

Stoll

# Evaluation Report: Stoll London Outreach Service (Transition Support)

April 2017

**stoll** housing and  
helping Veterans

**FiMT**  
forces in mind trust  
SUCCESSFUL SUSTAINABLE TRANSITION



Awarding funds from  
**The National Lottery**®

**CordisBright** 

# Table of contents

<b>1</b>	<b>Preface.....</b>	<b>3</b>
<b>2</b>	<b>Foreword .....</b>	<b>5</b>
<b>3</b>	<b>Executive summary .....</b>	<b>6</b>
3.1	Introduction .....	6
3.2	Summary of achievements.....	6
3.3	Comparing evaluation findings to identified effective practice.....	7
3.4	Understanding the impact on FiMT's aims .....	10
3.5	Summary conclusions .....	11
<b>4</b>	<b>Introduction.....</b>	<b>12</b>
4.1	Structure of the research.....	12
4.2	Literature Review .....	13
<b>5</b>	<b>Understanding the Veteran experience .....</b>	<b>17</b>
5.1	Introduction .....	17
5.2	Key messages .....	17
5.3	Survey and interviews among Veterans .....	18
5.4	Case studies .....	19
5.5	Survey .....	21
5.6	Analysis of monitoring data .....	34
<b>6</b>	<b>Stakeholder survey .....</b>	<b>37</b>
6.1	Introduction .....	37
6.2	Key messages .....	37
6.3	Approach to stakeholder survey .....	38
6.4	Response profile .....	39
6.5	Underpinning Principles .....	43
6.6	Stoll's Programmes.....	44
6.7	Effective transition support.....	45
6.8	Assessments of Stoll's services .....	46
6.9	Assessments of the Stoll London Outreach Service (Transition Support) 47	
6.10	Future Challenges.....	50
<b>7</b>	<b>Conclusions .....</b>	<b>51</b>

<b>8</b>	<b>Advice on monitoring in the future .....</b>	<b>52</b>
8.1	Introduction .....	52
8.2	Measuring reduced reliance on Veteran's services. ....	52
	<b>Appendix One: Bibliography .....</b>	<b>54</b>
	<b>Appendix Two: Glossary .....</b>	<b>56</b>
	<b>Appendix Three: Profile of Veterans Supported .....</b>	<b>57</b>

# 1 Preface

Meeting the needs of people leaving the Armed Forces has been Stoll's mission for a century. Our founder, Sir Oswald Stoll, set up our charity as he realised wounded men were coming back from World War One in need of housing and support. Their injuries meant they needed accessible accommodation and their experiences often meant they wanted to continue the sense of community and camaraderie they had grown used to during Service.

The basic needs of the men and women we support today remain the same. Service Leavers need a home and a new career; the most vulnerable may need supported housing as well as services to address needs in areas such as mental health, claiming benefits and training to enhance their skills to find work in the civilian world.

In London, with the fantastic support of the Forces in Mind Trust, we have evolved our Outreach service from a generic worker supporting all Veterans to a dedicated team of four permanent staff with a focus on meeting the needs of Veterans leaving the Services. This support has enabled the team to support 130 of the most vulnerable Veterans transitioning out of the Armed Forces in London over the past two years. We start by assessing an individual's needs. Some people will need a home; some will need advice and some assistance to ensure they receive the benefits and financial support to which they are entitled. Some Veterans will need a job; others will need expert help to combat an addiction or appropriate support for a mental health issue such as Post Traumatic Stress Disorder.

**“We are pleased that the evidence shows our service is helping those in the London area; we must now ensure there is effective transition support available for Service Leavers in other parts of the country, notably those in the South and South East where the shortfall in appropriate accommodation for Veterans is most acute.”**

This report provides an independent assessment highlighting the excellent service that Stoll colleagues are providing as well as how to evolve the service; for instance by making sure more Service Leavers are aware of the help we can provide. We are responding to the recommendation that they have made.

This report is all about the people we have supported (the reason why we are all here) and I would like to thank all the Veterans who responded to surveys about the service we offer. I would also like to thank all the stakeholders and partners who took part in the research. Finally I would like to pay tribute to the excellent work of the team, led by Iain George, who has used his own experience in the Armed Forces to shape our offer to meet the needs of those in transition. It is the enthusiasm and dedication of our staff that helps so many vulnerable Veterans get back on their feet and lead truly independent lives.

We will be sending this report to a wide range of stakeholders and we welcome the opportunity to discuss the findings and any further enhancements to the

scope of our service offer so that we can continue to meet the needs of the most vulnerable Service Leavers. We are pleased that the evidence shows our service is helping those in the London area; we must now ensure there is effective transition support available for Service Leavers in other parts of the country, notably those in the South and South East where the shortfall in appropriate accommodation for Veterans is most acute.

Ed Tytherleigh

**Chief Executive, Stoll**

## 2 Foreword

Most people transition from the Armed Forces to civilian life successfully. But when so many aspects of transition come together at the same time, such as the need for housing and employment, or transferring health provision, or growing a new social network in an alien environment, it is little surprise that for some, the challenges prove overwhelming. Providing tailored support to those most likely to struggle, as early as possible, is an approach we have been advocating since the publication of our Transition Mapping Study in 2013, a report supported by such luminaries as the Ministry of Defence's Minister for Veterans, and Lord Ashcroft's Veterans' Transition Review Team.

So funding this two-year pilot project with Stoll to help meet the needs of Service Leavers in the London area, offered us a substantial opportunity to examine the efficacy of such an approach, with a view to extending it to all parts of the United Kingdom, or at least to provide the evidence of why others should do so, if it generated positive outcomes.

This independent report identifies the breadth of the issues that Service Leavers can face, from support with mental health issues to employment mentoring: and from the need for housing, to advice on benefits or finance. Stoll's transition service was established to meet the needs of Service Leavers in the London area to help prevent homelessness and ensure the transition to civilian life is as smooth as possible. And the evidence shows the service works well in London.

Our challenge now is to ensure that all Service Leavers have the appropriate support at this key point of life transition, regardless of their location. I commend Stoll for their innovation in running this pilot, and courage in inviting independent evaluation. By showing that complementing bricks and mortar with timely and targeted support services can transform the lives of vulnerable Service Leavers, this service offers a model that is worth funding, and worth expanding.

Air Vice-Marshal Ray Lock CBE

**Chief Executive, Forces in Mind Trust**

## 3 Executive summary

### 3.1 Introduction

While the majority of Service leavers experience very few difficulties with transitioning and life after the Armed Forces, a significant minority require specialist support (with issues like education and re-training, employment, housing, physical health and mental health).

The Armed Forces Covenant clearly states that every person who has served should have support made available to them to enable them to make a smooth transition back into civilian life. It also states that the level of support needed will vary from individual to individual.

The Stoll London Outreach service (Transition Support) comprises two dedicated Transition Support Officers who create support plans with each new Veteran referred to the service, and then work with them to help them manage their identified needs and achieve their aspirations. It is a holistic support service which offers a tailored programme of support to assist and enable those going through transition to achieve better outcomes.

The main purpose of this evaluation is to show what the Stoll London Outreach Service (Transition Support) has achieved. It was formed with funding from the Forces in Mind Trust (FiMT) in January 2015. The project aims to

*‘Work with people as long as possible until they have achieved their goals.’*

Maj (Retd) Iain George, Director of Services at Stoll.


### 3.2 Summary of achievements


Overleaf is a summary of achievements so far.<sup>1 2</sup>

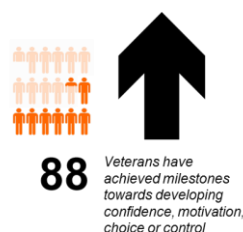
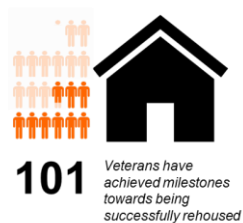
---

<sup>1</sup> Included, are direct quotes from people who have been supported by the Stoll London Outreach Service (Transition Support) since January 2015.

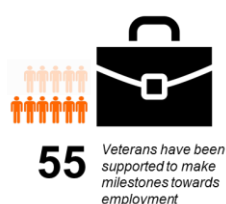
<sup>2</sup> All icons sourced from the Noun project: Credited to: Arrow, Oliver Kittler; Beer, Sergio Barros; Briefcase, mikicon; House, Rihards Gromuls; Network, Guilhem; Brain, Timothy Miller.

 = 5 Veterans who have achieved the goal

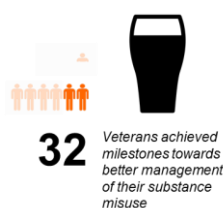
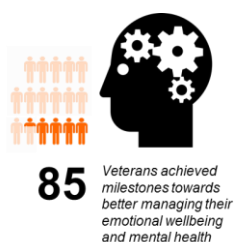
 = 5 Veterans who have achieved milestones towards the goal



*"I wouldn't have anywhere to live without Stoll."*



*"The service listened and understood my needs and took it as a personal mission to resolve my issues"*



*"Stoll is good at identifying those who are in need of help and passionate about supporting them"*

### 3.3 Comparing evaluation findings to identified effective practice

As this report goes on to explain, a literature review was undertaken, which helped to articulate the key factors which appear to influence the effectiveness of transition support. Below we summarise the key findings from this evaluation of the Stoll London Outreach Service (Transition Support) according to these seven areas of identified good practice.



<p><b>1. Engagement</b></p> <p><b>Ensure that Veterans can engage easily / informally.</b></p> <p><b>Ensure that Veterans can start engaging well before they leave the Armed Forces.</b></p>	<p>130 Veterans have engaged with the service over a 20 month period (1<sup>st</sup> January 2015 – 30<sup>th</sup> September 2016).</p> <p>Stakeholders are consistently positive about Stoll's ability to understand the challenges faced by Veterans and provide services with a good level of personalisation.</p> <p>35 out of 40 responses to the Veteran's survey felt that the Stoll London Outreach Service (Transition Support) staff had listened and understood what was important to them.</p> <p>More than 80% of stakeholders consider that allowing service personnel to be referred to Stoll before leaving the Armed Services would help to ensure the best possible outcomes.</p> <p>Overall, just over 40% of veterans responding to our survey indicated that they heard about Stoll's services before leaving the Armed Forces. The most common area for improvement noted by interview and survey respondents was the need to publicise the service further: <i>"improve awareness of the programme among Service Leavers"</i>.</p>
<p><b>2. Offer education &amp; employment support.</b></p>	<p>Monitoring data for the period 1<sup>st</sup> January 2015 – 30<sup>th</sup> September 2016 suggests that:</p> <ul style="list-style-type: none"> <li>• 36 Veterans have been supported into employment and 25 have achieved positive milestones towards employment.</li> <li>• 39 veterans have been involved in work-like activities<sup>3</sup></li> <li>• 16 Veterans have received training and education &amp; 19 have achieved positive milestones towards this.</li> </ul>
<p><b>3. Focus on mental health support and its links to alcohol abuse, drug abuse &amp; violent behaviour.</b></p>	<p>Monitoring data for the period 1<sup>st</sup> January 2015 – 30<sup>th</sup> September 2016 suggests that:</p> <ul style="list-style-type: none"> <li>• 22 Veterans are recorded as having become better at managing their emotional wellbeing and mental health, with a further 63 making positive progress.</li> <li>• A majority of stakeholders consider that Stoll is effective or very effective at supporting people with mental health and emotional wellbeing.</li> </ul>

<sup>3</sup> Such as volunteering

<b>4. Offer advice about money, savings and debt.</b>	<p>Monitoring data for the period 1<sup>st</sup> January 2015 – 30<sup>th</sup> September 2016 suggests that:</p> <ul style="list-style-type: none"> <li>• 33 Veterans have been helped to maximise income.</li> <li>• 27 Veterans are recorded to be better managing their money and 15 have achieved positive milestones.</li> <li>• 11 Veterans have successfully reduced their debt and 18 have achieved positive milestones</li> </ul>
<b>5. Offer housing support.</b>	<p>A majority of stakeholders responding to the survey report positive opinions regarding Housing support and consider that the Stoll London Outreach Service (Transition Support) programme is effective or very effective at offering Housing support.</p> <p>A majority agree / strongly agree that the programme will increase the numbers of Veterans who are successfully housed and reduce the numbers living in unsuitable accommodation.</p> <p>Monitoring data for the period 1<sup>st</sup> January 2015 – 30<sup>th</sup> September 2016 suggests that:</p> <ul style="list-style-type: none"> <li>• 44 Veterans have been successfully rehoused, while a further 57 are reported to have achieved positive milestones towards this.</li> <li>• 19 Veterans have successfully sustained their tenancy/avoided eviction with the help of holistic tenancy support, while 17 Veterans have made positive progress towards this.</li> </ul>
<b>6. Build on existing skills, resources and networks, including family<sup>4</sup>.</b>	<p>Stakeholder survey responses suggest that they have positive opinions regarding Stoll's ability to acknowledge and utilise the role that family members can play in supporting vulnerable Veterans.</p> <p>Veterans responding to the Veteran's survey agree that the Stoll London Outreach Service (Transition Support):</p> <ul style="list-style-type: none"> <li>• Has staff who listen &amp; understand what is important.</li> <li>• Builds on their existing skills and expertise.</li> <li>• Builds on their existing support networks.</li> </ul>

<sup>4</sup> There is evidence to suggest that the Veterans who have been supported by the service to date may not always have a wider family network to draw on. See Appendix 3 for more details regarding the marital status of Veterans engaging with the project.

**7. “Join the dots” between existing Veteran Sector support programmes.**

A majority of stakeholders report positive messages regarding partnership working, agreeing that the Stoll London Outreach Service (Transition Support) has developed positive working relations with external partners.

The majority of Veterans involved in the research were positive about the ways in which Stoll has engaged with partner agencies.

### 3.4 Understanding the impact on FiMT’s aims

Below we describe three of FiMT’s aims, and summarise the available evidence concerning the ways in which the Stoll London Outreach Service (Transition Support) appears to be influencing those aims.

*Aim 1: Improve the MOD’s understanding of how best to support those with identified support needs transitioning out of the Armed Forces and could therefore provide that support to them.*

and

*Aim 2: Improve the Veteran Sector’s understanding of those with vulnerabilities who are in transition and share best practice with other sectors working with adults with similar vulnerabilities (e.g. prison-focused agencies).*

The Stakeholder survey responses suggest that the Veteran Sector believes that “Better Communication About Support” (31% of responses) and “Greater Collaboration” (23%) are key issues for improving the lives of those going through transition. They also highlight Housing (23%) as being an important area for improvement<sup>5</sup>.

A very high proportion (89% at Time Two) of stakeholders continue to consider pre-enrolment (by which we mean the opportunity to sign-up for transition support services prior to leaving the Armed Forces) to be important in improving outcomes through transition support.

The majority of stakeholders believe that the Stoll London Outreach Service (Transition Support) will:

- Reduce the numbers of Veterans who are living in unsuitable accommodation (65%).
- Improve Veteran’s mental and physical health (59%).

<sup>5</sup> These responses are all drawn from the Time Two stakeholder survey. See Chapter 2, Introduction for more details.

*Aim 3: Reduce the number of Veterans reaching a stage of vulnerability whereby they become reliant on Veteran's services for the long-term.*

The majority of stakeholders believe that the Stoll London Outreach Service (Transition Support) will reduce the number of Veterans reaching a stage of vulnerability where they become reliant on Veterans' services for the long-term (59%).<sup>6</sup>

Outcomes and milestones achieved by service users in the first 20 months of the service encouraging evidence regarding reduced vulnerability.

All three case study participants had suitable accommodation and were working or studying a year after their involvement with Stoll. Early indications suggest that they are unlikely to be reliant on Veteran's services for the long-term.

### 3.5 Summary conclusions

Overall, this research paints a positive picture of the Stoll London Outreach Service (Transition Support) and its impact on individual Veteran's and the wider Veteran's sector.

Not all Veterans are aware of the support available from Stoll before they leave the Armed Forces. In fact, the emerging evidence suggests that improving communication about the available support and greater collaboration between providers of support may be an important area for improvement in veteran's support services overall. This includes the importance of ensuring that Veterans can find out about (or even pre-enrol) for services prior to leaving the Armed Forces. FiMT, Stoll, and others engaged in the Veteran's sector may wish to prioritise activities which promote these aims.

The case studies provide very positive indications regarding the longer-term benefits for Stoll's work. We recommend that further work is carried out to track the progress of the Stoll London Outreach Service (Transition Support) and its beneficiaries over a much longer timescale (ideally 3-5 years) in order to properly assess the extent to which the service empowers Veterans to lead fulfilling independent lives and reduces Veterans' reliance on services and support in the longer term.

---

<sup>6</sup> These findings are based on Time Two Stakeholder survey responses

## 4 Introduction

### 4.1 Structure of the research

This is the third of three reports designed to evaluate Stoll's London Outreach Service (Transition Support). Both the service and its evaluation began in January 2015. The evaluation falls into three phases.

*Figure 1 Evaluation phases*

Evaluation and report stage.	Summary methods and evidence.
Time One report: June 2015.	<ul style="list-style-type: none"> <li>• A baseline survey of key stakeholder opinions, against which we can measure change over time (n = 38).</li> <li>• Research among the initial cohort of Veterans:               <ul style="list-style-type: none"> <li>◦ Analysis of Veteran data for those using the service between 1<sup>st</sup> January 2015 and 31<sup>st</sup> May 2015 (n = 17).</li> <li>◦ Veteran survey (n = 7).</li> <li>◦ Veteran interviews (n = 5).</li> </ul> </li> </ul>
Time Two report: April 2016.	<ul style="list-style-type: none"> <li>• Time Two survey of key stakeholder opinions (n = 33)</li> <li>• Research among the latest cohort of Veterans:               <ul style="list-style-type: none"> <li>◦ Analysis of Veteran data for those using the service between 1<sup>st</sup> January 2015 and 10<sup>th</sup> February 2016 (n = 80).</li> <li>◦ Veteran survey (n = 9).</li> <li>◦ Veteran interviews (=11).</li> </ul> </li> </ul>
Final report: December 2016.	<ul style="list-style-type: none"> <li>• Research among Veterans:               <ul style="list-style-type: none"> <li>◦ Analysis of Veteran data spanning the whole project (1<sup>st</sup> January 2015 to 30<sup>th</sup> September 2016 n=130).</li> <li>◦ Veteran survey (n = 24).</li> <li>◦ Veteran interviews (n = 16).</li> <li>◦ Three case studies with Veterans who were engaged in the Time One interviews in order to establish possible long-term outcomes arising from the service.</li> </ul> </li> <li>• Advice on monitoring the longer term impact / destinations for Veterans.</li> </ul>

In addition, the evaluation provides insights into the extent to which the project is demonstrating the intended project outcomes, as agreed by the funder, Forces in Mind Trust (FiMT)<sup>7</sup>.

<sup>7</sup> Clearly a full evaluation of the FiMT outcomes (as summarised in Figure 2 below) would require a longer-term study encompassing a much larger range of stakeholders and research subjects than is under consideration here.

Figure 2 Summary of programme aims and evaluation approach

Transition Support Services aims to:	Evaluation methods agreed between Cordis Bright and Stoll
1. Improve the MOD's understanding of how best to support those with identified support needs transitioning out of the Armed Forces and could therefore provide that support to them.	Literature review, analysis of service data (including outcome star), surveys with Veterans and stakeholders, telephone interviews with Veterans.
2. Improve the Veteran Sector's understanding of those with vulnerabilities who are in transition and share best practice with other sectors working with adults with similar vulnerabilities (e.g. prison-focused agencies).	
3. Reduce the number of Veterans <sup>8</sup> reaching a stage of vulnerability whereby they become reliant on Veteran's services for the long-term.	Analysis of Veteran data (including outcome star), surveys with Veterans and stakeholders, telephone interviews with Veterans. Case studies with Time One cohort at Time Three to begin understanding the longer-term impact.

## 4.2 Literature Review

### 4.2.1 Introduction

The Time One research included a review of relevant literature. Its key findings regarding effective service provision and best practice are reproduced below for ease of reference.

### 4.2.2 Key gaps in current transition support provision

There is common agreement that current approaches to transition support are not as effective as they could be, especially for Early Service Leavers (ESL).<sup>9</sup> FiMT and others have identified gaps in the provision of relatively **informal support** which encourages Veterans to engage in support, without associating a "stigma" to the need for help. The Force Select Foundation, for example recommends greater use of "buddy" systems.<sup>10</sup>

**Education and Employment** have widely been identified as the most pressing concerns of Veterans in transition.<sup>11</sup> Lord Ashcroft's survey, for example, found that the biggest concern among current Personnel was finding a good job; 81%

<sup>8</sup> Veterans are here defined as anyone who has "served for at least a day in HM Armed Forces, whether as a Regular or a Reservist" Source: The Armed Forces Covenant.

<sup>9</sup> ESL are those who are discharged compulsorily and lose entitlement to resettlement provision because of the circumstances of their discharge or at their own request having completed less than 4 years' service.

<sup>10</sup> Force Select Foundation. 'Joining Forces: A Holistic Approach to the Resettlement of Ex-Service Personnel', 2011. <http://www.salfordccg.nhs.uk/documents/ForceSelectFoundationLeaflet.pdf>, p. 22.

<sup>11</sup> Hurley, Norma, Douglas White, and Jenny Eaves. 'Research into the Employment Needs of Disabled and Vulnerable Veterans in Scotland'. *Poppyscotland*, March 2009, p. 27.

named it as one of their top three concerns about leaving the Forces.<sup>12</sup> Research by FiMT<sup>13</sup> and the Centre for Social Justice<sup>14</sup> have reiterated the importance of work experience, job search support and training courses as a means to improving transition experiences.

In his 2010 report, Dr Andrew Murrison MP identified **mental health services** as one of the areas of transition services most in need of improvement. FiMT<sup>15</sup> and the Centre for Social Justice<sup>16</sup> also underline the mental health difficulties experienced by those who find transition challenging. The Centre for Social Justice also finds that there is currently too much focus on post-traumatic stress disorder which can detract from other significant problems, notably depression and stress. It goes on to highlight the links between mental health and **alcohol abuse, drug abuse and violent behaviour**.<sup>17</sup> The evidence regarding the links between those leaving the Armed Forces and addictive, abusive or violent behaviours is compelling, suggesting that current support provision is unable to fully address these difficulties.<sup>18</sup>

**Advice about money** remains a key priority for Veterans in transition<sup>19</sup>. Again the Centre for Social Justice and FiMT also highlight support with savings and debt as a key priority.

#### 4.2.3 Good practice and characteristics of successful transition support

FiMT's<sup>20</sup> guiding principles for transition support provide a useful summary regarding effective practice:

<sup>12</sup> Lord Ashcroft. *The Armed Forces & Society: The Military in Britain through the Eyes of the Service Personnel, Employers and the Public*. London: Lord Ashcroft Polls, 2012. <http://lordashcroftpolls.com/wp-content/uploads/2012/05/THE-ARMED-FORCES-SOCIETY.pdf>, pp. 9, 39.

<sup>13</sup> Forces in Mind Trust. *The Transition Mapping Study: Understanding the Transition Process for Service Personnel Returning to Civilian Life*. London: Forces in Mind Trust, 2013.

<sup>14</sup> The Centre for Social Justice. 'Doing Our Duty? Improving Transitions for Military Leavers', April 2014.

<sup>15</sup> Murrison, Andrew. 'Fighting Fit: A Mental Health Plan for Servicemen and Veterans'. *Ministry Of Defence*, 31 August 2010, 1–8.

<sup>16</sup> The Centre for Social Justice. 'Doing Our Duty? Improving Transitions for Military Leavers', April 2014.

<sup>17</sup> The Centre for Social Justice. 'Doing Our Duty? Improving Transitions for Military Leavers', April 2014.

<sup>18</sup> The Centre for Social Justice. 'Doing Our Duty? Improving Transitions for Military Leavers', April 2014, p. 17; Fossey, Matt. 'Across the Wire: Veterans, Mental Health and Vulnerability'. *Centre for Mental Health*, 2010, p. 8; The Centre for Social Justice. 'Doing Our Duty? Improving Transitions for Military Leavers', April 2014, p. 18; ForcesWatch. *The Last Ambush? Aspects of Mental Health in the British Armed Forces*. London: ForcesWatch, 2013, p. 2; Alcohol Concern, *On the Front Line: Alcohol Concern Cymru Briefing*, Cardiff: Alcohol Concern, 2012.

<sup>19</sup> Lord Ashcroft. *The Armed Forces & Society: The Military in Britain through the Eyes of the Service Personnel, Employers and the Public*. London: Lord Ashcroft Polls, 2012. <http://lordashcroftpolls.com/wp-content/uploads/2012/05/THE-ARMED-FORCES-SOCIETY.pdf>.

<sup>20</sup> Forces in Mind Trust. *The Transition Mapping Study: Understanding the Transition Process for Service Personnel Returning to Civilian Life*. London: Forces in Mind Trust, 2013.



Figure 3 FiMT guiding principles

Principle	More information
1. Keep the big picture in sight.	<ul style="list-style-type: none"> <li>Recognise that the transition is likely to involve financial, psychological and emotional elements, and that developments in one of these elements can have wider repercussions.</li> </ul>
2. Everyone is different.	<ul style="list-style-type: none"> <li>Effective transition support often arises from listening to the Veteran, understanding their resources, skills and aspirations, and helping them to develop a route back into the civilian world that capitalises on these.</li> <li>More needs to be done to enable Veterans to build up a transition package from a number of different support options.</li> <li>The Centre for Social Justice also noted the importance of considering the “<i>experiences Veterans have had before they entered the Armed Forces</i>”.<sup>21</sup></li> </ul>
3. Look at the experience through the users’ eyes.	<ul style="list-style-type: none"> <li>Veterans report that it can be hard to ask for help, and find that that stigma is attached to some forms of help, (such as mental health services).</li> <li>It is essential that services build a picture of their service through the eyes of possible users.</li> </ul>
4. Build on skills.	<ul style="list-style-type: none"> <li>Transition works better when there is a greater focus during the resettlement phase, and afterwards, on aligning skills learned in the Services with those needed by non-military employers.</li> </ul>
5. Keep the family in mind.	<ul style="list-style-type: none"> <li>Because family members are the first port of call when there is a setback during transition, family members can be a valuable conduit for getting information to the Veteran.</li> <li>There is a risk of family breakup during the stress of transition, and interventions that reduce the risk of this are likely to be socially beneficial and self-financing.</li> </ul>
6. Don’t underestimate civilian culture shock.	<ul style="list-style-type: none"> <li>Resettlement and transition need to pay more attention to the associated cultural issues of moving into civilian life.</li> <li>This might include the opportunity to have periods of work experience with civilian employers during the resettlement period or more consideration to the benefits of some shorter contract-based employment to try different types of employment.</li> </ul>
7. Emotional time is different from transition schedule.	<ul style="list-style-type: none"> <li>FiMT finds that services which are tailored, available for a suitable length of time (to be determined by the requirements of each Veteran), and taken up (by managing to overcome the stigma some Veterans attach to requesting help) tend to have better chances of success.</li> </ul>
8. Mental health matters.	<ul style="list-style-type: none"> <li>Issues of mental health and alcohol dependency are important issues influencing poorer transitions.</li> <li>The report welcomes suggestions that the NHS increases the monitoring and relevant resources available to Veterans.</li> </ul>

<sup>21</sup> The Centre for Social Justice. ‘Doing Our Duty? Improving Transitions for Military Leavers’, April 2014, p. 115.



Principle	More information
9. Join the dots between support pathway.	<ul style="list-style-type: none"> <li>Research suggests that although there are a great many specialist charities, people who need help still fall between the gaps because of the way they define their role.</li> </ul>
10. Face the future.	<ul style="list-style-type: none"> <li>The evidence indicates that Veterans who are looking forward towards to civilian life have better outcomes than those who are looking back at the highlights or lowlights of their Services career.</li> </ul>

In addition to the guiding principles outlined above, FiMT finds that those who can demonstrate some or all of the following characteristics are likely to have a more successful transition:

- Early engagement with the support programme.
- Familiarity with civilian life.
- Resources (e.g. financial resources, stable housing and suitable work).
- Access to good quality information.

## 5 Understanding the Veteran experience

### 5.1 Introduction

This section outlines the results of our research among Veterans. This research comprised an on-line survey, telephone interviews and case studies.

### 5.2 Key messages

*Survey, case study and interview feedback from Veterans indicates that:*

- The three case study participants are extremely satisfied with the support received and now (one year on) have settled accommodation and work / study arrangements in place.
- At Time Three, over forty percent of survey respondents learnt about Stoll's services before they had left armed forces.
- Veteran's surveyed at Time One and Time Two and Time Three consistently agree or strongly agree that the Stoll London Outreach Service (Transition Support):
  - Has staff who listen and understand what is important to them.
  - Has understood and built on their existing skills and expertise.
  - Has understood and built on their existing support networks.
- A majority of respondents to the Veteran's survey (at Time One, Time Two and Time Three) consider Housing advice and support provision to be good or very good. Interview respondents confirmed this view.
- The majority of survey respondents and interview participants were also positive about:
  - The ways in which Stoll has engaged with partner agencies.
  - The length of support available from the Stoll London Outreach Service (Transition Support).
- The most common area for improvement noted by interview and survey respondents was the need to publicise the service further, especially among pre-discharge services.

*Monitoring data indicates that:*

130 Veterans have used the service between 1<sup>st</sup> January 2015 and 30<sup>th</sup> September 2016. The Stoll London Outreach Service (Transition Support) has helped them to achieve (or make progress towards) the following outcomes:

- 44 Veterans have been successfully rehoused, while a further 57 are reported to have achieved positive milestones towards this.
- 36 Veterans have been supported into employment and a further 25 Veterans have achieved positive milestones towards gaining employment
- 37 Veterans are reported to have successfully developed confidence and/or motivation and/or greater choice and/or control, and a further 51

Veterans have achieved positive milestones in connection with this goal.

- 33 Veterans have been helped to maximise their income.
- 27 Veterans are recorded to be better managing their money; while 15 have achieved positive milestones.
- 22 Veterans are recorded as having successfully become better at managing their emotional wellbeing and mental health, with a further 63 making positive progress.
- 14 Veterans are reported to have improved their living skills. 40 have made steps towards reaching this goal.

## 5.3 Survey and interviews among Veterans

### 5.3.1 Introduction

The majority of findings in this section are drawn from the on-line survey results and information from the telephone interviews and case studies with Veterans.

#### *On-line survey*

On 30 September 2016 a survey was circulated to Veterans who have engaged with the Stoll London Outreach Service (Transition Support). The survey closed on the 31<sup>st</sup> October 2016. During this time the team at Stoll contacted potential respondents individually and encouraged them to complete the survey, offering help to access and complete the survey if required. A total of 24 out of 130 potential responses were received (18% response rate)<sup>22</sup>.

Some of the people who completed the survey may also have completed it at Time One and Time Two. For the purposes of this final evaluation, we have generally sought to combine the results of all three surveys. However where relevant or interesting, we comment on separate findings emerging at the three points in time. In each case we have clearly referenced which dataset is being used.

#### *Telephone interviews and case studies*

Survey participants were offered the opportunity to take part in a follow up telephone discussion with members of the Stoll team. Veterans who had benefited from the services were also approached directly by a member of Stoll's team. A total of 5 Veterans took part in a follow up interview at Time One, 11 took part at Time Two, and 16 took part at Time Three.

---

<sup>22</sup> This is a comparatively low response rate for an on-line survey, suggesting that Veterans found it difficult to engage with the survey. Our methods in Time Two and Time Three took this into account and placed a greater focus on qualitative methods (the telephone interviews and case studies).

Three Veterans who engaged with the service at least one year ago were contacted again in November 2016 to take part in case study discussions with Cordis Bright.

## 5.4 Case studies<sup>23</sup>

### 5.4.1 Introduction

In November 2016, Cordis Bright interviewed three veterans who used Stoll's services at least one year ago, in order to understand how their circumstances have changed since they worked with Stoll. In all cases, they felt the support which they received from Stoll had directly helped them to build their post-military lives and careers. Importantly, in all three cases we can see that the veterans are living independent lives, and are not relying on support from local councils or other agencies. This suggests that Stoll's work has a role to play in ensuring that veterans can reduce their dependence on support services.

### 5.4.2 George

George served in The Rifles for three years, and was driven by his desire to serve his country. He enjoyed his time in the army, but an injury cut short his service.

He explained that many veterans struggle with organising housing once they leave the military as they are used to living in barracks, and are not used to thinking about their housing needs. Like many, he didn't know what to do once he was discharged.

George read about Stoll in a Veteran's Brochure and decided to get in touch. After he called them, the Stoll team interviewed George in detail, so that they could properly understand his needs. Stoll then led the process of working with housing associations and councils to find a home which would be right for George.

In George's case, finding accommodation was a bit more difficult because his injury made a lot of flats unsuitable. However, after turning down a number of inappropriate properties Stoll were able to secure a ground floor flat close to his university and work. Throughout the process, they kept him up to date with progress and timings. George then spoke to other veteran's charities who helped him to secure money to furnish the flat.

George was very pleased with the support that Stoll was able to offer him and now, one year on, his plans for the future are falling into place. After realising how hard it can be to find housing after leaving the military, George is now committed to supporting other veterans in the same position. He is currently studying Community Development and Leadership at university and plans to use his degree to gain a position helping veterans, particularly focusing on housing.

---

<sup>23</sup> All names have been changed to protect anonymity.

As he described it, *“sometimes after the military, life stops”*. He was unable to find accommodation until Stoll started to help, and having a flat gave him the space and freedom to begin studying and working. He hopes that Stoll is able to continue with their work and extend their services to reach more veterans because *“their help is really needed”*.

#### 5.4.3 Abdul

Abdul served in the Mercian Regiment for six years, completing two tours of Afghanistan. He enjoyed his time serving and had hoped to remain in the army for as long as possible. However, a non-physical injury led to his discharge in 2014.

After he left, Abdul struggled to find suitable accommodation for himself and his family, which put them all under significant strain. He remembered that, during his resettlement brief, the services which Stoll could provide had been mentioned. When he realised how difficult it was to find a home Abdul decided to get in touch with Stoll to see if they were able to help.

Stoll were keen to help and worked alongside a housing association to identify and prepare suitable accommodation for Abdul and his family. With Stoll's support, they were all finally able to move into a house in London. Stoll then gave him some useful advice and guidance to help him in his job hunt. Following a detailed interview with the Stoll team, Abdul was able to identify the skills and expertise that he already had and think about ways in which they could be used in a civilian role.

Abdul is in no doubt that Stoll's support was critical for him and his family to settle well into civilian life:

*“Without Stoll...I might still be looking for a house or even struggling for shelter. I wouldn't have been able to look for a job and move on”.*

Two years later, Abdul and his family have moved out of London and he works as a security guard. He is positive about the future, aiming to develop his career in order to support his children through their education.

When asked if he had any advice for Stoll, he explained that Stoll is very good at *“identifying those who are most in need of help”* and is *“passionate”* about supporting them. His only suggestion was not to stop the work that they are doing!

#### 5.4.4 Simon

Simon served in the Household Cavalry for 5 years, before deciding that it was time to move on from the military. During his time in the army he enjoyed both ceremonial and armoured roles.

Like many veterans, he was found the process of applying for a flat through his council to be quite complicated. One of his friends, who was still serving, suggested that Simon could try contacting Stoll, to see if they could help.

Stoll were happy to get involved and worked closely with Simon's local council. As a result, Stoll were able to help him get a home which was close to the University where he wanted to study. Stoll also worked with other organisations including the British Legion and the Household Cavalry Fund to make sure he had the funds he needed to furnish the flat and move in.

One year on, Simon is now at university, reading for a degree in Applied Biomedical Sciences. He explained how hard he found it to get accommodation in London and said that Stoll *"accelerated the process"*, which gave him the *"foundation to move on with his life"*.

He found the people who worked with him supportive and understanding and would strongly recommend Stoll's services to other veterans.

## 5.5 Survey

### 5.5.1 Survey response profile

Veterans responding to the survey were asked how long they had served in the Armed Forces. Figure 4 (which combines results from all three surveys) shows that the majority of Veterans had served for more than four years.

Figure 4 Length of Service

Length of service	Combined <sup>24</sup>
Between four and twelve years.	31
More than twelve years	5
Between one year and four years.	4
<b>Total</b>	<b>40</b>

### 5.5.2 Reason for discharge

Service Leavers were asked for the reason they had been discharged. Figure 5 (which combines results for all three surveys) shows that the majority were discharged for medical reasons.

Figure 5 Reasons for discharge



<sup>24</sup> For ease of reference we have combined the total results from Time One, Time Two and Time Three. However, please note, it is possible that some people completed this anonymous survey at more than one time. It is therefore possible that the total number of individual respondents is lower than 40.

### 5.5.3 Finding out about Stoll and getting in touch

#### Survey respondents

Respondents were asked when they first became aware of the Stoll London Outreach Service (Transition Support) available from Stoll. Figure 6 shows that just over 40% of survey respondents learnt about Stoll's services before they had left armed forces.

Figure 6 First became aware

Time at which first became aware	Combined <sup>25</sup>	Time One: Responses	Time Two: Responses	Time Three: Responses
Before leaving the Armed Forces	16 (43%)	4 (66%)	1 (13%)	11 (48%)
After having left the Armed Forces.	21(57%)	2 (33%)	7 (87%)	12 (52%)
Total	37	6	8	23

Sixteen of the twenty-three respondents to the Time Three survey reported they would have found it beneficial to have found out about the service earlier.

#### Interview respondents

More detail about gaining access to the service was provided by interview respondents, who mentioned a broad range of different routes for accessing the service. These details are set out in Figure 7 below:

Figure 7 Referral routes according to interview participants

Time One (n = 5)	Time Two (n = 11)	Time Three (n=16)
<ul style="list-style-type: none"> <li>The Citizens Advice Bureau</li> <li>Army medical officer</li> <li>The Joint Service Housing Advice Office</li> <li>Leaflets provided while in camp</li> <li>Through word of mouth "while in camp"</li> </ul>	<ul style="list-style-type: none"> <li>The Royal British Legion</li> <li>Combat Stress</li> <li>Personal Recovery Officer</li> <li>Friends who had been helped by Stoll</li> <li>Personal research</li> <li>Google</li> </ul>	<ul style="list-style-type: none"> <li>"Another housing organisation"</li> <li>Combat Stress</li> <li>From a friend</li> <li>Headley Court</li> <li>Help for Heroes</li> <li>Internet search</li> <li>Joint Service Housing Advice Office</li> <li>Queen Victoria Seaman's Rest (hostel)</li> <li>SSAFA</li> <li>Through army unit</li> </ul>

<sup>25</sup> As explained in footnote 24, the total number of responses may be lower than 37

Referrals often took place at different stages in the transition, some Veterans learnt about Stoll early on in their discharge process, while others became aware several weeks after being discharged. Some only heard about Stoll some considerable time after discharge, when their situation became unmanageable.

Veterans were asked whether a different approach should be taken in future. In response, six Veterans interviewed at Time 3 felt that Stoll needed to do more work to publicise its work. Respondents at Time 2 gave similar responses, with one explaining:

*'[Stoll] is overshadowed by bigger charities, [it is] not out there engaging [enough]....more focused publicity'.*

Interview respondents suggested that Stoll should:

- Ensure that its information is provided as part of the leaving packs given to departing service personnel.
- Provide more flyers with information.
- Send staff members to visit personnel in their barracks and explain to service leavers the support they provide.

As with the Time One and Two interview responses, the majority of respondents at Time Three (n = 12) felt earlier information would have been useful. One of these respondents reflected,

*'the earlier you plan, the more prepared you will be – you know exactly what to expect.'*

Another noted that if he had known about Stoll earlier, he could have “*nipped it in the bud*” rather than going into a downwards spiral after losing his housing.

#### 5.5.4 Experience of the support received

##### *Survey responses*

Survey respondents were asked to provide their opinions on the support they received from Stoll. Figure 8 shows that:

- A majority of respondents felt that Stoll's staff had listened and understood what was important to them.
- A majority of respondents felt that the service understands and has built on their existing skills and expertise.
- A majority of respondents felt that the service understands and has built on their existing support networks.



Figure 8 Veterans assessment of the Stoll London Outreach Service (Transition Support)

Statements about the service	Combined responses (Time 1 – Time 3) <sup>26</sup>			
	Strongly Agree / Agree	Disagree / Strongly Disagree	Don't know	Total
The service has listened carefully and understood what is important to me.	35	4	1	40
The service has understood and built on the skills and expertise which I have.	29	6	5	40
The service has understood and built on the support networks which I have available	33	4	3	40

Respondents were asked to rate a number of different types of support offered by the Stoll London Outreach Service (Transition Support). Figure 9 and Figure 10 on the next two pages show a number of interesting findings regarding opinions of the service. The majority of experiences were positive, and the key messages which can be drawn from these two charts are as follows:

- Housing and advice support was rated very highly, with a majority of Veterans describing it as good or very good both at Time One and Time Two.
- Veterans who received services relating to alcohol or substance misuse all rated this as either good or very good, Time One, Time Two and Time Three.
- A majority of Veterans who had used the service felt that they had been good or very good at helping them transition successfully at Time One, Time Two and Time Three.

<sup>26</sup> As explained in footnote 24, the total number of individual respondents may be lower than 40.

Figure 9 Respondents' assessments of the London Outreach Service (Transition Support), with regard to specific needs.

Aspect of the Service	Combined responses (Time 1 – Time 3) <sup>27</sup>			
	Very good / good	Poor / very poor	Don't know / not applicable	Total
Mental health and wellbeing.	19	3	16	38
Avoiding alcohol abuse.	15	0	23	38
Avoiding drug abuse.	12	0	24	36
Employment opportunities.	20	4	13	37
Training and education opportunities.	17	6	14	37
Housing advice and support.	31	3	3	37
Debt and money management support.	16	4	18	38
Develop confidence, motivation and choice.	14	3	21	38
Physical health.	13	1	24	38

<sup>27</sup> As explained in footnote 24, the total number of individual respondents may be lower than 38.

Figure 10 Respondents' assessments of the London Outreach Service (Transition Support)

Assessments of London Outreach Service	Combined responses (Time 1 – Time 3) <sup>28</sup>			
	Very good / good	Poor / Very poor	Don't Know / N/A	Total
Involving your friends and family.	15	2	19	36
Helping you plan achievable goals for you to work towards in the future.	21	1	16	38
Helping you manage your finances better, including; receiving grants and the correct benefits.	14	3	21	38
How good has Stoll been in helping you transition successfully (or how well is Stoll helping you currently through the transition process).	27	2	9	38

### Interview respondents

The Veterans who were consulted by phone interview were asked to identify the issue(s) that they most wanted support resolving. Figure 11 shows that housing was considered to be the most important issue by all respondents.

Figure 11 Most important issues to address

Issue	Combined (Time 1 – Time 3) <sup>29</sup>
Housing.	32
Employment.	15
Mental Health.	8
Money management.	3
Immigration.	1
Learning to drive.	1
TOTAL	60

<sup>28</sup> As explained in footnote 24, the total number of individual respondents may be lower than 38.

<sup>29</sup> As explained in footnote 24, the total number of individual respondents may be lower than 60.

All of the Veterans interviewed at Time Three felt that Stoll has helped them to address these issues. Even when cases were not fully resolved, respondents were able to identify improvements.

Several Veterans described how Stoll's staff had helped them to set out clear and achievable goals for the future. These related to:

- Housing.
- Employment.
- Returning to education.
- Volunteering opportunities.
- Mental health.

All but one of the interview participants at Time Three agreed that Stoll's staff had listened to them and had understood what was important to them. At Time Three, ten Veterans credited Stoll with helping them to secure housing. Others described how the team had supported them to enter employment, or more generally supported their transition.

Another respondent explained that,

*'When I came to London I was exhausted, with no fight left. Now I have been able to get the boys into school and get a job.'*

At Times One, Two and Three several interview respondents reported that Stoll's staff had a good understanding of the challenges encountered while undergoing transition. Veterans at Time Three emphasised how Stoll's team had dealt with their circumstances in a very supportive manner. One explained:

*'I was truly overwhelmed with the support given.'*

Amongst the Veterans interviewed at Time Three, thirteen felt that Stoll's team had built on their existing expertise, skills and support networks, which is in keeping with the best practice identified in the literature review. One described how

*"The help was focussed around my relocation to be near my family in London. I wasn't just plonked anywhere"*

### 5.5.5 Engaging with other agencies

#### *Survey respondents*

Veterans responding to the survey were asked if they had been receiving transition support from any other organisations. Seventeen out of 37 respondents reported receiving support from other organisations in addition to Stoll.

At Time Three, nine of the eleven respondents receiving transition support from other organisations reported that Stoll was working very effectively/effectively with the organisations that they have been in touch with.

#### *Interview respondents*

Veterans were asked whether Stoll's staff had directed them to any other agencies. Their responses, are set out in Figure 12, below. As with Time One and Time Two, Veterans agreed that working with these organisations was helpful. Veterans were asked if they felt Stoll has developed good relationships with partner organisations. In response, respondents were overwhelmingly positive, with several citing the speed with which their referral had been dealt with.

*Figure 12 Agencies referred to*

Time One (n = 4)	Time Two (n = 10)	Time Three (n=16)
<ul style="list-style-type: none"> <li>• Haig Housing</li> <li>• Veterans' Nomination Scheme</li> <li>• The Royal British Legion</li> <li>• SSAFA</li> <li>• Citizens Advice Bureau</li> <li>• RFEA</li> </ul>	<ul style="list-style-type: none"> <li>• Haig Housing</li> <li>• Veterans' Nomination Scheme</li> <li>• Octavia Housing Association</li> <li>• E Hayes Dashwood Foundation</li> <li>• The Royal British Legion</li> <li>• Veterans Aid</li> <li>• Department for Work and Pensions</li> <li>• Royal Bank of Canada, (which runs a Veterans' career programme)</li> <li>• Combat Veteran Players, a Shakespearean theatre company</li> <li>• Veterans Assessment Clinic</li> </ul>	<ul style="list-style-type: none"> <li>• E Hayes Dashwood Foundation</li> <li>• "Regimental charities"</li> <li>• Big House (supported accommodation for ex-servicemen)</li> <li>• Camden Council</li> <li>• Combat Veteran Players, a Shakespearean theatre company</li> <li>• Help for Heroes</li> <li>• QPR Community trust for football coaching voluntary role</li> <li>• Recruit for Spouses</li> <li>• Riverside housing association</li> <li>• The Poppy Factory</li> <li>• The Royal British Legion</li> <li>• The London Veterans' Service</li> <li>• Veterans Aid</li> <li>• Veterans' Nomination Scheme</li> <li>• Virgin Media</li> </ul>

Veterans were also asked if they were receiving support from any other services. Respondents described working with a number of related stakeholders, details of which are set out in Figure 13 below:

*Figure 13 Other organisations worked with*

Time One (n = 4)	Time Two (n = 10)	Time Three (n=16)
<ul style="list-style-type: none"> <li>• Haig Housing</li> <li>• Joint Service Housing Advice Office</li> <li>• Local authority staff</li> <li>• The Royal British Legion</li> <li>• SSAFA</li> <li>• Benefits support</li> <li>• Citizens Advice Bureau</li> <li>• Employment support:</li> <li>• RFEA</li> </ul>	<ul style="list-style-type: none"> <li>• Haig Housing</li> <li>• The Royal British Legion</li> <li>• SSAFA</li> <li>• Veterans Aid</li> <li>• Combat Stress</li> <li>• Help for Heroes</li> </ul>	<ul style="list-style-type: none"> <li>• E Hayes Dashwood Foundation</li> <li>• "Regimental charities"</li> <li>• Big House (supported accommodation for ex-servicemen)</li> <li>• Camden Council</li> <li>• Combat Veteran Players, a Shakespearean theatre company</li> <li>• Help for Heroes</li> <li>• QPR Community trust for football coaching voluntary role</li> <li>• Recruit for Spouses</li> <li>• Riverside Housing Association</li> <li>• The Poppy Factory</li> <li>• The Royal British Legion</li> <li>• The London Veterans' Service</li> <li>• Veterans Aid</li> <li>• Veterans' Nomination Scheme</li> <li>• Virgin Media</li> </ul>

As with Time One and Two, interview participants all felt that Stoll's support was as good as, if not better than, that provided by other organisations that they had worked with. This finding offers some reassurance that it may be reasonable to attribute progress against outcomes (at least in part) to the Stoll London Outreach Service (Transition Support).

Respondents who felt that Stoll offered a better service observed that Stoll had been faster in achieving goals.

### 5.5.6 Timescales for support

#### *Survey respondents*

Figure 14 shows that over Time one, Time Two and Time Three:

- Twenty-four of the Veterans responding to the survey felt that the length of support that they had received was just right.
- Ten respondents were unsure if the length of support was sufficient. This may be because they had only recently become involved with Stoll.
- Three respondents felt that the support had been too short.

*Figure 14 Length of support*

Is the length of support you have received...	Combined responses (Time 1 – Time 3) <sup>30</sup>
Just right.	24
Don't know.	10
Too short.	3
Total	37

#### *Interview respondents*

Veterans involved in the interviews were asked about the amount of support they had been offered. As shown in Figure 15, at Times One, Two and Three the majority of respondents felt that the right amount of support had been offered. Several people agreed with the sentiment that,

*‘[Stoll] couldn't have done any more’ and that “the support was beyond what I expected”*

*Figure 15 Was the level of support appropriate?*

Response	Combined responses (Time 1 – Time 3)
The right amount.	27
Would have preferred more support.	4

<sup>30</sup> As explained in footnote 22, the total number of individual respondents may be lower than 37.

## 5.5.7 Positive aspects of the Stoll London Outreach Service (Transition Support)

### Survey respondents

Veterans responding to the survey were asked what they considered to be the best things about the Stoll London Outreach Service (Transition Support). Veteran's responses are set out in Figure 16.

Figure 16 Things that survey respondents said that they liked about the Stoll London Outreach Service (Transition Support)

Positive aspects of the Transition Support Service as identified by respondents
"Outstanding service, efficient, effective"
"Approachable, very helpful, also care about your situation"
"They listen, act upon, and rectify"
"They helped find me a home after being homeless for 4 months"
"Hospitable, willing to help, sincere"
"Supportive, caring and informative "
"The support they give, the kind and caring nature of the staff, the way they try to help in every way they can"
"Caring support, referral to worthwhile outside agencies, approachability"
"Very Supportive, very understanding, very knowledgeable"
"Efficient, effective and reliable"
"Mental health, housing, and to find extra courses"
"The support I received from the outreach team was amazing."
"The professionalism, they are very understanding and always happy to help and honest"



### Interview respondents

Veterans involved in the interviews identified a number of positive attributes to the service they had received, as follows:

Figure 17 Things that interview respondents said they liked about the Stoll London Outreach Service (Transition Support)

Positive Quality	Veterans' Feedback
Dependable	<i>"Staff check on me regularly."</i>
Personable staff	<i>"Friendly and approachable people."</i> <i>"They listened to me. I broke down and I immediately had someone to talk to."</i> <i>"The best thing about my experience with Stoll, was the happy, enthusiastic, well prepared, caring staff."</i> <i>"I enjoy their company."</i>
Personal support	<i>"You get an individual caseworker for every step of the way."</i> <i>"The service listened and understood my needs and took it as a personal mission to resolve my issues"</i> <i>"My caseworker has been so understanding if I need any further support."</i> <i>"My coordinator really makes me feel supported and gives me the right amount of privacy when needed."</i>
Providing motivation	<i>"Staff have inspired me to push forward."</i> <i>"I was reassured by the effort that staff made to support me."</i>
Speed of Support	<i>"Secured my accommodation extremely quickly, well beyond my expectations"</i>

## 5.5.8 Areas for improvement

### Survey respondents

Respondents were also provided with the opportunity to suggest areas that could be improved. Figure 18 below summarises the responses received at Time Three. They are more varied than the responses received at Time One and Time Two, but still include the themes which emerged from this previous research (namely the importance of publicising the service more effectively).

Figure 18 Aspects that survey respondents suggested could be improved

Areas for improvement as identified by respondents
<i>"Need to be advertised more."</i>
<i>"More housing for homeless soldiers and their families "</i>
<i>"A personal visit, more help with finance as I still need help for that, jobs"</i>
<i>"Responding back to wounded in service personnel on time, more visits to wounded in service soldiers and finding how wounded in service soldiers are doing even after leaving service"</i>
<i>"More houses in various locations"</i>
<i>"Delivery timescales (transparency)"</i>
<i>"Be more engaged with housing for vets and help with employment as well"</i>
<i>"Increase their service awareness amongst ex-servicemen"</i>

### Interview respondents

Interview respondents were asked to suggest how the Stoll London Outreach Service (Transition Support) could be improved in the future. The majority of respondents felt there were no areas to improve, agreeing with sentiment:

*"I can't think of any area that needs improving. I received a 5-star service"*

Three Veterans suggested that Stoll should produce more publicity about its services, which should be delivered to military and veteran audiences.

Other suggestions for improvements, suggested by individual respondents were:

- Looking to find housing in more affordable areas of London
- Putting more focus on supporting veterans to develop money management, and offering vouchers to support them when they first leave.
- Working to reduce the stigma that soldiers, particularly men, feel in asking for help.

- Offering the same level of support to veterans with and without medical needs (rather than prioritizing those with medical needs).
- Checking in with clients monthly to follow up on their progress.

## 5.6 Analysis of monitoring data

### 5.6.1 Veteran profile

We have analysed monitoring data for 130 Veterans who received support from the Stoll London Outreach Service (Transition Support) between 1<sup>st</sup> January 2015 and 30<sup>th</sup> September 2016.<sup>31</sup> A detailed analysis of the profile of Veterans using the service is available in the Appendix.

### 5.6.2 Activities by outcome area

Figure 19 shows that Veterans receive support with 11 different outcome areas, as well as assistance to access external services.

*Figure 19 Areas of support offered*

Support area	Veterans supported n=130 (% of total)
Access external services	88%
Managing Tenancy and Accommodation	82%
Meaningful Use of Time	76%
Motivation & Taking Responsibility	71%
Emotional & Mental Health	66%
Social Networks and Relationships	61%
Self-Care & Living Skills	42%
Physical Health	42%
Managing Money	40%
Drug & Alcohol Misuse	28%
Offending	12%

### 5.6.3 Outcomes achieved to date

This section lists the outcomes which have been achieved by the service, according to Stoll's records.

<sup>31</sup> Eighty of these individuals were supported between January 2015 and 10<sup>th</sup> February 2016 and their results also appear in the Time Two report.

### *Managing Tenancy and Accommodation*

- 44 Veterans have been successfully rehoused, while a further 57 are reported to have achieved positive milestones towards this.
- 19 Veterans have successfully sustained their tenancy/avoided eviction with the help of holistic tenancy support, while 17 Veterans have made positive progress towards this.

### *Meaningful Use of Time*

- 36 Veterans have been supported into employment and a further 25 Veterans have achieved positive milestones towards gaining employment.
- 39 veterans have been involved in work like activities (such as meaningful volunteering)
- 16 Veterans have received training and education, while 19 have achieved positive milestones towards this

### *Motivation & Taking Responsibility*

- 37 Veterans are reported to have successfully developed confidence and/or motivation and/or greater choice and/or control, and a further 51 Veterans have achieved positive milestones in connection with this goal.
- 35 Veterans are reported to have achieved goals in relation to taking more responsibility.

### *Emotional & Mental Health*

- 22 Veterans are recorded as having successfully become better at managing their emotional wellbeing and mental health, with a further 63 making positive progress.

### *Social Networks and Relationships*

- 28 Veterans are reported to have been feeling less isolated, 42 are making progress towards this goal
- 25 veterans have improved their social network, while a further 51 have achieved positive milestones towards this.

### *Self-Care & Living Skills*

- 14 Veterans are reported to have improved their living skills. 40 have made steps towards reaching this goal.

### *Physical Health*

- 10 Veterans have become better at managing their physical health, a further 41 have achieved milestones towards this.

### *Managing Money*

- 33 Veterans have been helped to maximise their income.
- 27 Veterans are recorded to be better managing their money; while 15 have achieved positive milestones.
- 11 Veterans have successfully reduced their debt; while 18 have achieved positive milestones.
- 15 Veterans have welfare grants and a further 8 have taken steps towards this.

### *Drug & Alcohol Misuse*

- 10 Veterans have been supported to achieve better management of their substance misuse, while 22 have achieved positive milestones.

### *Offending*

- 5 Veterans who have been supported in relation to offending are reported to have achieved their goals in complying with statutory orders and related processes. A further 10 have achieved positive milestones.

## 6 Stakeholder survey

### 6.1 Introduction

Stakeholders were invited to participate in a survey to share their views concerning Stoll's work and issues affecting the Veteran's sector more widely. It was circulated at Time One (June 2015) and again at Time Two (March 2016).

### 6.2 Key messages

#### *Effective approaches to transition support*

Stakeholders report that the most important issues for improvement in the provision of transition support relate to communication and collaboration.

At both Time One and Time Two, more than 80% of stakeholders considered that allowing service personnel to pre-enrol before leaving the Armed Services would help to ensure the best possible outcomes.

#### *Stoll's approach to Transition Support*

A majority of stakeholders at Time One and Time Two report that Stoll is effective or very effective at offering the following transition support services:

- Housing Support.
- Signposting to external services.
- Support with mental health and emotional wellbeing.

A majority of stakeholders at Time One and Time Two also agree / strongly agree that the Stoll London Outreach Service (Transition Support) will:

- increase the numbers of Veterans who are successfully housed and reduce the number that are living in unsuitable accommodation.
- reduce the number of Veterans reaching a stage of vulnerability where they are reliant on Veterans' services for the long term.
- improve Veteran's mental and physical health.

Stakeholders report positive messages regarding partnership working: more than 69% of respondents agree that the service:

- has developed positive working relations with external partners.
- is confident in approaching other organisations.
- agree that the Veterans Sector in general understands the vulnerabilities of those in transition.
- agree that the service has a good understanding of other organisations' specialisms.

### 6.3 Approach to stakeholder survey

This survey was designed in collaboration between Cordis Bright and Stoll to monitor changes in stakeholder views which may be attributable to Stoll's work.

For the Time One survey, a list of 120 stakeholders was agreed with Stoll. They were all agencies which have some sort of working relationship with Stoll, and included London Boroughs, other providers from the Veterans' Sector, relevant government agencies (i.e. Ministry of Defence, NHS, Department of Health) and housing associations. A response rate of 32% was achieved (38 responses).

The list was reviewed for the Time Two survey and a total of 114 stakeholders were contacted. A response rate of 29% was achieved (33 responses).

The survey begins with some general questions about Stoll's work overall, and then moves on to evaluate the Stoll London Outreach Service (Transition Support) programme more specifically.<sup>32</sup>

---

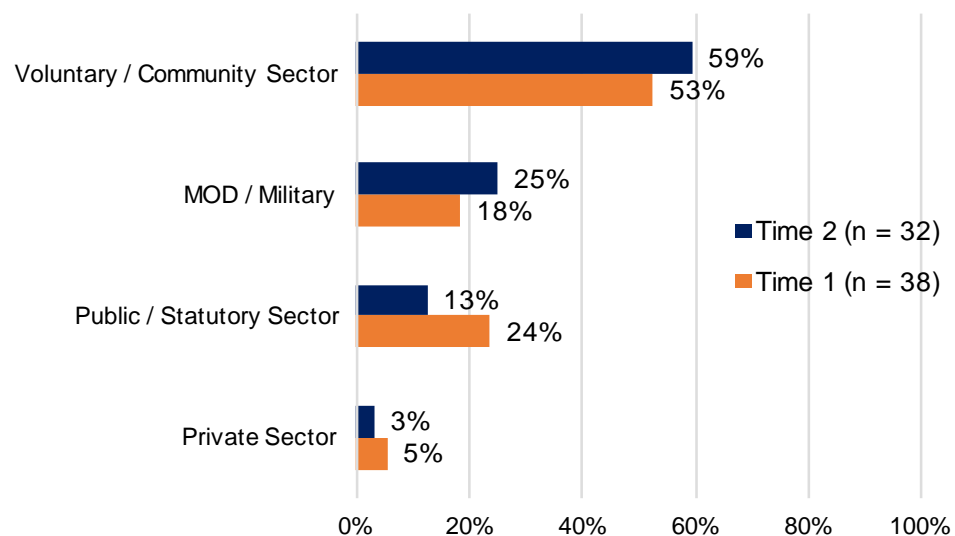
<sup>32</sup> Given that this survey was being circulated to Stoll's key stakeholders, it was agreed that it would be valuable to take this opportunity to gather some opinions on Stoll's wider work, before focusing in on the evaluation questions more specifically.

## 6.4 Response profile

### 6.4.1 Organisations represented

Figure 20 shows that at both Times One and Two over half of respondents were representatives of the voluntary/community sector.

*Figure 20 Percentage of stakeholders from each organisation*

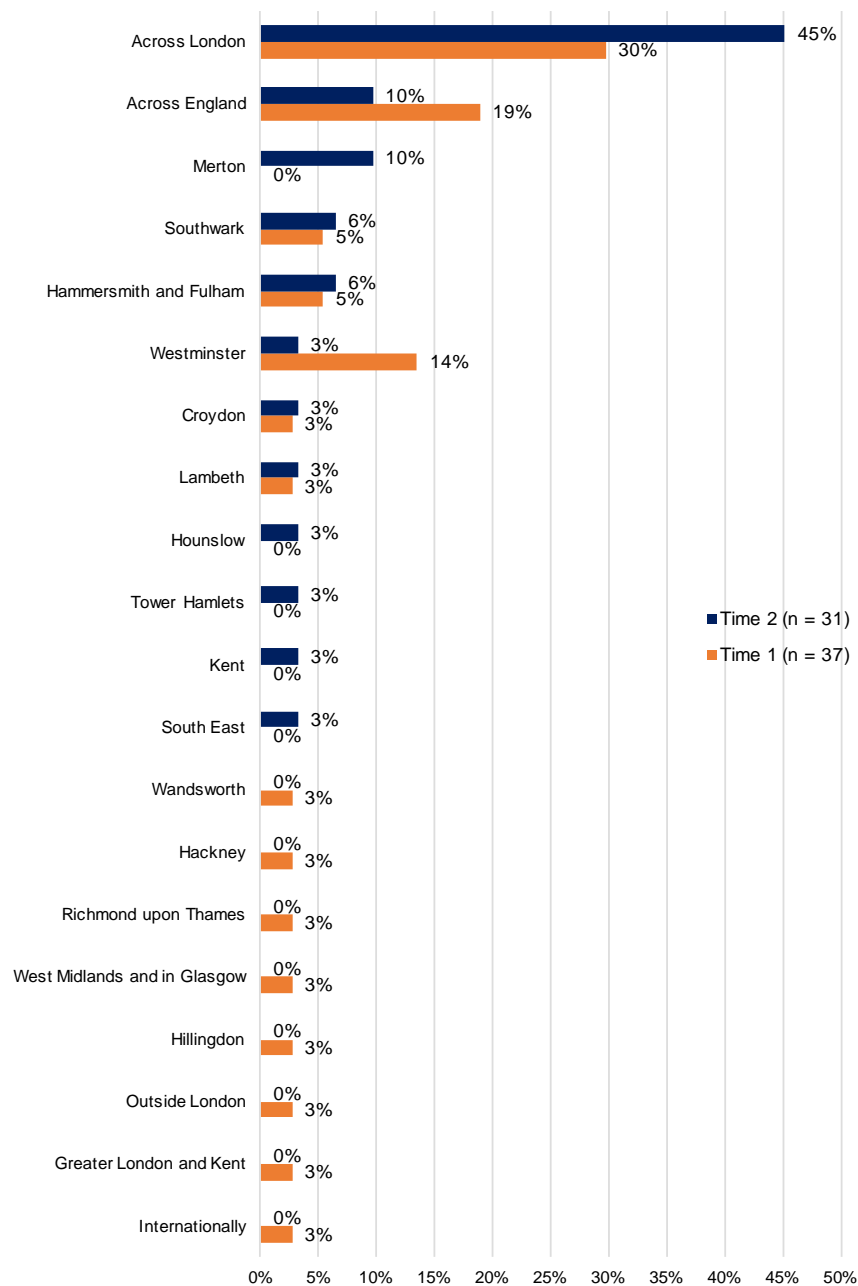




## 6.4.2 Local authority area

Figure 21 shows that, as with Time One, the single largest location category relates to working across London (45%), while 10% work across England.

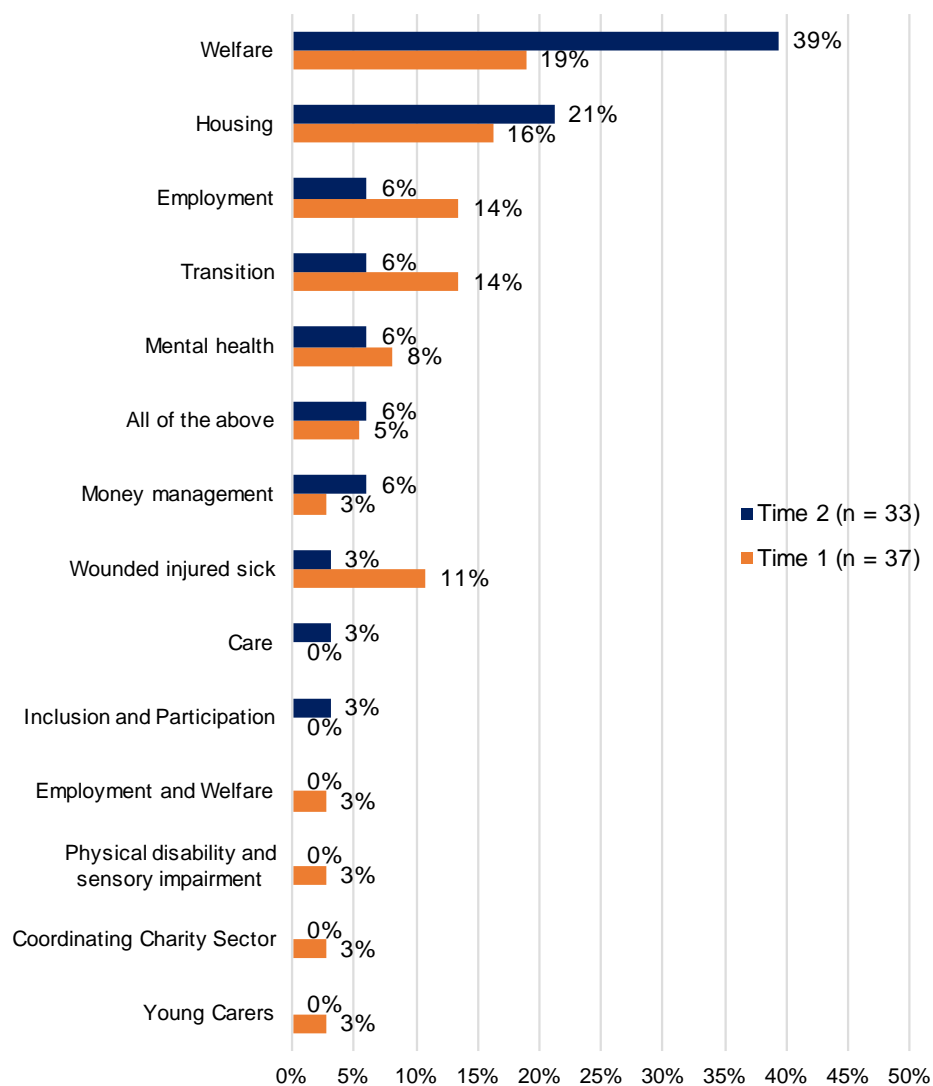
Figure 21 Areas that stakeholders spend most of their time working in



### 6.4.3 Stakeholders' roles

At Time One and Time Two, respondents were most commonly involved in delivering welfare support and housing.

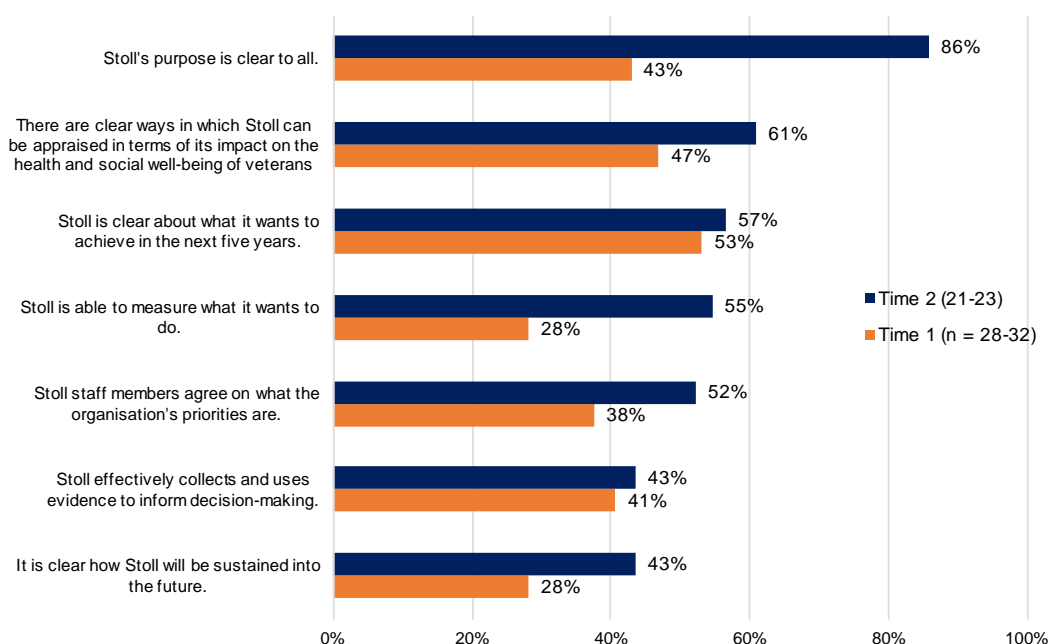
Figure 22 Stakeholders' work focus



#### 6.4.4 Stoll's clarity of purpose

Figure 23 provides a breakdown of stakeholders' assessments of the clarity of Stoll's work. In all cases, the responses either confirm, or improve upon, the responses received at Time One.

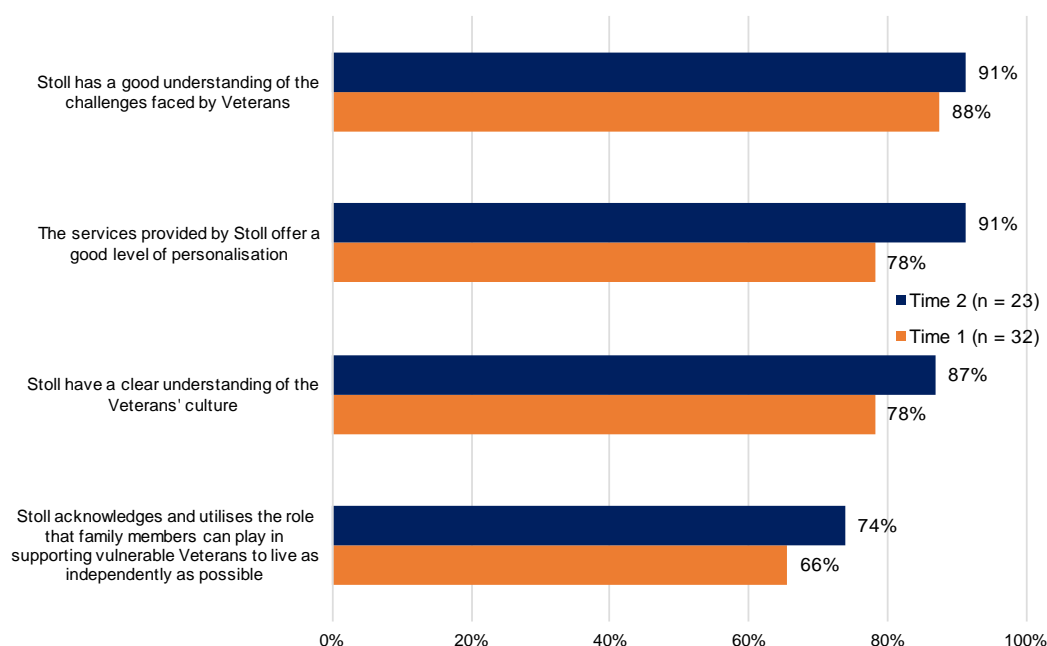
*Figure 23 Percentage of Stakeholders who agree/strongly agree with statements relating to the clarity of Stoll*



## 6.5 Underpinning Principles

Figure 24 provides a breakdown of the principles which stakeholders understood to be underpinning Stoll's activities. Stoll's scores were high at Time One, and Time Two respondents affirmed these findings.

*Figure 24 Percentage of Stakeholders who agreed / strongly agreed with statements relating to Stoll's underpinning principles*

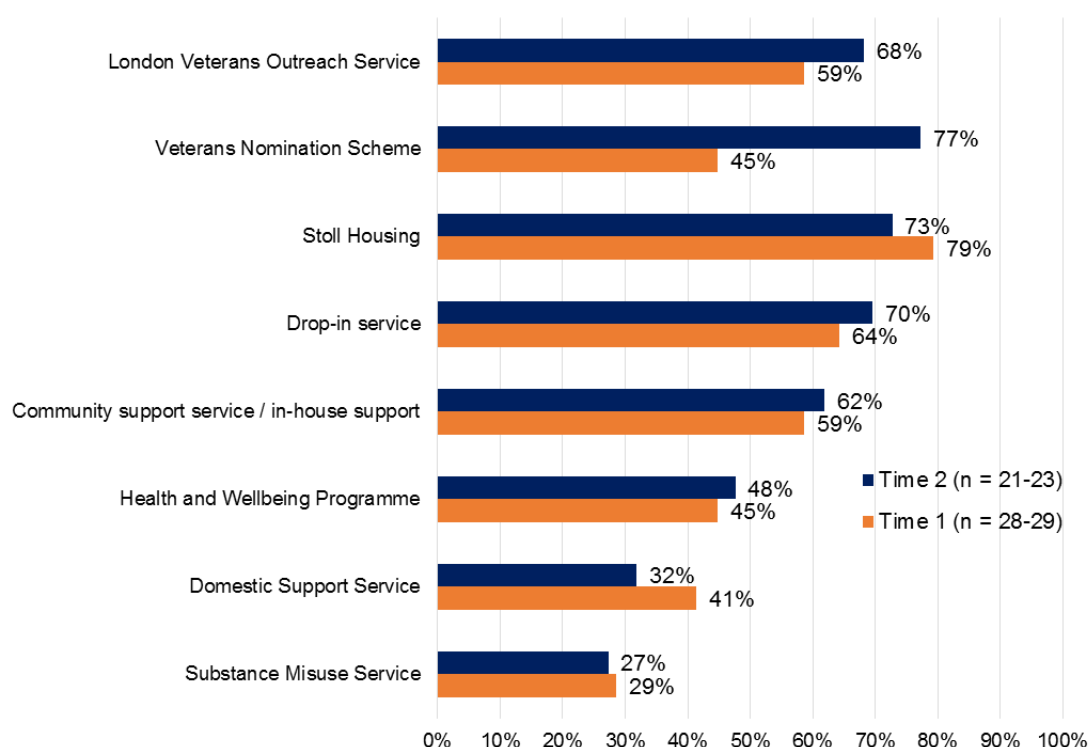


## 6.6 Stoll's Programmes

Figure 25 provides an overview of the stakeholders' assessments of Stoll's Programmes. We can conclude that a majority of stakeholders at Time Two have positive opinions regarding:

- London Veteran's Outreach Service (Transition Support).
- Veteran's nomination scheme.
- Stoll Housing.
- Drop-in service.
- Community Support Service / In-house support.

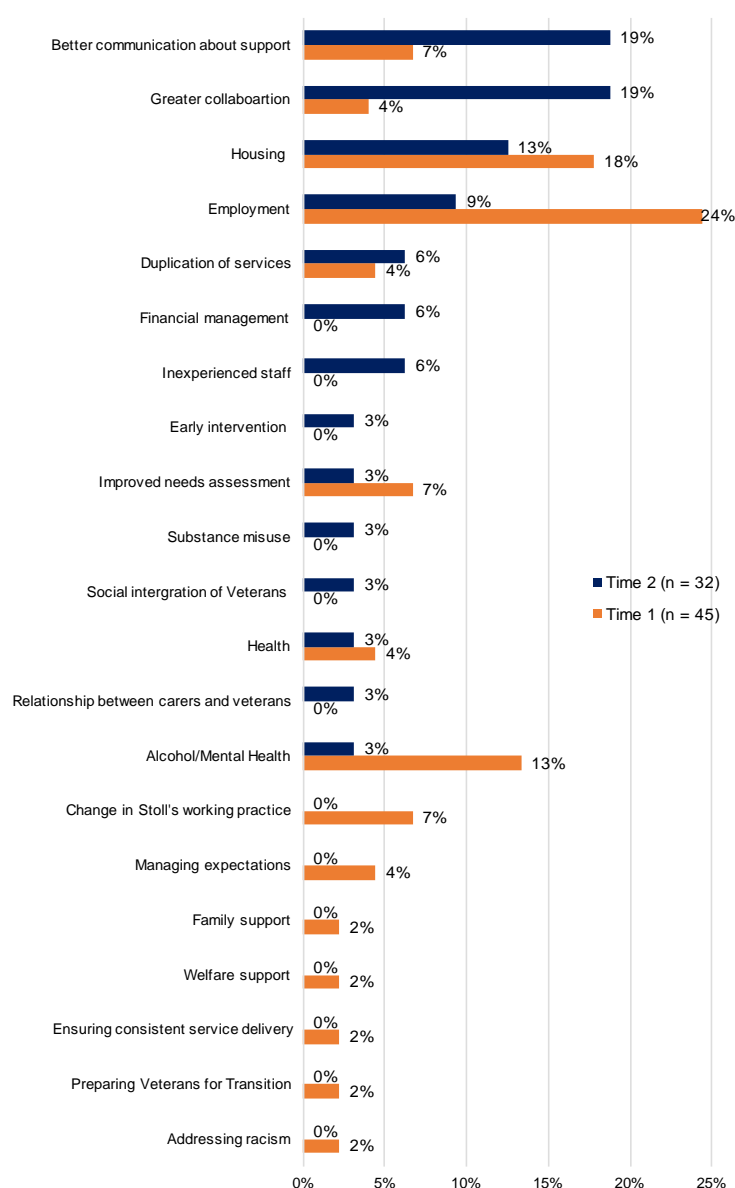
*Figure 25 Percentage of Stakeholders who believe that the following Stoll Programmes are operating effectively / very effectively*



## 6.7 Effective transition support

Figure 26 includes all the issues identified by stakeholders as being important when it comes to transition support. It shows that *Better Communication about support* and *Greater Collaboration* remain important to respondents. This finding can also be read alongside the *need to Avoid Duplicating services*, identified by a further 6% of participants.

Figure 26 Percentage of stakeholders who believe that the following areas of transition support require improvement

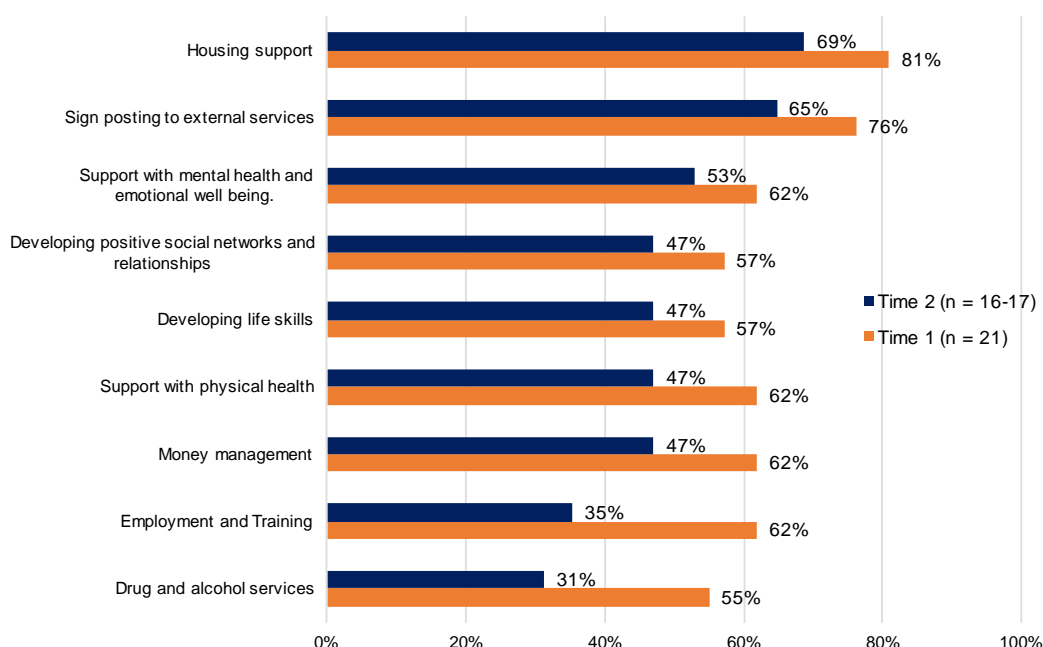


## 6.8 Assessments of Stoll's services

Stakeholders were asked to assess how effective they thought Stoll's services are in supporting Veterans. Figure 27 shows that more than 50% of respondents still believe that Stoll is effective or very effective in the following areas<sup>33</sup>:

- Housing Support.
- Signposting to external services.
- Support with mental health and emotional wellbeing.

*Figure 27 Percentage of stakeholders who considered the Stoll London Outreach Service (Transition Support) to be effectively/very effectively supporting service users in the following areas*



<sup>33</sup> At first glance Figure 27 may suggest that fewer stakeholders consider Stoll's Outreach Service to be effective / very effective. However the sample size means that it is not possible to draw meaningful conclusions about these apparent differences in opinion as they usually represent the views of a relatively small number of individual respondents.

## 6.9 Assessments of the Stoll London Outreach Service (Transition Support)

Figure 28 assesses the approach to partnership working and offers a number of positive messages, with more than 69% of respondents consistently agreeing that the Stoll London Outreach Service (Transition Support):

- has developed positive working relations with external partners.
- is confident in approaching other organisations.
- agree that the Veterans Sector in general understands the vulnerabilities of those in transition.
- agree that the service has a good understanding of other organisations' specialisms.

Stoll may wish to consider alternative approaches to the way in which it communicates to the outside world and involves Veterans in their dependents in shaping the service, as fewer than 50% of respondents have offered favourable responses to these issues. It is, however, interesting to compare this finding regarding involvement of Veterans and their dependants with those presented in Figure 24 above. That shows that 74% of stakeholders strongly agree/agree that Stoll acknowledges and utilises the role that family members can play in supporting vulnerable Veterans to live as independently as possible.

*Figure 28 Percentage of stakeholders who agree/strongly agree with the following statements relating to the Stoll London Outreach Service (Transition Support)*

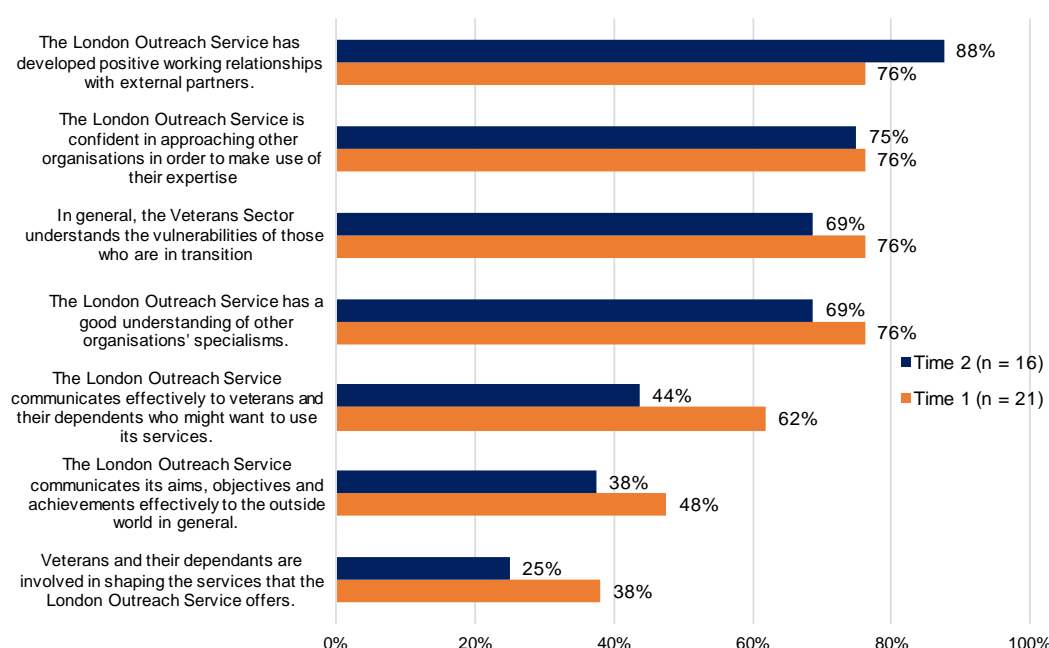


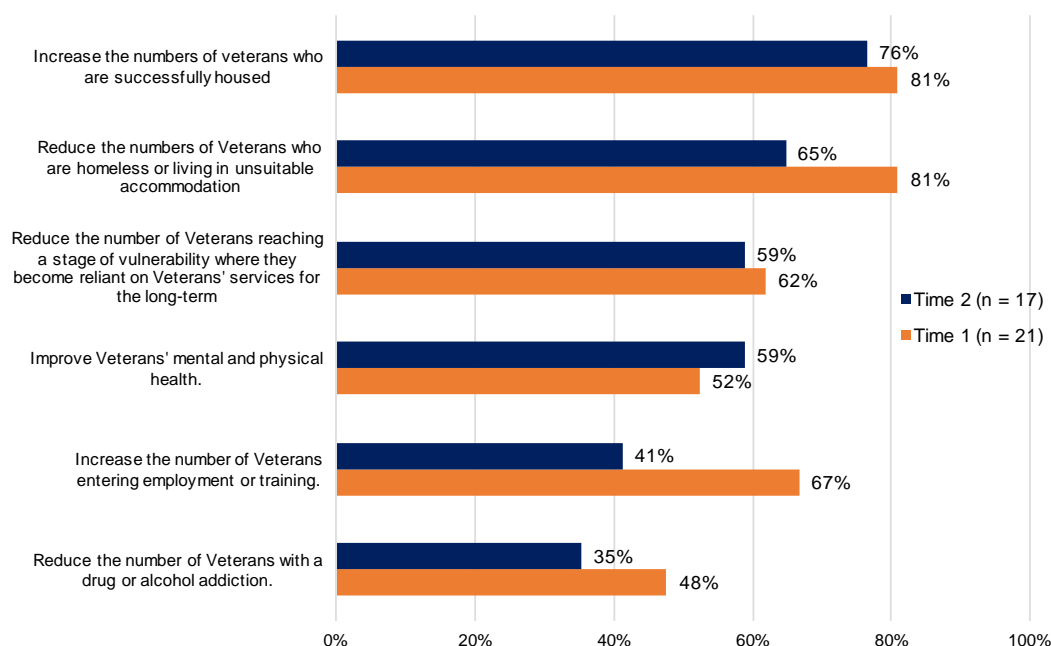


Figure 29 reports on the Stoll London Outreach Service's (Transition Support) perceived ability to achieve its objectives. It provides positive messages for the service, indicating that more than 50% of respondents consistently agree / strongly agree that service will:

- increase the numbers of Veterans who are successfully housed and reduce the number that are living in unsuitable accommodation.
- reduce the number of Veterans reaching a stage of vulnerability where they are reliant on Veterans' services for the long term.
- improve Veteran's mental and physical health.

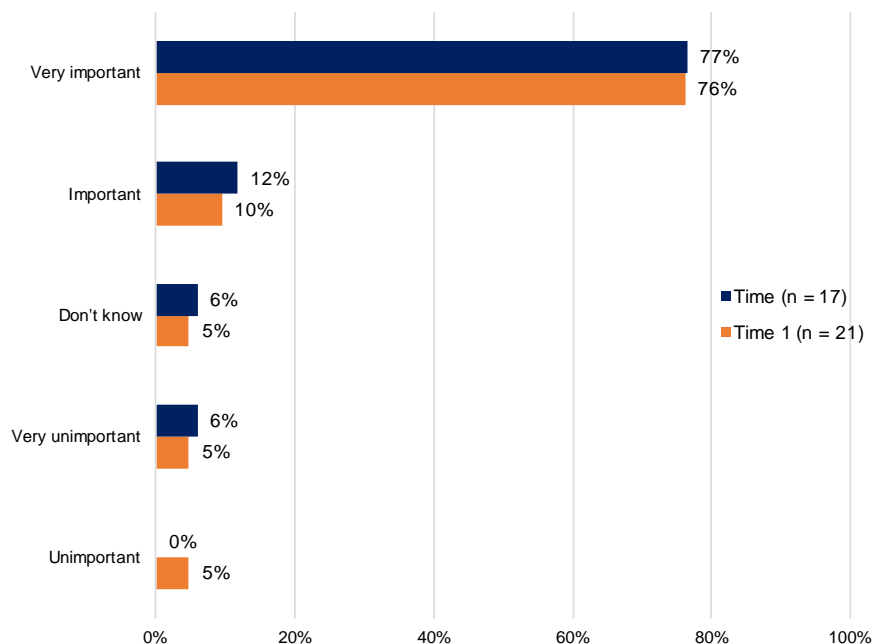
Stoll may find it interesting to consider options for altering their approach to supporting people who have a drug or alcohol addition, as respondents appear less confident Stoll would be able to reduce the number of Veterans with substance misuse issues. However, it is of course plausible that respondents are simply acknowledging the inherent challenges of working within this difficult area.

*Figure 29 Percentage of stakeholders who agree/strongly agree that the Stoll London Outreach Service (Transition Support) will achieve the following objectives*



In keeping with Time One findings, Figure 30 shows that 89% of stakeholders consider pre-enrolment to be very important/important in ensuring the best possible outcomes for those going through transition.

*Figure 30 Percentage of how important stakeholders thought allowing Service Personnel the opportunity to pre-enrol for their services, before leaving the Armed Forces, will be to ensuring the best possible outcomes for those going through transition. (n = 21)*



## 6.10 Future Challenges

Stakeholders were asked to suggest what they consider to be the three biggest challenges for the Stoll London Outreach Service (Transition Support) in the future. Figure 31 presents stakeholders responses.

Figure 31 Future Challenges

Challenges for the future	
Issues important to Veterans.	Employment.
	Housing.
	Ensuring sustainable independence.
	Mental health, specifically the feeling that <i>'there needs to be a greater understanding that Veterans can have serious mental rather than physical problems and do not always behave in a rational manner.'</i> (anonymous quote from stakeholder).
Organisational.	Ensuring that the progress of each Veteran is evidenced through appropriate monitoring.
	Develop collaborative working, evidenced through strong partnership links.
	Safeguarding its reputation.
Communication.	Sharing good practice.
Changing needs.	An increase in housed homeless Veterans.
	An increase in referrals from local authorities.

## 7 Conclusions

Overall, this research paints a positive picture of the Stoll London Outreach Service (Transition Support) and its impact on individual Veteran's and the wider Veteran's sector.

Stakeholders respect Stoll's work and have confidence that it could improve the lives of those with whom it works. Veterans have positive comments about the service and the evidence suggests that they are achieving a number of important outcomes and milestones. Many of them are vulnerable and present with significant mental health issues: it is clear that they value the support offered.

In almost all cases, the data suggests that the Stoll London Outreach Service (Transition Support) is making positive progress in a number of important areas with Housing-related issues showing particularly positive results. This is important, because the need for appropriate Housing remains a key priority among both Stakeholders and Veterans. The service offers important support to Veterans with progress towards employment, and a large number receive support with their mental or physical health.

Not all Veterans are aware of the support available from Stoll before they leave the Armed Forces. This means that some people are not engaging with the service as early as they could. We recommend that Stoll should continue to prioritise the promotion of its work with pre-discharge agencies. Veterans have made a number of suggestions relating to this, including:

- Ensure that its information is provided as part of the leaving packs given to departing service personnel.
- Provide more flyers with information.
- Send staff members to visit personnel in their barracks and explain to service leavers the support they provide.

In fact, the emerging evidence (from the stakeholder survey in particular) suggests that improving communication about the available support and greater collaboration between providers of support may be an important area for improvement in veteran's support services overall. This includes the importance of ensuring that Veterans can find out about (or even pre-enrol) for services prior to leaving the Armed Forces. FiMT, Stoll, and others engaged in the Veteran's sector may wish to prioritise activities which promote these aims.

The case studies provide very positive indications regarding the longer-term benefits for Stoll's work. We recommend that further work is carried out to track the progress of the Stoll London Outreach Service (Transition Support) and its beneficiaries over a much longer timescale (ideally 3-5 years) in order to properly assess the extent to which the service empowers Veterans to lead fulfilling independent lives and reduces Veterans' reliance on services and support in the longer term.

## 8 Advice on monitoring in the future

### 8.1 Introduction

Stoll's current monitoring system gives insight concerning the support needs which Stoll intends to address with individual Veterans, and the extent to which Stoll has been able to affect these requirements.

To provide even greater insight regarding the effectiveness of the service, the following approach to evaluation could also be considered.

### 8.2 Measuring reduced reliance on Veteran's services.

#### 8.2.1 Introduction

The most effective way to track whether or not Stoll's intervention reduces reliance on Veteran's services in the long-term would be to implement a randomised control trial. This would involve following a cohort of Stoll-supported Veteran's over the long-term (say three years) as well as following a cohort of non-Stoll-supported Veteran's over the same time period. Implemented effectively, this is likely to provide the most robust insights concerning the extent to which Stoll's input influences reliance on services in the longer-term.

However it is extremely difficult to set up these trials in a robust manner, and is likely to carry a number of ethical challenges (as it would effectively involve "refusing" support to those in the control cohort).

We have therefore set out below an alternative method which should also offer useful insights.

#### 8.2.2 Tracking individuals over time

To fully assess the extent to which timely input from Stoll reduces reliance on Veteran's services in the long-term, it would be important to track around 25% of veterans using the service over a long-term basis (ideally 3 years or so). This is likely to involve several steps:

1. Invite / incentivise people who are newly-accessing the service to participate in a longer-term evaluation.
2. Undertake an independent assessment of their needs and the extent to which people displaying their characteristics would normally expect to draw on Veteran, or other mainstream services.
3. Undertake regular independent interviews after their involvement with Stoll is complete to establish the extent to which they are engaging with other services, and the extent to which they attribute any progress they are making to Stoll (as opposed to other support or factors).

4. Follow up with the other agencies accessed (perhaps seeking permission to access individual records, if appropriate) to better understand the nature and extent of support received.
5. Where possible, engage the Veteran's friends / family / employer etc. to glean further independent views about their progress and outcomes achieved.
6. Use this data to plot a trajectory for each Veteran over the 3 year period.
7. Use publically available benchmarks to ascertain the financial value of services accessed and potentially avoided over the three year period.

## Appendix One: Bibliography

- Career Transition Partnership. 'Early Service Leavers: Guidance Notes for Resettlement Staff'. *Joint Services Publication* 575, no. 4 (March 2010). <http://www.ctp.org.uk/assets/x/51978>.
- . 'Informing Your Future: An Update on Armed Forces Resettlement'. *Ministry of Defence*, 2012, 2–19.
- . 'The Tri-Service Resettlement Manual'. *Joint Services Publication* 534, no. 11 (March 2014). <http://www.ctp.org.uk/assets/x/53320>.
- Compass Partnership. 'Profile and Needs of the Ex-Service Community, 2005-2020'. *Royal British Legion*, September 2006, 1–29.
- Force Select Foundation. 'Joining Forces: A Holistic Approach to the Resettlement of Ex-Service Personnel', 2011. <http://www.salfordccg.nhs.uk/documents/ForceSelectFoundationLeaflet.pdf>.
- Forces in Mind Trust. *The Transition Mapping Study: Understanding the Transition Process for Service Personnel Returning to Civilian Life*. London: Forces in Mind Trust, 2013. [http://cdn.basw.co.uk/upload/basw\\_102716-1.pdf](http://cdn.basw.co.uk/upload/basw_102716-1.pdf).
- ForcesWatch. *The Last Ambush? Aspects of Mental Health in the British Armed Forces*. London: ForcesWatch, 2013.
- Fossey, Matt. 'Across the Wire: Veterans, Mental Health and Vulnerability'. *Centre for Mental Health*, 2010, 1–20.
- . 'Transition Support for British Army Early Service Leavers: An Evaluation of the Future Horizons Programme', 2013, 1–36.
- . "'Unsung Heroes': Developing a Better Understanding of the Emotional Support Needs of Service Families'. *Centre for Mental Health*, n.d., 1–31.
- House of Commons Defence Committee. 'The Armed Forces Covenant in Action? Part 4: Education of Service Personnel'. *The Stationery Office*, 9 July 2013. <http://www.publications.parliament.uk/pa/cm201314/cmselect/cmdfence/185/185.pdf>.
- Howard League for Penal Reform. *Report of the Inquiry into Former Armed Service Personnel in Prison*. London: Howard League for Penal Reform, 2011. [http://www.howardleague.org/fileadmin/howard\\_league/user/pdf/Veterans\\_inquiry/Military\\_inquiry\\_final\\_report.pdf](http://www.howardleague.org/fileadmin/howard_league/user/pdf/Veterans_inquiry/Military_inquiry_final_report.pdf).
- Hurley, Norma, Douglas White, and Jenny Eaves. 'Research into the Employment Needs of Disabled and Vulnerable Veterans in Scotland'. *Poppyscotland*, March 2009, 1–134.

Johnsen, Sarah, Anwen Jones, and Julie Rugg. 'The Experience of Homeless Ex-Service Personnel in London'. *Centre for Housing Policy* The University of York (2008): 1–91.

Jones, Anwen, Deborah Quilgars, Lisa O'Malley, David Rhodes, Mark Bevan, and Nicholas Pleace. *Meeting the Housing and Support Needs of Single Veterans in Great Britain*. University of York, 2014. <http://www.fim-trust.org/images/StollVeteransreportweb.pdf>.

Lord Ashcroft. *The Armed Forces & Society: The Military in Britain through the Eyes of the Service Personnel, Employers and the Public*. London: Lord Ashcroft Polls, 2012. <http://lordashcroftpolls.com/wp-content/uploads/2012/05/THE-ARMED-FORCES-SOCIETY.pdf>.

MacManus, Deirdre, Kimberlie Dean, Amy C. Iversen, Lisa Hull, Norman Jones, Tom Fahy, Simon Wessely, and Nicola T. Fear. 'Impact of Pre-Enlistment Antisocial Behaviour on Behavioural Outcomes among U.K. Military Personnel'. *Social Psychiatry and Psychiatric Epidemiology* 47, no. 8 (August 2012): 1353–58. doi:10.1007/s00127-011-0443-z.

Mental Health Network, and Combat Stress. 'Improving Mental Health Services for Veterans'. *NHS Confederation* Briefing 210 (2 November 2010).

Ministry of Defence. 'Career Transition Partnership Annual Statistics: UK Regular Service Personnel Employment Outcomes, 2009/10 to 2011/12'. Ministry of Defence, 28 May 2014. [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/315036/background-quality-report-career-transition-partnership.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/315036/background-quality-report-career-transition-partnership.pdf).

———. 'Career Transition Partnership: Follow-Up Questionnaires, 1 September 2012 to 31 August 2013'. Ministry of Defence, 11 February 2014. [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/278852/20140211\\_CTP\\_Questionnaire\\_responses\\_from\\_exServices\\_leavers.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/278852/20140211_CTP_Questionnaire_responses_from_exServices_leavers.pdf).

———. 'Career Transition Partnership Quarterly Statistics: UK Regular Service Personnel Employment Outcomes, 2009/10 to 2013/14 Q2'. Ministry of Defence, 11 December 2014. [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/384972/20141208\\_CTP\\_official\\_statistic\\_0910\\_1314Q2.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/384972/20141208_CTP_official_statistic_0910_1314Q2.pdf).

———. *Career Transition Partnership Quarterly Statistics: UK Regular Service Personnel Employment Outcomes: Q1 2009/10 to 2013/14 Q1*. Ministry of Defence, 2014. <https://www.gov.uk/government/statistics/career-transition-partnership-ex-service-personnel-employment-outcomes-financial-year-201314-q2>.

Stoll . Strategy 2015-2020 - Draft. Stoll , 2015.

The Centre for Social Justice. 'Doing Our Duty? Improving Transitions for Military Leavers', April 2014, 1–116.



## Appendix Two: Glossary

Abbreviation	Term
ABCUL	Association of British Credit Unions Limited
BIS	Department for Business, Innovation and Skills
CTP	Career Transition Partnership
DCLG	Department for Communities and Local Government
DWP	Department for Work and Pensions'
ESL	Early Service Leavers
ESP	Employment Support Programme
FiMT	Forces in Mind Trust
FRS	Full Resettlement Service
IRTC	Individual Resettlement Training Costs
LOS (TS)	Stoll London Outreach Service (Transition Support)
MOD	Ministry of Defence
MoJ	Ministry of Justice
OA	Officer Association
PTSD	Post-traumatic stress disorder
RFEA	Regular Forces Employment Agency
VICS	Veterans in Custody Support

## Appendix Three: Profile of Veterans Supported

Summary profile of Stoll service users							
Average age when discharged	31.5						
Average length of service	100 months						
% discharged from January 2014 onwards	72% (Count: 94)						
Gender	Male	Female					
	92% (Count: 119)	8% (Count: 11)					
Conflict theatre	Afghanistan	None	Iraq/Gulf	Multiple	Other	Not listed	
	47% (Count: 61)	15% (Count: 20)	13% (Count: 17)	11% (Count: 14)	6% (Count: 8)	32% (Count: 41)	
Ethnicity	Black or Black British - African	White British	Black or Black British - Caribbean	Other	Not listed		
	42% (Count: 55)	28% (Count: 36)	13% (Count: 17)	15% (Count: 20)	2% (Count: 2)		
Economic status	Full time work	Jobseeker	Longterm sick/disabled	Part-time work	Full-time student	Not seeking work	Other / Not Listed
	35% (Count 45)	34% (Count: 44)	10% (Count: 13)	4% (Count: 5)	3% (Count 4)	2% (Count: 3)	12% (Count: 16)
Marital status	Single	Married	Separated	Divorced	Other	Not listed	
	32% (Count: 41)	34% (Count: 44)	7% (Count: 9)	3% (Count: 4)	2% (Count: 3)	22% (Count: 29)	
Service	Army	Navy	RAF	Not listed			
	85% (Count: 110)	4% (Count: 5)	1% (Count: 1)	11% (Count: 14)			



**Cordis**Bright Limited

23/24 Smithfield Street, London EC1A 9LF

<b>Telephone</b>	020 7330 9170
<b>Email</b>	<a href="mailto:info@cordisbright.co.uk">info@cordisbright.co.uk</a>
<b>Internet</b>	<a href="http://www.cordisbright.co.uk">www.cordisbright.co.uk</a>