



LIBOR Funding and its Impact

An overview and analysis

Tom Traynor

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About the Directory of Social Change

At the Directory of Social Change (DSC), we believe that the world is made better by people coming together to serve their communities and each other. For us, an independent voluntary sector is at the heart of that social change and we exist to support charities, voluntary organisations and community groups in the work they do. Our role is to:

- **provide practical information** on a range of topics from fundraising to project management in both our printed publications and e-books;
- **offer training** through public courses, events and in-house services;
- **research funders** and maintain a subscription database, *Funds Online*, with details on funding from grant-making charities, companies and government sources;
- **offer bespoke research** to voluntary sector organisations in order to evaluate projects, identify new opportunities and help make sense of existing data;
- **stimulate debate and campaign** on key issues that affect the voluntary sector, particularly to champion the concerns of smaller charities.

Visit our website **www.dsc.org.uk** to see how we can help you to help others and have a look at **www.fundsonline.org.uk** to see how DSC could improve your fundraising. Alternatively, contact our friendly team at **020 4526 5995** to chat about your needs or drop us a line at **cs@dsc.org.uk**.

About DSC's research

DSC undertakes bespoke and commissioned research and evaluation work for a wide range of charities and organisations. Our research and consultancy service includes:

- **strategic advice** for grant-makers, charities and companies;
- **sector surveys**, such as membership surveys and surveys of charities and funders;
- **impact evaluation** of giving by large grant-makers and companies;
- **topical research** on sector developments and sub-sectoral analysis;
- **case studies**, highlighting the work of our clients and other organisations in an accessible way.

Our commissioned research is led by the needs of our clients, but our policy work also informs our research for the benefit of the wider voluntary sector. This policy work includes campaigns such as Everybody Benefits, which raises awareness of the benefit of charities and the voluntary sector, and the recent #NeverMoreNeeded campaign, which highlights the vital work of charities during the COVID-19 pandemic and the crucial support they themselves needed during the crisis.

An important part of our work is providing research, insight and evidence on UK Armed Forces charities. This award-winning research,¹ funded by Forces in Mind Trust, has to date seen DSC publish ten accessible reports which provide analytical data, trends and commentary and are used by policymakers, government and charities alike. DSC is now recognised as the premier source of research and information on charities which support the Armed Forces community, and our evidence to Cobseo (The Confederation of Service Charities) on how the sector needed state assistance during the COVID-19 pandemic led to the government providing financial support to Armed Forces charities in 2020.

¹ DSC received the 2021 Forces in Mind Trust Research Award – see www.fim-trust.org/news-policy-item/stuart-cole-wins-fimt-research-award-for-insights-which-supported-the-armed-forces-charities-sector-during-covid-19.

About the author

TOM TRAYNOR



Since joining DSC in 2001, Tom has researched and authored numerous publications and reports including *The Guide to Major Trusts*, *The Directory of Grant Making Trusts*, *The Funders' Almanac* and *Sector Insight: UK grant-making trusts and foundations*. He previously led DSC's research team in the delivery of core research projects, guides, directories and funding websites which provide details of thousands of funders to voluntary sector organisations looking for funding to support their cause.

As Head of Research, Tom is responsible for delivering DSC's research strategy, which involves developing research partnerships with funders and other research organisations. He leads DSC's *Sector Insight* series and other commissioned research projects. An experienced researcher using both qualitative and quantitative methods, Tom ensures that all of DSC's research projects are delivered to a high standard.

Tom holds a BA (Hons) in Literature and Media and Cultural Studies from Liverpool John Moores University and an MA in Research Methods in Sociology and Social Policy from the University of Liverpool. He has been a trustee of a local arts organisation, has volunteered for an educational charity and a community media project, and has also been a grants assessor for a community foundation. He has a keen interest in grant-making trusts and foundations, philanthropy, social policy and research methods, and has written about a range of voluntary sector issues for almost 20 years.

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Executive summary

In 2012, an investigation was launched into the manipulation of the London Interbank Offered Rate (LIBOR). This ultimately resulted in a number of international banks receiving fines totalling £688 million, rising to £973 million by 2015.

The Chancellor of the Exchequer at the time, George Osborne, announced that the money from the fines would be used for the benefit of the public, and specifically Armed Forces charities and causes. This was later expanded to include Emergency Services charities and other good causes.

Between 2012 and 2018, five grant schemes made a total of 1,005 grants to a wide range of organisations, with the Armed Forces Covenant Fund Trust (the Trust) assuming responsibility in 2018 for the ongoing delivery of £10 million each year to Armed Forces charities. The newly constituted Trust also assumed responsibility for reviewing all the previous grants made from LIBOR funds and their retrospective, current and future grant management.

In 2019, the Trust appointed the Directory of Social Change (DSC) to evaluate the impact of LIBOR funding awarded through three of the five LIBOR schemes. This report explores the projects and organisations funded through the HM Treasury LIBOR Fund (HMT LIBOR Fund), the £35 million LIBOR Fund and the Veterans Accommodation Fund, which collectively distributed £578.2 million in 472 grants to 334 organisations between 2012 and 2017.

KEY FINDINGS

- Based on data provided by the grant recipients, the grants covered in this report (totalling £578.2 million) affected an **estimated 4.7 million actual and potential beneficiaries**.
- Research and analysis revealed that **the breadth and scope of the projects, services and organisations supported by LIBOR funding were extensive**, with numerous beneficiaries from the Armed Forces community, the Emergency Services, cadets and the general public.
- **Just over 75% of the grant recipients were registered charities**, and more than half of those were Armed Forces charities. Government departments – mostly the Ministry of Defence (MOD) – charitable companies, MOD bases, local authorities and the NHS, were among the other recipients, as were non-registered charities, non-profits and similar organisations.
- **Charities received £383.9 million of the total value of grants awarded**; government departments received £100.0 million; NHS organisations received £25.6 million; charitable companies received £25.2 million; universities received £11.7 million; local authorities received £9.8 million; housing associations received £9.6 million; MOD bases received

£6.4 million; 'other' organisations, such as non-registered non-profits and associations, received £5.7 million; and military units received £342,000.

- **Just over 64% of grants and funded projects were for welfare purposes.** Health-related projects and services accounted for 57.0%, followed by education and training (41.1%), heritage (28.0%), infrastructure (18.9%), leisure (18.4%), housing 16.5% and 'other' purposes (5.1%). Many grants and funded projects were multidimensional and cut across several thematic focus areas, so these categories are not mutually exclusive.
- However, in terms of the total grant value, **health, welfare and education-related projects and services received comparable amounts and the highest levels of funding:** health-related projects and services received £131.9 million, welfare received £131.1 million, education and training received £127.4 million, heritage received £88.5 million, housing received £39.5 million, infrastructure received £34.0 million, leisure received £13.1 million and 'other' purposes received £12.8 million.
- **Grants supported eight distinct, but interrelated, beneficiary groups** via funded projects, services and organisations. Veterans of the Armed Forces were the most commonly supported group, followed by the general public. A substantial proportion of this benefit was derived from capital investments in heritage projects such as museums and memorials, hospitals and medical research, and air ambulances, all of which have ongoing and long-term legacies. As with the focus of the projects that received funding and the purposes for which the grants were given, it was not uncommon for more than one beneficiary group to be supported by a single project. However, there was much less crossover in terms of the distinct groups the grants helped and supported than there was for the thematic focuses of the projects. The groups supported by grant-funded projects and services were:
 - Veterans of the Armed Forces (48.3%);
 - the general public (34.1%);
 - family members of those serving in the Armed Forces or Veterans (28.8%);
 - serving members of the Armed Forces (20.6%);
 - serving Emergency Service workers (4.4%);
 - former and retired Emergency Services workers (3.0%);
 - cadets (1.9%);
 - family members of Emergency Services workers (1.1%).
- **Over two-thirds (68.7%) of the funded projects and organisations were located in the UK.** These projects had a value of £401.9 million. Another 5.8% of projects were located overseas, with a value of £50.7 million. Finally, 25.5% of projects were not restricted to any geographical location, and these projects had a value of £125.7 million.
- **Of the projects in the UK, 16.3% – with a grant value of £39.3 million – had no specific localised geographical remit** and were open to eligible beneficiaries and potential beneficiaries across the UK. Where a country within the UK was specified, most supported projects, services and organisations were in England.
- **Overall 77.1% of projects located in the UK with a localised remit were in England, with a value of £230.9 million.** Another 15.7% of the projects were in Scotland, with a value of

£24.0 million; 5.7% were in Wales, with a value of £18.3 million; and 1.4% were in Northern Ireland, with a value of £5.6 million.

- Among the **regions within the UK's countries**, where the locations of funded projects were specified or could be determined, South East England received the most funding in England (£112.9 million). In Scotland, the region with the most funding was Argyll and the Isles (£5.8 million); in Wales, North Wales received the most designated funding (£2.1 million); in Northern Ireland, County Fermanagh received £962,600.
- When **intended or potential beneficiary area** – as opposed to project, service or organisation location – is considered, a somewhat different picture emerges. Overall, 43.4% of funded projects and services had the UK as their beneficiary area, with a value of just over £174.1 million. Another 1.5% of projects were specifically for projects or beneficiaries overseas, with a value of £19.1 million. Finally, 55.1% of funded projects and services, totalling £385.0 million, were not restricted to any specific geographical area of benefit.
- **These geographically unrestricted projects supported a wide range of beneficiaries for numerous purposes.** These included projects supporting Veterans of the Armed Forces, whose location is, in theory, no barrier to them being able to access the services provided. Many of these projects also benefit the general public. For example, health-related projects and services may be open to anyone who meets certain criteria, regardless of where they themselves are located. Museums, monuments and memorials naturally have a fixed location but can draw visitors from anywhere and everywhere.
- **LIBOR grants often covered 100% of the cost of a project, but grants were also made to part-fund projects and services.** This meant that the funding enabled many organisations to attract additional financial support to make their project happen or enable it to become sustainable. Large capital and infrastructure projects received vital financial support, which after the initial investment provided a range of benefits, including health, welfare and educational support for many beneficiaries, creating positive outcomes into the future.
- **One of the largest single grants was £20 million over three years to the MOD's Directorate Children and Young People.** This was for the improvement and redevelopment of childcare facilities across the Defence estate in the UK and overseas, ranging from simple refurbishments to building new facilities directly benefitting the children of Service personnel. This investment is creating positive outcomes not just for the children but also for their families.
- **One of the largest single grants focusing on education and training was £3.3 million over three years to the Cadet Vocational Qualification Organisation.** This was designed to improve the prospects of MOD cadets and training for cadet force adult volunteers, who help to instruct and advise sea, Army and air cadets at weekly training sessions and other activities. Most of the learners receive their training and qualifications free of charge due to the funding from the HMT LIBOR Fund, and adults receive them at a low cost.
- **In 2015, Great Ormond Street Hospital for Children was awarded £1.5 million to match-fund a Christmas Appeal** run by *The Independent* and the *Evening Standard*, which raised

money from the readership of both newspapers (Corfe, 2015). The funds were used to support the cost of several projects and initiatives, including a new specialist unit to help children with heart failure, a centre for patients with life-limiting or life-threatening conditions, research to find treatments and cures for rare diseases, and support for parents to enable them to stay close to children undergoing stressful treatments. This funding demonstrates how a range of benefits can accrue from an initial investment, with these benefits having a significant impact on the health and wellbeing of patients and their families immediately and in the future.

- **The Sir Bobby Charlton Foundation – previously known as Find A Better Way – was awarded £10 million from LIBOR funds over six years** to support three collaborative projects: Regenerative Medicine for the Treatment of Blast Injuries at the University of Glasgow, CIRCLE (Centre for International Research into the Clearance of Landmines and Explosives) at the University of Manchester, and Training and Prosthetic Solutions for the Developing World at the Centre for Blast Injuries, Imperial College London.
- **Overall, 91.7% of the respondents to DSC's evaluation survey either agreed or strongly agreed that LIBOR funding for their organisation, project or service had enabled them to better serve their beneficiaries.** Sample comments include: 'The funded project has significantly improved the quality of daily life for Veterans', 'LIBOR funding has been a key catalyst to our success' and 'We were absolutely delighted when we found out our bid to the LIBOR Fund was successful. It was the lead and primary gift which enabled us to build a bereavement centre that is warm, inviting and bespoke to the needs of users.'
- **Overall, 76.7% of the respondents to the survey either agreed or strongly agreed that LIBOR funding had been transformational in its effect on their organisation.** Sample comments include: 'The LIBOR funding has had a transforming effect, both in relation to [our] ability to maintain [our] maritime heritage but also importantly to improve the lives and wellbeing of the Veteran community' and '[The funding] has undoubtedly had a transformational effect on the way in which we deliver dementia care at Erskine and has led to significant improvements in quality of life for our beneficiaries.'
- **Overall, 87.3% of the respondents to the survey said that their beneficiaries had been involved to some degree in developing LIBOR-funded projects.** Sample comments include: 'These qualifications were entirely demand driven', 'Focus groups and workshops were conducted with serving personnel, case workers, Veterans and families on multiple occasions and in a variety of locations' and '[Families] were involved in every stage of the design process, including initial visits with the architect, reviewing plans and designs at the project's tender stage, and meeting with the successful architect to review plans and designs as they were developed.'
- **Overall, 58.3% of the respondents to the survey either agreed or strongly agreed that LIBOR funding had helped their organisation to access additional funding.** Sample comments include: 'We were able to secure a further £300,000 from the Ufi Charitable Trust; the LIBOR funding played an important part in attracting this funder' and 'The LIBOR funding was a catalyst for [three developments]: another £12 million in funding; major strategic developments in dementia care; and sustainable housing and care for the most vulnerable for decades.'

- **Overall, 72.3% of the respondents to the survey either agreed or strongly agreed that LIBOR funding had helped their organisation to collaborate with another organisation.** Joint bids, project collaborations and partnerships were commonplace, as shown throughout this report.
- **The majority of the respondents to the survey either agreed or strongly agreed that their project or service had delivered its intended results in the short term, medium term and long term.** Sample comments include: 'This is a long-term project that will provide an excellent facility for many years to come' and '[The] benefits of our training programme were realised in the short term, as members of nursing, care and administration staff across the organisation improved their understanding of dementia and the delivery of dementia care.'

Introduction

BACKGROUND

Beginning in 2012, an international investigation was launched into the London Interbank Offered Rate (LIBOR). This investigation revealed that a number of banks and financial institutions had manipulated the LIBOR for profit. This benchmark interest rate underpins trillions of dollars' worth of loans and securities, and is the rate that banks use to determine how much they would charge each other for short-term loans. It is also the basis for consumer loans around the world.²

In the UK, the Serious Fraud Office led the investigation into LIBOR manipulation. It resulted in the Financial Conduct Authority fining eight banks a total of £688.4 million for LIBOR-related offences between 2012 and 2015. This money was transferred to HM Treasury, with the then Chancellor of the Exchequer, George Osborne, announcing that 'the multi-million pound fines paid by banks and others who break the rules will go to the benefit of the public' (NAO, 2017, p. 4). In 2015, the Chancellor added a further £284.4 million in banking fines to the fund, with the total of £972.8 million then forming the basis of the government's LIBOR grant schemes.

The initial pledge from the Chancellor was that the money from the fines would support Armed Forces charities and good causes. This was later expanded to include 'Armed Forces and Emergency Services charities and other good causes that represent those who demonstrate the very best of values' (quoted in AFCFT, 2017, p. 1).

Between 2012 and early 2018, the money from LIBOR fines was distributed through five grant schemes: the HM Treasury LIBOR Fund (HMT LIBOR Fund), which is awarded by the Chancellor; the £35 million LIBOR Fund; the Veterans Accommodation Fund (£40 million); the Aged Veterans Fund (£30 million); and the Covenant Fund, which awards £10 million each year.³ A total of 1,005 grants were awarded during this period, with the Armed Forces Covenant Fund Trust (the Trust) responsible for the ongoing delivery of the Covenant Fund since April 2018.

In 2017, the National Audit Office (NAO) carried out an investigation into the management of LIBOR grant funds and explained how the money was distributed (NAO, 2017). The NAO report did not seek evidence that any funds had been misappropriated or misused. However, it highlighted that:

- Terms and conditions had not been attached to all grants until the Autumn Statement 2015.
- HM Treasury and the Ministry of Defence (MOD) could not at the time confirm that grant recipients had spent the money as intended.
- The government could not yet demonstrate the impact of the LIBOR funding.

² For further information on the LIBOR, see Kagan (2020).

³ In addition to these schemes, it was announced in 2015 that £200 million from LIBOR fines would be allocated to fund 50,000 new apprenticeships for 22- to 24-year-olds over three years.

Following the NAO report, the Trust conducted a review of LIBOR grants made between 2012 and 2017. This review retrospectively examined each grant to ensure the money had been or was being used for the intended purpose. It also determined whether each funded project was completed or ongoing, how much of the grant had been spent and the plans to spend any remaining funds.

Experienced grant-making staff at the Trust contacted all grant-holders to request detailed project and financial information, evidence of the funded activities which had taken place, evidence of the benefits gained by beneficiaries, and information on any future plans. During this extensive review, grant-holders were required to sign a declaration confirming that the information they had provided was accurate, that the money they had received had been used as described in their original application, that value for money had been sought when carrying out project activities, and that proper accounts and records were being kept. This initial review was the start of an ongoing process of monitoring and grant management, and it did not identify any evidence of misuse of funds.

Alongside the NAO investigation and the subsequent Trust review, HM Treasury committed to carrying out its own retrospective review of LIBOR funding and then commissioning an independent external evaluation. As many of the funded projects were still in active grant management and had yet to be completed, it became apparent that any evaluation to determine the impact of the funding would be most effective once all of the projects had finished or had reached their final stages. This would allow for a thorough overview of their collective impact, highlighting individual projects and their achievements, and an objective overall assessment of the impact of LIBOR funding awarded through multiple funds.

In 2019, the Trust carried out an open tendering process to recruit an independent external organisation to evaluate the impact of LIBOR funding awarded through three of the five LIBOR funds. DSC successfully submitted a proposal and was appointed to conduct this evaluation.

THE EVALUATION

The purpose of this impact evaluation is to explore the transformational nature of the grants awarded under the LIBOR scheme, specifically the projects funded through the HMT LIBOR Fund; the £35 million LIBOR Fund, also known as the Armed Forces Covenant Grant Scheme; and the Veterans Accommodation Fund.

The evaluation aims to explore a number of related areas and dimensions, including:

- the impact of the grants on communities;
- the geographical and thematic spend of LIBOR funding awarded through the three funds;
- the positive activities and impact delivered by grant-holders for their beneficiaries;
- how the funding has developed capacity in the Armed Forces charity sector; the Helicopter Emergency Medical Services; and Veteran, cadet and heritage organisations.

AIMS OF THIS REPORT

Over the past five years, the processes, procedures and decision-making surrounding the distribution and allocation of LIBOR funding have been scrutinised by the NAO, the Trust, the MOD, HM Treasury and the House of Commons Defence Select Committee. The integrity and merit of the projects awarded grants through the various funding streams have been investigated and reported on, following concerns having been raised by various agencies and individuals. The results and findings of these reviews and investigations have been published and are in the public domain. Lessons learned and recommendations for improvements in systems and processes have been implemented, specifically in the robust and transparent operations of the Trust, which now has responsibility for the management of LIBOR grants and projects, and the ongoing distribution of the Armed Forces Covenant Fund, worth £10 million each year.

The purpose of this report is to shine a light on the breadth, depth and scope of the projects and organisations that have been supported by LIBOR funding, and to illuminate the impact of this funding on the many thousands of beneficiaries in the Armed Forces community, the Emergency Services and the general public.

Several LIBOR funding streams and grant programmes have been subject to separate reviews and evaluations, so this evaluation looks at the grants and projects awarded funding from three specific funds. These are the HMT LIBOR Fund, the £35 million LIBOR Fund and the Veterans Accommodation Fund.

CHAPTER ONE

Overview and analysis

The three funds considered in this report collectively distributed £578.2 million in 472 grants to 334 organisations between 2012 and 2017.

Table 1.1

Grants by fund			
Fund	Amount	No. of grants	No. of recipients¹
HM Treasury LIBOR Fund	£503,508,718	358	269
Veterans Accommodation Fund	£40,029,364	17	12
£35 million LIBOR Fund	£34,702,659	97	80
Totals	£578,240,741	472	n/a

Table 1.1 shows that the HM Treasury LIBOR Fund (HMT LIBOR Fund) was the main fund for distributing grants throughout the period. It was administered by HM Treasury. The Veterans Accommodation Fund and the £35 million LIBOR Fund were both administered by the Ministry of Defence (MOD).

Within the HMT LIBOR Fund, the average grant size was £1.4 million. The average grant made by the Veterans Accommodation Fund was £2.4 million. The average grant size of the £35 million LIBOR Fund was £358,000.

¹ Many organisations received grants from more than one fund, and some organisations received multiple grants from the same fund in successive rounds. Therefore, the number of recipients does not total the number of individual organisations that received grants across the three funds.

1.1 SUMMARY OF THE THREE FUNDS

A range of organisations and agencies received grants across these funds, but by far the most grants by number were given to a diverse array of charities.

Figure 1.1

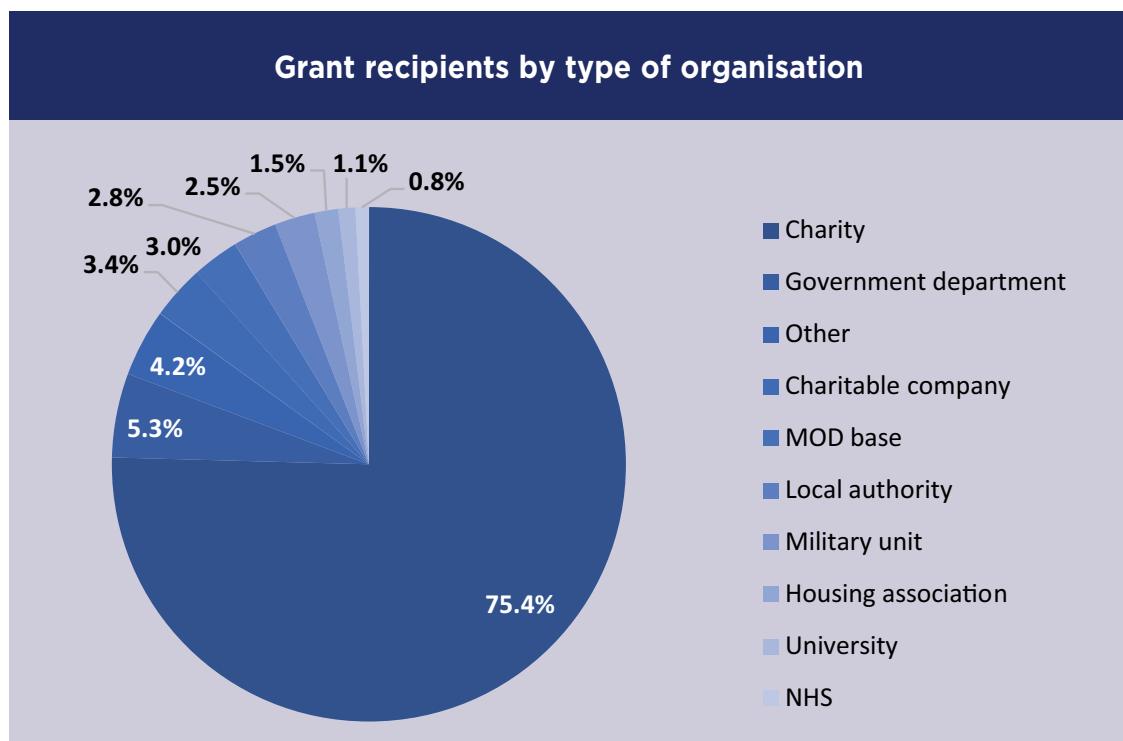
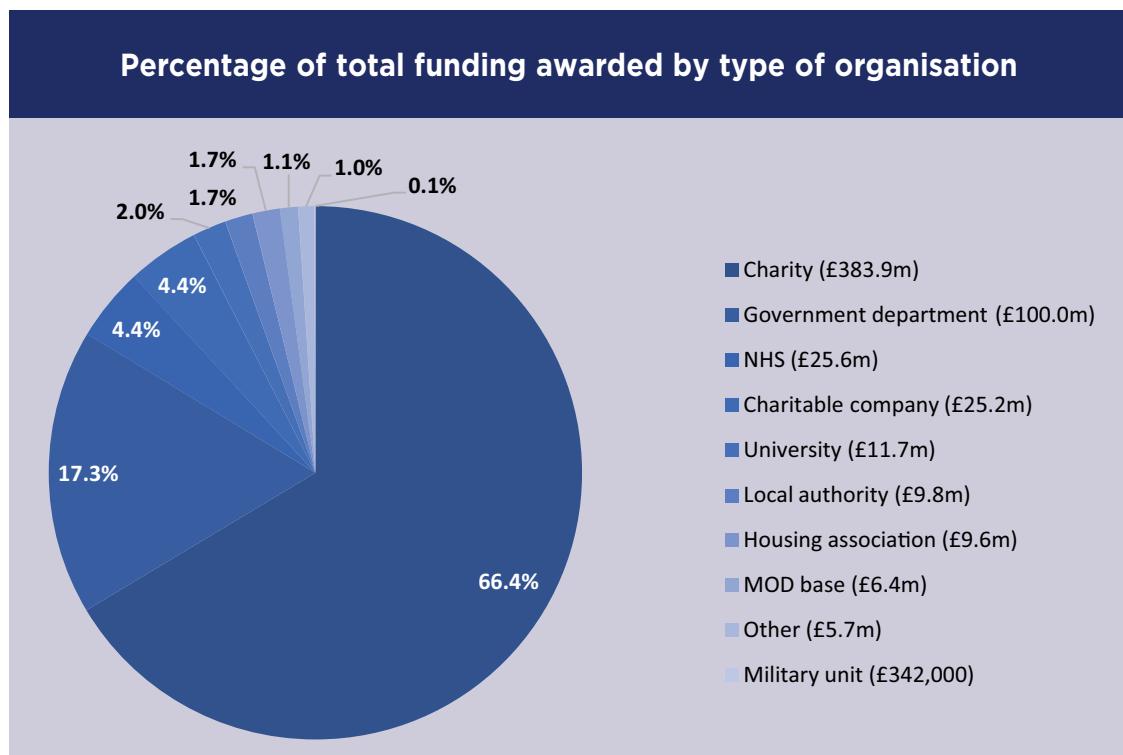


Figure 1.1 shows that just over 75% of the grant recipients were registered charities, with government departments, charitable companies, MOD bases, local authorities and the NHS among the other recipients. Additional recipients included non-registered charities and non-profits and similar organisations, categorised here as 'other'.

Looking at grant recipients in financial terms (figure 1.2), charities were also the largest beneficiaries in terms of the total value of grants awarded, with government departments again second, although with a higher percentage of funds.

Figure 1.2



Note: The percentages do not sum to 100% due to rounding.

Figure 1.2 shows, for example, that although only a small number of NHS organisations received grants (see figure 1.1), they were typically awarded larger grants, as were universities.

An example of an NHS grant is just over £1 million to the NHS Highland Board to continue to provide mental health support to Veterans in the north of Scotland through Veterans First Point,² in partnership with Poppy Scotland. An example of a university grant is £5 million to the National Heart and Lung Institute at Imperial College London for core funding to set up the world's most detail study of the long-term outcomes of serious battlefield trauma, known as the ADVANCE (Armed Services Trauma Rehabilitation Outcome) study.

In February 2020, Imperial College London announced that the ADVANCE study had received significant further funding, including £10 million from the Headley Court Charity, to secure the research programme for the next ten years, building on the crucial core funding from the HMT LIBOR Fund (Maskuniitty, 2020).³ This funding demonstrates how a range of benefits can accrue from an initial investment, with significant potential health and wellbeing outcomes and impact being realised over time.

² See www.veteransfirstpoint.org.uk.

³ For further information on the ADVANCE study, see www.advancestudydmrc.org.uk.

1.2 GRANT RECIPIENTS BY TYPE

1.2.1 Charities

Among the registered charities that received funding were both recognised Armed Forces charities and non-Armed Forces charities.

Figure 1.3

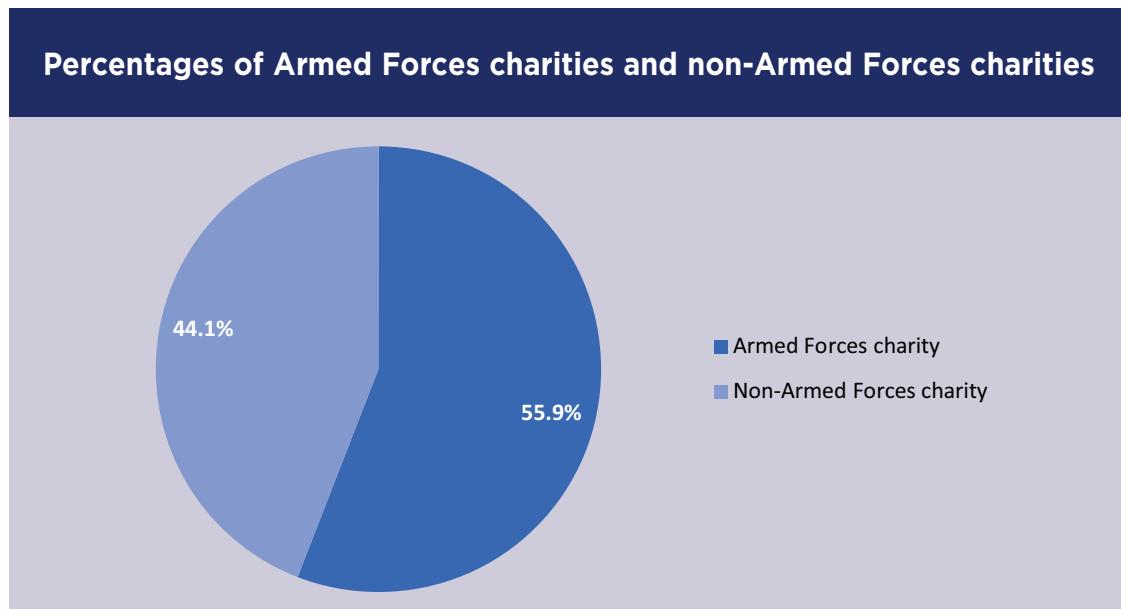


Figure 1.3 shows that almost 56% of the charities were Armed Forces charities, as defined by Grenville (2013) and further developed by DSC (Cole and Traynor, 2016). This broad definition of Armed Forces charities includes charities that are established specifically to support past and present members of the Armed Forces and their families (the Armed Forces community).

The non-Armed Forces charities that received funding did so for projects and services focused on the Armed Forces community, emergency workers, cadets and the general public. This is consistent with the pledge that LIBOR funding would support these types of projects, beneficiaries and related good causes. Examples include:

- Bliss – The National Charity for the Newborn,⁴ which received £691,500 over three years – from April 2017 to March 2020 – to fund a training and support programme which provides practical and emotional support to families of premature or sick babies;

⁴ See www.bliss.org.uk.

- Cruse Bereavement Care,⁵ which received £700,000 over three years to provide bereavement support services to police, ambulance, and fire and rescue personnel and their families across the UK, and continues to provide bereavement support for the Armed Forces community;
- Guide Dogs for the Blind Association,⁶ which received £4.7 million over seven years – from 2015 to 2022 – to fund the continual provision of guide dogs for Veterans.
- Alder Hey Children's Charity,⁷ which received £1.4 million in 2017 towards the construction of a new bereavement centre for families.



Image provided by Alder Hey Children's Charity/The Alder Centre.

1.2.2 Government departments

The majority of the funding provided to government departments went to the MOD, perhaps most significantly for the Cadet Expansion programme, which received £50 million to continue and expand its scope and to increase the total number of cadet units in schools to 500 by March 2020. It was announced in November 2019 that the programme had met its target five months early (Department for Education et al., 2019).

Other grants to the MOD included one to the Army Welfare Service for additional welfare facilities for serving personnel and their families. Another was made to the Commonwealth War Graves Commission for restorations, memorials, a visitors' centre and an intern programme for young people at sites in Belgium and France.

⁵ See www.cruse.org.uk.

⁶ See www.guidedogs.org.uk.

⁷ See www.alderheycharity.org.

The Department for Digital, Culture, Media and Sport received two grants: £5 million for a programme of events to commemorate the centenary of the First World War, and £1 million towards a memorial to recognise UK victims of overseas terrorist attacks. The memorial, *Still Water*, was unveiled at a ceremony in May 2018 at the National Memorial Arboretum in Staffordshire.⁸

1.2.3 Charitable companies



Poppies: Weeping Window, St Magnus Cathedral (2016).
Image credit: Michael Bowles © Getty Images.

Charitable companies received just over £25 million in grants, mainly from the HMT LIBOR Fund. Of this total, £19 million was awarded to the Imperial War Museum Trading Company in five grants for a series of services and programmes commemorating the First World War. These included the creation of a new gallery at the Imperial War Museum in London and financial support for the hugely popular *Wave* and *Weeping Window* poppy installations and tour, which were seen by over 4.6 million people in 19 locations around the UK.⁹

1.2.4 Local authorities

Local authorities across England and Scotland received a total of £9.8 million for a range of capital, development, memorial and welfare projects benefitting the Armed Forces community and the public.

These grants included £5 million to Argyll and Bute Council towards the £18 million cost of a new leisure centre in Helensburgh as part of the Helensburgh Waterfront Development.¹⁰ Due for completion in 2021, this will benefit Royal Navy families and the wider local community. A grant of £500,000 was made to Dover District Council towards the £15 million Commonwealth War Memorial, an ambitious project which will name and commemorate the 1.7 million Commonwealth casualties of the two world wars.¹¹

1.2.5 Housing associations

Four housing associations received seven grants totalling £9.6 million, the largest of which came from the Veterans Accommodation Fund. Riverside Housing Association received four grants, including £4.5 million as part of a consortium for the Colchester Veterans Accommodation Pathway and £2.5 million for the construction of Hardwick House as part of the Middlesbrough Veterans Accommodation Pathway (Ridley, 2019).

⁸ A video of the dedication ceremony can be viewed here: www.youtube.com/watch?v=PzdPjWaWa7k&feature=youtu.be.

⁹ See www.1418now.org.uk/commissions/poppies/about and www.wherarethepoppiesnow.org.uk.

¹⁰ See www.argyll-bute.gov.uk/helensburgh-waterfront.

¹¹ See www.dover.gov.uk/Consultation/Commonwealth-Memorial/Commonwealth-Memorial-Dover-Consultation.aspx.

1.2.6 MOD bases and military units

Ten military units and 13 military bases in the UK and Cyprus received 26 grants totalling £6.7 million for a range of projects to develop and improve facilities for the benefit of serving Armed Forces personnel and their families. These services were delivered in addition to core MOD responsibilities and funding and in line with the Parliamentary Under Secretary of State at the MOD's statement that this support was 'entirely consistent with the scope of the LIBOR fund' (Ellwood, 2018).

Grants included £2.5 million to build a secure Welfare and Families Centre at RAF Akrotiri in Cyprus for serving personnel and their families, and £60,000 to modernise welfare facilities for junior ranks at HMS Sultan in Gosport, Hampshire.

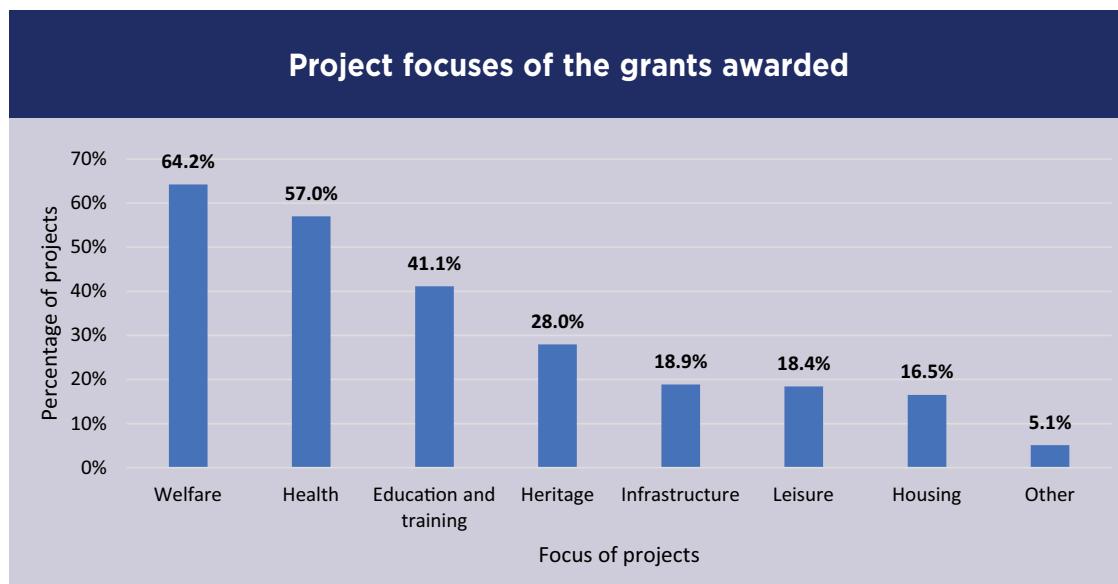
1.3 FOCUSES OF SUPPORTED PROJECTS

1.3.1 Focuses of supported projects by percentage

The 472 grants awarded across the three funds were given for a wide range of purposes covering many topical areas. Figure 1.4 shows the main thematic areas of these projects.¹²

Due to the diversity and multi-purpose nature of the grants and the projects supported, most of them have aspects of more than one thematic area within their purpose, programmes, services or delivery, so the categories shown in figure 1.4 are not mutually exclusive. Indeed, 39.4% of the projects fall into two thematic areas, 36.7% fall into three areas and 10.4% fall into four areas.

Figure 1.4



Note: The projects could fall under more than one focus; therefore, the percentages do not sum to 100%.

¹² Appendix B contains a more detailed breakdown of the categories used for this analysis.

Of the grants made, 64.2% had a focus on welfare and 57.0% were health-related, including mental health, medical interventions and rehabilitation. Another 41.1% were for some form of education and training, including formal and informal learning, and employment and recruitment advice and services, mainly for those moving from the Armed Forces to civilian life. Heritage accounted for 28.0% of the grant-funded projects, including commemorations, memorials and museums.

1.3.2 Focuses of supported projects by value

In terms of funding value, figure 1.5 shows the main categories and the amounts awarded across the same thematic areas.¹³

Figure 1.5

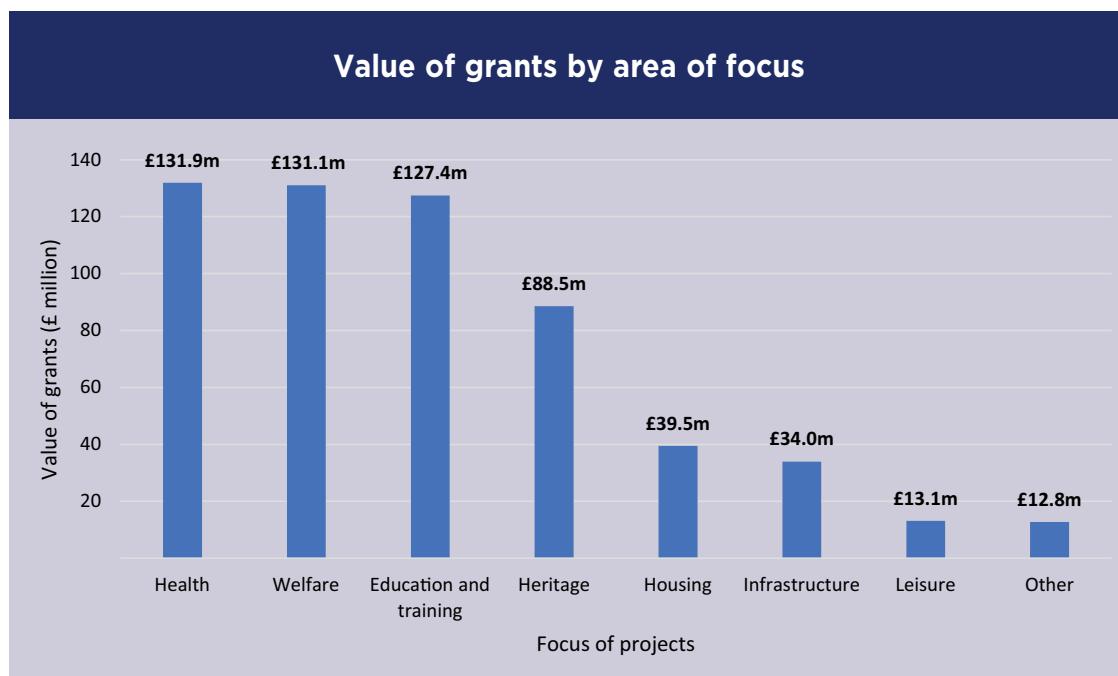


Figure 1.5 shows that health (£131.9 million), welfare (£131.1 million), and education and training (£127.4 million) projects, services and organisations received the largest amounts of funding. Heritage projects – such as memorials, museums, and commemorative projects and events – received approximately £88.5 million.

Housing-related projects, many of which were funded from the Veterans Accommodation Fund, totalled £39.5 million. Infrastructure projects, which include creating facilities, security benefits and technology projects, totalled £34 million. Leisure accounted for around £13.1 million of funding, including a substantial grant to the British Forces Foundation to stage high-quality entertainment shows for Armed Forces personnel deployed worldwide.

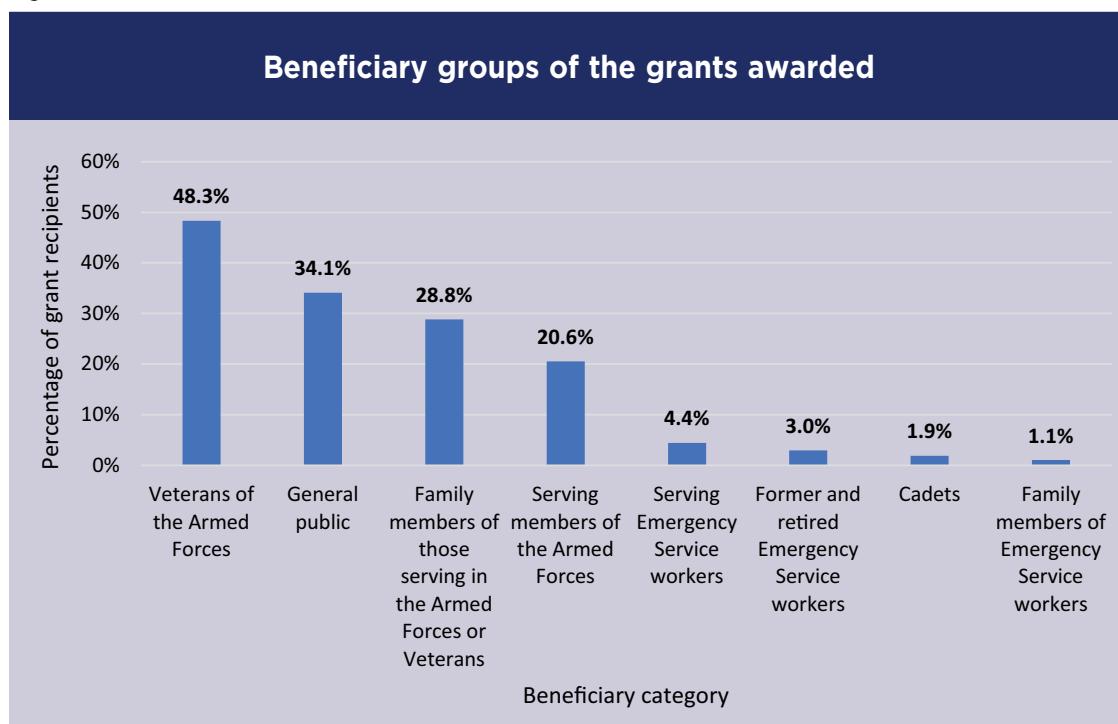
¹³ See Appendix B for an explanation of how the funding was split out by thematic area.

1.4 BENEFICIARIES

The beneficiaries of the grants awarded across the three funds fall into eight groups. Figure 1.6 shows the percentages of grants and projects according to beneficiary group.

As with the focus of the projects that received funding and the purposes for which the grants were given, it was not uncommon for more than one group of beneficiaries to be supported. However, there was much less crossover in terms of the distinct groups the grants helped and supported (figure 1.6) than there was for the thematic focuses of the projects (figure 1.5).

Figure 1.6



Note: The grants could apply to more than one beneficiary group; therefore, the percentages do not sum to 100%.

Figure 1.6 shows that 48.3% of the grants benefitted Veterans of the Armed Forces, either partially or exclusively. Another 20.6% of the grants benefitted serving members of the Armed Forces and 28.8% benefitted the families of either serving personnel or Veterans through a range of projects, programmes and services – for example, through improved facilities at MOD bases, bereavement counselling or respite holidays.

The general public benefitted significantly from LIBOR funding, with 34.1% of the grants either partially or exclusively benefitting members of the public. The substantial proportion of this benefit is derived from capital investments in heritage projects such as museums and memorials, and hospitals and medical research, all of which have ongoing and long-term legacies. In the case of museums and memorials, the general public constitutes a primary beneficiary group, and the same is true of hospitals, such as Sheffield Children's Hospital, Great Ormond Street Hospital and Queen Elizabeth Hospital in Birmingham. Grants to air ambulance charities also represent a significant investment for the benefit of the general public.

In the case of medical research, this LIBOR-funded activity is typically centred on the consequences of battlefield injuries and related trauma, with serving personnel and Veterans of the Armed Forces being primary beneficiaries. However, knowledge, experience and advances in medical science in this area tend to be transferable and filter out into the mainstream medical community. As such, they benefit civilians and the general public, who could be described as secondary or extended beneficiaries.

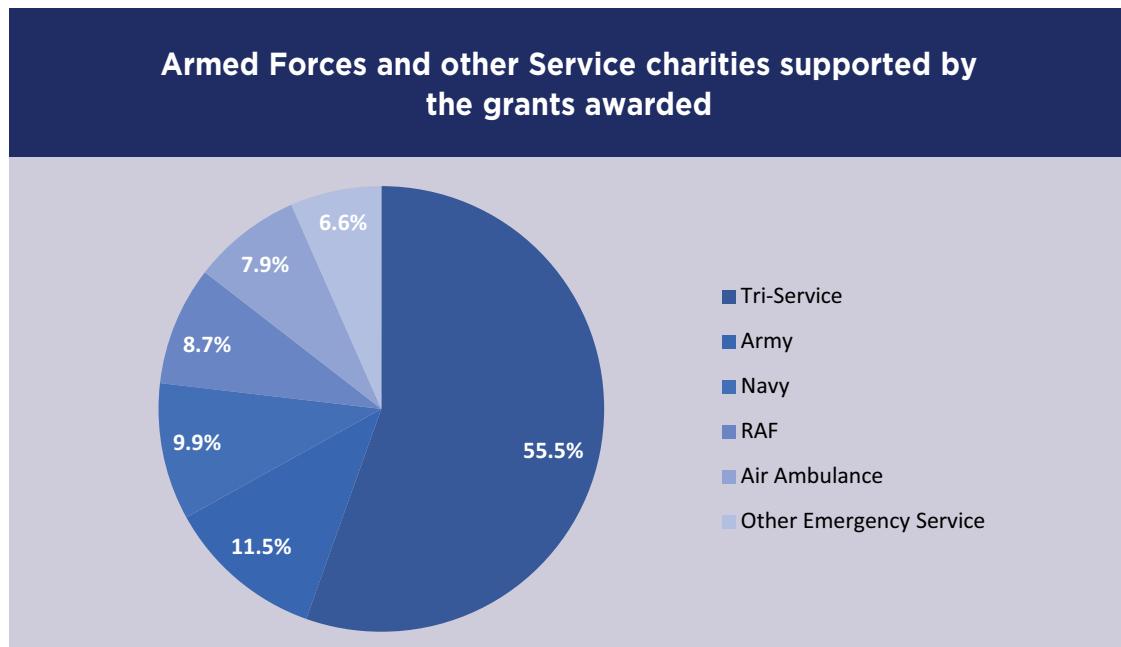


Image provided by the Scar Free Foundation. CASEVAC Club at the opening of the Scar Free Foundation's Centre for Conflict Wound Research, November 2018. Image credit: James Allen.

1.5 TYPES OF ARMED FORCES AND OTHER SERVICE CHARITIES SUPPORTED

Among the grants that supported the Armed Forces community and Armed Forces charities, the majority supported Tri-Service causes, projects or organisations (see figure 1.7). These serve the needs of the entire Armed Forces community.

Figure 1.7



Note: The percentages do not sum to 100% due to rounding.

Of the grants awarded, 55.5% supported Tri-Service causes, projects or organisations. These included projects and services delivered by Armed Forces charities such as Blind Veterans UK, Combat Stress, Help for Heroes, The Royal British Legion and Tom Harrison House, as well as Cruse Bereavement Care and Oxfordshire Mind, which have distinct programmes specifically for the benefit of the Armed Forces community.

Figure 1.7 also shows that Service-specific grants were made to Army (11.5%), Navy (9.9%) and RAF (8.7%) causes, projects and organisations. Air Ambulance organisations and crew across the UK were supported by 7.9% of grants, including those to Air Ambulance Northern Ireland, the Welsh Air Ambulance Charitable Trust, Scotland's Charity Air Ambulance and London's Air Ambulance Charity. Many of these grants also significantly benefitted the general public through the provision of air ambulances and emergency medical services.



Image provided by Mind.

Other Emergency Services and personnel were supported by 6.6% of grants. These recipients included ambulance crews, nurses, firefighters, lifeboat crews, police officers and mountain rescue crews, with funding aiming to support their welfare and mental health.

1.6 GEOGRAPHICAL DISTRIBUTION OF GRANTS

Grants made from the HMT LIBOR Fund, the £35 million LIBOR Fund and the Veterans Accommodation Fund were distributed widely across the UK, with 28 grants also being made for projects or beneficiaries overseas.

There is not necessarily a correlation between the headquarters or main offices of the grant recipient,¹⁴ the location of the project or service being funded, and the potential geographical area of benefit covered by the project or service. The nature of the beneficiaries relevant to this report – particularly the largest group of beneficiaries, the Armed Forces community – means that the location of the project is not always a significant factor. Instead, an individual's or their family's connection to a branch of the Armed Forces, or a regiment, is usually the primary factor in deciding their eligibility.

In a similar way, the location of a museum, monument or memorial has a tenuous connection to the actual or potential geographical area of benefit for those venues or monuments. For example, visitors can and often do come from far and wide to use such services, pay their respects or take part in commemorations, making the physical area of benefit hard to define.

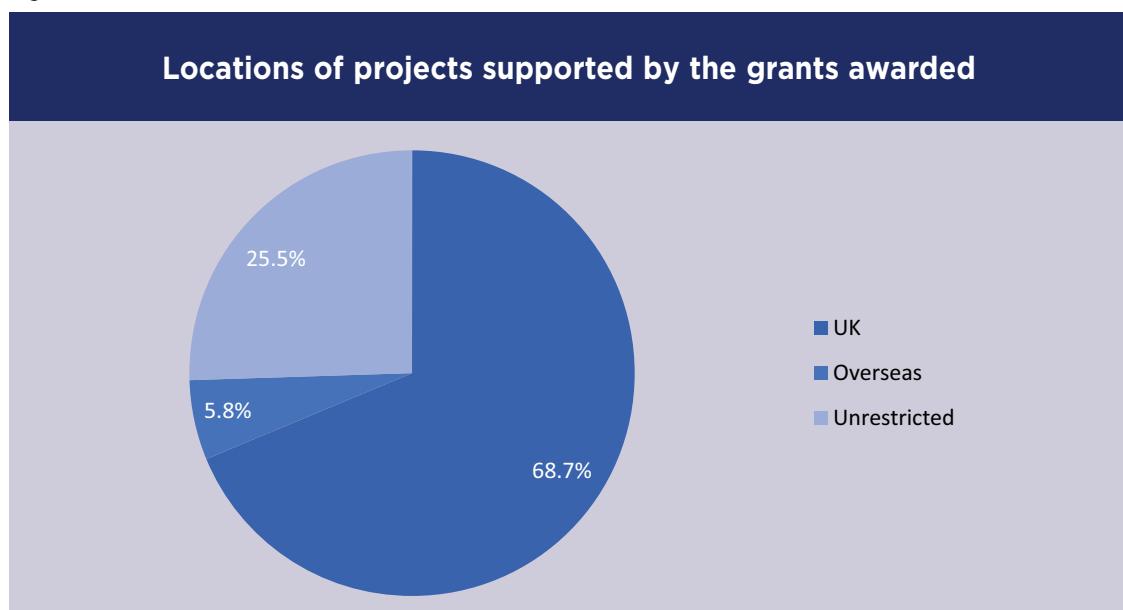
Where the geographical location of the project or the potential beneficiary area of the project being funded is undefined, it is categorised as 'unrestricted' for the purposes of this analysis.

¹⁴ Appendix A shows a map of the main offices of the UK grant recipients.

1.6.1 Locations of grants and projects

This section outlines the geographical distribution of the funded projects by location. Figure 1.8 shows that approximately 68.7% (N=329 of approximately 479) of the funded projects and organisations were located in the UK.¹⁵ These projects had a value of £401.9 million, 69.5% of the total value (£578.2 million). Another 5.8% (N=28 approximately) of projects were located overseas, with a value of £50.7 million (8.8% of the total value). Finally, 25.5% (N=122) of projects were not restricted to any geographical location, and these projects had a value of £125.7 million (21.7% of the total value).

Figure 1.8



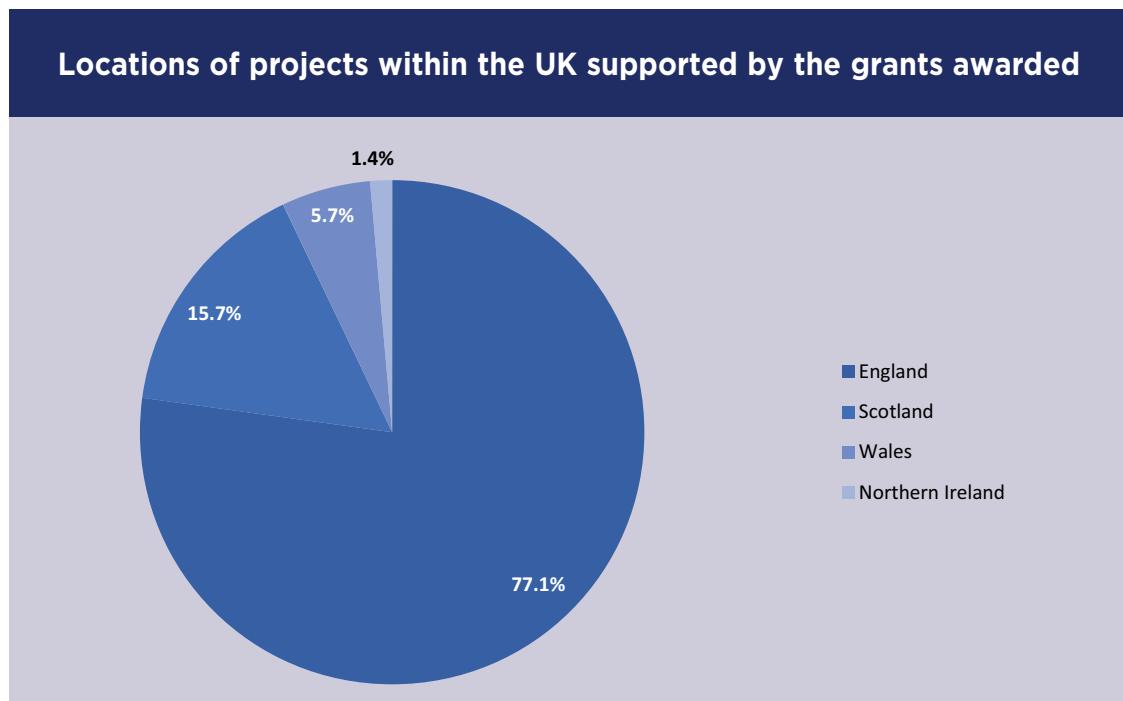
Grants supporting projects, services and beneficiaries overseas included welfare support for Commonwealth Veterans living in their own countries; facilities and welfare projects for RAF bases in Cyprus; memorials and commemorations in Belgium, France and New Zealand; expeditions for injured Veterans in Argentina and Greenland; support for participation in the 2016 Invictus Games in the USA; and support for the participation of wounded Veterans in the 2022 Winter Paralympics in Beijing.

¹⁵ Seven projects were located in both the UK and overseas, so a total of 479 grants has been used as a figure to calculate approximate percentages.

1.6.1.1 UK

Of the projects in the UK, 16.3% – with a grant value of £39.3 million – had no specific localised geographical remit and were open to eligible beneficiaries and potential beneficiaries across the UK. Where a country within the UK was specified, most supported projects, services and organisations were in England, as shown in figure 1.9.

Figure 1.9



Note: The percentages do not sum to 100% due to rounding.

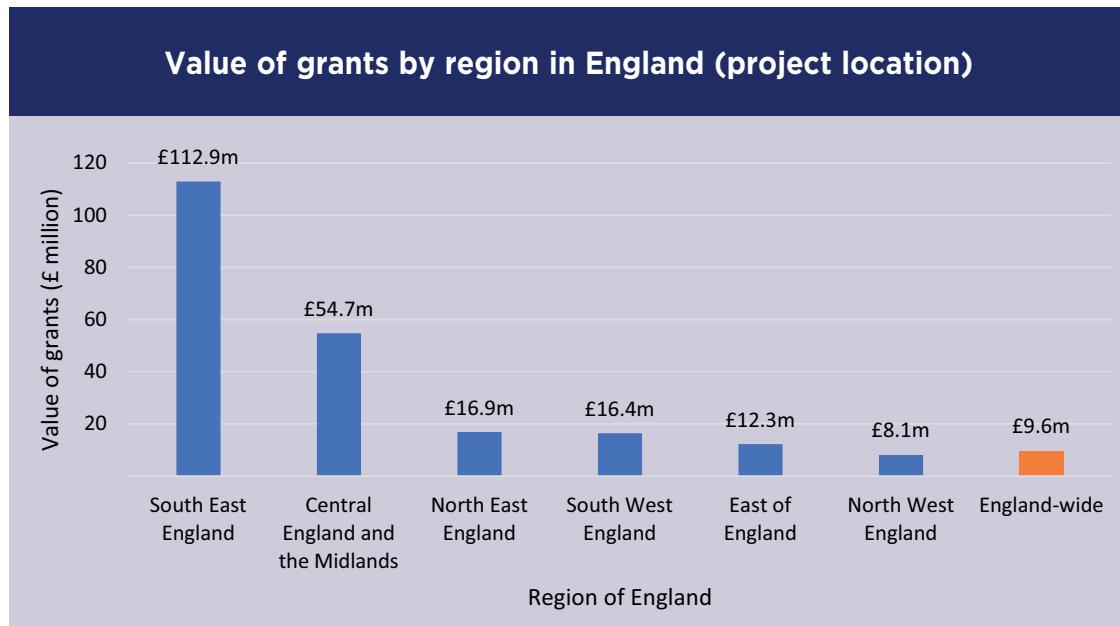
Figure 1.9 shows that 77.1% (N=216 of 280) of projects in the UK with a localised remit were in England, with a value of £230.9 million, 82.8% of the total value (£278.8 million). Another 15.7% (N=44) of the projects were in Scotland, with a value of £24.0 million (8.6% of the total value); 5.7% (N=16) were in Wales, with a value of £18.3 million (6.6% of the total value); and 1.4% (N=4) were in Northern Ireland, with a value of £5.6 million (2.0% of the total value).

The following sections outline the distribution of funding by region across the UK for projects with a localised remit.

1.6.1.2 England

Figure 1.10 shows that grants valued at a total of £112.9 million were awarded to projects, services or organisations which were located in South East England, including Greater London.

Figure 1.10



Projects in Central England and the Midlands had a total value of £54.7 million, with £16.9 million in North East England, £16.4 million in South West England, £12.3 million in the East of England and £8.1 million in North West England. Projects designated as being located England-wide – or potentially in multiple regions in England – had a total grant value of around £9.6 million.

Grants with an England-wide ‘location’ included £1 million to the Air Ambulance Service for specialist facilities and equipment for children and babies.

1.6.1.3 Scotland

Figure 1.11 shows that grants valued at £5.8 million were awarded to projects, services or organisations which were located in Argyll and the Isles, specifically Helensburgh. Projects in Scotland tended towards a more country-wide focus than specific regions or local areas, with Scotland-wide grants valued at a total of £15.4 million.

Figure 1.11

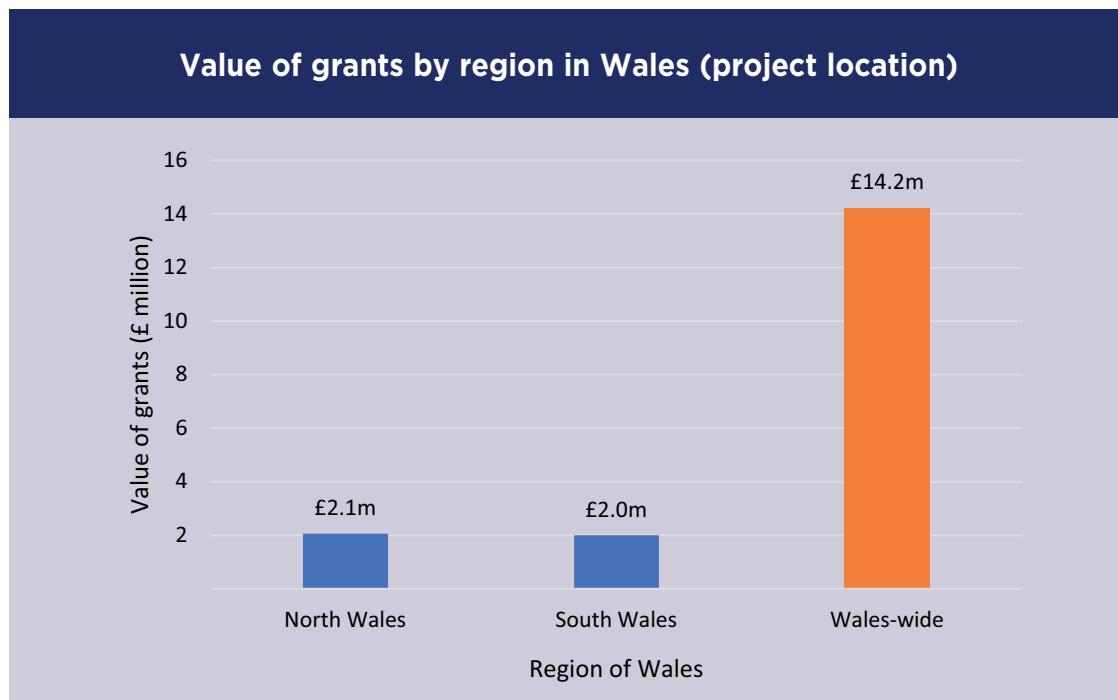


Scotland-wide grants included £707,000 in two grants to Scottish Mountain Rescue to support Emergency Services personnel and volunteers; £699,500 to the Venture Trust in 2017 to scale up the ground-breaking Positive Futures service to support Veterans in Scotland during their transition to civilian life (see case study on page 82); and £550,000 to Erskine Hospital in 2015 from the Veterans Accommodation Fund for refurbishments at five care homes for Veterans.

1.6.1.4 Wales

Figure 1.12 shows that grants valued at £2.1 million were awarded to projects, services or organisations in North Wales, £2.0 million in South Wales and £14.2 million for those with a potential country-wide focus.

Figure 1.12



Grants made in Wales included three grants – made in 2015, 2016 and 2017 – to the Wales Air Ambulance Charity, totalling just over £2.8 million. These grants were to support Helicopter Emergency Medical Services across the country and to provide mental health services, resilience training and trauma risk management training to air ambulance personnel.

Another substantial grant was awarded to Alabaré Christian Care Centres (£976,300 in 2013) towards accommodation and employment support for homeless Veterans across Wales.

1.6.1.5 Northern Ireland

Figure 1.13 shows the grants made directly in Northern Ireland. The largest of the grants awarded to projects in Northern Ireland was £4.5 million in 2016 to Air Ambulance Northern Ireland. This was a start-up grant to provide a Helicopter Emergency Medical Service across the whole of the country. Up to March 2020, the service had been deployed to almost 1,400 incidents.¹⁶

Figure 1.13

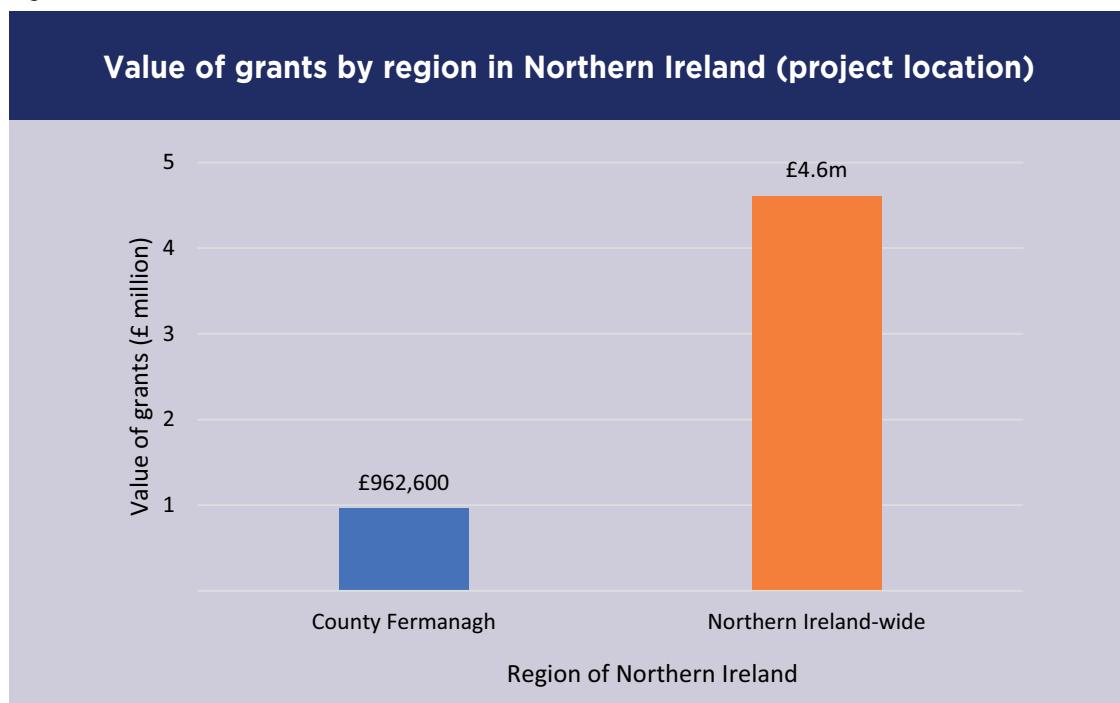


Image provided by the Ely Centre/Brooke House.

Another substantial grant was awarded to the Ely Centre in Enniskillen (£962,582) for Brooke House, which supports the physical and mental wellbeing of injured police officers and their families in Northern Ireland (see case study on page 66).

Two further grants were made. One was to Extern (£60,000 in 2017) to support Veterans in the criminal justice system in Northern Ireland. The other was to UDR & R Irish Aftercare (£50,000 in 2013) to set up a welfare and advisory service for Veterans and their dependants.

¹⁶ See <https://airambulanceni.org>.

1.6.2 Beneficiary areas covered by grants and projects

When intended or potential beneficiary area – as opposed to project, service or organisation location – is considered, a somewhat different picture emerges. This section outlines the geographical distribution of projects by beneficiary or potential beneficiary area and the value of the grants in each specified area.

Figure 1.14

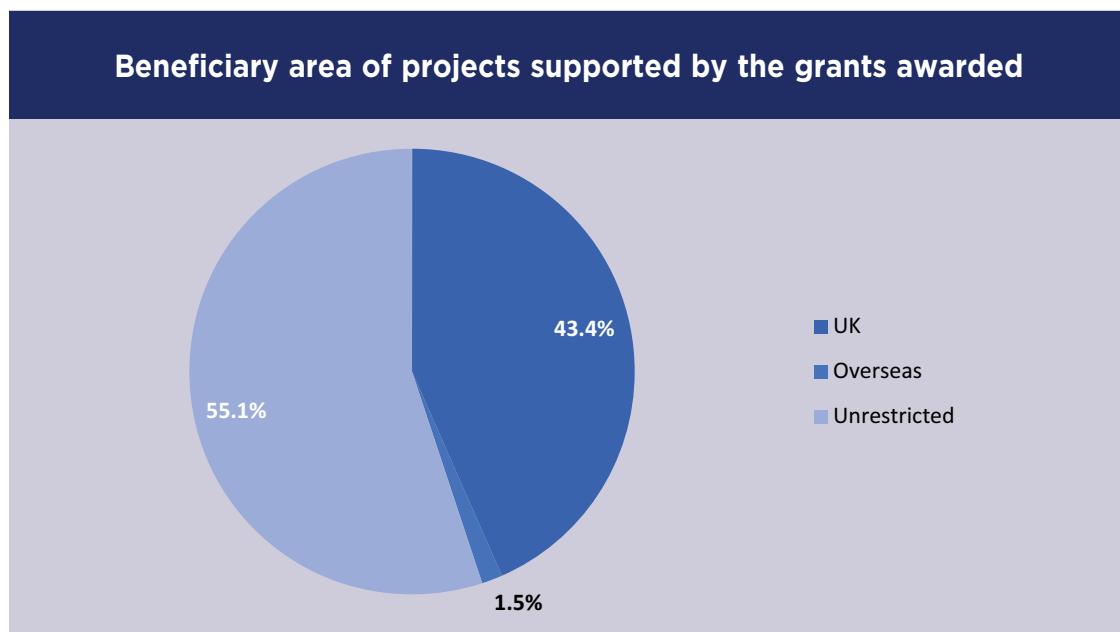


Figure 1.14 shows that 43.4% (N=205 of 472) of the funded projects and services had the UK as their beneficiary area. Together, these projects had a value of just over £174.0 million, 30.1% of the total value (£578.2 million). Another 1.5% (N=7) of projects were specifically for projects or beneficiaries overseas, with a value of £19.1 million (3.3% of the total value). Finally, 55.1% (N=260) of funded projects and services, totalling £385.0 million (66.6% of the total value), were not restricted to any specific geographical area of benefit.

These geographically unrestricted projects supported a wide range of beneficiaries for numerous purposes. These included projects supporting Veterans of the Armed Forces, whose location is, in theory, no barrier to them being able to access services provided.

Many of these projects also benefitted the general public. For example, health-related projects and services may be open to anyone who meets certain criteria, regardless of where they themselves are located. Museums, monuments and memorials naturally have a fixed location but can draw visitors from anywhere and everywhere.

Of the projects in the UK, 16.3% – with a grant value of £39.3 million – had no specific localised geographical area of benefit. They were therefore open to eligible beneficiaries and potential beneficiaries across the UK.

Where a country within the UK was specified, most of the supported projects, services and organisations were in England, as shown in figure 1.15.

Figure 1.15

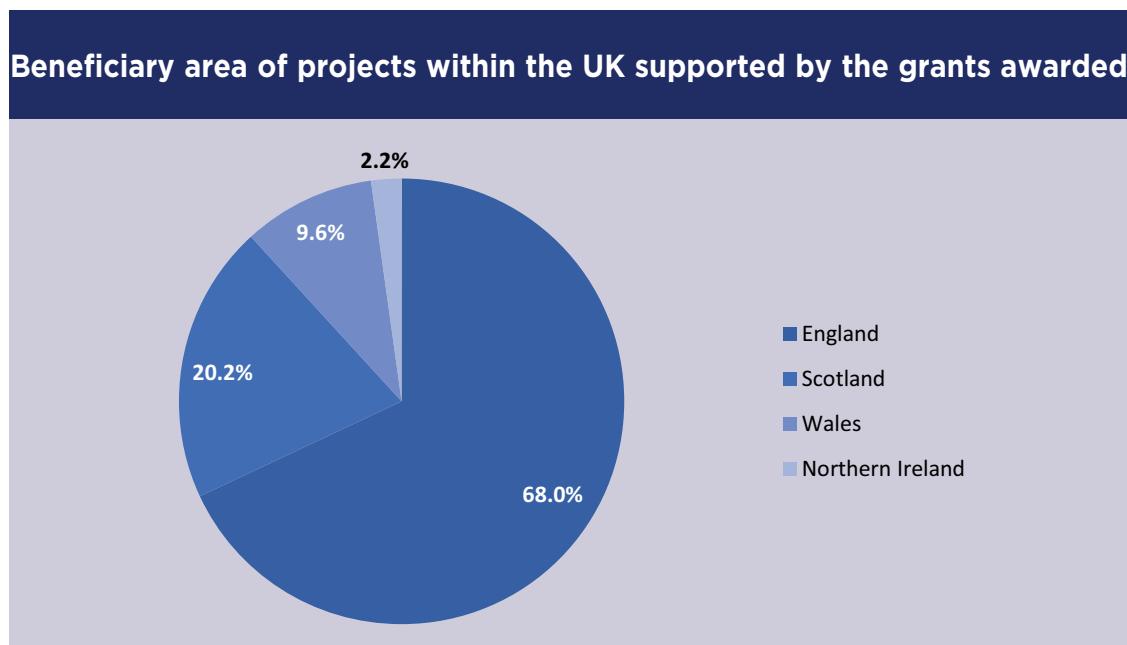


Figure 1.15 shows that 68.0% (N=121 of 178) of the UK projects with a localised beneficiary area specified England, with a value of £91.5 million. Another 20.2% (N=36) of projects specified Scotland as their beneficiary area, with a value of £22.7 million; 9.6% (N=17) of projects specified Wales, with a value of £15.0 million; and 2.2% (N=4) of projects specified Northern Ireland, with a value of £5.6 million.

Across England, Scotland, Wales and Northern Ireland, many funded projects had region-, county- or city-specific beneficiary areas, with a more distinct focus on local support. These included improvements to residential care facilities, air ambulances and lifeboats for specific regions, health and welfare projects for members of local communities, and improvements and additional facilities at Armed Forces bases and barracks. The projects supported ranged from modest morale-boosting activities for older Veterans in Blackpool to significant capital projects such as developments in Helensburgh and the purchase or construction of accommodation for ex-Service personnel via the Veterans Accommodation Fund.

Figure 1.16 shows the distribution of funding by county across the UK where a localised beneficiary area was specified or could be determined.

Figure 1.16

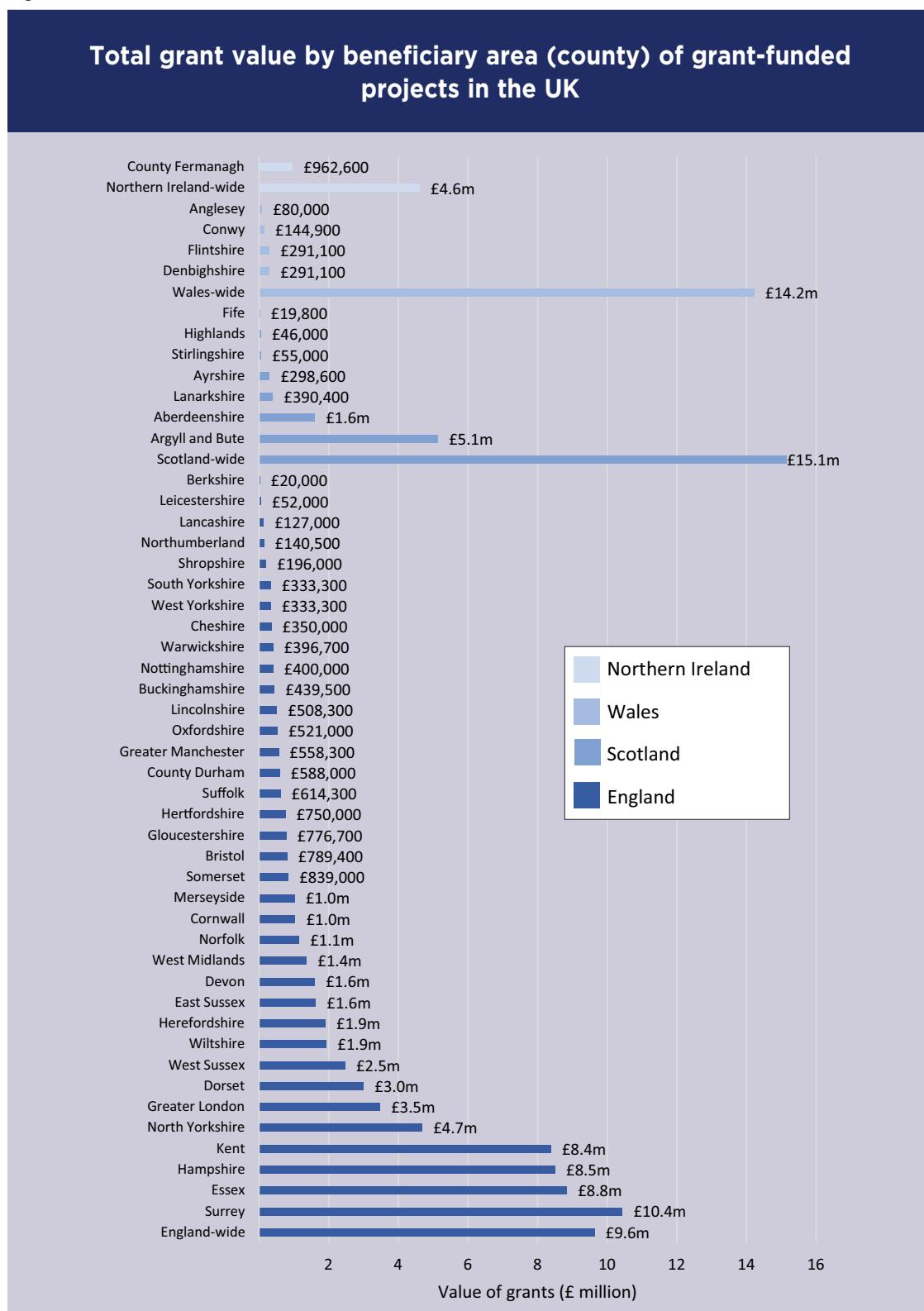


Figure 1.16 shows that most of the funding awarded in Scotland, Wales and Northern Ireland was for projects that had a potential country-wide area of benefit, while funding in England was generally distributed across more local areas. It should be noted, however, that approximately £10.4 million supported four projects in Surrey, including a significant housing development for Veterans in Morden, while ten grants totalling £9.6 million had an England-wide potential beneficiary area. Therefore, larger amounts of funding do not necessarily equate to more beneficiaries being supported.

Another significant point to note when looking at the distribution of funding across the UK according to potential beneficiary area is that 55.1% (N=260) of the projects funded through the three LIBOR funds were not restricted to any specific geographical area of benefit (see figure 1.14). Grants to these projects were valued at £385 million, which means that the actual figures for the amounts of funding by value in each country or county could be significantly higher when this funding is taken into consideration.

CHAPTER TWO

Review of funding

As shown in the analysis outlined in chapter one, the breadth and scope of the projects, services and organisations supported by LIBOR funding are extensive, with potentially millions of beneficiaries from the Armed Forces community, the Emergency Services, cadets and the general public.

From 2013 to 2017, funding was spread across the UK and beyond, with vital core support provided to organisations, funding given to specialist projects targeted at vulnerable and disadvantaged individuals and communities, and opportunities created for a range of beneficiaries from different backgrounds in various circumstances.

LIBOR grants often covered 100% of the cost of a project, but grants were also made to part-fund projects and services. This meant that the funding enabled many organisations to attract additional financial support to make their project happen or enable it to become sustainable. Large capital and infrastructure projects received vital financial support, which after the initial investment provided a range of benefits, including health, welfare and educational support for many beneficiaries, creating positive outcomes into the future.

Many of the organisations and projects that received funding were well known and well regarded, had a high profile or attracted media attention. Many others were largely unsung and quietly provide vital, often life-changing support to their beneficiaries.

LIBOR funding supported a host of memorials, museums, exhibits and commemorations, with the general public perhaps unaware of the source of the funding that made these things possible. Public understanding of the Armed Forces, of the sacrifices of those who have lost their lives or been injured in conflict, and of others who have distinguished themselves through their Service has undoubtedly been greatly enhanced through the LIBOR grant schemes.

2.1 HERITAGE

Projects of national historical importance received crucial support, with 28.0% of funded projects having a focus on heritage and around £88.5 million of funding supporting this area. For example, the National Museum of the Royal Navy (NMRN) received £2 million over five years in 2015 towards the SeaMore project. This helped the project to secure a further £13.4 million from the Heritage Lottery Fund (NMRN, 2015). The project brought together the NMRN's previously dispersed collections for conservation and display, promoted education and greater awareness of the heritage and history of the Royal Navy and Royal Marines, and provided greater access for the general public.

The Bletchley Park Trust received £1 million over three years from 2016 for capital costs and the restoration of the Bombe Exhibition and its home in Hut 11a at Bletchley Park. This hugely significant exhibition tells the story of the Turing-Welchman Bombe machines, which broke the Enigma Codes during the Second World War. Funding from the HM Treasury LIBOR Fund (HMT LIBOR Fund) contributed significantly to the success of Bletchley Park Trust's Phoenix Appeal, which aimed to ensure that this piece of history is preserved for future generations.¹

More local heritage projects also benefitted from financial support, such as the Friends of Ludlow Museum, which received £250,000 for a three-year project to digitise unique and historically important geological collections held at Ludlow Museum in Shropshire, making them available online.² The funding has enabled the collection to be made available to a much wider audience, which was particularly pertinent during the museum's closure amid COVID-19 lockdowns.

A number of monuments and memorials received substantial financial support. Many of these were high profile, attracting thousands of visitors each year, while some were more recently commissioned or installed and will become important educational and commemorative attractions in the future.

In 2016, the Mary Seacole Trust received £240,000 to support the installation of a statue of Mary Seacole in the gardens of St Thomas' Hospital, the culmination of a 12-year appeal which raised over £500,000.³ Mary Seacole was a nurse during the Crimean War (1853-1856) whose legacy was forgotten for over 100 years. Her statue, the UK's first in honour of a named black woman, brings recognition and celebration of her life and achievements, and those of other forgotten nurses.

¹ Find out more about the exhibition here: www.bletchleypark.org.uk/whats-on/hut-11a-the-bombe-breakthrough.

² The project's website and the ongoing digitisation of the collection can be explored here: <http://fishproject2020.wixsite.com/news>.

³ See www.maryseacoletrust.org.uk/mary-seacole-statue.



Image provided by the National Memorial Arboretum.

The National Memorial Arboretum in Staffordshire⁴ received a number of grants for maintenance, improvements and individual memorials at the site. The National Arboretum Memorial Company, a member of The Royal British Legion family of charities, received three grants totalling £3.5 million towards the regeneration of the memorial site to protect and preserve it for future generations. The grants also contributed to the construction of a permanent event building to support over 200 Armed Forces and Emergency Services memorial, dedication and remembrance events each year.

The Police Arboretum Memorial Trust received £1 million in 2014 to support the development of a memorial to police officers who have fallen in the line of duty.⁵ Also at the site is *Still Water*, a memorial to commemorate UK victims of terrorism, which received £1 million.

The memorial was completed in

December 2017 and dedicated at a ceremony attended by the Prince of Wales and the Duchess of Cornwall (see BBC News, 2018).

A modest grant of £20,000 was awarded to the Englefield Green Memorial Trust in 2015 for its Village Sons Remembered project. The Englefield Green Memorial Trust had raised £60,000, and the grant from the HMT LIBOR Fund enabled the construction of a memorial containing the names of those who died in conflict who are buried in the local cemetery in Englefield Green, Surrey.⁶ This will provide a focus for community commemorations for generations to come.

2.2 WELFARE

Overall, 64.2% of the grants made to projects, services and organisations had a welfare focus, with a total value of £131.1 million reaching thousands of beneficiaries across the Armed Forces community, the Emergency Services and the general public.

One of the largest single grants was £20 million over three years to the Directorate Children and Young People, part of the Ministry of Defence (MOD). This was for the improvement and redevelopment of childcare facilities across the Defence estate in the UK and overseas, ranging from simple refurbishments to building new facilities directly benefitting the children

⁴ See www.thenma.org.uk.

⁵ See www.ukpolicememorial.com/the-physical-memorial.

⁶ See <http://eghammuseum.org/village-sons-remembered-in-englefield-green>.

of Service personnel. This investment is creating positive outcomes not just for the children but also for their families.



Image provided by Mind.

The welfare and mental health of Emergency Services personnel were supported through a grant of £5.5 million over five years to Mind. The grant funded a comprehensive programme of support for Emergency Services staff and volunteers in the police force, ambulance service, fire service, and search and rescue services facing mental health issues, physical injury or bereavement. This programme – called Blue Light⁷ – was delivered through local Mind offices across England and Wales (see case study on page 71).



Image provided by Samaritans.

Samaritans received £3.5 million over three years to develop services to support Armed Forces personnel, Reservists, Veterans and their families through the 'There for Everyone' programme.⁸ The programme aims to reduce the risk of suicide through 'online communication channels, self-help and support tools, and training resources which will provide the skills and knowledge for people to help themselves and others to build a support network within the armed forces community' (Samaritans, 2017, p. 15) (see case study on page 73).

⁷ See www.mind.org.uk/news-campaigns/campaigns/blue-light-support.

⁸ See the guide *Suicide Prevention and Peer Support in the Armed Forces*, developed as part of the programme (Samaritans, 2019).

In 2015, the newly established Virgin Money Foundation was awarded £4 million to establish the North East Fund, which distributed grants across North East England under the themes of homelessness, youth employment and social enterprise. Between 2015 and 2019, the North East Fund awarded grants between £10,000 and £50,000 to 78 community organisations in the region, including 43 grants to organisations working with people experiencing homelessness, 50 organisations supporting young people into work and 21 grants to social enterprises.⁹ The benefits, impact and potential positive outcomes from this investment will continue to accrue beyond the lifespan of the Fund.

In Scotland, Glen Art was awarded £530,000 in 2017 to establish Bravehound, an assistance dog programme for Veterans across the country coping with post-traumatic stress disorder (PTSD), mental health issues and physical injury. The grant, paid over several years, continues to support the award-winning programme.¹⁰

Also in Scotland, a grant of just over £2.5 million was awarded to Veterans First Point to develop services, designed by Veterans, across the country with local NHS-led partnerships. The services were developed to provide co-ordinated, accessible, and credible wellbeing and mental health support for ex-Service personnel and their families.¹¹ Veterans First Point continues to provide vital support to its beneficiaries in a wide range of areas, including education, training and employment, money and debt advice, substance misuse, housing, physical health, and mental health and wellbeing (see case study on page 86).

2.3 HEALTH

Health-related funding totalled £131.9 million – around the same level as welfare funding – and many of the projects, services and organisations supported featured significant elements of both. This points to the often complex nature of the needs faced by the beneficiaries that the funding supports, and the multifaceted approaches designed to tackle them.

In 2015, Great Ormond Street Hospital for Children was awarded £1.5 million to match-fund a Christmas Appeal run by *The Independent* and the *Evening Standard*, which raised money from the readership of both newspapers (Corfe, 2015). The funds were used to support the cost of several projects and initiatives, including a new specialist unit to help children with heart failure, a centre for patients with life-limiting or life-threatening conditions, research to find treatments and cures for rare diseases, and support for parents to enable them to stay close to children undergoing stressful treatments. This funding demonstrates how a range of benefits can accrue from an initial investment, with these benefits having a significant impact on the health and wellbeing of patients and their families immediately and in the future.

⁹ Further details of the grants awarded and organisations supported through the North East Fund can be found on the Virgin Money Foundation's website: <https://virginmoneyfoundation.org.uk/grants-awarded>.

¹⁰ See www.bravehound.co.uk.

¹¹ See www.veteransfirstpoint.org.uk.



Image provided by CAIS.

CAIS, which aims to make positive changes in the lives of people in Wales affected by drugs, alcohol and other life challenges, received almost £2 million between 2014 and 2016, primarily for its Change Step programme.¹² The programme collaborated with a number of other organisations to provide a peer mentoring service for Veterans of the Armed Forces with PTSD and other mental health issues to help them make positive changes in their lives (see case study on page 63).

Working with children and young people with complex needs and severe learning disabilities across the UK, Seashell Trust received £250,000 in 2016 to contribute towards the cost of an interactive hydrotherapy pool. The charity provides a wide range of services and facilities for its beneficiaries, supporting around 6,000 people each year through education and care, fully inclusive sports activities, information, advice, training and other support.¹³

Also supporting children, Children's Hospices Across Scotland was awarded £195,000 in 2016 towards its core costs. The charity offers family support services for babies, children and young people with life-shortening conditions; the services it offers include palliative care, family respite, and hospices, homecare and hospital presence.¹⁴ Its 2017–2020 strategic plan is to reach every family in Scotland – over 15,000 – with a child who has a life-shortening condition (CHAS, 2017).

Help for Heroes received five grants between 2013 and 2017, including an award of £2.7 million over four years for the Hidden Wounds programme.¹⁵ The programme supports the mental health and wellbeing of Veterans and their families through advice, support, clinical assessments, treatment plans and therapy (see case study on page 68).

In 2016, Mesothelioma UK, a registered charity that supports people with this asbestos-related cancer, was awarded £379,000 over four years to establish and deliver a specialist Armed Forces information, advice and support service. The Supporting Our Armed Forces project,¹⁶ which will now run until April 2021, has expanded and developed four distinct workstreams in support of its beneficiaries. It has also established a number of key partnerships among the medical research and Armed Forces communities.

These workstreams and successful developments include building relationships with key stakeholders, Armed Forces charities and NHS providers; raising awareness of mesothelioma among the general public and the Armed Forces community; highlighting the risks among these groups; and working with the University of Sheffield to provide evidence of the impact of mesothelioma within the Armed Forces and Veterans, including the incidence of mesothelioma.

¹² See www.changestepwales.co.uk.

¹³ See www.seashelltrust.org.uk.

¹⁴ See www.chas.org.uk.

¹⁵ See www.helpforheroes.org.uk/get-support/mental-health-and-wellbeing/hidden-wounds-service.

¹⁶ See Mesothelioma (2018, 2020).

Outcomes from this research will inform recommendations made to healthcare providers about meeting the needs of UK Armed Forces personnel and Veterans who are diagnosed with mesothelioma. The charity has also established a range of bespoke Armed Forces information that covers asbestos awareness, disease and financial information to distribute at events and to patients and their families. It has also developed specialist nursing and benefits adviser posts specifically for the Armed Forces community.



Image provided by the Scar Free Foundation.

In 2017, the Scar Free Foundation was awarded £3 million to establish the Foundation's Centre for Conflict Wound Research at the Queen Elizabeth Hospital Birmingham and the Centre for Appearance Research at the University of the West of England in Bristol. The award was the largest grant announced in the final round of LIBOR funding (see case study on page 79).

2.4 EDUCATION AND TRAINING

Overall, 41.1% of projects, services and organisations featured a focus on providing educational and training opportunities for employees, volunteers and beneficiaries, with funding totalling £127.4 million.

One of the largest single grants was £3.3 million over three years to the Cadet Vocational Qualification Organisation (CVQO). This was designated to improve the prospects of MOD cadets and training for cadet force adult volunteers, who help to instruct and advise sea, Army and air cadets at weekly training sessions and other activities. Most of the learners receive their training and qualifications free of charge due to the funding from the HMT LIBOR Fund, and adults receive them at a low cost.

During the first year of the grant, CVQO reached 9,000 cadets and 300 adult volunteers. In 2018/19, the funding supported 8,166 under-18s and 656 new adult volunteers, both ex-Service personnel and civilians. Qualifications gained by participants included the ILM Level 4 Award in Leadership and Management and BTEC (Business and Technology Education Council) Level 3 in Education and Training. It is expected that the funding will continue to support the programme into 2021/22 (CVQO, 2019).

In 2016, a £1.8 million multi-year grant was awarded to the Services Sound and Vision Corporation, a charity since rebranded as the British Forces Broadcasting Service (BFBS). In 2017 the funding helped to establish the Forces Media Academy, which provides media skills training for ex-Service personnel transitioning into civilian life, who complete a one-year HNC (Higher National Certificate) qualification in preparation for a new career in the media industry. The BFBS Academy, as it is now known, continues to thrive, offering funded

courses for ex-Service personnel and their spouses in creative media production, social media, digital content and photography.¹⁷

The first intake of students graduated from the Forces Media Academy in 2018 and represented 'a diverse mix, spanning all 3 services, ranks, ages and backgrounds'; it was noted that 'in making the selections, particular consideration was given to those who suffered injury during their time in service - including PTSD and amputees' (SSVC, 2019, p. 3). Around 90% of the first cohorts to graduate secured work in the media industry; their employers included a range of organisations, such as the Associate Press, Endemol, Farm Post Production House, the MOD media and communications team, The Royal British Legion and the BFBS itself (SSVC, 2019, p. 4). The initial investment in funding has created a legacy that will have a positive impact on the employment prospects and life chances of ex-Service personnel and their families into the future.

The Jon Egging Trust received funding totalling just over £1.7 million in two grants over four years for its Blue Skies and Inspirational Outreach programmes. Funding supported training for Ex-Services personnel delivering these programmes, which support young people 'who find themselves in difficult circumstances ... to overcome adversity and achieve their full potential' (Jon Egging Trust, 2020). This funding provides a further good example of how grants can and do support multiple beneficiaries in various ways, such as ex-Service personnel, via training and development opportunities, and young people.

A more modest grant of £5,000 was made to the RAF Widows' Association in 2013 for training courses for regional organisers that support men and women who have lost their spouse or partner while serving in the RAF. The grant also financed a handbook for future use by volunteers and beneficiaries.

2.5 HOUSING

Housing and accommodation received funding totalling approximately £39.5 million, with 16.5% of the projects and organisations supported through the HMT LIBOR Fund, the £35 million LIBOR Fund and the Veterans Accommodation Fund. Naturally, a significant number of these projects (41%) were supported by the Veterans Accommodation Fund. Some of these projects also had welfare and health elements to them, as they offered a holistic approach to supporting the needs of their beneficiaries. Renovations and refurbishments were also carried out, and the beneficiaries were almost exclusively Veterans of the Armed Forces and in some cases their families.

In 2016, The Royal Star & Garter Homes received £369,000 towards the refurbishment of the public spaces, gardens and dining area of its care home facility in Solihull. The care home, rated as outstanding by the Care Quality Commission, provides a full range of care for ex-Service personnel and their partners who are living with disability or dementia.¹⁸ Additional LIBOR funding enabled the home to trial a day-care service during the year.

Several grants were made across the UK to support the Veterans' Accommodation Pathway, a multi-agency programme designed to reduce homelessness and to support often vulnerable Veterans in securing independent accommodation. The programme was developed out of recommendations following research published in *Accommodation for*

¹⁷ See <https://academy.bfbs.com>.

¹⁸ See <https://starandgarter.org/our-homes-and-care/solihull>.

Single Veterans: Developing Housing and Support Pathways (Quiggars et al., 2018), funded by Forces in Mind Trust and carried out by the University of York.

One such grant was made to the Sir Oswald Stoll Foundation, which received £4.5 million towards a £10 million project to build the Centenary Lodge in Aldershot, a state-of-the-art housing facility with 34 units. Opened in 2018, the award-winning facility provides accommodation and support to a mixed community of Veterans of different ages, their partners and their families, and is the first Stoll scheme outside London.¹⁹ Further funding of £246,000 was provided to Stoll towards the refurbishment of bathrooms for Veterans at Sir Oswald Stoll Mansions, West London.

In Liverpool, AF&V Launchpad received just under £908,000 towards the refurbishment of Speke House.²⁰ This facility provides short-term accommodation for vulnerable Veterans as well as a range of support including employment advice, and mental health and substance misuse support.

In 2013, the Queen Elizabeth Hospital Birmingham Charity was awarded almost £1 million towards Fisher House, a ‘home away from home’ for Armed Forces patients and their families, which opened the same year (Queen Elizabeth Hospital Birmingham Charity, 2013). By 2019, Fisher House had supported over 4,700 patients and their families, providing over 25,000 nights’ accommodation (University Hospitals Birmingham Charity, 2019, p. 3). It continues to be funded by a range of organisations including ABF – The Soldiers’ Charity, Help for Heroes, SSAFA and The Royal Marines Association.

The Scottish Veterans’ Garden City Association – also known as Veterans Housing Scotland – was awarded just over £1.9 million in 2013, over five years, for its Houses for Heroes Scotland project, which aims to provide low-rent accommodation for life for Veterans across the country. A separate award of £551,000 in 2015 from LIBOR funds provided additional support and the project was also able to attract a further grant of £1.3 million from the Scottish government. This enabled the association to provide 28 new buildings for its current and future beneficiaries.

2.6 INFRASTRUCTURE

Investment in infrastructure projects totalled £34.0 million, with 18.9% of the funded projects having this focus. Among other benefits, these projects and organisations delivered facilities, IT and technology, management or security services to a range of beneficiaries in support of their welfare, education and training.

The Clocktower Foundation, which provides a range of services and benefits to Armed Forces personnel and their families at HQ Hereford Garrison, received £1.9 million in 2016 for the reconstruction of two preschool and creche facilities close to the Garrison. The existing facilities were in a poor state of repair, having a detrimental effect on the children of serving personnel stationed at the Garrison. The new facilities, which became fully operational in early 2018, ensure that the children can be educated and cared for in a safe and secure environment, and capacity has doubled, meaning greater benefit to more children. This capital funding further demonstrates how a range of benefits can accrue from an initial investment.

¹⁹ See www.stoll.org.uk/housing/at-stoll/aldershot.

²⁰ See <https://veteranslaunchpad.org.uk/about-us/our-locations>.

In 2016, Cobseo (The Confederation of Service Charities) received funding of just over £1.1 million to develop and implement a Casework Management System for all Service charities. The software is ‘used by more than 100 Cobseo members to manage applications for support from individuals from across the Armed Forces Community. As such, it is a crucial part of the Sector’s fabric of support to beneficiaries’ (Cobseo, 2019, p. 3). Cobseo has also received vital core funding from LIBOR funds.

Hostage International received £100,000 over two years to help ensure the survival of the charity for the medium term and to improve its support for hostages and their families. The funding, provided in 2016, paid for the design and implementation of a new website. It also enabled the charity to commission expert advice and support and to develop factsheets and family guides to further support its beneficiaries, 25–30% of whom are ex-Service personnel. The charity continues to offer practical and emotional support to families affected by a loved one being held hostage anywhere in the world, and to returning hostages.²¹

The Marine Society & Sea Cadets received £304,000 in 2018 to develop an interactive online portal enabling over 14,000 sea cadets to manage their training progression and provide feedback on courses. The project was planned for delivery during 2020.

2.7 LEISURE

Leisure-related activities and services made up 18.4% of funded projects, representing £13.1 million. In common with other projects and services funded by LIBOR grants, projects orientated around recreation, sport and entertainment were often multidimensional. Funded activities and projects typically had significant welfare, health, wellbeing, and morale-boosting objectives and outcomes, with sport having a particular role in physical wellbeing and rehabilitation, mental health and personal development.

Argyll and Bute Council received £5 million towards the construction of a new leisure centre in Helensburgh, part of the £18 million Helensburgh Waterfront Development. In 2017, the UK government, the Royal Navy, and Argyll and Bute Community Planning Partnership signed a memorandum of understanding to work together in delivering infrastructure and opportunities to enable Royal Navy families and local people to live, work and prosper together. The key themes of the development project include education, the local economy, community facilities, communication, transport and housing, with LIBOR funding making a significant contribution towards a key element of this collaborative project. The project faced challenges with planning permission, but this was finally approved in 2019.

In 2018, the Armed Forces Para-Snowsport Team (AFPST) received £612,000 over three years to enable wounded Armed Forces personnel and Veterans to participate in two new adaptive winter sports, para Nordic skiing and para snowboarding, at the 2022 Winter Paralympics in Beijing. The charity’s vision is to ‘support the recovery and transformation of wounded, injured and sick Service personnel and veterans through the medium of snowsports’ (AFPST, 2017, p. 4). It intends to maximise the advantage of its LIBOR funding and the increased capacity it has brought: ‘While this welcome funding stream will allow for a sharp increase in snowboard and Nordic activity, it is essential that the Charity builds alternative funding to match and maintain the enhanced level of commitment [to its beneficiaries] beyond LIBOR in 2021’ (AFPST, 2019, p. 22).

²¹ See www.hostageinternational.org.



WheelPower. Image credit: Dawn Newton.

carers, parents and staff trainers' (WheelPower, 2019), and participants came from the spinal unit of the Defence Medical Rehabilitation Centre.

2.8 RESEARCH

Among the 'other' thematic areas of focus for LIBOR funding is research, with several substantial grants for projects that have significant potential to create lasting and life-changing positive outcomes for a range of beneficiaries. Some projects cut across thematic areas and have elements of, for example, welfare and medical research.

The Sir Bobby Charlton Foundation – previously known as Find A Better Way – funds and carries out research to help those who have been affected by conflict and war, with a particular focus on landmines and the explosive remnants of war. It states: 'We now work more holistically on conflict recovery and take an asset based approach to those we aim to support. We have added humanitarian and development projects to our programmes and now conduct a wider range of training for conflict affected communities' (SBC Foundation, 2020).

The Foundation was awarded £10 million from LIBOR funds over six years to support three collaborative projects: Regenerative Medicine for the Treatment of Blast Injuries at the University of Glasgow,²² CIRCLE (Centre for International Research into the Clearance of Landmines and Explosives) at the University of Manchester, and Training and Prosthetic Solutions for the Developing World at the Centre for Blast Injuries, Imperial College London.

The project at the Centre for Blast Injuries has completed a pilot phase which delivered significant results. It involved researchers travelling to Cambodia to meet landmine survivors to understand their needs and aspirations more fully, and the training of 13 orthopaedic and trauma surgeons – from landmine-affected countries around the world – in the latest amputation and knee-salvaging techniques. The LIBOR-funded project has led to greater insight into the needs of amputees and innovations in prosthetics, with a wide range of implications for those affected around the world:

Technology produced for the Cambodian context can be translational for other less constrained settings. Solutions developed in resource restricted areas can offer value in multiple markets and therefore be incorporated into business strategies to help scale the

The British Wheelchair Sports Foundation (WheelPower) received a total of £25,000 to support wounded Armed Forces personnel to participate in the 2016 and 2017 Inter Spinal Unit Games, held at Stoke Mandeville Stadium. The Games, organised by WheelPower, 'exist to promote a lifelong engagement in physical activity and sport, improve mental health, and also provide connections to rehabilitation experts, wheelchair equipment specialists,

²² See <https://glasgow.thecemi.org/our-research/sir-bobby-charlton-foundation-project>.

uptake of the product or service. Taking into consideration the current need of healthcare systems of many developed societies to reduce costs and become sustainable without limiting the quality of the services offered, projects similar to this one can offer a great insight and identify pathways for future research and development.

(Radcliffe et al., 2016, p. 65)

Work at CIRCLE at the University of Manchester was put on hold due to important new developments and policy changes concerning the target to eradicate landmines by 2025, which has implications for the proposed project. However, the Foundation continued to work with the university on the future of the centre. The outcome of this collaboration was Project SEMIS, which developed equipment to detect buried anti-personnel landmines.

The London School of Economics and Political Science received £1 million to help establish the Centre for Women, Peace and Security. The Centre was launched in 2015 and is 'dedicated to the promotion of justice, human rights and participation of women in conflict-affected situations around the world' (LSE, 2020).

In 2016, funding of £481,000 was provided to the Service Families Federation to fund research and tools to support individuals and families experiencing domestic abuse, to improve the quality of life for Armed Forces families. This important funding continued the theme of supporting research that tackles abuse, the consequences of conflict and humanitarian issues.

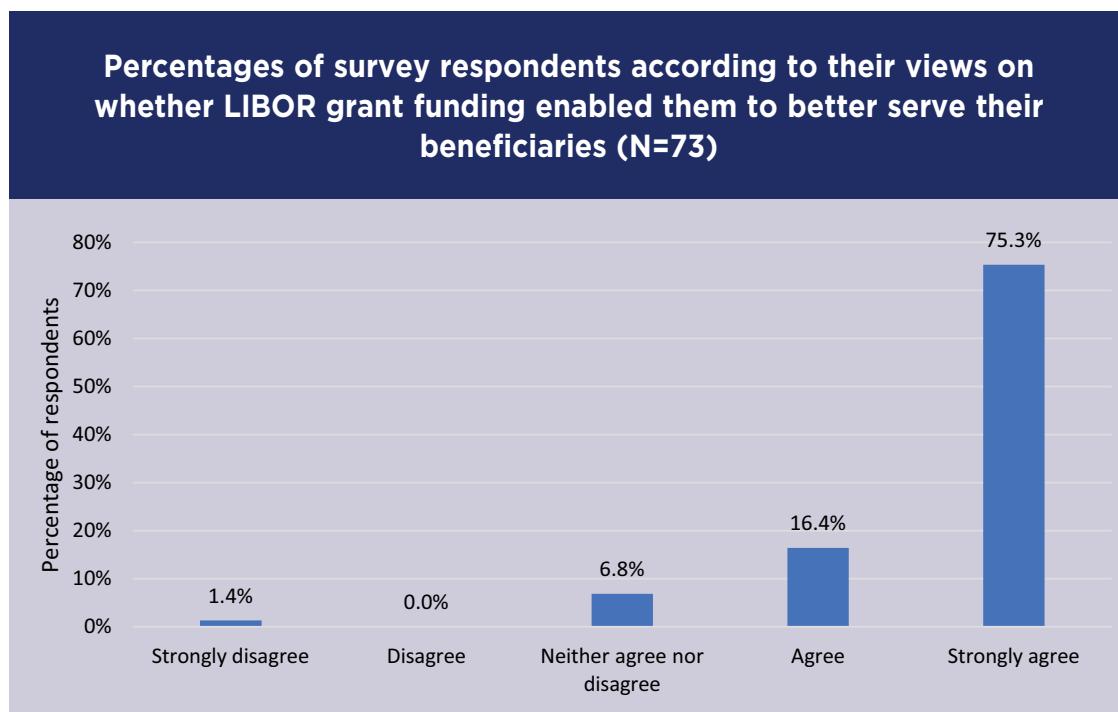
CHAPTER THREE

Survey

In October 2020, DSC's researchers contacted 334 organisations that had received one or more grants from the HM Treasury LIBOR Fund (HMT LIBOR Fund), the £35 million LIBOR Fund or the Veterans Accommodation Fund between 2012 and 2017 and asked them to take part in a survey. The survey remained open into November and there were 81 valid responses, although not all respondents answered all questions. The respondents provided data and insights into their LIBOR-funded projects and the impact of LIBOR funding on their organisations and their beneficiaries, via a series of questions which are summarised below. A broad selection of the respondents' comments and feedback is also included to illustrate the value and impact of LIBOR funding in their own words.

3.1 DID LIBOR FUNDING ENABLE ORGANISATIONS TO BETTER SERVE THEIR BENEFICIARIES?

Figure 3.1



Note: The percentages do not sum to 100% due to rounding.

Figure 3.1 shows that 91.7% of the respondents to the survey either agreed or strongly agreed that LIBOR funding for their organisation, project or service enabled them to better serve their beneficiaries.

The funded project has significantly improved the quality of daily life for Veterans living in all four Erskine Homes, by enabling us to achieve best-practice guidelines in lighting design for elderly and dementia residents living in a long-term care environment, as was our original aim. The changes made across all four homes are permanent and residents will continue to enjoy the benefits of enhanced lighting design for many more years to come.

(Erskine, Lighting Project)

In many cases this project had positive life-changing effects.

(Royal Commonwealth Ex-Services League, Veterans Project)

LIBOR funding has been a key catalyst to our success.

(Waterloo Uncovered, Veteran and Serving Personnel Support Programme)

We were absolutely delighted when we found out our bid to the LIBOR Fund was successful. It was the lead and primary gift which enabled us to build a bereavement centre that is warm, inviting and bespoke to the needs of users. Our previous bereavement centre was due for demolition as the remaining buildings on the old Alder Hey Children's Hospital site were being taken down to make room for parkland, so without this gift our Bereavement and Counselling Services Teams would not have had a home to work within.

(Alder Hey Children's Charity, The Alder Centre; see case study on page 53)

3.2 WHAT WAS THE LEVEL OF INVOLVEMENT OF BENEFICIARIES IN DEVELOPING LIBOR-FUNDED PROJECTS?

Figure 3.2

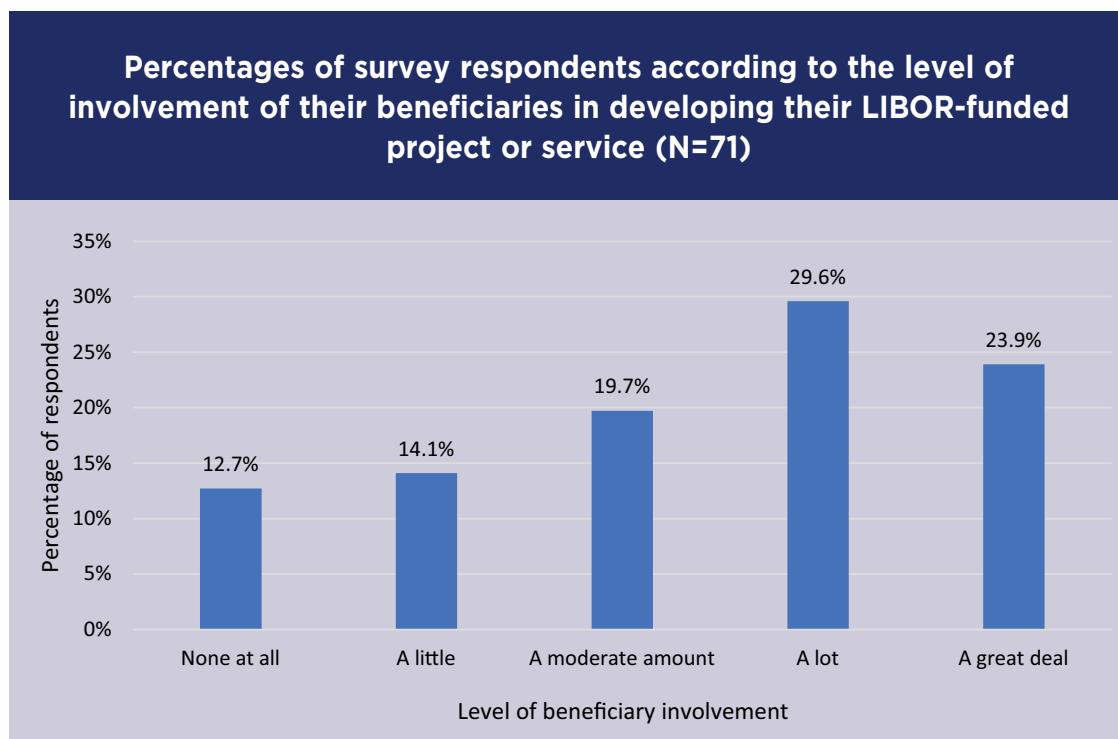


Figure 3.2 shows that almost a quarter (23.9%) of the survey respondents said that their beneficiaries had had a great deal of involvement in developing their LIBOR-funded project or service, with another 29.6% stating that their beneficiaries had had a lot of involvement. A further 33.8% of the respondents said that their beneficiaries had had some involvement in developing their project or service.

Developing projects and services with the involvement of beneficiaries and service users is a key part of best practice and makes projects and services more likely to be effective.¹ Across health, welfare, education, housing and other areas, co-design and co-production lead to greater impact and better outcomes, and the majority of those surveyed said that beneficiaries were part of developing their project or service.

¹ See, for example, Clinks (2021), Homeless (2021) and Social Care Institute for Excellence (2015).

This was effectively a 'joint bid' with the CASEVAC Club – a group of conflict-wounded Veterans.

(**Scar Free Foundation, Centre for Conflict Wound Research**)

There are three important groups of beneficiaries linked to this project: residents, families and staff. Given the complex health needs of our residents, and varying degrees of cognitive impairment, it is challenging for residents to input directly to the work of the dementia nurse consultant (DNC). However, resident views are paramount, and we have sought to involve them in the design of our training programme, environmental changes to our care homes and in day-to-day care planning, where possible. Families and friends have the opportunity to work with our DNC and care staff, to direct and influence the care provided for their loved one. Staff have been given the opportunity to express their training needs in relation to dementia care and supported to access additional training where required. Our DNC proactively works collaboratively with residents, families and staff to achieve the best possible outcomes for our residents, at all stages of the progression of dementia.

(**Erskine, Dementia Nurse Consultant Project**)

The project was developed with the people of Lincolnshire in mind and we worked in close liaison with Veterans' groups especially.

(**We'll Meet Again Museum**)

These qualifications were entirely demand driven.

(**CVQO, Ministry of Defence Cadets**)

Focus groups and workshops were conducted with serving personnel, case workers, Veterans and families on multiple occasions and in a variety of locations.

(**Anonymous respondent**)

The Alder Centre was designed in collaboration with a focus group of bereaved families. These families were involved in every stage of the design process, including initial visits with the architect, reviewing plans and designs at the project's tender stage, and meeting with the successful architect to review plans and designs as they were developed. Due to the sensitive nature of this project, it was crucial that our users were closely involved and they were able to help inform many elements including the design of the Centre's therapy rooms, a central heart space that offers a first port-of-call to bereaved parents and families who are new to the Centre, and a garden that will provide a range of horticultural therapies.

(**Alder Hey Children's Charity, The Alder Centre**)

Beneficiaries were actively involved throughout the cycle of the project.

(**CAN International, Veterans' Support Centre project**)

Fifty-four schools were invited to participate in research. Eight schools took up the offer for the pilot and seven more for the main study; 225 learners in the pilot plus 670 in the main study filled out self-completed questionnaires; 80 learners participated in focus groups for the main study; 15 teachers were interviewed in depth for the pilot and 14 for the main study.

(**Miriam Hyman Memorial Trust, Evaluation & Impact of Miriam's Vision: A Response to the 2005 London Bombings**)

3.3 HOW MANY BENEFICIARIES WERE SUPPORTED BY LIBOR FUNDING?

The survey respondents were asked approximately how many beneficiaries they were able to support through their LIBOR-funded project or service. Overall, 66 respondents provided figures for the number of beneficiaries they supported, ranging from 8 to 150,000, with a total of 658,311 estimated beneficiaries.

The survey respondents were also asked to estimate what percentages of their beneficiaries would fall into the following groups:

- **high-engagement beneficiaries:** for example, individuals or families receiving regular counselling or intensive support;
- **medium-engagement beneficiaries:** for example, individuals or families receiving occasional or ad hoc support, or those attending events;
- **low-engagement beneficiaries:** for example, people who attend one-off events or those who receive general information.

This question elicited 45 responses containing reliable estimates of percentages.² The mean averages were 54.4% high-engagement beneficiaries, 31.6% medium-engagement beneficiaries and 29.2% low-engagement beneficiaries.³

Although interpretations of the terms ‘high’, ‘medium’ and ‘low’ in relation to engagement with beneficiaries will have differed among the survey respondents, typically those projects and services with fewer beneficiaries had higher levels of engagement. Correspondingly, where beneficiary numbers were higher, levels of engagement tended to be lower.

The diverse nature of LIBOR-funded projects and services makes any attempt at extrapolation speculative, and it is important to note that the estimate of the total number of beneficiaries (658,311) is based on 66 survey respondents. However, it is reasonable to assume that the number of actual and potential beneficiaries of LIBOR-funded projects and services is several million.

This total is derived as follows. Both the median and modal average numbers of beneficiaries for the projects and services among the survey respondents were 500 (with a range of 8 to 150,000 beneficiaries), and the mean average number of beneficiaries was 9,974. Multiplying this figure by the number of grants made through the three LIBOR funds considered in this report (N=472) produces an estimate of over 4.7 million potential beneficiaries.

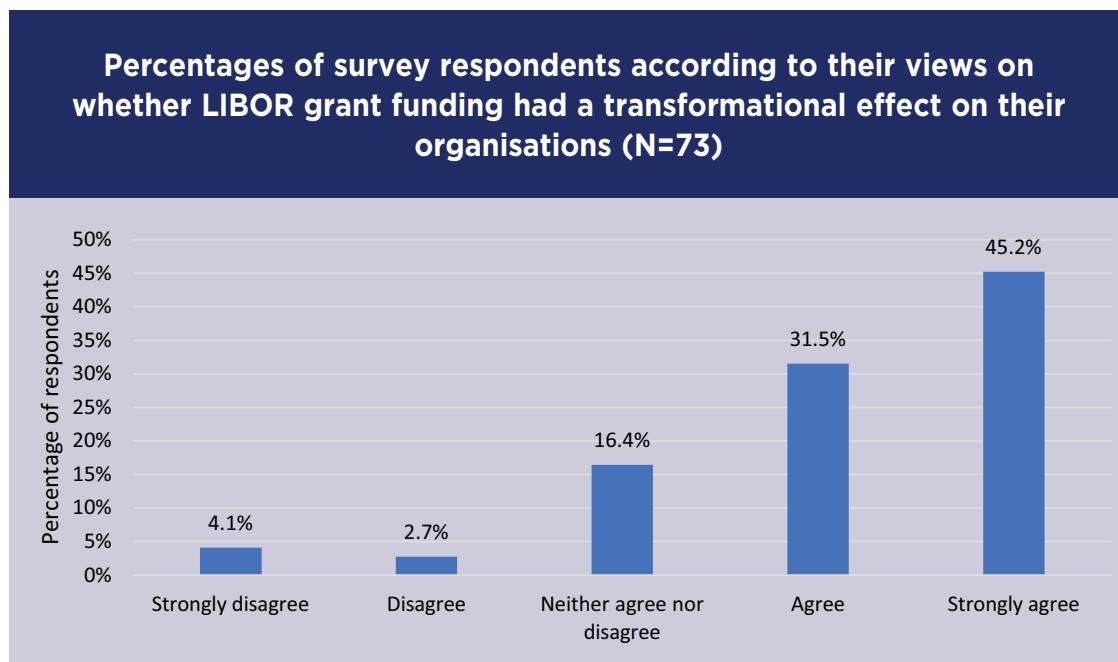
Given too that a significant number of LIBOR-funded projects have benefitted the general public, have the potential to benefit the general public, or may benefit a significant number of the population in the UK and abroad (see figure 1.6), the estimated number of total beneficiaries is indeed substantial.

² The total number of estimated beneficiaries for the 45 respondents who provided further data on the level of beneficiary engagement was 568,225.

³ The percentages do not sum to 100% as they are not proportions of a whole.

3.4 DID LIBOR FUNDING HAVE A TRANSFORMATIONAL EFFECT ON ORGANISATIONS?

Figure 3.3



Note: The percentages do not sum to 100% due to rounding.

Figure 3.3 shows that 76.7% of the respondents to the survey either agreed or strongly agreed that LIBOR funding had been transformational in its effect on their organisation.

The LIBOR funding has had a transforming effect, both in relation to the Trust's ability to maintain its maritime heritage but also importantly to improve the lives and wellbeing of the Veteran community.

(Portsmouth Naval Base Property Trust)

One of the main objectives of the dementia nurse consultant role was to develop a staff training programme to facilitate the delivery of high-quality, person-centred dementia care for Erskine residents. Our programme was developed in line with the Scottish government's Promoting Excellence Framework, which was created by NHS Education for Scotland and the Scottish Social Services Council in response to Scotland's first national Dementia Strategy. ... To date over 950 Erskine staff have attended our training programme, at different levels. This has undoubtedly had a transformational effect on the way in which we deliver dementia care at Erskine and has led to significant improvements in quality of life for our beneficiaries.

(Erskine, Dementia Nurse Consultant Project)

3.5 DID LIBOR FUNDING HELP ORGANISATIONS TO ACCESS ADDITIONAL FUNDING?

Figure 3.4

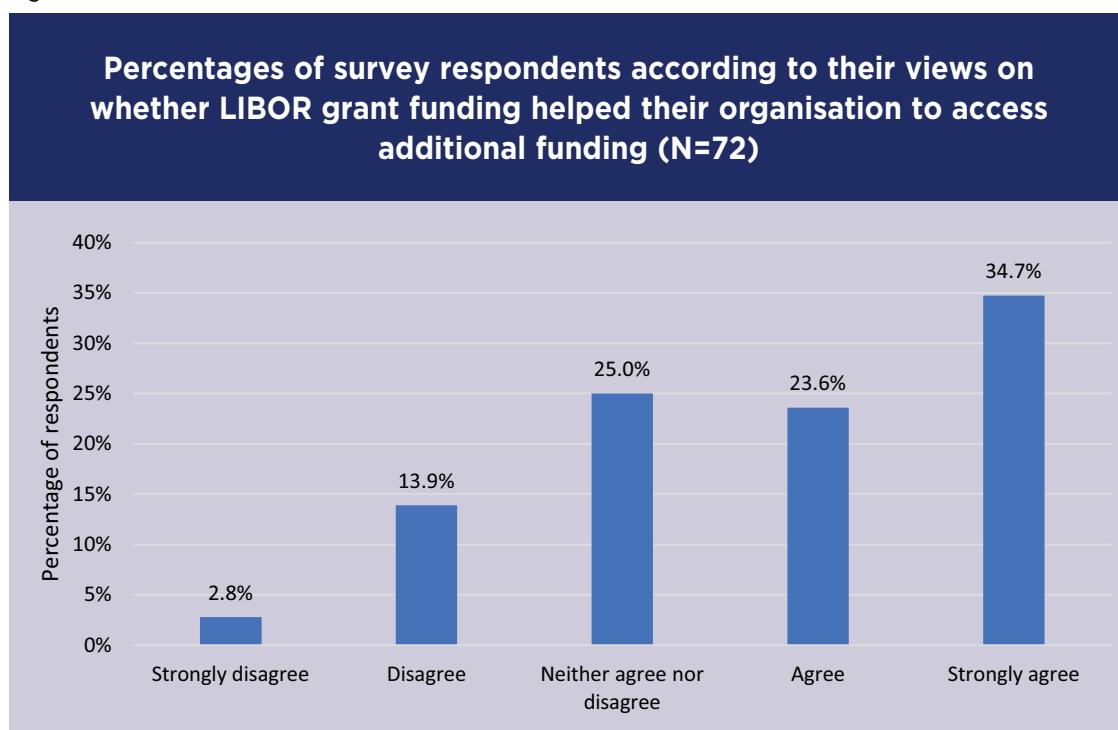


Figure 3.4 shows that 58.3% of the respondents to the survey either agreed or strongly agreed that LIBOR funding had helped their organisation to access additional funding. A quarter (25.0%) of the respondents neither agreed nor disagreed, while 16.7% either disagreed or strongly disagreed. Among those who provided a neutral or negative response, almost half of their projects were ongoing at the time the survey was conducted (October and November 2020), with LIBOR funding due to remain in place until 2021, 2022 or beyond. This suggests that these respondents may not yet have sought additional or continuation funding. Almost all of these respondents cited COVID-19 as a factor in their projects still being ongoing, due to postponements and delays caused by the pandemic.

Several respondents whose projects had come to an end and who disagreed that LIBOR funding had helped them to access additional funding stated that their projects were designed to be time limited.

Among the 58.3% of respondents who were able to access additional funding due to their LIBOR grant, a number offered further comments.

We were able to secure a further £300,000 from the Ufi Charitable Trust; the LIBOR funding played an important part in attracting this funder.

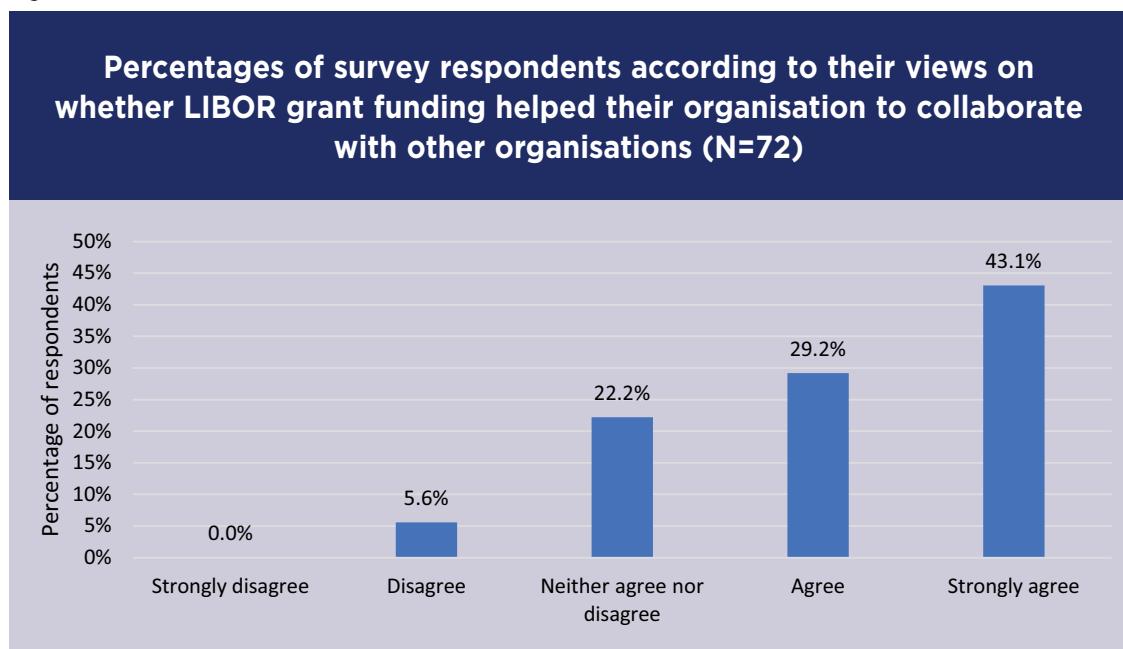
(Marine Society and Sea Cadets, Waypoint Project)

The LIBOR funding was a catalyst for [three developments]: another £12 million in funding; major strategic developments in dementia care; and sustainable housing and care for the most vulnerable for decades.

(Royal British Legion Industries, capital project and extra care support)

3.6 DID LIBOR FUNDING HELP GRANT RECIPIENTS TO COLLABORATE WITH OTHER ORGANISATIONS?

Figure 3.5



Note: The percentages do not sum to 100% due to rounding.

Figure 3.5 shows that 72.3% of the respondents to the survey either agreed or strongly agreed that LIBOR funding had helped their organisation to collaborate with another organisation. Indeed, within the Armed Forces charity sector, where the majority of LIBOR funding has been directed, collaboration and partnership working are key factors in service delivery and are actively endorsed, promoted and facilitated by Cobseo (itself a recipient of LIBOR funding, see page 32).

Previous research by DSC suggests that almost all Armed Forces charities undertake some form of partnership or collaboration.⁴ This is most commonly with other Armed Forces charities but also with the Ministry of Defence, mainstream charities, local authorities, housing associations, the NHS, and local and national businesses (Cole et al., 2020, p. 162).

This is particularly evident among the 472 grants (awarded to 334 organisations) provided by the three funds considered in this report. Joint bids, project collaborations and partnerships were commonplace, as shown throughout this report.

3.7 HAVE LIBOR-FUNDED PROJECTS BECOME SUSTAINABLE IN THE LONG TERM?

Figure 3.6

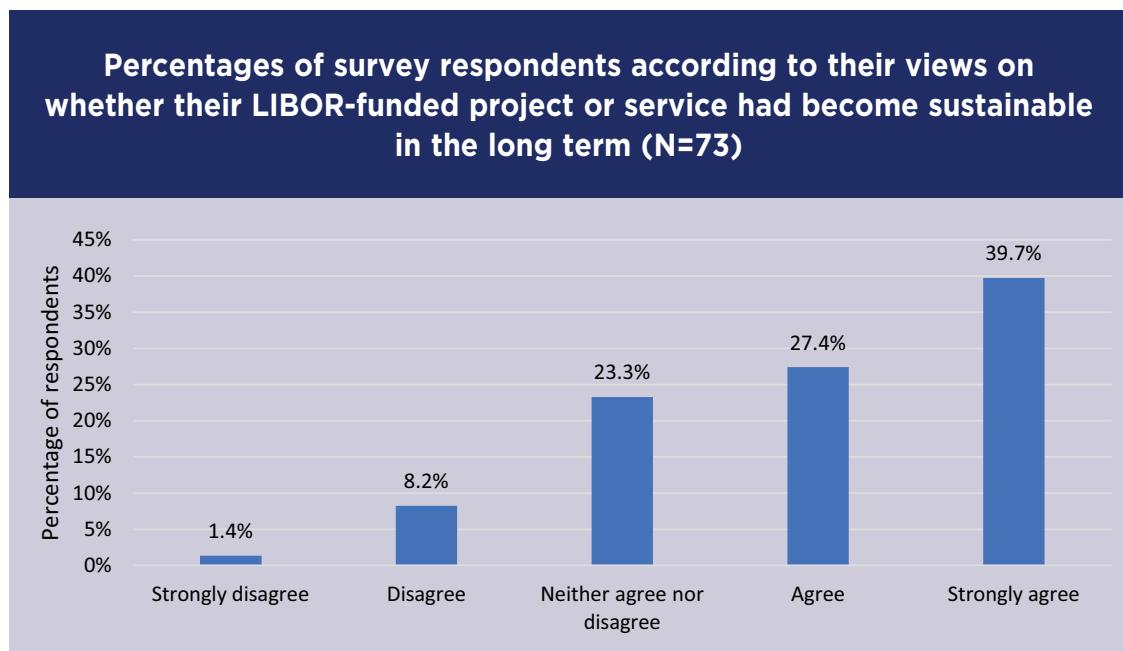


Figure 3.6 shows that 67.1% of the respondents to the survey either agreed or strongly agreed that their LIBOR-funded project or service had become sustainable (i.e. was able to continue when LIBOR funding had been spent). The responses here and elsewhere show that attracting further funding made a significant contribution to the sustainability of the projects and services.

⁴ In September 2019, DSC contacted 1,107 Armed Forces charities inviting them to take part in a survey to gain first-hand information on the levels of collaboration found within the Armed Forces charity sector and other issues. There were 106 respondents, of which 97.2% reported undertaking some form of partnership or collaboration in their work (Cole et al., 2020, p. 162).

The LIBOR grant enabled a long-standing aspiration to establish a permanent museum to be achieved. The award of the grant was significant in that it allowed the construction of the museum to commence under difficult financial circumstances.

(Coastal Forces Heritage Trust, Coastal Forces Museum project)

Although our original project focus was to list all those from our community who died in the service of our country on a new memorial in the centre of our village, we now pass the message on to future generations by holding remembrance services, talking at our three village schools prior to Remembrance Week. We have also involved our community in the commemorations, and this includes school children representing each of our fallen and laying wreaths at each of our CWGC [Commonwealth War Graves Commission] graves. All this would not have been possible or been very difficult without the LIBOR grant.

(Englefield Green Memorial Trust, Village Sons and Daughters Remembered project)

The LIBOR grant enabled growth more quickly and achieved more effect than would have been possible. ... It created collaboration and delivered useful projects to help the spectrum of Veterans and their families in housing need.

(Haig Housing Trust, Veterans' housing projects)

LIBOR funding for us significantly changed the landscape for military spouse employment. We have created a sustainable business and thousands of spouses have benefitted from this funding. We were able to engage with employers who now employ military spouses and it really did change the course for military spouse employment in the UK. It also had a ripple effect internationally and we now advise the international board for military spouses, which has really changed the landscape for British Armed Forces spouses working abroad.

(Recruit for Spouses)

Among those who neither agreed nor disagreed that their LIBOR-funded project or service had become sustainable, one respondent summarised some of the challenges they faced. These particularly related to adapting during the COVID-19 pandemic, their effort to make the project sustainable, and their successes and impact on beneficiaries.

We have had considerable engagement and investment from Forth Ports to extend our offer to Veterans. The investment in training facilities at the outset as part of the LIBOR Fund is now looking like it will be able to offer sustainable support past the close of the project.

The Attention to Logistics project continues to run and has become especially important at this time due to the level of redundancies. The transport and logistics industry is a sector that continues to thrive in these difficult times so upskilling, training and support are crucial not only for our Veteran clients but also for the sector to be able to fill the jobs with the right people.

We have had tremendous business engagement. Businesses have volunteered and come and supported some of our candidates - Malcolm Group, EMR [Group], Thames Clippers, the Road Haulage Association, Millwall Community Trust, HDS Recruitment and Forth Ports.

Our project is not a fast-track one-size-fits-all, and it has not always been about logistics; we have supported Veterans into many different sectors after working with them to find the right career path through psychometrics and values assessments. Some may work with us and then understand they need further support before they are ready to go into employment, then come back to us a few months later when they are. We have learned a good deal about the challenges our Veterans face and believe what we offer is producing good results.

(Tilbury on the Thames Trust, Attention to Logistics project)

3.8 HAVE LIBOR-FUNDED PROJECTS DELIVERED THE INTENDED RESULTS?

Figure 3.7

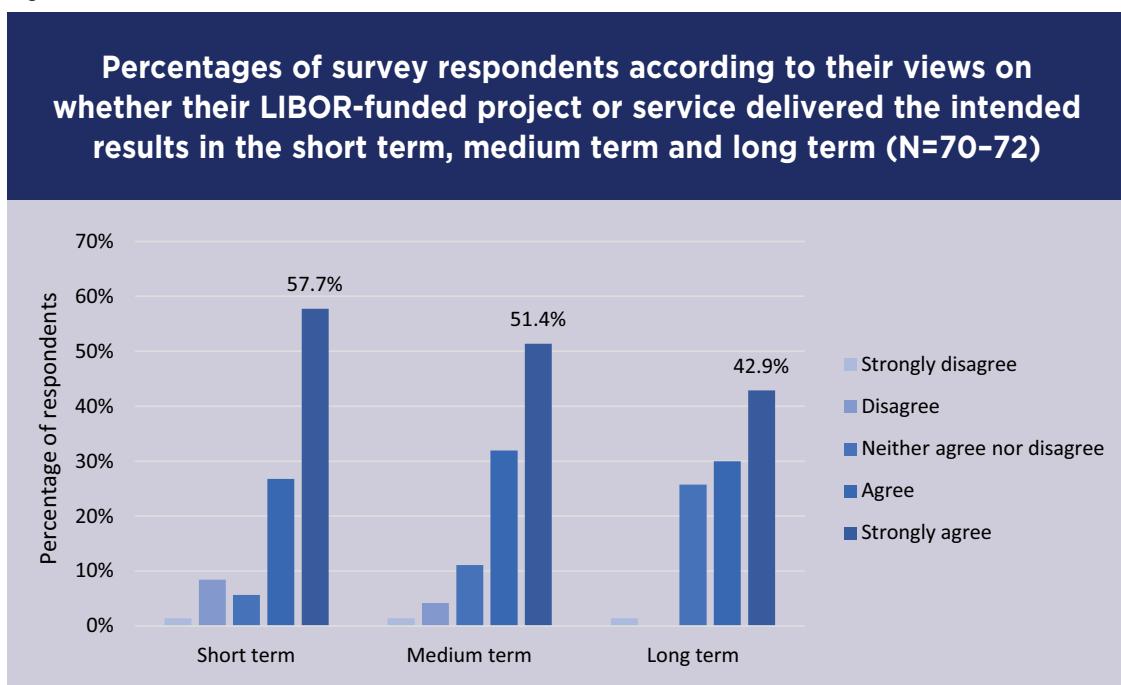


Figure 3.7 shows that the majority of the respondents to the survey either agreed or strongly agreed that their LIBOR-funded project or service delivered the intended results across all three time periods.

This is a long-term project that will provide an excellent facility for many years to come.

(RAF Akrotiri, Akrotiri Water Sports Centre project)

[The] benefits of our training programme were realised in the short term, as members of nursing, care and administration staff across the organisation improved their understanding of dementia and the delivery of dementia care. Over time we developed more bespoke training in response to the evidenced needs of Erskine staff as they completed Informed, Skilled, Enhanced and Expert training; for example, we have developed a programme of delirium training, [another of] depression training and a bespoke training package for housekeeping staff. We now have a systematic, comprehensive approach to our training on dementia and frailty, which is only possible through the expertise of the dementia nurse consultant (DNC). The system in place will now remain and all existing and new members of Erskine staff will benefit from the ongoing training programme. The DNC supports staff across the organisation in developing their knowledge and skills, which in turn makes them more confident and competent practitioners and supports us in reaching our ultimate goal of delivering excellence in care for our residents.

(Erskine, Dementia Nurse Consultant Project)

The new roof should benefit our disabled residents for up to 50 years from now.

(Leicester & Leicestershire War Memorial Foundation)

I have strongly agreed to all three statements as in the first instance it allowed us to initiate a project that we were struggling to fund due to the collapse [of the south hangar bay]. In the medium term it brought the building back to a habitable condition. In the longer term with a stable building we are now able to progress our plans for its use as a museum to celebrate the site's 1,000-year history with an emphasis towards its RAF beginnings and its Second World War and post-Second World War activity as RAF Hooton Park. This dream is still some way off, but the LIBOR funds have made it possible and as we have a sustainable income source [it is] deliverable.

(The Hooton Park Trust, Building 16 project)

Through buying homes, we helped Veterans quickly. By building homes we have achieved sustainable, long-term housing provision. These [homes] are being managed and will sustain beyond any forecast horizon.

(Haig Housing Trust)

As might be expected, there was more uncertainty about projects or services delivering intended results in the long term compared to the short term, as short-term results are likely to be more apparent and measurable. Over half (52.0%) of those respondents who provided answers to these questions also stated that their projects were still running, which makes long-term results difficult to determine.

Among those respondents who disagreed or strongly disagreed that their LIBOR-funded project had delivered intended results in the long term, several reasons were cited, such as projects still running, being postponed or delayed.

[It is] still unclear what the longer-term impact of COVID-19 delays may be.

(Scar Free Foundation, Centre for Conflict Wound Research)

Our LIBOR-funded project has taken longer to come to fruition than we had originally anticipated for a number of reasons, mainly around budget constraints, seeking extra funding to accommodate design changes, and lastly due to the delays caused by COVID-19. ... However, because this is a capital project, we knew that the results would always be longer term. We expect this building to have a long lifespan and continue to deliver positive results for many years to come.

(Alder Hey Children's Charity, The Alder Centre)

[It] took longer than expected to spend the funding as [there were] less spinal-cord-injured people being admitted to DMRC [the Defence Medical Rehabilitation Centre] Stanford Hall.

(WheelPower, Inter Spinal Unit Games)

3.9 WHAT WAS THE LEVEL OF INVOLVEMENT OF VOLUNTEERS IN DELIVERING LIBOR-FUNDED PROJECTS?

Figure 3.8

Percentages of survey respondents according to the level of involvement of volunteers in delivering their LIBOR-funded project or service (N=70)

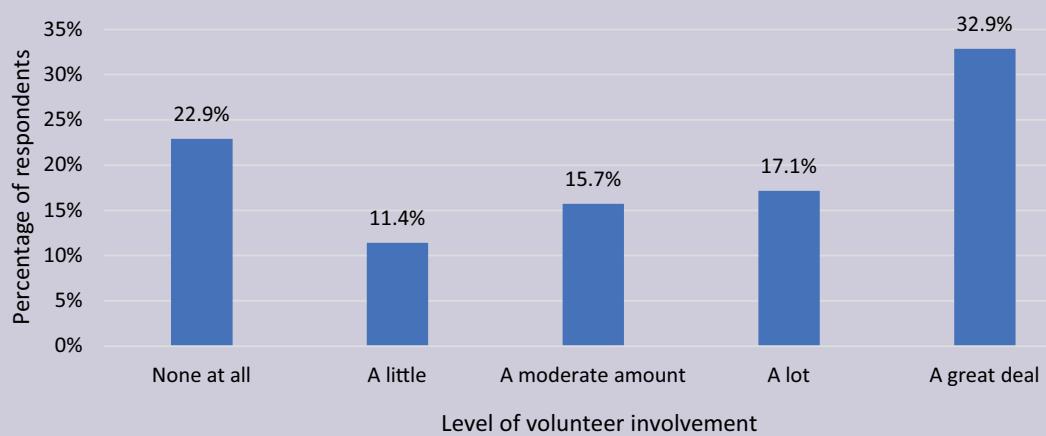


Figure 3.8 shows that half (50.0%) of the respondents to the survey said that volunteers had a lot or a great deal of involvement in delivering their project or service, with a further 27.1% saying that volunteers had some involvement. Under a quarter (22.9%) of the respondents said that volunteers played no part in delivering their projects or services.

The survey respondents were also asked approximately how many volunteers were involved in delivering their LIBOR-funded project or service. Forty-seven respondents provided figures for the number of volunteers involved, ranging from 1 to 16,000, with a total of 32,840 volunteers.

The median and modal average numbers of volunteers involved in delivering the survey respondents' projects and services were 17 and 20 respectively. The mean average number of volunteers involved in the projects and services was 699. When this is multiplied by the number of grants made through the three LIBOR funds considered in this report (N=472), it provides an estimate of almost 330,000 volunteers. This is a reasonable estimate, given that around 19.4 million people in the UK volunteered in some capacity in 2018/19.⁵

3.10 HAS COVID-19 AFFECTED LIBOR-FUNDED PROJECTS?

At the time the survey was deployed (October 2020), 53.0% of the respondents said that their LIBOR-funded project or service was still running, with 47.0% of the respondents saying that their project had come to an end.⁶

The respondents were also asked whether the COVID-19 pandemic had affected their ability to deliver their LIBOR-funded project. Unsurprisingly, the responses showed that each project that was still running in 2020 had been affected in some way. In most cases, the respondents whose project or service had been halted or adapted expected it to resume either fully or according to a revised plan.

The project has been delayed due to its impact on Cardiff Council's planning committee and ability to undertake outreach work.

(Museum of Military Medicine, museum relocation project)

[There have been] delays in construction and delivery, inevitably.

(RAF Akrotiri, Akrotiri Water Sports Centre project)

Due to the earlier lockdown from March until September [2020], the Brooke House staff had to work from home and cease the delivery of services with the exception of telephone counselling but delivered some new services virtually that were developed in the period. In Northern Ireland we are again under restrictions and have ceased face-to-face delivery, which had recommenced with the exception of physiotherapy.

(Ely Centre and Brooke House, support to Royal Ulster Constabulary officers and military post-2008)

⁵ See NCVO (2021).

⁶ The majority of the 472 LIBOR-funded projects which received grants between 2012 and 2017 had successfully concluded or expended their LIBOR funding before the COVID-19 pandemic began.

Some activities (e.g. youth and social activities, and workshops on stations) have been temporarily suspended due to social-distancing regulations and lockdowns.

(RAF Benevolent Fund, welfare project)

We have had to postpone the official opening and halt activities. They are only just now getting restarted.

(Ruskin Mill Land Trust, Army Family Centre)

3.11 FURTHER COMMENTS FROM SURVEY RESPONDENTS ON THEIR LIBOR FUNDING

The survey concluded by giving respondents the opportunity to share their thoughts on the funding they received. A selection of their comments is included here.

The grant has enabled us to develop the project to relocate the museum to Cardiff, for the wider promotion of our charitable objectives.

(Museum of Military Medicine)

This project would not have been possible without this funding and it will provide an excellent facility for Service personnel and their families for events, adventurous training, other training delivery, courses, meetings, parties, functions etc.

(RAF Akrotiri)

It has been a privilege to have been director in this new innovative project, which allowed for so much development and was of so much benefit to many people and families. The challenge now is for sustainability, but we are hopeful.

(Ely Centre and Brooke House)

We and our beneficiaries were extremely grateful for the support.

(Wings for Warriors)

The impact our projects have had so far on improving the sense of wellbeing has exceeded all of our most ambitious expectations.

(Portsmouth Naval Base Property Trust)

The LIBOR funding has allowed the Saddle Club to thrive in 2020 – no mean feat considering the circumstances. We are very grateful to the LIBOR Fund for their support.

(Catterick Garrison Saddle Club)

The invaluable support of the LIBOR Fund has been key to helping us achieve [our] goal, enabling us to develop our learning and also share that learning within and beyond Erskine. We are hugely grateful for the financial support received – it really has made a difference to the delivery of care services at Erskine and improved the way in which we can support our Veterans and their families.

(Erskine)

The LIBOR funding made it easier for us as a small charity just setting out to grow within the bounds of Veteran Scotland and to (hopefully) now be one of the main small charities and the only one in Scotland helping care for Veterans' pets.

(Charlie's Old Codgers Foundation)

This is a long-term project and the benefits will be felt for many years. It was such an easy application - I am so thankful for that.

(Ruskin Mill Land Trust)

The grant towards our delivery to beneficiaries was of enormous benefit. 100% of all our grants and donations go directly to our beneficiaries as grants to pay for such emergency essentials as food, clothing and brown/white goods. So 100% of the LIBOR funding went directly to beneficiaries.

(Royal Navy and Royal Marines Children's Fund)

The funding allowed the charity, which has limited means, to provide security and reduce [its beneficiaries'] outgoings, making a significant impact on their quality of life. Thank you.

(Leicester & Leicestershire War Memorial Foundation)

We are extremely grateful for the support of the LIBOR Fund, which has enabled us to build a fit-for-purpose bereavement centre to ensure our children, families, siblings and carers facing bereavement are offered the best care and support possible. We are also very thankful for the flexibility that the LIBOR Fund has allowed our project over the last three years when we have experienced delays to completion. This has been greatly appreciated and has enabled us to put the needs of our users first.

(Alder Hey Children's Charity, The Alder Centre)

LIBOR funding made an enormous difference to our campaign and helped to bring forward the opening of the first clinical rare diseases centre for children in the UK.

(Birmingham Children's Hospital Charity)

[LIBOR funding] was really important. Ultimately the grant compensated [for] a loss of welfare funding for the same thing elsewhere, but it did improve standards and quality as well as being more cost-effective and proved a highly effective funding method with a trusted partner. It is a shame it ended.

(British Forces Foundation)

We are pleased with the impact so far and look forward to being able to complete the project.

(Pete's Dragons, Blue Light Services)

This project was responsible for changing the lives of up to 8,000 marginalised elderly Veterans and widows living in poverty.

(Royal Commonwealth Ex-Services League)

The LIBOR funds have significantly improved the lives of Service personnel and their families at a challenging time.

(HQ Joint Educational and Training Services)

Our LIBOR funding benefit will have its full impact once we have completed the building and have it operational as an asset to benefit the local and regional community, not just as a visitor attraction for the whole family but where anyone can be involved through the whole spectrum of activities from grass cutting to boardroom level in developing the project. The restoration of this building and its development is due solely to the LIBOR funding.

(The Hooton Park Trust)

The funding enabled us to create a sustainable source of information for individuals, families and practitioners, providing reliable information and signposting. We have been able to utilise this web-based toolkit as a means of de-mystifying the Armed Forces support available for those affected by domestic abuse and provide accurate information to enable practitioners, both civilian and Armed Forces based, to best support those affected by domestic abuse.

(North East Hampshire Domestic Abuse Forum)

The LIBOR grant enabled us to complete the project we had planned, enabling us to help more disabled wheelchair Veterans and families than first visualised.

(British Ex-Forces Wheelchair Sports Association)

[It is an] excellent grant scheme which we [are] very, very pleased to benefit from.

(WheelPower)

The funding allowed Cruse to deliver training to the welfare teams of the military. Using their expertise and successful training to enhance the confidence and knowledge of those who would be dealing with a bereavement. The support the bereaved person received was almost instant from the point of notification due to the training.

(Cruse Bereavement Care)

This funding not only helped to develop our capacity to support Gurkha Veteran communities across different parts of the country, but also provided direct support to the needy Veteran communities. Building on our experience, we are implementing other initiatives to support Gurkha Veteran communities.

(CAN International)

The grant enabled delivery of homes in a much quicker way than would have been [possible otherwise]; it created collaboration and delivered useful projects to help the spectrum of Veterans and their families in housing need.

(Haig Housing Trust)

LIBOR funding was transformational to our beneficiaries and while we will be keeping some of the project moving forward, the difference further funding would make would be exponential.

(Cadet Vocational Qualification Organisation)

The funding received was extremely valuable to our pre-school and allowed the children to be more involved in outdoor settings.

(St Nicholas Pre-School & Nursery)

CHAPTER FOUR

Case studies

Presented here are a series of case studies of organisations that received LIBOR funding. They explore in greater detail the projects and services that were funded through a LIBOR grant and the benefit and impact the award had.

Some projects have been affected by the COVID-19 pandemic whereas others received grants earlier on and concluded before the pandemic. Nonetheless, these case studies show the wide range of funded projects and the numerous ways in which they have supported their beneficiaries.



The Alder Centre
‘Care and education for anyone
affected by the death of a child’

Alder Hey 
CHILDREN'S CHARITY

Alder Hey Children's Charity (Charity Commission no. 1160661) was established in 1995 to raise money for the world-renowned Alder Hey Children's Hospital in Liverpool. It became an independent charity in 2015. Since April 2013 it has raised over £56 million to support the purchase of state-of-the-art medical equipment, enhancement of patient facilities and vital research. In the charity's own words:

Alder Hey Children's Charity raises vital funds to help make Alder Hey Children's Hospital a truly world-class, patient-friendly hospital for the 330,000 patients and families we care for every year. We are inspired by children; they stand at the heart of everything we do, driving us to raise money so the hospital can deliver the best care possible.

(Alder Hey Children's Charity, 2021)

In 2016, it was announced that the charity had been awarded £1.4 million from the HM Treasury LIBOR Fund towards the cost of a capital project to build a new Alder Centre, which would provide critical services to bereaved families who had lost a child (see Alder Hey Children's Charity, 2016).

The funding was received in 2017, as reported in the charity's 2017/18 annual report:

During the year, the charity was also able to support the [Alder Hey Children's NHS Foundation Trust's] plans to build a new home for its bereavement centre by securing £1.4 million from the treasury through LIBOR grant funding. This is a unique, national centre of excellence which provides care and education for anyone affected by the loss and death of a child. The national child death helpline is also run from this facility. It will be housed in a purpose built, state of the art environment within the wider health park. Building will commence in 2019.

(**Alder Hey Children's Charity, 2018, p. 6**)

Building of the new centre proceeded as planned, with significant ground and structural work taking place throughout 2019:

Thanks to the generous funding we received from the LIBOR Fund in 2017 we are delighted to report that construction [of] our Alder Centre is now underway, and the building is really starting to take shape. Thanks to the truly transformational support, the new centre will be tailored to the needs of those coping with the loss of a child and will ensure that we can continue to provide the very best of care and support possible to individuals and families facing bereavement.

(**Alder Hey Children's Charity, 2019, p. 1**)

The Centre was due for completion in April 2020, but several factors contributed to the project being delayed, including budget constraints, the complexity of the building itself and COVID-19, which inevitably had a negative effect on construction and the supply of materials. The charity reported on some of these challenges in May 2020, including on how it was able to overcome them to some extent while continuing to deliver its services to beneficiaries:

Despite an initial three week shut down of the site due to the present crisis, the building is now back under construction. Our builder has sourced alternative material suppliers to commence external works and utilised family subcontractors internally to ensure social distancing is maintained throughout. Due to some house builders still not working, we have also been able to double the bricklayers on site and the external garden walls are rising at a rapid rate. This is likely to slow down as trades return to other sites in the coming weeks but has given us a head start which will enable our air source heat pumps to be fitted and heat installed in the building which was always a key milestone on the critical path for the scheme.

With the garden now level and walls under construction the scheme is starting to match the vision of the original design and has a strong presence of its own.

The building itself is structurally complete with electrical installations, some plastering and painting ongoing. Delivery of fitted furniture items from Italy has also been held up by the present crisis and these items will require delivery and installing before some of this finishing work is completed. It is hoped that with recent easing of restrictions in Italy, the delivery will be allowed to take place shortly.

This slightly extended programme of construction will, however, allow for the external landscape to be completed at the same [time] and be available for occupation, meaning we will be able to provide the Alder Centre team with finished gardens alongside their new centre.

Despite these delays we expect to be commissioning the building in late June [2020] including staff training and familiarisation. Unfortunately, due to the complete shutdown of furniture manufacturers it is expected that full completion of the scheme and likely occupation will not be possible until late August, or possibly September [2020].

Whilst the building will be accessible for the Alder Centre team to train and utilise the garden area, we want to wait until the centre is fully completed before opening it to the public. The Alder Centre team were very careful and considerate in their furniture choices to ensure this is a special environment for families and we are keen to ensure the building is aesthetically completed before opening the centre fully, to create the right mood from day one.

A select group of staff and users toured the building recently to carry out a 'day in the life' workshop, and were very pleased with how the centre was laid out, how it felt to work within, and how it had been designed.

(Alder Hey Children's Charity, 2020, p. 1)

The project was completed at the end of 2020, although due to social-distancing restrictions still in place at the time of writing (January 2021), the facilities are not yet being used to their full potential. However, the nature of this project and the long-term investment from LIBOR funds mean that the Centre will be supporting bereaved families for many years to come.¹

Even at the start of the life of the new Centre, staff are feeling the impact of the project and there is clear potential for the Centre to support beneficiaries at a particularly challenging time in their lives. The charity provided the following quotes from several staff members who had experienced the Centre since its limited opening.

There is no place like this in the Trust and it really does fulfil its promise of 'a place like no other'. Those clients who have visited the centre are blown away at its appearance, relating it to [the television show] *Grand Designs*. The Centre has been in the process of moving for a number of years and now there is a real feeling of being settled in a solid and secure home with so much potential for the future.

(Alder Hey staff member)

The Alder Centre being purpose built for our team helps me feel more connected and part of something special which will evolve with a compassionate and caring team nurturing it.

(Alder Hey staff member)

¹ See Alder Hey (2019).

My clients have commented on the feeling of tranquillity and calm in a modern environment. I feel privileged to work in a building which will surely promote wellbeing for our staff and service users.

(Alder Hey staff member)

From my perspective it has been quite emotional to be honest. I remember first seeing the plans as a student back in March 2017. Then working in the old centre as a student and thinking 'Wow, that would be amazing to work there,' and now actually working here as a member of staff; it feels like I have achieved a life goal so for me it has felt very powerful almost like the transition of me from my old self through to the new me like the butterfly breaking out of its chrysalis. I guess like the old centre transforming into its next incarnation and how the future looks very exciting [and] full of potential and possibilities.

(Alder Hey staff member)

Clients who have been all say it is very peaceful and one said it was like a posh hotel!

(Alder Hey staff member)

The building feels very calm - it's warm, solidly built, it envelops you and makes you feel safe.

(Alder Hey staff member)



Blesma, The Limbless Veterans (Charity Commission no. 1084189) was formed in the 1930s when branches of the British Limbless Ex-Service Men's Association came together as one national organisation. Its mission is to enable limbless Veterans to lead independent and fulfilling lives, to be relevant to every limbless Veteran and their family, to be a strong advocate for members and to ensure that their needs are met (Blesma, 2021).

Blesma is a good example of a welfare charity that provides a wide range of services and support to its beneficiaries in the Armed Forces community. It provides advice, grants to promote wellbeing and independence, support in dealings with the NHS limb service, and a comprehensive range of activities which enable its beneficiaries to stay active and socially engaged after injury. Its support officers made 2,153 visits to beneficiaries during 2019, with 2,615 member activity days provided to 501 participants, 2,439 members and families taking part in outreach events, and 162 new members reached during the year (Blesma, 2020a, p. 12).

The charity received two LIBOR grants, both in 2018: £684,000 over two years to create and pilot a National Outreach Team to support Blesma members across the UK through the delivery of local services to enhance independence and wellbeing, and £205,700 to support beneficiaries across Wales and the English counties bordering Wales via a dedicated support officer in the region.

In a report on the project, Blesma explained the difference the National Outreach Team had made to its beneficiaries and how LIBOR funding had helped to create a longer-term impact:

Nine regional Outreach Officers, located throughout the UK, and a National Outreach Coordinator were initially recruited on two-year fixed term contracts for the duration of the Programme. Due to the positive impact of their work on members' wellbeing, Blesma's trustees decided the association would fund the Outreach Team on a permanent basis following the end of the LIBOR grant. Blesma also funded an additional Outreach Officer for Scotland (recruited January 2020).

The National Outreach Team has helped to reduce loneliness and isolation and improve the wellbeing of Blesma members across the UK through a programme of social events and regional activities. The team were also engaged in promoting and raising awareness of Blesma and its members within communities, a programme supported by members who told their stories and explained the positive impact of ... Blesma's work.

During the pilot, the nine Outreach Officers carried out the following outputs across England, Wales and Northern Ireland:

- 298 fellowship activities
- 4,131 member interactions
- 1,984 family members/carers interactions
- 228 volunteers' assistance to Outreach
- 240 awareness events completed.

The following feedback illustrates the impact of their work:

Great lunch venue booked on the recommendation of a member - accessibility, food and service excellent. First time event for one member and his wife. I received an email from one member saying how much he enjoyed having the opportunity to chat about 'bygone years' with another member.

(Outreach Officer, Northern Ireland)

Brilliant time had by those who attended the Brunch. A Blesma member who hasn't interacted with the charity before came along and has shown interest in other activities. Great turn out by some lovely members who swapped contact details to then meet up again in the future. Blesma photographer was in attendance for a magazine article.

(Outreach Officer, Midlands)

I have tried reunions with 18 Battery and the PT [Physical Training] Corps but have never felt included. Then things changed, I moved area and Blesma Outreach Officer Vanessa got in touch. She enthused about what was happening with Blesma and I signed up to all that was going on. What a difference! Now comes a growing feeling that, at last, I'm not on my own.

(Blesma member)

Great day out on the water with Team Endeavour – fast boats. The members enjoyed the event. Will put on four events next year.

(Outreach Officer, South East)

I attended a meeting with the Health and Wellbeing Manager for Burnley in the Community. Burnley currently run one of the most successful communities' programmes from football clubs. Naomi is keen to work with our member[s] and we discussed future activities and current activities that our Blesma members could be involved in.

(Outreach Officer, North West)

The National Outreach Coordinator played a vital role in the success of the programme. His responsibilities included ensuring that the Outreach Officers had the resources necessary to run their programmes and devising and implementing the system for recording the programmes' metrics.

(Blesma, 2020b, pp. 2-3)

Blesma continued its reporting by outlining the successes of this LIBOR-funded project and its continuation programme. The report included insights into how the COVID-19 pandemic had affected the project and the changes that would be made to adapt:

Member interaction and engagement with the charity has increased as a result of the Outreach Programme. Blesma members have shown an improvement with their general physical and mental health and wellbeing, as evidenced by the findings of [an] external evaluation [report]. The following is an extract from the report's conclusion: 'From both the quantitative and qualitative data collected and analysed across the Blesma Outreach Officer programme, there is evidence to suggest that there is a strong positive relationship between the Outreach Officer programme and the lives and wellbeing of the Blesma members. This research has highlighted the importance of the Outreach Officer Programme. Analysis of the data has shown the positive effects that these Outreach Officers have made.'

For example, general wellbeing member 'good' ratings increased from 43% to 69%; physical health 'good' scores improved from 32% to 61% and mental health 'good' responses increased from 42% to 61%. [The] COVID-19 lockdown in March 2020 coincided with the launch of Blesma's Digital Inclusion Programme, with Outreach Officers playing a vital role in engaging and encouraging members and widows who were digitally isolated to get online. Blesma funded 28 iPads/tablets which were subsequently used by members and widows to participate in video calls with their fellow members and in online activities such as seated yoga, knitting, painting and book clubs.

[Lessons learned include that] member engagement has not been consistent across the UK and further work will be done to determine the reasons behind this. There are also plans to review the job description to ensure that it remains fit for purpose, and to review the programme in light of the impact of COVID-19 on the ability to deliver face to face activities and to ensure that members who choose to remain digitally excluded are not disadvantaged.

(Blesma, 2020b, p. 8)

Blesma's report also detailed the impact of the aforementioned LIBOR-funded support officer for Wales and West England on its beneficiaries and the support officer's achievements:

Between 1 May 2019 and 31 August 2020, the Blesma Support Officer (Wales and West) supported 302 members and widows in Wales and English Border counties.

[Concerning impact], Blesma members and widows have experienced reduced loneliness and social isolation, resulting in improved independence and wellbeing due to being connected with their fellow members.

Activities included:

- Dispersal of 213 grants totalling £116,527 for items to promote wellbeing and independence such as care breaks, counselling, disability and mobility aids, home and garden adaptations, daily living costs and sporting equipment to support rehabilitation.
- 2,071 contacts with members, including 106 home visits, 184 meetings in other venues, 857 telephone calls, 519 emails and letters; 9,599 communications with agencies involved in supporting members in the area including local authorities, NHS Limb Centres and other charities.
- Popular social/lunch groups established in Gloucester and Cheltenham, Flintshire, Conwy and Wirral.
- Completion of the Digital Inclusion Pilot in partnership with Digital Communities Wales. The pilot was so successful that Blesma introduced a Digital Inclusion Programme across the whole of the UK, supported by Digital Volunteers and Ambassadors.
- Implementation of virtual Amputee Health Discussion Groups – participation by healthcare professionals who provide advice on pain management, physiotherapy, and prosthetics care.
- Development and delivery of a programme of virtual events including a book club, coffee mornings, escape rooms and seated yoga.
- Collaboration with other charities to deliver new projects to support Blesma members and other veterans, including Penlan Veterans Farm Hub in West Wales (with Woody's Lodge), career development and employment training for members and their families in Swansea (with the British Training Board). Also, continuation of the 'Brew Up' monthly drop-in sessions in Cardiff (with Change Step and Welsh Veteran Partnership).

- Collaboration with [the] Welsh Government and the NHS to improve policy and prosthetics provision to amputees - additional staff for Limb Centres in Wales.
- Collaboration with the Royal British Legion through use of amputee focus groups to improve the delivery of the Armed Forces Covenant in Wales.
- Contact established with NHS diabetes clinics to promote Blesma health and wellbeing for members.
- Reinforcement of networks in North Wales to raise awareness of Blesma in Wales - executive member of the North Wales Armed Forces Forum Delivery Group.
- Through Outreach, introduction of a Widows Befriending group (phone pals) to reduce isolation and loneliness during COVID-19.
- Mapping of pathways to mental health support through collaboration with Veterans NHS Wales, the NHS England TILS service [Transition, Intervention and Liaison Service], Veterans in Mind, Change Step and Community Mental Health Teams.
- Expansion of [the] Blesma Volunteer network in the Wales and West area, especially new Digital Volunteers.
- Introduction of an Infographic to show [the] Welsh Government and agencies the work that has been carried out by [the Blesma Support Officer] West and his Outreach Officer.
- Contributing towards [the] sustainability of Blesma['s] work in Wales through securing funding from grant-making bodies (Welsh Government and National Lottery Community Fund - Awards for All Wales) to support Outreach activities for local Members.

(Blesma, 2020c, p. 3)

Blesma expects the LIBOR funding for the Wales and West England Support Officer to sustain the post until July 2021. The charity has outlined a series of activities that are planned to take place up to its conclusion, including:

- Contacting members and widows to check on their health and wellbeing. Responding to individual members' requests for support as required, including home visits, financial assistance, provision of mobility and disability aids and home adaptations and referral/connection to partner charities and organisations providing specialist support (such as counselling services and financial guidance/advice).
- Widening and strengthening local networks of delivery partners.
- Continuing to raise awareness of Blesma's proposition and to reach out to veterans who may be eligible for membership.
- Extend the social groups in Hereford, Flintshire, Conwy, Chester, and Wrexham.
- To introduce a Blesma Social Group in Mid-Wales.
- Expanding the countering-isolation strategy by working with the Outreach Officer (West) in targeting members who are yet to engage in local activities.

- Reinforcing partnerships with third sector and statutory bodies in provision of specialist and timely mental health support.
- Progress working with other charities (including Woody's Lodge, Change Step and Blind Veterans UK) to deliver initiatives to support members, including recruiting volunteers to drive members to activities and medical appointments, and to grow the network of local veterans' hubs.
- Extending the Digital Inclusion Programme to encourage digitally isolated members and widows to 'get online' and to recruit more Digital Volunteers.
- Developing the collaboration with the Welsh government through the Prosthetics Working Group, Cross-Party Armed Forces Forum, Armed Forces Covenant and Armed Forces Forum Panels.
- Continue the engagement with Welsh Health Specialised Services Committee, NHS Limb Centres, Diabetics Clinics, Spinal Units and NHS Health Board Armed Forces Forums.
- Working to support members and the wider Armed Forces community through GP awareness training and the improvement of the Armed Forces Covenant in Wales.
- Strengthening collaboration with NHS Spinal and Diabetics clinics to support members and widows.

(Blesma, 2020c, p. 5)



Rebuilding
lives after
sight loss

Blind Veterans UK (Charity Commission no. 216227) has been helping beneficiaries for over a century. Its mission is 'to provide high quality national support to blind Veterans, as and where they need it, in order to help them achieve independence and fulfilment, transforming their lives' (Blind Veterans UK, 2021).

Blind Veterans UK is another good example of a welfare charity that provides a variety of support, including education and training, accommodation, physical health services, disability services and amateur sport. The charity operates across a network of community support teams all over the UK that provide blind Veterans with the rehabilitation and training they need closer to them, either in their own home or in their local area. These 19 community teams organise activities and events (such as lunches, reunions and clubs) which offer Veterans the opportunity to be part of a community with a shared experience. Blind Veterans UK also has two rehabilitation centres: one in Brighton, England, and one in Llandudno, Wales. At each centre, rehabilitation officers help people gain the simple skills and strategies that will support them into independent living.

Recent research by DSC showed that the charity is in the top five Armed Forces welfare charities in the UK in terms of income (Cole et al., 2020, pp. 62–3).

The charity received two LIBOR grants: £1 million in 2013 from the £35 million LIBOR Fund to cover 50% of the cost of refurbishing the nursing wing of its Brighton Centre, and £1.25 million in 2015 over two years from the Veterans Accommodation Fund for conversions and refurbishment at its Llandudno centre to create accommodation for its Life Skills programme. The latter award was the result of a joint bid with Blesma, The Limbless Veterans.

The newly refurbished nursing wing at the Brighton Centre was opened in November 2014 by television presenter and RAF Veteran Johnny Ball. The chief executive of the charity, Major General (Rtd) Nick Caplin CB, said:

This major refurbishment of Blind Veterans UK's Brighton Centre was needed to ensure that it could continue to provide blind and vision-impaired ex-Service men and women with high-quality rehabilitation, training and care services into the future.

Blind Veterans UK is enormously grateful for the £1 million LIBOR fund award which has partly funded the £2 million refurbishment of our Brighton centre. The investment of this LIBOR fund contribution in our Brighton centre will make a huge difference to the lives of blind and vision-impaired ex-Service men and women.

(**Blind Veterans UK, 2014**)

The Brighton centre's facilities include an IT suite, an art and craft workshop, a gym, a swimming pool, and other sports and recreation facilities. The centre also has a layout that helps blind and partially sighted people to navigate their way around the facility. It provides rehabilitation, holiday and regulated care services. In 2019 it was a permanent home to 44 Veterans and provided services, facilities, holidays and respite stays to hundreds of other beneficiaries (Blind Veterans UK, 2020, p. 14).

The LIBOR-funded development at the Llandudno centre was carried out in two phases and involved refurbishment of old buildings on site to bring them into use for the Life Skills programme. The project was completed in 2016 on time and to budget, and by autumn of that year beneficiaries were using the facilities. A project report from 2018 describes the Life Skills programme, which the LIBOR funding enabled at the centre:

This project specifically addresses social exclusion, wellbeing, access to education and employment, and the provision of crucial life skills amongst working age veterans. In 2012, Blind Veterans UK commissioned a research study of its working age beneficiaries to be conducted by the Kings College Military Health Research Team. Their findings highlighted that beneficiaries of a working age were suffering from social exclusion including peer relationship difficulties, issues with finding employment and entering the workplace, concerns that they were lacking in basic

life skills such as upkeep of personal health, a high level of depression and substance misuse, and issues with money management including the paying of bills. These concerns were ultimately identified as putting some beneficiaries at risk of an increased threat of homelessness and a reduction in quality of life.

Since opening the project to beneficiaries in 2016 we have supported 40-50 individuals annually over the last two years through the provision of intensive and bespoke Life Skills Training, as described in our original application. Twenty-four of these beneficiaries annually have been identified as needing further and more extensive life skills support and have gone on to receive this support within the project buildings funded by the Veterans Accommodation Fund.

(Blind Veterans UK, 2018, p. 2)



CAIS is a registered charity (Charity Commission no. 1039386) which has provided a wide range of personal support services in Wales since 1976. Its mission is to 'empower positive changes in the lives of people affected by addiction, adverse mental health, unemployment, offending and other life challenges, through a range of services and support delivered by skilled and experienced staff and volunteers' (CAIS, 2021).

In 2013, the charity was awarded LIBOR funding of just over £1.4 million to facilitate two 24-month projects, which ran between 2014 and 2016, called Change Step and Listen In. This funding followed a successful pilot project in 2013, during which CAIS had established the need for the Change Step service.

In 2016 the charity received an additional £500,000 to enable it to continue to run the Listen In project for a further 12 months. Both of these programmes provide services and support to Armed Forces Veterans, their families and their carers throughout Wales.

CAIS commissioned an evaluation of both the Change Step and Listen In programmes, which resulted in a comprehensive report published in 2016 by the Faculty of Health and Social Care at the University of Chester. This report shows that up to the end of 2015, the Change Step programme had 848 participants, mostly male and between the ages of 25 and 54, although beneficiaries ranged from early Service leavers to 93-year-old Veterans (Mottershead et al., 2016, p. 15). The number of beneficiaries accessing support from the Listen In programme during the same period was 195, predominantly female carers and spouses (p. 39).

The following summary of the achievements and impact of both these LIBOR-funded programmes is taken from the University of Chester evaluation report:

A number of assumptions underpinned the development of the Change Step project and were used in the [CAIS/University of Chester] evaluation. These are:

- 1 There is a greater likelihood that a veteran's needs will be identified if they receive peer mentoring because of the trust in the veteran and mentor relationship.
- 2 Veterans only talk about their issues to other veterans.
- 3 Veteran perception is that no-one else would understand their situation.
- 4 Veterans need to adapt to civilian life and need to be facilitated in that transition.
- 5 Peer mentors need to have had exposure or experience of mental health problems.
- 6 Veterans will not access mainstream services for assistance.

These assumptions have been integrated through the development of the Change Step service as it exists today and are validated by this evaluation.

From the data presented herein, it is clear the project has been successful in achieving its original aim to provide an all-Wales service for veterans who may otherwise have not accessed mainstream or other existing services. The project has matured to provide a service which meets a need for veterans in Wales and is recognised by other voluntary and statutory services.

It is also clear from this evaluation that the veterans using the Change Step service have been helped to achieve their key personal objectives and make improvements in their lives as a result of the interventions offered by their peer mentors. Veteran clients are overwhelmingly satisfied with the service and many have received training to support their needs, whether these relate to wellbeing or employment. Furthermore, the service has gone through a period of growth and development based on the experience gained from on-going monitoring, reflection and action in relation to the service. The latter has resulted in the creation of an enhanced monitoring and evaluation strategy which will enable client-based impact data to be captured (mindful of literacy constraints) and cost efficiency to be calculated at a future date.

The [principal shortcoming found with the programme] was in relation to the numbers of veterans engaging with the Change Step programme, which was much lower than anticipated. Limited awareness of the programme at its outset may have been a factor in the low initial uptake by participants. To address this, 97 formal awareness and training sessions were held across Wales in various locations during year one as part of the roll-out of the national project. On-going awareness raising activities including newsletters, a video, an app and the website have been used to raise awareness to potential clients, their families and other stakeholders. The needs of the client veterans accessing the service are complicated.

The difference, noted above, may also be explained by the fact that there was an initial expectation that veterans would present with fewer issues but there would be more of them. In reality, the Change Step service dealt with more complicated needs requiring more input from the peer mentor and project team with a resultant increased workload per veteran client than anticipated. Hence, those that accessed the service are in their hundreds rather than the thousands anticipated at the start. Nonetheless, Change Step has developed to be a service which addresses the complicated needs of veteran clients which other services would not be able to do due to eligibility criteria. This identified gap has been addressed; the Change Step service recognises that each client takes longer to work with to stabilise their circumstances and this is reflected in targets set and the approach that was taken.

Going forward [in 2016], the service has been renamed as a service for Veterans and their Families. This will still retain the separate identities for the Change Step and Listen In service but will enhance marketing, promotional activities, collaborations and funding opportunities. In March 2016, the service received financial support from HM Treasury [LIBOR]. Whilst this has ensured the short-term existence of the service it has meant that the long-term sustainability of the service is a reality which imposes a fragile longevity to [i.e. does not guarantee] the obvious benefits received by those veterans (and their families) that engage with the service.

(Mottershead et al., 2016, pp. 29-32)

On the subject of the Listen In service, the report further stated:

The Listen In service clearly fulfils an unmet need for families and carers of veterans. Whilst largely accessed by the partners or mothers of veterans, its growth in the number of clients indicates that the service is now regarded as a source of support which can help the client better manage issues and it has addressed a gap in the remit of current service provision. Whilst working with clients it has become apparent that the issues that veterans face are not restricted to the veteran alone but impact on the lives of those around them. The service also recognised a need to extend the provision to other family members, such as the children of veterans, as the impacts of the complex issues veterans face are likely to have intergenerational effects. At this stage, it is difficult to predict how much the service will need to grow to help support the need, but one thing is clear in that the Listen In service has made a difference to the lives of those who use it.

(Mottershead et al., 2016, p. 45)

By 2019/20, the Change Step programme had supported over 2,500 Veterans and their families, and its approach had been endorsed by Forces in Mind Trust, which demonstrates that the initial LIBOR funding has left an important legacy (CAIS, 2020, p. 6). CAIS has also attracted further funding from the Armed Forces Covenant Fund Trust and other funders, and the Change Step programme continues to offer support for Veterans, their families and carers throughout Wales.



Registered in 2014, the Ely Centre (Charity Commission NI no. 101144) provides multidisciplinary support for civilians, security force personnel and their families throughout Fermanagh and South Tyrone who have experienced bereavement or injury as a result of the 'Troubles'. In 2019/20, a total of 2,940 direct beneficiaries and 11,760 indirect beneficiaries (e.g. family members) received support through the Centre's programmes (Ely Centre, 2020, p. 13).

In 2017, the Ely Centre was awarded just under £963,000 in LIBOR funding over three years to support the physical and mental wellbeing of its beneficiaries in Northern Ireland through a series of programmes, therapies and social activities. The funding was also intended to support respite breaks, community outreach clinics and luncheon clubs.

The first instalment of the grant was received in July 2018, by which time the intended programme of services had been revised due to internal and external factors. A request was made to vary the project and use of the funding while maintaining a focus on the needs of the beneficiaries. Some elements were reduced while others were enhanced with the intention of growing the overall impact and longer-term sustainability of the programme.

This revision of the programme also included a relocation of LIBOR-funded services to Brooke House, in Colebrooke Park, County Fermanagh, which was established in October 2018 (Brooke House, 2021). Eligible clients of the LIBOR-funded programme include retired Royal Ulster Constabulary officers; reserve officers and their families in the counties of Armagh, Fermanagh and Tyrone; and Veterans of the Armed Forces and their families who live in Northern Ireland or the Republic of Ireland.

Brooke House had received 212 referrals since the start of the project up to September 2020 and completed 176 screening assessments of clients and their needs. The four main therapies offered at Brooke House are talking therapies (36 clients in 2020), nature-based therapies (29 clients in 2020), physiotherapy and complementary therapies (75 clients in 2020) and the Structured Residential Programme (two families supported in 2020).²

Along with the core support from the HM Treasury LIBOR Fund, which funds salaries for experienced and qualified specialist staff including the director and clinical manager, Brooke House is supported by further grant funding from the Armed Forces Covenant Fund Trust, through several other schemes including the Tackling Serious Stress Fund, the Positive Pathways Fund and the Tackling Social

² Figures provided by Brooke House for this case study. Referral and client numbers here are for beneficiaries supported by LIBOR funding. Brooke House has additional clients supported by separate Armed Forces Covenant Fund Trust funding.

Isolation Fund. This is a testament to the effectiveness, impact and positive outcomes being achieved by Brooke House. It also strongly suggests a foundation of sustainability for the project, particularly as by the end of 2020 Brooke House had realised its goal to become established as a stand-alone organisation with a separate board independent of the Ely Centre.

In 2020, the Ely Centre commissioned an external evaluation of Brooke House and its work. This covered the second year of the LIBOR funding (from April 2019 to March 2020, representing £300,000 of the total award). The external evaluation of the project offered the following conclusion:

Brooke House is the result of a vision by the Ely Centre that has evolved under the leadership of a dedicated Director into a highly regarded, unique service provision within Northern Ireland. External stakeholders rate Brooke House 'second to none' and client feedback is overwhelmingly positive.

Brooke House is led by an experienced Director who is supported by a dedicated steering committee and highly motivated senior management and staff, including a professionally qualified Clinical Health and Wellbeing Manager. External specialists in counselling, nature-based therapies and complementary therapies are employed on an associate basis. Set in a therapeutic parkland environment, with a supportive landlord, Brooke House has adapted well to the challenges posed by the pandemic and lockdown. These circumstances have forged an effective staff team who have adapted services to move online. Brooke House is well placed to refine and further develop service provision to meet the challenges of a post COVID-19 environment, as well as to maintain and expand (subject to funding) service provision to new clients.

The recommendations build on the service provision and provide a framework to develop an internal Action Plan for the future. They are suggested in a spirit that supports the maintenance, improvement, and expansion of service provision to the people of [Northern Ireland] in the challenging future presented by COVID-19. The key recommendations are that Brooke House should: define the 'offer'; develop service provision, specifically nature-based therapies and the structured residential programme; enhance clinical expertise in veteran mental health including trauma, and family therapy; refine outcomes measurement and impact evaluation; and, build external links to other veteran service charities and the NHS.

In conclusion, the [external evaluation] team acknowledges the achievements of the Ely Centre in establishing and nurturing Brooke House, the Director for making the project a reality and the owners of Colebrooke Park in having the trust and foresight to facilitate its founding.

(Nature and Health Foundation, forthcoming, p. 32)



Established in 2007, Help for Heroes (Charity Commission no. 1120920) has become one of the most well-known and high-profile Armed Forces charities in the UK. It was initially established to raise £6 million to build a swimming pool and gymnasium at the former Armed Forces rehabilitation centre at Headley Court, and it achieved this aim; by 2019, it had an annual income of almost £27 million (Help for Heroes, 2019), and by 2020 it had supported more than 26,500 wounded Veterans and their family members (Help for Heroes, 2020). The charity outlines its aims as follows:

Help for Heroes' aim is to assist those currently serving or who have served in the Armed Forces, and their families, ... and in particular, but not exclusively:

- To promote and protect the health of those that have been wounded or injured whilst serving in the Armed Forces through the provision of facilities, equipment, or services for their rehabilitation.
- To make grants to assist members of the Armed Forces and their dependents.
- To promote and protect the health of those who have been wounded, sick or injured whilst providing services to, or in conjunction with, and in either case under the direction of the commander of the Armed Forces in an area of conflict or war and to provide benefits to the dependants of such persons who are in need.

(Help for Heroes, 2021)

Between 2013 and 2017, Help for Heroes received five multi-year awards from LIBOR funds totalling just over £7.5 million, with individual grants ranging from £183,333 to £3 million. These included a share of a larger grant derived from a waiver of VAT on ceramic poppy sales split between six Armed Forces charities; a grant to enable the charity to select, train and equip the British Armed Forces team for the Invictus Games in Florida in 2016 alongside the Invictus Games Foundation; and substantial support for the charity's Wellbeing Recovery project, delivered across the UK to assist Service personnel and Veterans in their ongoing recovery from injury or illness.

The following summary of the Wellbeing Recovery project, which received £3 million over four years in 2014, is taken from the end-of-grant monitoring form submitted by the charity in 2017 as the project drew to a close. It outlines key achievements and the impacts of the project on its beneficiaries by the time the report was submitted.

Since November 2015, Help for Heroes has received 51,000+ visits by WIS [wounded, injured and sick] and family members to its four Recovery Centres (some visiting once, whilst others attend multiple times) and is now also supporting others in the community in Wales and Scotland.

Each individual receives excellent, personalised support to develop the emotional resilience, self-worth and independence that underpin recovery:

- The first 9 months of this year [2017] have seen 26,000 interactions across 1,500 activities.
- Wellbeing scores have improved for 40% of WIS receiving help through the Support Hubs this year.

Help for Heroes Recovery Centres were fully operational by late 2013. By early 2015 the Recovery Centres were averaging a combined total of 1,250 visits each month. Two years later this has increased by 46% to 1,833 visits each month.

With the [Ministry of Defence's] support, Help for Heroes has consolidated its core wellbeing activities whilst developing new projects that address unmet need and create more opportunities for WIS to engage:

- [Around] 400 beneficiaries are receiving social wellbeing support through the Support Hubs at any time.
- 615 beneficiaries have completed Help for Heroes Independence Outcomes Star since April 2016: 40% are already reporting improved wellbeing.
- A 'recovery outreach' model to increase access to support has been piloted in Wales. There have been 559 interactions across 38 wellbeing activities in 9 months.
- Help for Heroes will use this model in Scotland and Northern Ireland (14,000+ potential beneficiaries) to enhance existing fellowship support.
- 50 individuals have taken part in a 'Family Psychological Education', 'Compassionate Resilience' or 'You, Me & Anger' workshop during the year [led by Psychological Wellbeing Advisors].
- 87% of anger workshop participants say they now have strategies to help them manage their anger.
- 'Nature recovery' has become hugely popular. A new garden at Plymouth, including bee keeping and apple pressing, and a traditional Iron Age round house at Tidworth have created new opportunities for mindfulness/relaxation.
- Health & Physical Wellbeing Advisors show WIS how to improve their physical wellbeing through a wide programme of sports and activities (many have psychological benefits too). Woodwork, horticulture, yoga and complementary therapies are most popular with over 3,000 interactions during the current year.
- 'Wellness Together' weekends and 'For the Love of Food' workshops have been piloted this year with 37 participants – 90% of those attending a nutrition workshop now understand how to change their diet to improve wellbeing.

(Help for Heroes, 2017, pp. 1-2)

The same report explains how the charity improved its impact measurement and evaluation during the course of the project, piloting new methods in one recovery centre before rolling these out to other areas of its recovery programmes, which it states proved successful and cost-effective (Help for Heroes, 2017, p. 6).

In 2013, the charity received just over £2.7 million for its Hidden Wounds programme, which provides a range of psychological support to ex-Service personnel, their families and the families of those still serving in the Armed Forces. The programme launched in September 2014, and the LIBOR funding supported the programme up to the end of 2017. Subsequently, the charity continued the service using its own resources, ensuring sustainability and continuity of care for its current and future beneficiaries:

Demand for support via our Psychological Wellbeing Service continues to grow; our Hidden Wounds Service, which offers cognitive behavioural therapy and guided self-help to veterans and their families living with anxiety, depression, stress or anger, or who wish to change their drinking habits, saw 394 referrals alone.

This year we've reviewed the quality and range of the services we offer. Following an internal audit of the service and feedback from beneficiaries and staff, in 2019 we developed a revised service framework, which launched in October 2019.

The new framework clearly sets out the approaches and interventions our Psychological Wellbeing Service offers to support beneficiaries. We have better defined a number of roles within the team and ensured, as part of our internal audit process, that we are fully utilising their professional training and skills to deliver against best practice standards.

These are exciting times for our Psychological Wellbeing Service as it matures and continues to focus on providing a 'best in class' service for our beneficiaries.

(Help for Heroes, 2019, p. 9)

Hidden Wounds aims to support Veterans and serving personnel with mild to moderate psychological difficulties with the aim of preventing progression to more complex and chronic conditions. Across the financial year 2019/20, the Hidden Wounds Service supported 2,022 individuals. The charity has stated:

The LIBOR grants have supported Help for Heroes in setting the foundations for some of its current holistic recovery programmes, ensuring wounded Veterans, serving personnel and their families receive the care they need for physical and psychological wounds. Over the last 12 months, due to the COVID-19 pandemic, we are responding to Veterans' increased need for support by reshaping delivery and working digitally and in the community for the short, medium and long term as WIS Veterans enter a new period of vulnerability.³

³ Quote provided by Help for Heroes for this case study.



Mind (Charity Commission no. 219830) was established in 1946 as the National Association for Mental Health and adopted its current name in 1972. It works locally and nationally and provides a range of advice, support and services for anyone experiencing a mental health problem. It regularly runs high-profile campaigns to improve mental health services, raise awareness of mental health issues and promote understanding. A crucial element of its service delivery is the network of around 125 local Minds across England and Wales, which together support almost 400,000 people each year (Mind, 2021a).

In 2015, Mind was awarded £5.5 million over four years from the HM Treasury LIBOR Fund (HMT LIBOR Fund) for the Blue Light Programme, a package of support for Emergency Services staff and volunteers in police, ambulance, fire, and search and rescue services delivered through local Mind offices across England and Wales. The programme focused on six areas: tackling stigma, empowering staff to lead change, training line managers, making support accessible, building resilience and establishing networks to share good practice locally.

The programme ran between 2015 and 2019, during which time the charity undertook research with Emergency Services personnel to identify areas of need and support, developed a range of services underpinned by evidence which supported hundreds of beneficiaries, and carried out a series of evaluations of the programme to inform ongoing developments and services. An overall evaluation of the programme was published in 2019. In this evaluation, Paul Farmer, chief executive of Mind, reflected as follows:

Fulfilling our roles as staff or volunteers should not come at the expense of our mental health and wellbeing. That's as true for our emergency services as it is for anyone else.

And yet our research shows rates of poor mental health growing within the emergency services. Funding reductions are continuing to be felt, while recent terrorist attacks and major incidents have thrown a spotlight on the traumatic situations faced by blue light teams.

When Mind launched the Blue Light Programme in 2015, we found almost nine in 10 personnel had experienced stress and poor mental health while working for blue light services. They were twice as likely to identify problems at work as the main cause of their mental health problems, compared with the general workforce – and less likely to take time off.

I'm pleased to say the Blue Light Programme has made a significant impact in how positive staff and volunteers feel about mental health at work, in particular how far their organisations encourage them to talk about mental health, and support for people with mental health problems.

(Mind, 2019, p. 3)

The same report summarised the outcomes of the Blue Light Programme:

To help us develop the Blue Light Programme, we conducted a scoping survey in 2015 of more than 3,600 emergency services personnel. We found a high prevalence of poor mental health among emergency services staff and volunteers, a clear need for targeted mental health support, and for emergency services organisations to step up on behalf of their staff and volunteers. Four years later, in January 2019, we surveyed over 5,000 staff and volunteers across all four blue light services to see what had changed. ...

Compared with 2015, staff and volunteers are now far more likely to say their organisation encourages them to talk about mental health (64 per cent compared with 29 per cent), and supports people with mental health problems well (53 per cent versus 34 per cent).

Perceptions are much more positive among those who have had some involvement with the Blue Light Programme, compared to those who haven't. Seven in 10 (70%) of individuals who have had some involvement or awareness of the programme say their organisation encourages them to talk about mental health, compared with only around four in 10 (42%) of those who have not been involved with the programme. ...

The Blue Light Programme has made a measurable difference to how encouraged staff and volunteers feel to talk about their mental health at work, and how well their organisation supports them when they are experiencing poor mental health.

We're pleased that mental health and wellbeing initiatives are now being developed across each of the emergency services, in some cases building on the work we began with them. We'll continue to support them. ...

Blue Light Programme activities have been delivered in partnership with our network of local Minds across England and Wales. Many local Minds across our network were involved in the programme: providing mental health training for local emergency services; ensuring peer support for individuals experiencing trauma-related issues; and facilitating local Blue Light Mental Health Networks.

Our local Minds are experts in delivering frontline mental health support. They are there to support all people in their local area, including members of the emergency services. Each local Mind is unique and tailors its services to meet the needs of its community. We're asking them to work together with emergency services now and into the future, building on current activity or building new relationships to continue providing support. ...

Mind remains committed to ensuring all blue light staff and volunteers get support and respect when it comes to their mental health.

We'll support emergency services, the professional and sector bodies that support them, emergency services charities and policy makers, through our wider workplace wellbeing information and services.

(Mind, 2019, pp. 8, 47, 49)

Part of the legacy of the HMT LIBOR Fund-supported Blue Light Programme is a wealth of information and resources available on Mind's website, which is designed to support staff and volunteers within the Emergency Services with their mental health (Mind, 2021b). More recently, the Royal Foundation has funded an update of some Blue Light Programme resources in response to the COVID-19 pandemic.



Samaritans (Charity Commission no. 219432) has been a household name for decades, and since 1953 has been there for people in crisis. The charity's vision and main aim is that fewer people die by suicide, and in 2019/20 Samaritans volunteers responded to more than 3.3 million telephone calls, answered 400,000 emails and provided face-to-face support on 23,000 occasions (Samaritans, 2020, p. 10).

In 2016, Samaritans was awarded £3.5 million over three years from the HM Treasury LIBOR Fund to develop its Armed Forces Programme to support serving personnel, Veterans and their families. The first instalment (£1.5 million) was received in the 2016/17 financial year, with a further £1 million each received in 2017/18 and 2018/19.

During this period, Samaritans delivered a range of training and developed and distributed support materials, including a printed pocket guide for serving personnel to help them support themselves and their colleagues. Over 200,000 copies were distributed to the Armed Forces community (Ministry of Defence et al., 2018).

Samaritans' project monitoring report from 2018 provides further details and outlines a number of key early achievements for the programme, summarised as follows:

The first year of the LIBOR grant funding to develop a programme of emotional support for the military community was taken up with building the foundations of the programme through research and engagement with the community and existing services. The second year has seen the release of some of the products and the continued development of others. The programme is now delivering the following direct benefits:

Pocket guides

In association with the Ministry of Defence (MOD), Samaritans has produced 200,000 *Peer Support and Suicide Prevention in the Armed Forces* pocket guides. The guides have received media attention and endorsement from the MOD and the Rt Hon Tobias Ellwood MP. These guides are aimed at those currently serving and are being distributed to both regular and reservist personnel via the MOD's internal distribution network. An electronic copy is also available.

Training for serving personnel

Samaritans is developing bespoke training for the Army. At this time approximately 350 personnel have received training as part of the development process and a course is being designed to enable the Army to conduct a bespoke training course internally. This will involve the initial training of 100 instructors from the Army who will cascade the course at unit level.

eLog: military categories⁴

Samaritans has updated its internal data collection process to record the number of calls from serving personnel, veterans and military families. This data is anonymised but can be cross referenced to identify trends in the demographic. ... Initial measurements indicate that Samaritans are receiving approximately 1,000 contacts a month from across the Armed Forces community. All sectors are represented but veterans make up the majority in the limited data available at this time.

Outreach activities

Samaritans branches have conducted outreach with both serving personnel and veterans at a variety of partnered veterans' hubs, military establishments and unit health fairs across the country. The audiences for this have included approximately 2,000 veterans and 6,000 serving personnel to date.

(Samaritans, 2018, p. 2)

As part of its Armed Forces Programme, Samaritans has provided direct support to over 30,000 service users from the Armed Forces community (predominantly Veterans) since 2017, with this figure increasing monthly. The programme has also provided increased awareness, guidance and training for a further 125,000 serving personnel.⁵

The programme is delivered through a number of projects, involving both direct engagement and the infrastructure development which makes that engagement possible, as well as ensuring that Samaritans' general support services are better adapted to the needs of the Armed Forces community.

The majority of the projects have been fully funded by LIBOR grant instalments, but there are some areas where a project has been provided on a cost-neutral basis (volunteer outreach) or where additional funding has been generated to support further work and provide sustainability to the programme.

The programme has also led to increased awareness of the Armed Forces community within Samaritans and inspired a number of smaller engagements at local branches, including further outreach activity. Some examples of this local activity were provided by Samaritans for this case study:

⁴ eLog is Samaritans' case-handling and tracking system.

⁵ Information provided by Samaritans for this case study.

Salisbury branch commendation

A Samaritans commendation was awarded by the branch director of Samaritans Salisbury & District to a member of 26th Regiment, Royal Engineers for their successful intervention in a potential suicide in 2018.

Oxford branch fundraising

Samaritans Oxford branch independently raised £30,000 to support the work that the LIBOR grant had started. This will go towards future maintenance and development of the Veterans' transition app as well as funding volunteer recruitment campaigns aimed at encouraging Veterans to volunteer for Samaritans.

Neatishead Air Defence Bunker donation

Samaritans Great Yarmouth branch received a very welcome and generous donation of £3,000 from the RAF Air Defence Radar Museum (Neatishead Air Defence Bunker), raised from donations by visitors to the bunker. This donation was given in recognition of Samaritans' involvement in supporting Veterans and was featured in the local news (press and Radio Norfolk).

Portsmouth branch Veterans' outreach

Prior to the 2020 pandemic, Portsmouth branch was providing face-to-face support at the monthly Veterans Outreach Support (VOS) drop-in hubs in Portsmouth. Samaritans volunteers were directly engaging with local Veterans to raise awareness of the support on offer and even to offer direct listening support if requested.

Samaritans also provided updates on the reach, impact and achievements of its LIBOR-funded projects:

- Over 30,000 self-identified Armed Forces community contacts engaged with the LIBOR-funded programme between 2018 and 2020.
- The average number of contacts according to eLog data is 860 per month.
- April 2020 saw the highest yet number of contacts from the Armed Forces community: 1,026.
- Using a new LIBOR-funded Learning Management System, 48,931 training sessions had been completed by 17,031 volunteers and staff as of November 2020, and approximately 1,000 volunteers had taken the Armed Forces Awareness module.
- Before the start of the COVID-19 pandemic in early 2020, 1,600 serving personnel had received bespoke training over 112 courses delivered face to face. During the remainder of 2020, 25 virtual training courses were delivered with up to ten people on each course.

- Between May and November 2020, there were over 3,000 confirmed Armed Forces community calls on the new Link telephone system.
- An external survey and evaluation of the helpline service (carried out in May 2019) explored callers' experience of the helpline and the difference it made to them. It showed that callers' levels of stress reduced during the call and in the short term following the call, reducing the likelihood of self-harm and suicide.
- Out of 200,000 copies of the *Peer Support and Suicide Prevention in the Armed Forces* pocket guides printed, 125,000 copies are now in circulation.
- The newly launched LIBOR-funded Webchat service had received over 1,000 contacts as of November 2020. The service is being tested in the UK before being rolled out to the Armed Forces community internationally.
- Over 26,000 Self-Help and Peer Support accounts had been registered on Samaritans' systems as of November 2020.
- A Veterans & Serving Personnel listening volunteer recruitment campaign was ready for roll-out in February 2021, although volunteer recruitment was delayed due to COVID-19 restrictions.

Samaritans also provided an insight into the lessons learned since the inception of its LIBOR-funded programme for this case study, together with feedback and testimonials from beneficiaries and key stakeholders:

The Samaritans Armed Forces Programme has been successful in several areas, not least in raising awareness of the service amongst the Armed Forces community. There are, however, some areas where things did not always go to plan or where we encountered unforeseen challenges. It is important to identify some of the learning that we can take away from some of these challenges.

Stigma and messaging

Early workshops and engagement with Veterans and serving personnel revealed that many Veterans felt that the service 'isn't intended for us', while some serving personnel questioned if they were even allowed to access any external support. Adapting our branding and messaging for these specific demographics improved their perception almost immediately. Relating to them through taglines such as 'supporting your team' helped us to position the learning and guidance in a way that felt useful and relatable. Partnered work with both the MOD and known Armed Forces charities (as well as including their details or logos in our products) has helped us to alleviate some of these perceptions and misconceptions about our service.

Training development

Our training courses for serving personnel were initially being developed for the Army in partnership with their mental health and wellbeing team OPSMART, with the intention of embedding it within their training programme. Trying to incorporate the varying approaches favoured by each organisation into a single product left us with an unsuitable hybrid product as well as leading to disagreements over content and intellectual property. This ended up with us withdrawing from this approach, although maintaining good relations with the Army's OPSMART team. Instead we focused on creating a product that remained consistent with our existing training, adapting the language, context and skills practices for an Armed Forces audience. This proved to be very well received by units who received the training (some testimonials are below) and was expanded to include training for Veterans' case workers from other charities.

Feedback and testimonials

The [eLog] data provided by Samaritans enables us to track and make reasonable deductions about the issues/concerns that affect our Armed Forces personnel. The consistent number of Armed Forces personnel using the site also substantiates the need to maintain an independent, external support line.

(Major Georgina Politowicz, Armed Forces Personnel Support, MOD)

Very useful course that will aid me in my role as team leader. Thank you.

(Course participant, 13 Signal Regiment, 259 Squadron)

One of the best courses I have ever done in this area of health.

(Course participant, 32 Signal Regiment)

The course has been very formative, and [trainer] has been fantastic with his knowledge, understanding and experience. Delivery was spot on from my perspective.

(Course participant, 21 Signal Regiment)

I thought the trainer was outstanding – she demonstrated a depth of knowledge and chaired the sessions well.

(Course participant, 10 Signal Regiment)

As is the case for many other projects and services across the voluntary sector and beyond, COVID-19 has disrupted the Armed Forces Programme, with some services aimed at supporting the Armed Forces community being delayed into 2021.

Samaritans has contracted the King's Centre for Military Health Research to conduct an external evaluation of the Armed Forces Programme. King's will focus on the Webchat service and the emotional health eLearning app for Service leavers and Veterans. Ethical approval from the MOD Research Ethics Committee has been secured, a King's College London researcher has been recruited and evaluation protocols have been created. The evaluation will collect and analyse pseudonymised user data and conduct participant interviews from February 2021.



Scotland's Charity Air Ambulance (SCAA) (Office of Scottish Charity Regulator no. SC041845) was registered in 2010, became operational in 2013 and is the only charity air ambulance operating in Scotland. SCAA was formed to provide additional support and capacity to the government-funded Scottish Ambulance Service's two helicopter air ambulances and two fixed-wing aircraft, although it receives no financial support from the government and is entirely reliant on grants and donations.

In 2015, SCAA was awarded £3.3 million as part of the £17.5 million LIBOR-funded Combined Air Ambulance Support Package (CAASP). The total amount awarded through the CAASP to support Helicopter Emergency Medical Services (HEMS) and air ambulance personnel was in excess of £31 million. The CAASP was a programme of support for HEMS across England, Wales and Scotland. LIBOR grants were identified as a way to greatly support and develop the Air Ambulance Service, and this was done across multiple geographies in the UK, making specific responses ranging from helicopter leases and staff recruitment to building helicopter bases and refurbishing aircraft with state-of-the-art medical equipment. The organisations which received funding as part of this package also included the Cornwall Air Ambulance Trust, East Anglian Air Ambulance, Great North Air Ambulance, London Air Ambulance, North West Air Ambulance, the Welsh Air Ambulance Charitable Trust, Wiltshire Air Ambulance and Yorkshire Air Ambulance. Air Ambulance Northern Ireland received a £4.5 million LIBOR award outside the CAASP.

The funding of £3.3 million enabled SCAA to significantly increase its capacity and improve its life-saving emergency response service after just two years. In 2015 it reported as follows:

Following an application to the Chancellor of the Exchequer earlier in the year, we are delighted to confirm that we have been allocated a sum of £3.3 million in LIBOR bank fines for the purpose of upgrading our helicopter. ...

An upgraded aircraft will be more powerful, fly faster, be able to lift more (that's more clinicians to an accident and more patients out), have more space (to work on patients in flight, to take a parent with an infant and to carry a maternity chair and an incubator if required), have a longer range (40% increase in surface area) and, crucially, will be able to fly in cloud and at night (instrument rating and weather radar).

This has the potential to increase our operational capability by in excess of 50%, resulting in potentially 50% more lives being saved.

This is a significant step forward for the charity, will definitely improve patient outcomes and will undoubtedly make Scotland a safer place for us all to live.

(SCAA, 2015, p. 7)

Since SCAA launched, its air ambulance has responded to more than 2,744 emergencies (SCAA, 2021), with the funding from LIBOR having a significant impact on the ability to respond at this level. In 2020 the service continued to develop and launched its second charity air ambulance thanks to further fundraising and the support of local people (SCAA, 2020).



Established in 1999, the Scar Free Foundation (Charity Commission no. 1078666) is a medical research charity with a mission ‘to achieve scar free healing within a generation and transform the lives of those affected by disfiguring conditions’. The charity describes its objects as follows:

The objects of The Scar Free Foundation are the relief of sickness and the protection and preservation of public health by:

- Carrying out and funding research into the improvement of treatments for the benefit of people who suffer from physical, psychological, social, or emotional disadvantage as a result of physical disfigurement or functional impairment present at birth or acquired through accident, disease, or illness and into the prevention of accidents which may cause such conditions; and
- Disseminating the useful results of such research and to help train health workers in appropriate treatments throughout the world; and
- Informing people about the availability of such treatments.

(Scar Free Foundation, 2020a, p. 11)

In the financial year 2019/20, the Foundation had a total income of just over £1.5 million, most of which came from donations and grants, which included £858,300 from LIBOR funds. This was the second of three instalments of a £3 million LIBOR grant, awarded in November 2017 to establish the Foundation’s Centre for Conflict Wound Research at the Queen Elizabeth Hospital Birmingham and the Centre for Appearance Research at the University of the West of England in Bristol. The award was the largest grant announced in the final round of LIBOR funding. The funding arrangement was due to be in place until August 2021, although the COVID-19 pandemic and subsequent lockdowns and restrictions have meant that it is expected that the grant funds will last until March 2022.

Research commenced in September 2018, and its objectives are outlined in the Centre for Conflict Wound Research's first annual report:

The principal aim of the Centre is to reduce and eventually eradicate the impact of scarring and related loss of function amongst Armed Forces personnel who sustain critical injuries during their deployment, as well as civilians injured in conflict or terrorism incidents. It will achieve this by supporting a nationally relevant programme of biological and clinical research under three strategic themes:

- **Acute wound care and diagnosis** – development of therapies and diagnostic tools that are appropriate for treating acute injuries sustained in austere conflict environments, where risks of contamination, extremes of temperature, and transportability are all factors.
- **The biology of scarring** – to better inform new treatments by advancing our understanding of how the body heals and protects itself following the types of trauma that are likely in future conflicts, including chemical, burn, and complex blast injury.
- **Life-long scar impact, revision, and rehabilitation** – improvement of therapies for seriously injured Armed Forces personnel and veterans to reduce and correct scars, and to promote resilience to the psychological impact of their injuries.

(Scar Free Foundation, 2019, p. 2)

The team at the Centre reported making good progress in this life-changing research. Understandably, two of the three LIBOR-funded projects at the Centre were suspended during the early stages of the COVID-19 pandemic, as described in a project monitoring report in April 2020:

Non COVID-19 research has been suspended by the NHS for the immediate future, so work on the scar laser study (SMOOTH) was paused in mid-March. Prior to this, the team were making good progress, with patient recruitment underway at the study sites in Birmingham and Swansea. Members of the CASEVAC Club (veterans injured in the operations in Iraq and Afghanistan) reviewed the trial recruitment materials and patient information sheets. Their suggestions were incorporated into the documents to encourage patient recruitment, participation and understanding of the study. Many Scar Free Foundation-funded researchers working on the study have temporarily returned to frontline clinical roles for the duration. Non-clinical research staff are being put forward for the Coronavirus Job Retention Scheme ensuring that the study will be completed within the original funding envelope once work can recommence.

The closure of the labs at the University of Birmingham has meant that much work on the formulation of the anti-scarring gel dressing (DeSCAR) is currently paused. The core team continue to work on paperwork needed to manufacture and package the dressings for the trial. Prior to the COVID-19 shutdown, a new approach to drying the dressing using infra-red-light panels was discovered. This technique (commonly used in paint shops of car factories) would offer a major advance in the scalability of the manufacturing process allowing for much larger manufacturing volumes.

Fortunately, the psychological study (UNITS) has been largely unaffected by the COVID shutdown. The team continues to interview veterans who have appearance-altering conflict-related injuries. With the help of the CASEVAC Club of injured veterans and other relevant service charities including Help for Heroes, Blesma and the Amputation Foundation, the team has now achieved their target sample size for veteran recruitment. An application for Ministry of Defence Ethical Approval to enable the team to recruit currently serving military personnel and their families was successful, allowing recruitment and interviews with serving personnel and their families to begin. The team is also recruiting civilians who have sustained traumatic injuries to participate in the study in order to compare psychological adjustment in those who have served/are serving with that of the civilian population.

(Scar Free Foundation, 2020b, p. 2)

At the Scar Free Foundation's annual update event held online in October 2020 (Scar Free Foundation, 2020c), the chief executive, Brendan Eley, confirmed that most of the organisation's research work was restarting in COVID-19-safe settings. Dr Richard Williams, principal investigator on the DeSCAR project at the Centre for Conflict Wound Research, also outlined at the event how this LIBOR-funded research had been adapted to enable it to continue. Its aim is to develop a dressing that actively prevents scar formation; this dressing will be used in conflict and hostile environments, and also in hospitals and first responder care.

A number of other strands of research are being undertaken at the Centre with the support of LIBOR funding. Examples include work to improve biological understanding of why scarring happens and work on solutions and therapies for individuals affected or potentially affected by scarring.

The Foundation has low overheads, as confirmed by Brendan Eley at the 2020 annual update, meaning that most of the funding received is directed at research (Scar Free Foundation, 2020c). LIBOR funding has been crucial in enabling this research to take place, and it has had a transformational effect on the Foundation's capacity to support the Centre. The funded research is at a relatively early stage, and, as is typical within medical research, the practical applications and wider impact may not be realised for some time.

The beneficiary numbers quoted [400] refer to those actively involved in trials etc. However, longer term, the number of people who will benefit from the research seeds that this funding has sowed, will be innumerable.

(Brendan Eley)

venturetrust

Established in 1983 and a registered charity since 2007, Venture Trust (Office of Scottish Charity Regulator no. SC038932) supports people across Scotland to achieve their potential and helps them to overcome personal challenges: ‘The people we help come from a wide range of backgrounds, struggling with many and complex issues. They are often outside of mainstream support, often long term unemployed’ (Venture Trust, 2020a).

Venture Trust describes its mission as follows:

[Our mission is] to help people to realise their potential by providing life-changing personal development. By offering intensive learning and development in communities and the Scottish wilderness, we support people to gain life skills, stability and confidence. Our work aims to end cycles of disadvantage and adversity for individuals, their families and in communities.

(Venture Trust, 2020b)

The charity has several programmes, including Living Wild, which supports individuals involved in the criminal justice system through a wilderness-based development programme. People referred to this programme include ex-Service personnel. As a result, in 2015, Venture Trust established the Positive Futures programme, which is specifically aimed at supporting Veterans transitioning into civilian life, whether they are involved in the criminal justice system or not.

Positive Futures was initially funded by Forces in Mind Trust (FiMT) through a grant of £689,500. In 2017, Venture Trust received almost £700,000 in funding from the HM Treasury LIBOR Fund to scale up the programme.

Venture Trust commissioned an independent external evaluation of the programme, funded by FiMT. The following extracts are taken from the comprehensive evaluation report, published in 2018, which outlined the programme, its impact and its achievements:

Positive Futures is shown to be a successful, cost-effective, high value for money programme delivering positive outcomes for veterans who have struggled in civilian life, helping to achieve cross-cutting policy objectives.

The overall programme has delivered benefit impacts to society in the region of £2.6 million to £4.0 million; this means that for every £1.00 spent on the programme, £4.56 of societal benefit impact has been generated.

What is Positive Futures?

Positive Futures was developed to engage with working-age veterans who are struggling with transition from military to civilian life.

The Positive Futures Model is a combination of cognitive behavioural approaches, experiential learning, skilled facilitation, relationship building, coaching, mentoring and aftercare. It is delivered through a 3 Phased Programme. Positive Futures

creates a therapeutic environment where those participants with mental health issues (frequently part of a complex presenting set) can identify behaviour triggers and develop, and practice, coping strategies as a foundation for making and sustaining positive life changes.

Who does Positive Futures help?

Participants were mostly referred to Positive Futures from other organisations. 92 individual referrers from 49 organisations referred 200 individuals to Positive Futures [between 2016 and 2018]. The largest number of referring organisations were CJSW [criminal justice social work] (20 organisations, referred 39 veterans) followed by veterans' organisations (14 organisations referred 108 veterans). Referrers, to a greater or lesser extent, pre-selected veterans for Positive Futures, based on their perceptions of the programme and which veterans would be most suitable for it.

Self-referrals were 13.0% of all referrals. Peer endorsement of Positive Futures in environments where veterans congregated contributed to this level of self-referrals.

Participants in Positive Futures were referred with multiple and complex 'presenting issues' – aspects of life where they faced challenges.⁶ All participants had at least two 'presenting issues'; 50.0% had five or more and 20.0% had eight or more.

Participants came from all branches of the Armed Forces with the majority (65.5%) from the Army.

(Lloyd, 2018, pp. 13-14)

The extensive report concludes by highlighting and discussing the impact of the programme on a number of dimensions, including the participants, their families and wider society:

The majority of participants gain significant benefit from participation in Positive Futures: impacts are widespread and may be life changing. ...

These impacts are wholly driven by Venture Trust's semi-individualised approach to an individual veteran's needs coupled with the strength of the programme methodology.

Impacts are 'positive destinations' (employment, education, volunteering and training) and softer, tangible, personal capacity/capability, attitudinal or behavioural outcomes which have facilitated hard outcomes. On average, each engaged participant sees at least 4 impacts from their participation: some see many more. ...

For some participants, Positive Futures has facilitated substantial, possibly life-changing impacts:

- Moving into work after long period of unemployment
- Moving into training
- Using volunteering as a stepping stone on the employability pathway

⁶ The presenting issues identified by the programme and the evaluation were unemployment, mental health issues, medically diagnosed post-traumatic stress disorder, previous offence, history of alcohol abuse, history of substance abuse, homelessness/unsettled or temporary accommodation, and long-term physical illness/condition.

- Reducing usage of, or overcoming addiction to, street drugs and alcohol
- No reoffending (CJ [criminal justice] cohort) [and/or] passing a PVG [protecting vulnerable groups] check
- Moving into, and sustaining, a tenancy ...

Direct and indirect benefits to families are seen. The strongest benefits are in improved mental health in the participant leading to more openness with family members and calmer, happier households.

Calmer, happier households led to a corresponding reduction in stress and anxiety in family members.

Where family members had carer roles, these reduced as the participant became more independent. The reduction of the carer role further reduced stress and anxiety.

Families find it challenging to know where to go, and which of the services to approach, to find veteran specific help.

For spouses/partners, respite and their reduction of fear, stress and anxiety made Positive Futures worthwhile. ...

Societal benefits from Positive Futures are observed through: ...

- No reoffending leading to reduced demands on the police, courts, CJ services and the prison service so leading to cost savings ...
- Healthier individuals (both mental and physical health) make fewer demands on services
- Moving from addiction (drugs, alcohol) to non-addiction makes fewer demands on services
- Lower social isolation contributes to better health and wellbeing ...
- Employed individuals are economically active reducing benefit spend and increasing tax take
- Social isolation is reduced through interaction with others ...
- Pool of skilled and willing volunteers helping to deliver services through volunteering – ‘giving something back’
- Movements towards education, training and employability can be generated
- Increased social inclusion for those taking part in volunteering ...
- Reducing social isolation increases societal cohesion
- Individuals who cease to become socially isolated make fewer calls on health and other services
- Individuals moving into and sustaining independent tenancies
- More stability in the family environment helps prevent family breakups which are both costly to the state and damaging to families.

(Lloyd, 2018, pp. 127-130)

The evaluation report recommended that further funding be invested in the programme to support its continuation, and at the time of writing (January 2021) the programme is ongoing.

In 2020, Venture Trust submitted a Positive Futures LIBOR project monitoring report, which provides further commentary on the project in the organisation's own words. This includes the impact of COVID-19 on the final year of LIBOR-funded activities and how the organisation is responding to ensure its beneficiaries continue to receive adequate support:

The employment of two staff specifically to support the Positive Futures course evidences our commitment to veterans. ... These staff came into post in July 2019 and their immediate impact can be seen from the increased geographical spread of referrals and improved partnership working with a range of services.

The nature of the [Positive Futures] programme and our ongoing support to clients is such that we were working with clients from last year's cohort [2019] during this year and likewise this year's cohort will span the financial year [into 2021]. One issue is of course the COVID-19 emergency. Causing a further issue for us as we ran a Phase 2 course for 10 participants immediately prior to the full impact of the emergency. As a result, we have continued to support these clients digitally, with the focus being on client wellbeing. Also, our ability to assist clients to access education and training have been negatively impacted.

We met our planned activities for Year 2 [2019/20] and had planned Year 3 [2020/21], prior to the current [COVID-19] emergency. Given the current situation we are reviewing our Year 3 planning, but it will include:

- Immediate and ongoing action to maintain support and contact with existing clients and to provide support to new clients, focussing on their wellbeing.
- The continued delivery of our 3-Phase programme, when possible.
- We had been developing a new community-based green space therapy programme for all clients (including veterans). This is aimed at those unable to attend a 'traditional' wilderness journey or those requiring support to enter one of our programmes. The experience we gain from the emergency approach will also assist with the development of such courses/approaches.
- Securing additional means to enhance opportunities to access jobs, training, education or volunteering.
- Further marketing of our support for veterans.
- Ongoing delivery of an independent evaluation.
- Ongoing publicity and advocacy work to raise profile of veterans' issues and experiences, and to assist in sustaining the work and impact beyond the end of this LIBOR grant.

(Venture Trust, 2020, pp. 2-4)



Veterans First Point (V1P) originated in 2007 when a Veteran Advisory Group was invited by strategic planners and practitioners in NHS Scotland to design a new model of service for the Veteran population. The advisory group comprised Veterans who had experience of accessing mainstream NHS mental health services, and their main requirements for the new service were that it should have credibility, be accessible and involve co-ordination with other relevant services. This informed the design and delivery of the first V1P centre in Lothian, with a number of other regional centres subsequently being established across Scotland.

In 2013, NHS Lothian was awarded just over £2.5 million over five years from the £35 million LIBOR Fund to support this development and expansion of services. The aim of the project was to use the LIBOR funding to replicate the successful V1P model and work in partnership with other agencies to deliver high-quality evidence-based care, treatment and support for Veterans and their families across Scotland. An evaluation of the project explains:

Initially planned to create three additional V1P centres, this [LIBOR] funding enabled a small V1P Scotland development team (Dr Linda Irvine Fitzpatrick, Dr Lucy Abraham, Dave Carson and Sharon Fegan) to establish regional V1P centres across eight of Scotland's health boards and to facilitate education, training and network meetings to further development and information sharing across the V1P centres. The eight V1P Scotland centres set up were V1P Lothian, V1P Tayside, V1P Fife, V1P Borders, V1P Lanarkshire, V1P Ayrshire & Arran, V1P Grampian and V1P Highland. All centres worked by the V1P Scotland ethos of accessibility, credibility and co-ordination and signed a Memorandum of Understanding with V1P Scotland to clearly set out key roles and responsibilities.

(Fitzpatrick et al., 2020, p. 8)

Following initial contact by a Veteran, the NHS-led service allocates a peer support worker to the individual and a personalised support plan is developed which outlines any therapies or practical steps needed. Referrals for therapy, employment plans and ongoing support also form part of the programme (V1P, 2021a). V1P's website states:

All our services employ Veteran Peer Support workers with lived experience of the military community. All our services are governed, managed and staffed by NHS employees offering a range of evidence-based treatments. At Veterans First Point you can be confident in a service that understands your experience and will provide the best possible care.

(V1P, 2021b)

In November 2017, NHS Lothian submitted a V1P project report covering activities and achievements from June 2015 to date, extracts from which highlight the breadth of work that had been done up to that point:

During this reporting period we have:

- Developed seven new V1P services across Scotland in Ayrshire & Arran, Borders, Fife, Grampian, Highland, Lanarkshire & Tayside creating a total of eight services in total. Unfortunately, we were unable to sustain Grampian & Highland beyond the period of the LIBOR funding however we have managed to create five new centres when our original aspiration was three.
- Achieved Scottish Government matched funding offer for 50% of regional services until 2020.
- Achieved recurring funding for the central Scotland team from Scottish Government Mental Health Division.
- Reshaped the V1P Scotland Development Team reflecting the evolving needs of the Network.
- Sustained good financial management through regular finance meetings and strict adherence to spending policies within the NHS.
- Provided bespoke five day induction training to all the new Teams, including partners where appropriate, and continue[d] to provide one day induction programmes to all new staff.
- Provided regular Newsletters communicating both our progress and our general business to all our partners.
- Established a website that continues to grow and develop according to veterans' needs.
- Held two National Conferences promoting evidence-based practice and developing practice-based evidence related to treatment of Veterans mental health.
- Presented at a range of national conferences, including clinical conferences and partnership meetings on the V1P model.
- Attended partnership meetings to ensure awareness of V1P service provision and to keep abreast of our partners' service provision.
- Developed a range of Memorandum[s] of Understanding with partner agencies ... – attending all HARDFACTS meetings at Craigiehall [former Army headquarters in Scotland].
- Conducting an ongoing evaluation of V1P Scotland development using a standard data set at national and UK wide events.
- Developed two 'test of concept' pilot projects: Individual Placement Support, increasing employment opportunities for veterans; and, Community Justice Social Work, diverting veterans into support systems to avoid prison.

- Engaged with Skills Development Scotland to develop career pathways for our peer support staff and veteran clients.
- Development of reciprocal training opportunities to increase the awareness of the needs [of] veterans within the employability arena.
- Engaged in small scale research projects in conjunction with students from Stirling and Edinburgh universities.
- Held V1P Scotland Network meetings every three months with the purpose of: information sharing; regional updates; clinical supervision; education; networking.
- Developed clinical placements for Occupational Therapy and Counselling Psychology students in partnership with universities and health boards.
- Developed our Phase Two development plan, including a comprehensive STEER strategy – Supervision, Training, Education, Evaluation and Research.
- Developed Service Lead meetings every two months to ensure implementation of STEER strategy.
- Have made, and are in the process of making, further applications for funding to support the research ideas of our clinical staff.
- Working with a partnership agency to develop an internship opportunity to promote veterans in sport.
- Supported the engagement of volunteers with links to the veteran community within some of our teams.

(V1P and NHS Lothian, 2017, pp. 1-3)

During the LIBOR-funded period, the service supported over 2,000 Veterans across its regional centres in Scotland (Fitzpatrick et al., 2020, p. 12). Since the LIBOR funding came to an end, V1P and its regional centres have been funded by the Scottish government and regional health boards on a short-term, year-by-year basis. The evaluation report observes:

This has caused concern and disruption to V1P users and staff. It is hoped that the commitment to develop a national Mental Health Action Plan with clear outcomes responding to policy and [Armed Forces] Covenant commitments will also seek to address the funding issue, establishing V1P centres on a firm base to consolidate and build further on Scotland's distinctive approach to improving the health and wellbeing of all our veterans.

(Fitzpatrick et al., 2020, p. 28)

CHAPTER FIVE

The last word: notes and conclusions

Researching this report revealed the breadth and scope of organisations, projects and services that had received LIBOR funding, the extent of which was somewhat surprising. The remit of LIBOR funding to support ‘Armed Forces and Emergency Services charities and other good causes that represent those who demonstrate the very best of values’ (quoted in AFCFT, 2017, p. 1) seems both focused and broad, something which undoubtedly caused some confusion and concern during the early years of the money being allocated and distributed.

Questions were raised about which organisations and causes were eligible for a grant, and there were legitimate concerns about the absence of terms and conditions for some grants before the Autumn Statement in 2015, whether grant recipients had spent the money as intended, and the lack of evidence at the time of the impact that LIBOR funding was having. The National Audit Office (NAO) addressed these points in its 2017 investigation (NAO, 2017), and the Armed Forces Covenant Fund Trust (the Trust) assumed rigorous oversight and grant management. It is hoped that this evaluation will play a significant role in completing the picture, as it reviews, describes, analyses and collectively evaluates some 472 grants to 334 organisations totalling £578.2 million of LIBOR funding.

This report presents evidence of numerous activities, projects and services; their impact on beneficiaries; and the transformational effect of LIBOR funding to date. Some projects were time limited and others will continue into the future. A number of projects were due to conclude in 2020, but the COVID-19 pandemic disrupted and delayed plans and activities, as it did in almost every area of life. All the projects that were affected had to adapt and roll their remaining LIBOR funding over into 2021 and beyond, with the approval and support of the Trust. The full impact of their projects will be realised in due course.

This report shines a light on the breadth, depth and scope of the projects and organisations that have been supported by LIBOR funding, and illuminates the impact of this funding on millions of beneficiaries. We see that LIBOR-funded projects have covered a wide range of areas, including mental and physical health, social welfare, education and medical research. Veterans and serving members of the Armed Forces and their families have been the largest group of beneficiaries of LIBOR funding, but the general public has benefitted enormously too – and benefits will continue to accrue, in the form of museums, memorials and medical research, for example. Young people and older people have been supported, and all ages in between.

Throughout the many documents, reports and other sources of data and information assessed and used during the course of the research for this evaluation, there is ample evidence that grant recipients generally followed best practice in reporting on their LIBOR grant, the progress of their project and how the money was being spent, and also ensuring that value for money was part of their plans. Some were better than others at this, but there was almost always the sense that the needs of the beneficiaries were central to the plans, decisions and activities.

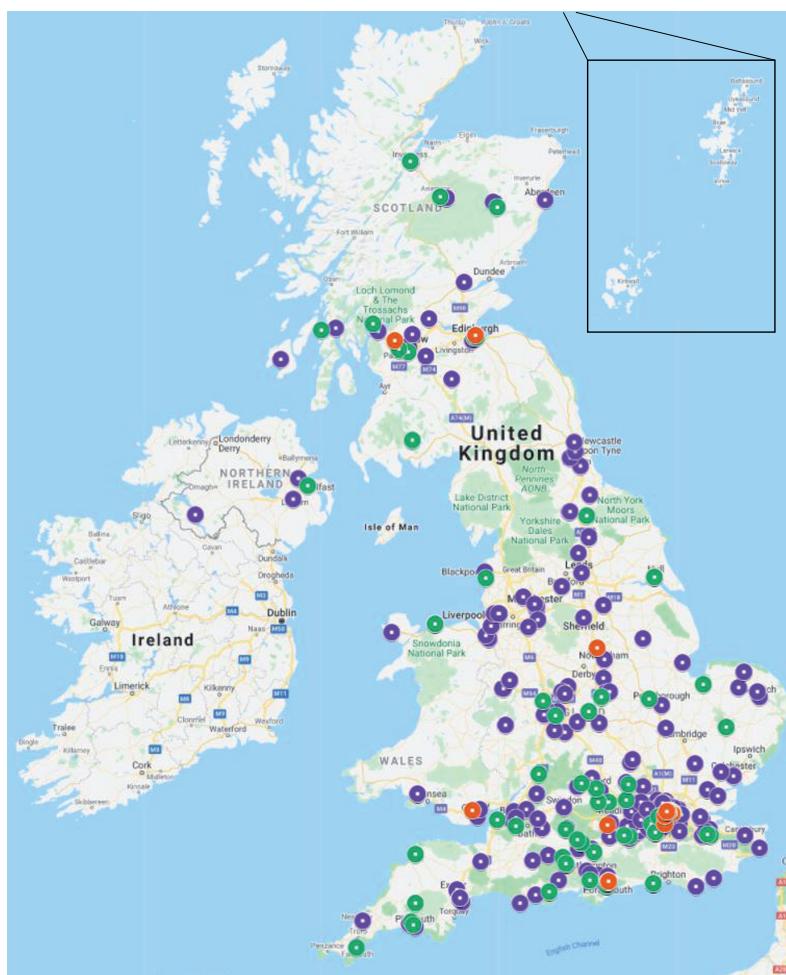
Another legacy of LIBOR funding is the Trust itself, which continues to award £10 million each year to Armed Forces charities through various programmes, including to some of those that have received LIBOR funding in the past. In this way, continued support and investment in vital, often life-saving charities working with the Armed Forces community is maintained.

DSC hopes that this report will prove to be a valuable, interesting and informative resource for policymakers, the media and other key stakeholders, including the general public and the charities and beneficiaries themselves.

APPENDIX A

Main offices of grant recipients in the UK

- HM Treasury LIBOR Fund
- £35 million LIBOR Fund
- Veterans Accommodation Fund



Note: Map data © 2020 GeoBasis-DE/BKG (©2009), Google, Inst. Geogr. Nacional.

APPENDIX B

Methodology

The data and information used in this report were drawn from a number of sources, including the grant management system of the Armed Forces Covenant Fund Trust (the Trust); grant management reports on individual projects; the annual reports, accounts and impact reports of grantees; websites; media coverage; and press releases.

The first stage of the process was to compile a dataset of all of the grants made from the HM Treasury LIBOR Fund, the £35 million LIBOR Fund and the Veterans Accommodation Fund. Where possible, the researchers disaggregated grants and funding which were part of consortium bids, and larger ‘programmatic’ funding, such as the Combined Air Ambulance Support Package (see case study on page 78). This resulted in identifying 472 separate grants, although there are caveats. For example, some grant awards were made to organisations for further onward distribution, and there were cases where grantees received more than one grant to support the same project – these are recorded as separate grants but were effectively continuation funding. However, it is believed that the figure of 472 is broadly accurate, and certainly sufficiently so to conduct a meaningful analysis and to give a good understanding of the types of projects and organisations supported, the scope of their work and the public benefit they aimed to achieve or realise.

Each recipient organisation and grant awarded was studied and categorised according to the beneficiary group or groups supported, the Armed Forces branch or Emergency Service supported (where relevant), and the focus of the funded project. In most cases, the funded projects covered multiple thematic areas – such as welfare and health, or education, training and recreation – so the researchers used their judgement in each individual case and tagged as many focus areas as they deemed appropriate, to try to reflect the scope of these grants and projects.

In the first stage of analysing the thematic areas of focus, 31 categories were used. These were later grouped into eight broader categories for ease of presentation and understanding. The initial categories used during coding and the final grouping of those categories for analysis are as shown in Table A.1.

Table A.1

Thematic categories	
Main categories (grouped)	Individual categories
Welfare	Welfare
Health	Emergency
	Health
	Medical
	Medical research
	Mental health
	Rehabilitation
	Respite
Education and training	Advice
	Education
	Employment
	Recruitment
	Training
Heritage	Commemoration
	Heritage
	Memorial
Infrastructure	Facilities
	IT
	Management
	Security
	Technology

Main categories (grouped)	Individual categories
Leisure	Community Entertainment Morale Recreation Sport
Housing	Accommodation Renovation and refurbishment
Other	Finance Research Social and criminal justice

Armed Forces charities and their Service affiliations were identified and determined using definitions established by DSC during previous research in this area (Cole and Traynor, 2016; Pozo and Walker, 2014).

The researchers attempted to determine the location of each funded project. In many cases this was straightforward, for example museums or memorials, or where a project was restricted to a specific geographical area in which the work would take place. There were also many projects that were not tied to or defined by a geographical location and were therefore coded as 'unrestricted'.

The actual or potential geographical area of benefit, which was sometimes related to the location of the project but equally was sometimes much broader, is a more abstract concept and not always clearly defined. Again, each grant and funded project was studied to determine where the beneficiary area of the project was and coded accordingly. 'Unrestricted' was once again a common conclusion, as the main objective of many funded projects was to support particular beneficiaries in certain circumstances, regardless of geographical restrictions.

To arrive at a financial value for each thematic area of focus, the amount of each individual grant was divided by the number of focus areas assigned to that project or grant, then the amounts of each focus area were totalled. For example, Project A received £1 million and the focus of the project was employment, social and criminal justice, training and welfare, which meant that £250,000 was added to 'employment', £250,000 was added to 'social and criminal justice', £250,000 was added to 'training' and £250,000 was added to 'welfare'. In most cases, due to the complex, multidimensional nature of project objectives, outcomes and benefits, it was not possible to assign more or less of a proportion of each grant to each different thematic focus, although the researchers were mindful of where this might be achieved.

A similar method was used when assigning a financial value to each geographical area. Each grant recipient and funded project was assessed to determine the location of the project and the geographical area of benefit. These were coded as 'UK', 'overseas' or 'unrestricted', then grouped according to UK country, then UK region, and finally UK county. If a project specified that it was taking place in a particular city, the county in which that city is located was used as the smallest unit of analysis for ease of presentation and understanding. The values of the grants were then assigned to each geographical area accordingly, giving an overview of the spend in each area.

SURVEY

In early October 2020, DSC's researchers contacted 334 organisations that had received one or more grants from the HM Treasury LIBOR Fund, the £35 million LIBOR Fund or the Veterans Accommodation Fund between 2012 and 2017 and asked them to take part in an online survey hosted on SurveyMonkey. The survey was open for around four weeks.

There were 81 valid responses. The respondents provided data and insights into their LIBOR-funded projects and the impact of LIBOR funding on their organisations and their beneficiaries, via a series of questions. The survey respondents were also invited to provide further comments on numerous aspects of their LIBOR funding, a selection of which has been included in this report to illustrate the value and impact of LIBOR funding in their own words.

The survey respondents could remain anonymous if they wished, although almost all chose to identify their organisation. The respondents were also asked whether they were happy for their comments to be used in this report – just over 90% of those that provided comments agreed.

CASE STUDIES

Organisations were selected for case studies based on several criteria. The intention was to show the diversity of LIBOR-funded projects, ensure a geographical spread across the UK, include a range of types of beneficiary and focuses of activity, and share interesting, relevant and informative material. It is hoped that the case studies are representative, although limitations on space and the sheer number of projects supported meant that it was a challenge to represent every aspect of LIBOR funding. However, we believe that the subjects selected here go a long way towards meeting this objective.

For each case study, DSC's researchers requested any available documents and reports submitted to the Trust as part of the grant-monitoring process. These documents, together with more publicly available annual reports and accounts, independent evaluation reports and information on the organisations' websites, were used to draft each case study. Drafts were then sent to contacts at each organisation to check for accuracy and with a request for feedback, additional commentary, and any available updated facts and figures. In some cases, initial discussions about projects were had via telephone; likewise, discussions were had about drafts before they were finalised. Amendments and feedback were incorporated into the final case studies.

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LIBOR Funding and its Impact

An overview and analysis

This report, funded by the Armed Forces Covenant Fund Trust and produced by the Directory of Social Change, shines a light on the breadth, depth and scope of the organisations and projects that have been supported by over £578 million of LIBOR funding. It demonstrates the value and impact of this funding on millions of beneficiaries in the Armed Forces community, the Emergency Services and the general public.

The report provides a detailed review and analysis of LIBOR funding, including:

- The types of organisation that received grant funding
- The thematic focus of organisations and projects supported
- The different groups of beneficiaries helped
- Geographical analysis of funded causes
- A survey of LIBOR grant recipients
- Case studies on organisations and projects funded

This piece of research provides an account of LIBOR funding to inform government, policymakers, researchers and the hundreds of organisations and projects that received grants. It also helps to develop public understanding of the effects of LIBOR funding on a range of groups and communities.