more information

FiMT is always looking to hear from applicants and stakeholders who have an interest in and believe as passionately as we do about promoting a successful transition to civilian life for Service leavers and their families.

We would be happy to discuss your interests and where you wish to make a difference in helping us fulfil our charitable aims.

Please visit us in the first instance at www.fim-trust.org

You can also follow us on Twitter [@FiMTrust](https://twitter.com/FiMTrust)

Directors

Andrew Barnett
Isobel Brown
Barry Bryant
Andrew Cowan
Neil Greenberg
David Lyon
Sir John McColl

Michael Morley
David Murray
Chris Nickols
Sir Andrew Ridgway
Martin Rutledge
Melanie Waters

Chairman

Hans Pung (From December 2016)
Air Vice-Marshal A J Stables CBE (To December 2016)

Patron

Admiral of the Fleet the Lord Boyce KG GCB OBE DL

Honorary President

Air Vice-Marshal A J Stables CBE
(Appointed December 2016)

Principal staff

Ray Lock
Meri Mayhew
Kirsteen Waller
Lucy Caruana
Robert Thorburn
Sam Freston
Vips Hirani

Chief Executive
Head of Policy
Research & Support Manager
Grants Manager
Grants Officer
Assistant Head of Policy
Executive Assistant



Awarding funds from
The National Lottery®

www.fim-trust.org

