

# FiMT

forces in mind trust  
SUCCESSFUL SUSTAINABLE TRANSITION

Service deliverers



Ex-Service personnel and families



Policy makers



Evidence generators



2015  
Activity Report

**Patron – Admiral of the Fleet the Lord Boyce KG GCB OBE DL**

It has been another year of important work for the Forces in Mind Trust, whose influence across a wide range of policy makers has become ever stronger. With a growing reputation for the credibility and independence of its projects, the Trust plays an important role in enhancing the support given to our ex-Service personnel and their families, whose needs have not diminished despite the drawdown from recent high intensity operations. It is vital we maintain that support.



**Deputy Chairman**

This year has seen a step change in the way Forces in Mind Trust has operated. Hitherto a largely *responsive* funder, we have invested considerable intellectual effort in defining our change model. Arguably this should have been our very first act. But in this complex environment, making sense before committing our finite resources was the right approach to take, and we are now confidently taking a proactive approach to our funding programme, supported by a robust strategy with clearly defined outcomes. This is outlined towards the end of the Report, and I would encourage stakeholders to let us know where we might do better. As a young but time-limited Trust, we do not want to wait to make change – if it’s wrong we should correct it, and now.



I would like to pay tribute here to our outgoing Chairman, Air Vice-Marshals Tony Stables CBE, whose insight and leadership brought us from a mere idea, to the vibrant, effective and important Trust we believe we now are.

**CE’s Message**

This review is going to tell a story – a story of a young Trust determined to make its own way in the world, but also to change the imperfect world in which it finds itself. That Trust has a vision of a future where those who have served, and their families, lead successful and fulfilled lives, unfettered by any ill effects of that service; and where those who support them work together to overcome the natural tendency for organizational behaviour to be self-serving and intuitive, rather than altruistic and evidence-based. This review is the story of our year.



**The Team behind FiMT**

From left to right: Sam Freston, Assistant to Head of Policy; Lucy Caruana, Grants Manager; Ray Lock, CE FiMT; Meri Mayhew, Head of Policy; and Kirsteen Waller, Research and Support Manager.



*Cover photos: Ex-Service personnel family courtesy of Combat Stress, Service deliverers courtesy of Venture Trust, and Evidence generators courtesy of King’s College London.*

**FOREWORD FROM OUTGOING CHAIRMAN**

This is the last opportunity that I shall have to introduce the Forces in Mind Trust Activity Report, in that I shall stand down as the Chairman of the Board during 2016 after five years in post. My association, however, goes back almost eight years to the initial discussions that I, as the then Chairman of the Confederation of Service Charities, had with the Big Lottery Fund who were seeking an opportunity to ‘have a positive influence’ on veterans and their families. One of the principal issues facing the armed forces charitable sector at that time was the legacy costs of ‘failed transition’ and there was a belief that earlier intervention could prove beneficial. Thus ‘successful and sustainable transition’ was a fundamental tenet in the creation of the Forces in Mind Trust.

Transition is, however, a complex subject; complex in the very range of subjects that it encompasses, not least employment, housing, finance, wellbeing and dependant support; complex in that differing priorities and situations apply to different people; and complex in that these priorities and situations occur at different times in peoples’ lives.

The only certainty was an almost total lack of an evidence base on which policies and service delivery could be developed to provide the right outcomes to the right people at the right time. The work of the Trust, therefore, over the first four years has been focused on generating robust and reliable evidence to support change and at the same time building a reputation for independent, high quality research. We have committed some £7m during the first four years and £2.5m in this past year.

Successful and sustainable transition, while very much a personal responsibility, is nevertheless often influenced by the actions of different agencies across the public, charitable and private sectors and I have been delighted to be a part of a very positive development in cooperation and interaction among these agencies. We do not always get it right but we certainly try and we are getting better.

Whatever the future, I will look back with pride on a very fulfilling five years and overall I judge that we have indeed had a ‘positive influence’ which has had a beneficial outcome to the lives of many in what is often an open ended transition process where measurement of ‘success’ is often difficult. Notwithstanding, the need will be forever present and we must continue to do our very best to ensure a successful and enduring outcome. We owe it to those who have served.



*Air Vice-Marshals A J Stables CBE*



# Spring 2015

Building our **Influence** from scratch has meant establishing our credibility, from which has flowed our reputation, and which in turn has gained us access to those whom we wish to take account of our policy and other recommendations.

## WALES SECTOR BRIEFING EVENTS

In January, we took our Sector Briefing Programme to Wales, with events in Cardiff and Wrexham. Our aim is to explain what we do at FiMT, and for us to learn about what is happening in these areas. We were delighted with the numbers attending from a broad range of sectors and organizations. The networking over lunch offered further opportunities.

## WELCOMED TWO NEW BOARD MEMBERS



Professor Neil Greenberg



Andrew Barnett

Having identified that we needed to increase the amount of Board expertise in the key areas of research, mental health and Trust strategy, we were delighted to welcome Professor Neil Greenberg and

Andrew Barnett to our Board. Their contribution was immediate, attending the Trust's annual strategy review in March, at which our change model was thoroughly tested, and then adopted.

## VETERANS RESEARCH HUB

One of the founding objectives of the Trust was to form an organization to act as a focus and source of 'Veterans Research'. Through our collaboration with Lord Ashcroft and Anglia Ruskin University, we started the year by rolling out a prototype website, appointing a Hub Director, and by establishing proper governance. Next year we intend to complete the whole model, and see if it offers a sustainable solution.



Veterans Research Hub – website prototype



Host Gordon Marsden MP, Chair Veterans All-Party Parliamentary Group, and other attendees, including longstanding supporter, Lord Craig of Radley.

## FiMT PRESENTATION IN THE PALACE OF WESTMINSTER

We were invited by Gordon Marsden MP in March to give a presentation in the House of Commons. This opportunity to explain our work and strategy to policy makers and a wider audience in Westminster was very welcome. Attendance was cross-party and from both the House of Commons and the House of Lords. Our presentation included an update on our recently completed Families Engagement Programme and what we had learnt from the participants.

## FAMILIES ENGAGEMENT PROGRAMME REPORT

We consider not only ex-Service personnel, but also – and equally importantly – the successful and sustainable transition of their families. During early 2015 we concluded a UK-wide engagement programme on support to families in transition, during which representatives of 68 organizations contributed their views, expertise and suggestions. The final report captured all the participants' views and was published in Spring; it has shaped and informed evidence generating activities, some of which we have already undertaken, and some of which we intend to commission in the future.

## NEW GRANT AWARDS

### Clare Social Leadership

We previously awarded one specialist FiMT Fellowship on the Clare Social Leadership Programme, and the effect was so positive that we decided to fund three further Fellowships starting in 2016. The Programme includes residential sessions, mentoring, coaching, network building, a secondment, and provocative prose to encourage behaviour change in the sector. The aim of FiMT's Specialist Fellowship is to foster and promote leadership connections between military charities and the wider social sector.

### The Royal Foundation of the Duke and Duchess of Cambridge and Prince Harry

Together with The Royal Foundation, we co-funded a study into how Service personnel could be better supported in securing employment as they transition into new civilian careers.

### The Probation Institute

We awarded a grant to the Probation Institute for a combination of research and delivery around meeting the needs of, and providing effective services for, ex-Service personnel serving criminal sentences in the community.



# Summer 2015



In our awards and in our actions we promote **Collaboration** amongst all those involved with the Armed Forces Community. We encourage cross-sector examination of the issues, and collaborative working to solve them.

## PRESENTATION TO THE WELSH ARMED FORCES CHAMPIONS

We were invited to give a presentation at the Welsh Armed Forces Champions Event in Wrexham in May, with Ministerial attendance, as well as running one of the event workshops. This gave us the opportunity to explain the work of the Trust as well as to gather views and information during the workshop. Engagement across the whole of the UK is a key objective.



Armed Forces Champions event, Wrexham, Wales, with FiMT's Head of Policy, Meri Mayhew, and David Davies, Denbighshire County Council.

## PUBLICATION OF THE NEWCASTLE UNIVERSITY REPORT

One of the findings in our 2013 Transition Mapping Study was that the landscape that ex-Service personnel and their families face if they're seeking support can be very confusing. In order to consider this issue from the perspective of those offering that

support, we funded the University of Newcastle to study the information capacity and needs of agencies supporting the Armed Forces Community in the North East of England. The study aimed to gain a better understanding of how to share data to improve services and was published in April.

## NORTH EAST ENGLAND SECTOR BRIEFING

In May we took our Sector Briefing Programme to the North East of England in Durham. We partnered with Finchale Training College to run an event for policy makers and service deliverers across the region which had our presentation at its centre. The large number of attendees from a wide range of organizations led to plenty of stimulating discussion and brought us some useful new connections.



Ray Lock presenting at FiMT's North East Sector Briefing, Finchale Training College, Durham.

## WARRIOR REPORT LAUNCH

The Randomized Control Trial (RCT) of the Warrior Programme undertaken by Southampton University and peer reviewed by King's Centre for Military Health Research, King's College London, which we funded, was completed in 2015. The report was published at HMS President at the end of June to a large audience including academia, charities, health, and mental health practitioners. The Warrior Programme has been able to consider the report's findings to further develop their programme, and the successful completion of the RCT was instrumental in their securing funding from other sources.



Two 'Warriors' speaking about their experience of the Warrior Programme.

## ARMY FAMILIES FEDERATION RESEARCH SYMPOSIUM

We were delighted to be invited to give a presentation at a Research Symposium organized and hosted by the Army Families Federation. This was an opportunity to influence those who carry out research as well as those seeking evidence for their own service delivery or policy making. By explaining our principles on funding research, we hope to sow the seeds for future applications and commissioning.

## COBSEO RESEARCH CLUSTER

The Cobseo Research Cluster, which meets twice yearly, aims to improve the understanding of issues affecting the Armed Forces Community by enhancing the effectiveness of relevant research and encouraging new programmes. It does this through cooperation to identify knowledge gaps, collaboration to avoid duplication and promote synergistic effort, and through advocacy to highlight peer reviewed and published research. With membership now approaching 20 organizations, we shared knowledge and data at the June meeting on research recently started, completed or being planned.

## NEW GRANT AWARDS

### Queen's University Belfast

We announced funding for research into how counter-insurgency warfare experiences impact upon the post-deployment lives of land-based British Army personnel, and their reintegration into civilian life.

### Ulster University

We also made a major award for a study to review existing support to the veterans' community in Northern Ireland and to make recommendations on how that support can be optimized.

### Newcastle University

Finally in May we funded a systematic review of alcohol and wellbeing Screening and Brief Interventions for Service personnel prior to their transition out of the military.



Collaboration



# Autumn 2015

Above all else we work to see decisions being made based upon the high quality of **Generated Evidence**: credible, timely and relevant evidence. And evidence that is presented in a way that is accessible, and that delivers better ways of tackling the really tough challenges in our field.

## RECRUITMENT



Lucy Caruana,  
Grants Manager

### Grants Manager

With the theme this year of putting the Trust onto a firm conceptual basis, we identified that we needed to increase the capacity of our policy development as well as grant management teams. We welcomed our new Grants Manager, Lucy Caruana, who brought a decade of experience as a funder to the role, to ensure effective management and coherence, and to maintain the initiative in our expanding grants activities.

### CharityWorks graduate

In September, Sam Freston joined us as Assistant to Head of Policy on a 12-month graduate placement from CharityWorks. CharityWorks runs a rigorous



Sam Freston,  
CharityWorks graduate

selection process to place top graduates into charities where they can gain useful experience as well as make a valuable contribution. Sam is a great asset to our Team and has helped augment our resources in policy, influence and evaluation.

## NORTH WEST ENGLAND SECTOR BRIEFING EVENT

Our final Sector Briefing event for 2015 took place in Manchester. The event was well supported with a broad range of policy makers and service deliverers in attendance. The opportunity to network was again extremely useful to us – and hopefully to others – as we sought to engage directly with people working with the Armed Forces Community in the North West.

## CONFEDERATION OF SERVICE CHARITIES' (Cobseo) AGM

As an organization we depend upon collaboration to deliver our mission, and we were honoured that our approach and contribution were recognized when we were voted back onto the Cobseo Executive Committee at their December AGM. To support the Confederation, we funded a membership survey, and we continue to chair two important clusters, covering support networks and research.



Venture Trust wilderness journeys offer demanding physical, emotional and social challenges and an opportunity for intensive learning. Photo courtesy of Venture Trust.

## NEW GRANT AWARDS

### Glyndwr University

We awarded funding for research looking at culture and integration around transition in North Wales, and the challenges that some ex-Service personnel can face when resettling into civilian life. The study will provide information about the tensions, concerns and needs of Service leavers, and will provide a framework to help public sector organizations to understand how to support Service personnel in their successful integration into civilian life.

### Directory of Social Change (DSC)

Following the success of the first report on the Armed Forces Charity Sector, we awarded funds to DSC to enhance the information available on Scotland in order to present the Sector there as comprehensively as it was presented for England and Wales. The report will be published in mid-2016.

### Pain Concern

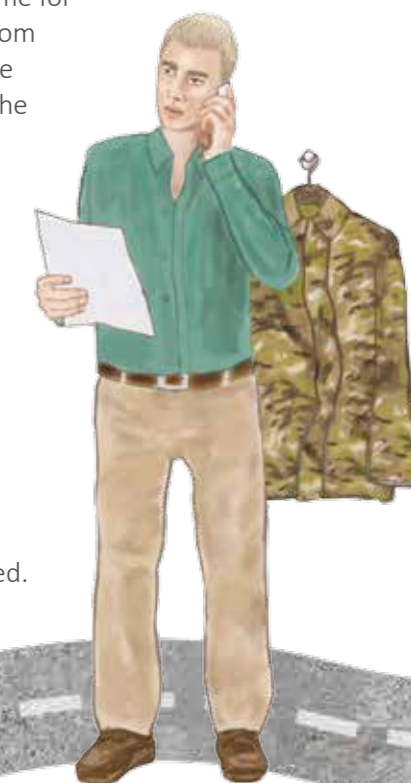
We awarded a grant to Pain Concern to produce a radio programme (and evaluation of the programme's impact) for Service and ex-Service personnel living with chronic pain. The programmes will be broadcast in 2016.

### The Royal British Legion (TRBL) mentoring

We made a grant award to TRBL for an evaluation of their on-line mentoring programme to assist Service leavers seeking employment.

### Venture Trust

Finally we awarded our largest ever grant to Venture Trust to run a development and employability programme for ex-Service personnel from across Scotland who are struggling to adapt to the transition to civilian life. The programme includes 5-day wilderness journeys in Scotland, using experiential learning techniques to give participants time, space and support to make positive life changes. The impact of the project will be independently evaluated.





# Winter 2015

Our journey this year has been punctuated by milestones marking our progress in building influence, in encouraging collaboration, in generating evidence and in promoting sound policy making. But poor **Health and Wellbeing** amongst ex-Service personnel and their families presents an existential threat to successful and sustainable transition. The foundation laid by the Mental Health Research Programme (MHRP) and the fertile shoots of the Joint Strategic Needs Assessment project showcase the effect we have had, and from which we will accelerate on our travels next year.

## LAUNCHES

### Demos report

In November in London we launched a report carried out by Demos into the needs and support of working-age veterans in residential care. This research, whilst affecting a small number of ex-Service personnel, is nonetheless very important if we are to ensure they are receiving the best possible support.



### Joint Strategic Needs Assessment England 'Call to Mind' report

In October in the House of Lords, we launched a report in collaboration with NHS England and Community Innovations Enterprise which, for the first time, summarised the extent to

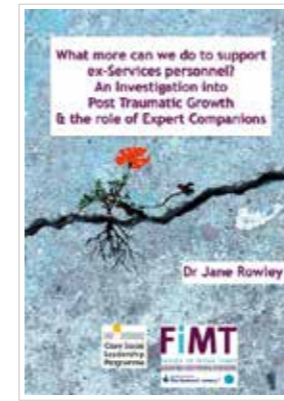
which the mental and related health needs of military veterans and their families were being assessed and supported in England, the aim being to identify gaps in knowledge and understanding and to help target NHS England resource. NHS England welcomed the findings and started working with others to support the

recommended improvements. We initiated a 3-month follow-on feasibility study the same month to conduct a similar review for each of the devolved nations.

### Mental Health Research Programme (MHRP) and awards

In October we formally launched our new multi-million pound MHRP with an annual disbursement of £1 million for up to 5 years. The Programme is managed in collaboration with the Centre for Mental Health and the King's Centre for Military Health Research (KCMHR), and is overseen by a steering group of experts who meet quarterly to discuss strategic direction and applications. The launch coincided with the announcement of the first MHRP grant awards:

- Ulster University: a 3-year study on the mental health needs of ex-Service personnel living in Northern Ireland, and the associated services delivered.
- KCMHR: an 18-month study on the internal and external barriers experienced by ex-Service personnel who may, or may not, access mental health services.



### Clore Social Leadership Programme Fellows 2015 (report) and 2016 (launch)

In December, our 2015 FiMT Specialist Fellow completed a reflective research report, entitled 'What more can we do to support ex-Service personnel? An

investigation into Post Traumatic Growth and the role of Expert Companions', the content of which was well-received and led to a secondment with SSAFA. We also attended a launch event in November 2015 for the newly awarded 2016 Fellowships.

## FAMILIES AND FiMT

### Parliamentary Roundtable for the CSJ report

In November we held a Parliamentary roundtable event – together with the Centre for Social Justice (CSJ) – to bring key stakeholders together to discuss a first draft of CSJ's research into Military Families and Transition. This was extremely useful in helping refine the final report.

### Engagement with Ministry of Defence (MOD) on their Families Strategy and Welfare Conference

We welcomed the opportunity to contribute to the MOD's Families Strategy and to be involved in the MOD Welfare Conference on the subject of families. With a shared interest in how best to support families this was an opportunity to ensure that through collaboration we can be as effective as possible.

## NEW GRANT AWARDS

### Directory of Social Change (DSC) – Impact evaluation

In 2014 we funded the DSC to provide an analysis of the sector, and an online searchable database. In November 2015, we commissioned them to carry out an impact evaluation of both, the findings of which will inform potential future development.

### RAND Europe

We commissioned RAND Europe to undertake a systematic review of the relevant literature available regarding several aspects of the transition process for

military families. This builds on FiMT's previous Families Engagement Programme, and will help us to better understand the existing evidence base and gaps.

### Anglia Ruskin University

We funded an analysis and evaluation of the MOD's trial of a new Spousal Employment Support Programme. As part of our focus on employment as a key component of successful transition, employment support for spouses has been identified as an important area in need of evidence-based service delivery.

## VISITS

### Scotland in October

In October we were back in Scotland for the Veterans Scotland AGM. This also gave us the opportunity to meet with Keith Brown MSP and Scottish Veterans Commissioner, Eric Fraser, amongst others.

### Engagement visit to Cardiff in October

In October we returned to Cardiff to meet with representatives of the Armed Forces Community, and those working to support them.

At the end of our journey for this year, we're more influential, and we know a little more, and hence we're more effective. Our Service leaver and family are likewise better able to lead successful and fulfilled civilian lives.



# Forces in Mind Trust's Change Model






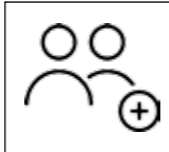


We have developed our change model (shown below) based on various Theory of Change concepts but adapted to our strategy. Our **Vision** is that all ex-Service personnel and their families lead successful and fulfilled civilian lives. Our **Mission** is to enable them to make a successful and sustainable transition.

Our **Strategy** is to use our spend-out endowment to fund targeted, conceptually sound, evidence generation and influence activities that will cause policy makers and service deliverers to support our Mission.



### OUTCOMES

 <p><b>Housing</b> Housing that provides the essentials of shelter, safety and support.</p>	 <p><b>Finance</b> Financially sustainable and resilient.</p>
 <p><b>Employment</b> Engaged in employment of choice eg full/part time, self/not employed, volunteering, or a combination. (Education, qualifications and skills are considered here.)</p>	 <p><b>Criminal Justice System</b> Not in the criminal justice system.</p>
 <p><b>Health and Wellbeing</b> A condition of physical and mental health and wellbeing, where any issues are appropriately identified, treated/managed.</p>	 <p><b>Relationships</b> Supportive family, social and professional networks and relationships.</p>

### INTERMEDIATE GOALS

**Successful transition**  
Making a successful transition from military to civilian life.

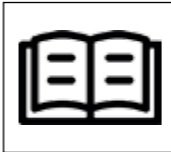
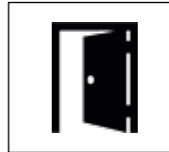
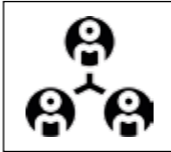

**Sustainable transition**  
Sustaining that successful transition.

### FINAL GOAL

**All ex-Service personnel and their families will make a successful and sustainable transition from military to civilian life.**

**Outcomes and Enablers**  
Forces in Mind Trust considers transition around the six outcomes above as the component parts of success. Although shown as individual outcomes here, we fully appreciate the interconnectedness of these outcomes. Our enablers (shown opposite) are the conditions that need to be present across all our outcomes in order to achieve our final goal.

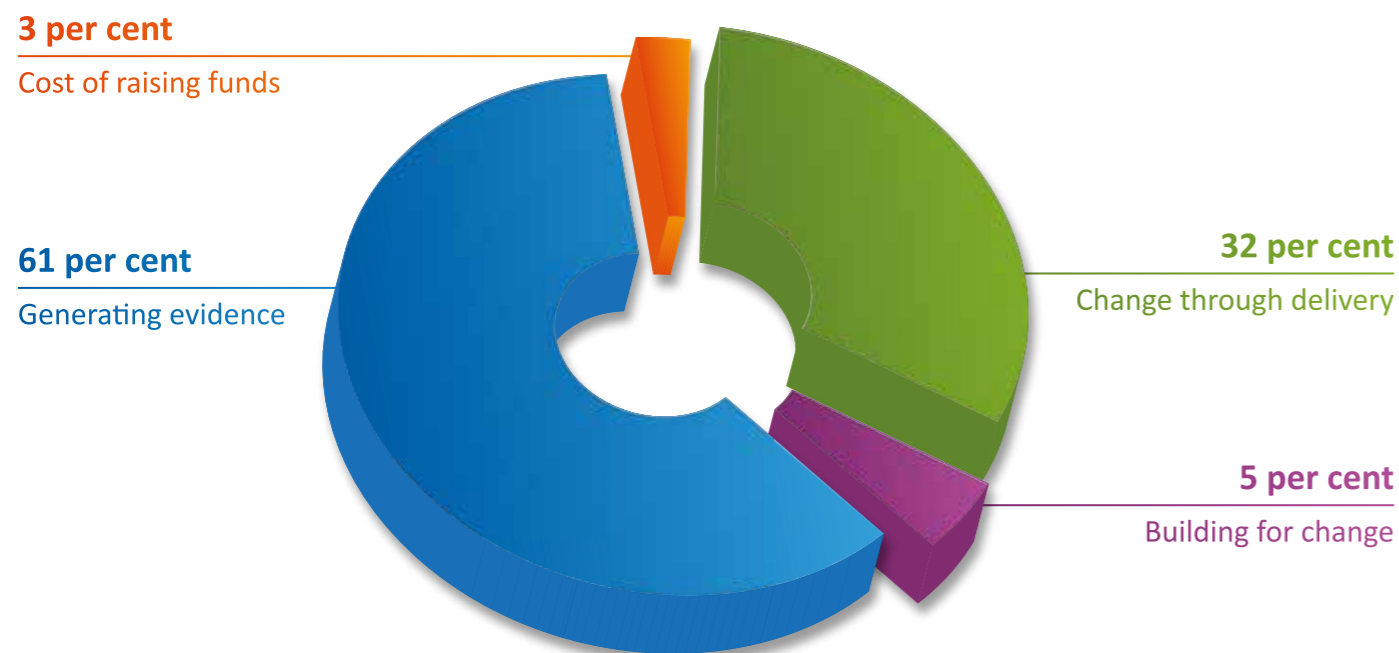
### ENABLERS

 <p><b>Knowledge and Evidence</b> Understanding the scale and nature of the issue, evidence of what works best, and what does not work.</p>	 <p><b>Access</b> Beneficiary access to support if required.</p>
 <p><b>Collaboration</b> Collaboration of policy making and/or service delivery.</p>	 <p><b>Influence</b> Influencing policy makers and service deliverers.</p>

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# Financials 2015



FiMT focused expenditure on the following areas of work:

Generating Evidence	£1,847,964
Change through delivery	£961,918
Building for Change	£144,249
Cost of raising funds	£90,297
<b>Total</b>	<b>£3,044,428</b>

Statement of financial activities 2015	Total (£)
Total incoming resources	974,036
Total resources expended	3,044,428
Net incoming/(outgoing) resources before transfers*	(2,070,392)
Loss on investment assets	(36,544)
Net movement in funds	(2,106,936)
<b>Reconciliation of funds</b>	
Total funds brought forward	35,302,100
Total funds carried forward	33,195,164

\*We do not solicit donations or fundraise

Accounts for the year ending 31 December 2015 have been audited by Sayer Vincent LLP.

# Partners AND THOSE WE HAVE HELPED

## THANK YOU TO OUR PARTNERS

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



## THOSE WHO HAVE SUPPORTED US

And here's a selection of some of the organizations who have supported our work through various awards and commissions in 2015.





### Contact Us

[www.fim-trust.org/contact-form](http://www.fim-trust.org/contact-form)

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### 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 to fulfil our charitable aims.

Please visit us in the first instance at [www.fim-trust.org](http://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  
Michael Morley  
Chris Nickols  
Sir Andrew Ridgway  
Martin Rutledge  
Melanie Waters

### Chairman

Air Vice-Marshal A J Stables CBE

### Patron

Admiral of the Fleet the Lord Boyce KG GCB OBE DL

### Principal staff

Ray Lock CBE	Chief Executive
Meri Mayhew	Head of Policy
Kirsteen Waller	Research and Support Manager
Lucy Caruana	Grants Manager
Sam Freston	Assistant to Head of Policy
Ree Begam	Executive Assistant

