



Ministry
of Defence



LARGE GRANTS CASE STUDIES



The Services Sound and Vision Corporation (SSVC): Covenant and military charities welfare multi-media team

Priority met: The Coordination and Delivery of Support to the Armed Forces Community

Funding awarded: £240,000

Region: Multi-UK

The SSVC proposed a project which would produce free digital content, across various media platforms, to provide the wider military community with information about the range of charitable and official support that is available to them. It aimed to produce between 2 and 4 items each week, utilising the latest digital media developments to reach the maximum number of people.

The organisation already played an important role in transmitting digital content through the British Forces Broadcasting Service (BFBS) and the Forces Live channel. However, it sought to extend this service and offer charities and other military organisations the opportunity to have their work showcased to a larger audience.

The organisation identified a real need for this project amongst the Armed Forces community. In particular, they found that there was a lack of public knowledge about the welfare services offered to serving and ex-forces personnel. As an already established body amongst the Armed Forces community, they were able to see first-hand the various projects taking place in support of personnel, but found that many in the forces were unaware of the services on offer. The SSVC also received multiple requests from various charities to offer them coverage; however, they were unable to accommodate these due to a shortage of available resources.

The Armed Forces Covenant Report of 2015 also stated that a better system of communication needed to be achieved as a lack of information about the Covenant was a major issue. Further to this, research found that 67% of serving forces felt that the general public were either 'Quite' badly informed or 'Very' badly informed about experience of day-to-day life in the forces.

The SSVC felt that this could be addressed through a greater use of various digital media platforms, to reach out to a potential 1 million viewers. This would encourage a greater understanding amongst the Armed Forces about the services on offer to them, as well as offering the general public an insight in to the lives of Armed Forces personnel, and the specific issues they face.

Through funding from the grant, they were able to recruit two video reporters, one producer and one editor. They were also able to cover costs of travel and accommodation. Funding allowed the purchase of technology, for example, camera equipment and a laptop.



An interview being conducted for broadcast

The project has achieved a number of positive results and outcomes. By the end of the funding they had managed to exceed their target of digital content being produced, with 130 stories being covered. These stories were often produced on a multiple number of platforms, for example on TV, [radio](#), [online](#) and over [social media](#).

There has been an attempt to ensure that content was widely sourced from across the UK, and this is another area within which the project was successful. Content from Gretna to the highlands in Scotland was included in the project, as were five stories in Wales. In the UK, stories from Plymouth all the way to Newcastle were showcased.

They also featured work done by various other Covenant Grant beneficiaries including [the Rochdale Hornets wheelchair Rugby club](#), which offered opportunities to veterans to join the team and play competitively. It was also able to offer coverage to an indoor fishing facility in Wigan. The [Veterans Mentoring Service](#), a project by SACRO, was also offered coverage, allowing them to showcase their service and attract potential beneficiaries. There were also a number of key successful case studies of coverage.

Surrey Fire & Rescue

The SSVC team offered coverage to this initiative, attracting a large audience of 40,000 over a transmission on 'Facebook Live'. Surrey Council was awarded the gold Employer Recognition Scheme award due to the large number of veterans being employed in to the fire service. The team spent a morning with this group of veterans, accompanying them to call-outs and training. This proved to generate much interest on social media platforms.



A video reporter from the team reporting from a project site

Ex-Forces Action Network (E-FAN)

This was one of the best performing social media videos on the work of military charities. This was a Covenant funded project which worked to support veterans experiencing a variety of issues. The story covered a case in which E-FAN were able to help a homeless man. Following the uploading of this video on to the site, which received 36,000 views, a social media appeal was launched where many of the veteran's former colleagues sent in their good wishes and included photos of his time in the military.

The organisation has plans to use the funding to join D-Day veterans as they visit Normandy, recording their experiences and reactions. They will also offer coverage to the launch of Veterans Gateway.

This project has been successful in achieving its aims of bridging an information gap amongst the Armed Forces community. Production of digital content has awarded the project a lasting legacy, in that it will continue to be available long after the project completion. [A 60-second overview of the Covenant](#) is also a useful and valuable resource which can be used by a number of stakeholders.

National Probation Service in Wales: Supporting Transition of Military Personnel (SToMP)

Priority met: Former Service Personnel in the Criminal Justice System

Funding awarded: £390,200

Region: Wales

The National Probation Service in Wales launched the project to develop an ‘end to end’ approach providing support to veterans across Wales. This service would involve co-ordination from the point of police call out through to custody, court, prison, probation and resettlement in to society. This approach would involve the identification of veterans within the CJS and signposting them to specialist veteran support services to address the challenges they may be facing.

Research analysed by the organisation emphasised that veterans were less likely to know where to seek support than other offenders, despite the fact that numerous, specialist support organisations do exist. Criminal Justice agencies also recognise the need to improve veteran identification and signposting to voluntary sector providers, as it was found that less than half the real amounts of veterans in prison were actually identified as such. This project sought to meet this need and improve service delivery by working with partners to develop a seamless approach. This project was also particularly successful as it actively worked to reduce duplication of services, and instead promoted integration which would offer a more streamlined and consistent system of support. The success of the project was also encouraged by the development of strong working relationships with project partners. This included the HMP Parcs Endeavour Unit which is dedicated to supporting

veterans. The HMP Parc houses the majority of veterans in prison in Wales. Alongside this partnership, a number of charity organisations were also incorporated in to the system. This included MPCT, which offers training, education and life skills to veterans. A further charity organisation which was a part of this project was Hire a Hero’ which promotes employment opportunities for veterans. The Royal British Legion also offered financial support to eligible veterans in the programme. This service was complimented by Care After Combat and SSFA which each provided a mentoring service.

“I have been fortunate enough to be involved in the emergence of the SToMP project since its inception last year... I can testify to the critical need that SToMP provides a service for in Wales. SToMP has formed a stabilising bridge that spans all sectors and in doing so has created an equal, consistence, and effective conduit for all professionals working within this agenda.”

- Corin Morgan-Armstrong, Head of Family Interventions, HMP Parc

Funding allowed the recruitment of a Veteran Coordinator, two veteran prison liaison officers, a business support officer and covered the costs of research and evaluation.

An official launch was held for this project on the 1st of December 2016 at

DeringLines Barracks in Brecon. The event was attended by representatives from across relevant organisations such as the National Probation Service, Prisons, the Welsh Government, Police Forces and representatives from the Armed Forces and the Ministry of Defence. Feedback from these organisations on the aims and methods of the project was highly positive, and attendees expressed their enthusiasm for the project.

The system worked by having two Veteran Prison Liaison Officers (VPLO) interview veterans in custody to determine their individual needs, and then identify the most appropriate veteran service for referral. The VPLO would then carry out this referral and liaise with the service provider to facilitate contact with the prisoner. The referral was then included in the resettlement plan for the individual. This was an important part of the system as it meant prisoner engagement was secured prior to their release, encouraging the potential for continuity in support even once the veteran has left custody. Added to this, the officers have worked to encourage veterans to self-identify once they have become part of the prison system. This was achieved through design and distribution of posters, as well as liaising with Offender Managers to ask the question of veteran support eligibility when processing the individual on entry to the Criminal Justice System.

A research programme was carried out as part of this project which involved the development of a focus group and the publishing of a report to showcase the results. This research was focussed on the identification and signposting processes and was undertaken by Wrexham Glyndwr University, which will be published later on in the year. A University of Cambridge Masters Student

will be undertaking research examining the effectiveness of interventions of the Endeavour Unit, with a view to publish the findings by January 2018. This will be useful in informing provision for ex-service personnel in the prison system in the future, as well as exposing how useful existing interventions have been.

“Change Step has been involved with the SToMP project since its inception; it quickly became apparent that the organisation is designed to combine public and voluntary sector resources to their best effect. It demonstrated an integrated approach to working collaboratively across statutory and third sector organisations and the information sharing has encouraged targeting resources to specific points of the criminal justice system, avoiding duplication.”

- Steve Stokoe, Change Step Project Manager

The Prison Liaison Officer has also been successful within post. This role involved developing strong relationship with Offender Managers in the community and with the specialist charity support staff. This has had the effect of allowing the specialist needs of veterans to be considered when sentencing takes place. The provision of SToMP stamped logos to these Prison Liaison Officers has also enabled the project to gain greater visibility within the prisons, and has been successful in attracting new beneficiaries to enquire about the project.

The project has been successful in its aims of developing an improved system of veteran identification and support within the Criminal Justice System. This has resulted in increased co-operative working amongst various organisations, and has allowed the potential for a seamless referral process to develop.



Project Logo

Sandwell Metropolitan Borough Council: Community Integration through Youth Residential Arts and Adventure

Priority met: Community Integration

Funding awarded: £82,260

Region: West Midlands

The aim of this project was to overcome barriers to better integration between young people from armed forces families in the West Midlands area, and ethnically diverse groups from Sandwell. This was to be achieved through six residential outdoor adventure and arts experiences, as well as a series of workshops. The residential experience encouraged these groups to get to know each other and overcome challenges by working collaboratively and creatively. At the end of the project, there was an aim to collect feedback and produce an evaluation report to examine the impacts of this intervention and its effectiveness.

Sandwell council designed and launched this project to address local concerns about a lack of integration between these two groups. This was a particularly pressing need as Sandwell is a highly diverse area, and there is also a large Armed Forces presence in the wider West Midlands area. It was felt that this project was very much in line with wider Government goals to encourage stronger community, ethnic and social integration. This can also be seen as being in line with the Prevent strategy, where groups 'at-risk' of radicalisation are targeted for community integration efforts. The project allowed an opportunity for the transmission of 'British values' whilst encouraging positive cross-cultural and cross-ethnic relationships and understanding.

Positive partnerships generated by these organisers really aided the delivery of a successful project. This included the Sandwell Residential Education Service (SRES) and the Sandwell Youth Service (SYS). The SRES was instrumental in allowing the development of a structured learning programme for the children within the residential environment. The SYS were able to source participants from the community who would be able to benefit the most from an integration project. The Army Welfare Service also provided youth workers to support 'ice breaking' workshops which took place before the residential part of the project, whilst also offering support once the residential programme had come to an end.



Participants outside the residential facility

The project worked with 161 children, roughly half of these were sourced from Armed Forces families identified by youth workers from Army Welfare youth clubs. The Sandwell Youth Service identified young people from ethnically diverse groups within the community, across six towns in Sandwell.

The Grant was able to fund the accommodation, boarding, instruction and tuition of the residential aspect of the programme. It also allowed six follow up celebration days, transport to centres, staffing, pre/post programme educational packs and an evaluation report to be carried out.

Prior to the residential part of the programme, a team building and planning day was held by youth workers to allow some interaction between participants. These sessions helped the young people to understand what they were looking for from the project, identify their own prejudices and beliefs and look for ways in which these could be challenged.

Three residential programmes, each lasting a week long, have taken place. The feedback from these has been extremely positive, and a positive, long term effect on relations amongst children from both groups could be observed. During this week the young people were split up in to mixed groups, containing both military and civilian background children, and they took part in outdoor challenges and artistic workshops. Positive case studies were recorded.

There were some great examples of empathy evidenced throughout the week where young people from forces families were describing the transient nature of their lives to highly interested youth service young people."

Dan, Plas Gwynant.

"It was great to see the two groups of young people working together, learning a bit about each other's lives and showing empathy around some of the challenges they each face."

Russell, Sandwell Youth Service.

An evaluation on the effectiveness of this project will be carried out by the Sandwell Educational Psychology Team (SEPT). Organisers collected information before the young people began the project, and after, in a 'Friendship Survey'. Information from this will inform the final report, as a measure of the performance of the project overall. The project will be completed by March 2018, once three more residential programmes have been carried out. The council have also planned a follow-on event for the children and young people who took part in the Residential programme.



Activities designed to encourage team work during the residential week

The feedback collected from participants highlights the real impact this project has had on allowing young people to form lasting friendships across various community boundaries, whilst also exposing young people to new experiences and skills.

Logan is a young person who attended the residential to Plas Gwynant from AWS. He regularly attended residential activities but his parents commented in particular on his progress on the residential which took place in partnership with Sandwell MBC. Logan's mum expressed that her son was now better able to respond to jokes and not take them as insults. Previously, he had a short temper but now he was better able to take jokes and interact with other young people.

The group Logan was a part of became a tight knit group of friends, so that by the end of the residential it was impossible to differentiate the Sandwell youth from the AWS young people.

"Not only did he make some great memories he also made some new friends, he met some nice people from another group who he has changed numbers with and keeps in touch with on a regular basis."

In a letter from Logan's mum to Lisa, AWS Youth Worker.



Mixed groups from both service and civilian backgrounds

"I was pleasantly surprised to see how quickly the teams gelled and how supporting and encouraging they were towards each other. Each group was mixed age and ability as well as location, and rather than getting frustrated, the more able/confident young people coached and mentored their team members. The staff team had previously identified a group of the older YP who would act as mentors, and they did an outstanding job.

-Gill, AWS Youth Worker

Her Majesty's Prison and Probation Service (HMPPS): Network for Ex-Service Personnel (NESP)

Priority met: Former Service Personnel in the Criminal Justice System

Funding awarded: £500,000

Region: Multi-England

This project sought to deliver a personalised, tailored package of support to individual veterans who were involved, or had been involved in the Criminal Justice System. The project can be broken up in to three major strands. 'Continuity of resettlement provision for those transferred to NOMS custodial estate' is the first strand of this project. The second strand is the 'continuity of resettlement provision for community discharges from MCTC Colchester'. And lastly, the project will include the strand, 'Trend analysis to inform future provision'. The organisation functions through third party support providers who work on a local level, offering specialised support to individuals who may be hard to reach for larger organisations.

The project therefore primarily involves identifying veterans in the prison system at the earliest opportunity. Strand one focuses on ensuring that even when veterans are transferred to a different prison, they continue to receive support. It was found that for 50% of cases, there was little support offered after resettlement in to a new prison system. Strand two sought to address the gap in provision of support for individuals who are discharged from the Military Correctional Training Centre Colchester (MCTC) as they currently received no support in seeking to settle back in to society. The final strand of the project hopes to capture trends and use these to inform and shape provision for the future; this will be especially useful for relevant stakeholders, as it was found

that information on veterans in Criminal Justice System was scarce.

This project built itself out of a programme already in place, called CF03, which delivered support to around 63,000 offenders who are stated as being least likely to access mainstream services. This renewed focus on veterans involved providing support on areas such as substance misuse, accommodation, relationship and employment issues.

The organisers identified that there was a real need to address the challenges faced by ex-service personnel in the prison system. The organisation cited that 3.5% of the prison population are ex-service personnel. Further to this, consultation with partners Military Corrective Training Centre in Colchester found that there were major deficiencies in the current delivery of support to prisoners who had been part of the Armed Forces. This major lack of infrastructure meant that it was not possible to identify candidates for support, as there is no existing system which is able to classify those who need require it. In some prisons it was found that a Veterans in Custody Support Officer (VISCO) was able to act as a link between the individual and specialist organisations, however, this role was never 'official' and was often carried out on a voluntary basis. It is also often the case that veterans are reluctant to identify themselves as being ex-personnel. A major reason for this was embarrassment and a sense of failure. Added to this, there was a fear of radicalised individuals within the prison system. The project organisers also

acknowledged that in order to prevent re-offending, veterans needed to be offered viable employment opportunities and appropriate accommodation.

Covenant Grant Funding allowed the recruitment of NESP case workers who would be able to develop a better system, part time data analyst workers to realise phase three, the commission of an evaluation process, networking events, systems development, a support fund and management costs.

A new process has been designed through the NESP project which aimed to better identify veterans being transferred to a HMPPS reeving estate and those being released in to the community. A rough outline of this system is included below:

NESP case worker based at MCTC Colchester makes first contact with the detainee and delivers an induction presentation to them, informing the individual of the support available to them through the project.

A one to one interview is then carried out once the detainee has moved from the induction process to determine their individual needs.

If the detainee is considered eligible to part of the project they are referred to one of the providers to carry out further assessments and deliver support. If they are not, they are referred back to the NESP case worker who is able to refer them to a third party organisation for support.

The 'First Steps Fund' is also an interesting element of this project. As part of the funding, a proportion of the money is set aside for voluntary sector organisations who work with offenders within the criminal justice system. This has enabled resettlement and rehabilitation for ex-service personnel, even outside the regions covered by the NESP programme. One voluntary group, Ormiston Families have used funds to create the 'Civvy Street Project' which aims to improve participants' relationships with their families through the delivery of 3 workshops and one to one sessions with a family support worker.

Organisers also built up strong relationships with the various groups involved in the delivery of the project. This involved creating working groups, formalising data sharing agreements and finalising processes. This has meant a seam-free system is able to develop, providing veterans with easy access to referrals, whilst also allowing data to be collected effectively for phase three of the project to be realised.

This project also demonstrated effective working with partnership organisations. Examples of this can be seen in the partnership with The Shaw Trust, a charity which provides employment, health and wellbeing support. The Shaw Trust case manager worked alongside the NESP case worker to identify potential participants and enrol them on to the programme. This partnership enabled participants to benefit whilst they were still detained in the MCTC. Using systems developed by the NESP project, the individual would then continue to be supported once released from prison using local levels of delivery. If there was no available delivery in the local area, a third party organisation is contacted in

order to offer a continuous stream of support to the individual.

By the end of quarter 5, this project has managed to reach a total of 50 people. There have been a number of positive case studies collected by the organisation in support of this project.

PARTICIPANT ONE:

This individual was held in MCTC before beginning the NESP project; he stated he felt uncomfortable sharing his veteran identity. Through the programme he eventually became a Veteran representative for his wing, able to offer support and advice to others in his situation. He also expressed his gratitude to the project in allowing him to access training, including getting a CSCS card. He stated that through the guidance of his own case worker, he was able to fully take responsibility for his actions, whilst also building his confidence to enter employment.

access as much support as possible. This indicates that the support is well received amongst the ex-service personnel.

This project has been successful in its on-going aims to engage the veteran community who are currently within the Criminal Justice System. Primarily, its major outcome has been the development of a system by which these 'hard to reach' individuals can be identified and offered a programme of tailored support. This has been especially successful due to the fostering of strong relationships with partner organisations and bodies.

Case workers have also expressed the benefits of a referral system process being developed, as it prevents issues from building up once a veteran is released from prison. One custody case worker stated that he felt prisoners were highly motivated to engage and were eager to

Venture Trust: Positive Futures: Helping Veterans in the Scottish Community Justice System

Priority met: Former Service Personnel in the Criminal Justice System

Funding awarded: £315,064

Region: Scotland

The Venture Trust sought to implement a programme to support ex-service personnel in Scotland's justice system to change their lives for the better. This programme is delivered in three phases, offering veterans the chance to discuss the issues they may be facing and then embark on an outdoor residential experience, where veterans could put their military skills to use whilst also engaging with other veterans on the experience.

The Venture Trust carried out research and consultation with partners in order to determine this need. Poppy Scotland's 2014 Health & Welfare Scottish Veterans Household Survey found that a lack of confidence, self-worth, and identity all played a major role in influencing re-offending amongst veterans. Added to this there was a perceived lack of purpose and motivation amongst those who re-offended. The research also found that many of the issues causing veterans to enter the criminal justice system were a lack of familiarity with civilian culture and norms. This meant that veterans often felt a lack of appropriate skills to allow them to participate within the wider community in a positive way. Participants also expressed a lack of resilience to the pressures faced in civilian society. Added to this, veterans also experienced a feeling of loss upon leaving the military 'family'.

Almost two and half years of research informed the structure of the three phase programme. Identifying veterans to take

partnerships with veteran support organisations was vital. The Venture Trust was able to do this effectively, in the first year; a large number of participants were referred from the Criminal Justice Social work team, Scottish Veterans Residence and Combat Stress.



An example of an outdoor educational workshop

Phase one concentrated on establishing a positive relationship with these veterans, and identifying special areas of need which were preventing them from engaging with society in a productive way. Emotional and practical support was offered to the veteran, as well as signposting to services which may be more appropriate to address specific needs.

Phase two of the project involved the major element of the programme: the 5 and 10 day residential 'Core skills & behavioural change' course. Two time-length versions of the course were available for veterans to access. The

longer course provided veterans with the chance to implement some of the behavioural techniques in a supportive environment. The course aimed to encourage veterans to build resilience to the challenges civilian life can bring, whilst fostering greater confidence to implement the skills learned

Phase three of the programme was titled the 'onward progression' stage. As part of identifying local need, the organisers implemented an 'improving employability' aspect. This also included offering internship and volunteering opportunities to those who wished to build up their CV. As part of the final phase of the programme, Venture Trust formed a partnership with charity 'Families Outside' which provided support for veterans and their families.

Feedback from each phase of the programme highlights the meaningful change the Venture Trust was able to offer the Veterans.

"I had hit rock bottom and couldn't see a way out until my social worker told me about an organisation called Venture Trust. They have a "Chance for Change" programme that takes people who have offended out into the Scottish Highlands on a 10 day personal development course and helps them clear their heads and set goals to be achieved when I returned home. When I completed the course I felt like a new man and knew that I wanted to work with vulnerable people suffering from homelessness or other social problems and that I could use my own experiences to help not make the same mistakes that I did. I started doing group talks for Venture Trust about their programmes, to future participants about any questions or worries they had about the course, which I really enjoyed doing.

- Stephen, trainee for Move On



Phase 2: Residential outdoor experience



Phase 2: Residential outdoor experience

A particularly significant case study of Stephen highlights the effectiveness of the programme. Stephen attended the residential programme, and upon returning applied for a position in a Scottish based charity which offer support to vulnerable individuals. He was successful in gaining this, and attributes this to the confidence and motivation he discovered whilst on the course.

The success of the project is in its long term legacy which allows veterans to make a lasting change in their lives, inspiring them to positively contribute to society.

Portsmouth Royal Maritime Club: RMC Recovery and Rehabilitation Centre

Priority met: The Coordination and Delivery of Support to the Armed Forces Community

Funding awarded: £304,700

Region: South East

This project launched by the Royal Maritime Club aimed to refurbish and improve existing facilities, to provide a space within which veterans could experience rehabilitation within a familiar and relaxed environment.

The club is already a well-used facility amongst the local Armed Forces community. It is also a base for two Armed Forces charities, Veterans Outreach Support and SSAFA. The Club provides offices, meeting rooms and leisure facilities at reduced prices for external charities.

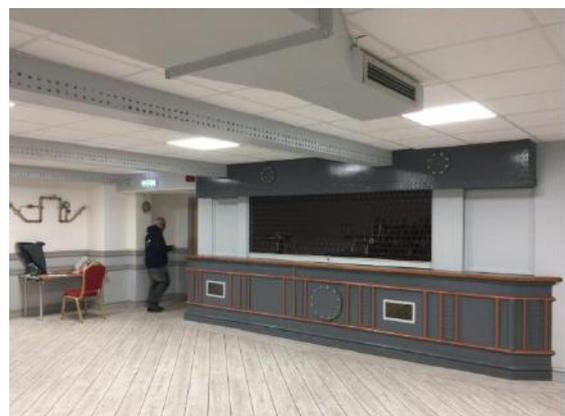
The project organisers felt that there was a real local need for this project. When researching, they found that alcoholism amongst veterans was extremely high. The Veterans Outreach Support also found that cases of poor mental health and suicide were also common amongst ex-service personnel. Added to this, a conference on war veterans chaired by representatives from the University of Westminster found that these 'invisible wounds' were not addressed with the appropriate provision, nor with the same amount of urgency. Therefore, the role of holistic treatment programmes has become bigger than ever. It was therefore felt that a dedicated space to this treatment would be welcomed by the local community.

Added to this, organisers found that there was a great deal of pressure on MoD and NHS resources in helping veterans deal with issues like PTSD. Often, this meant that there was a gap in the provision of

treatment. Support was offered to serving personnel and for those who had just left the army, but support for longer term veterans was scarce. Therefore, this project aimed to deliver rehabilitative treatments to this group of people.

The proposal was to convert the lower ground floor of the club in to a rehab centre to serve the needs of disabled ex-servicemen and women, and for those who require therapy or counselling.

Funding allowed the upgrade of facilities for disabled people, including a new lift from the main reception to the lower ground floor. The club already provided swimming facilities, however with the funding they were able to adapt the pool so that it was more accessible for disabled personnel, and was also equipped to facilitate hydrotherapy sessions. The sauna was also relocated to improve access. Further points of refurbishment included the building of a wet room, a redecorated gym and new toilet facilities,



'Below Decks' bar area

with attention paid to accessibility in each of these cases.

A new clubroom, 'Below Decks' has also been constructed, allowing a space for events, meetings and group therapy breakout sessions. This therapy space is being used by the charity 'Veterans Outreach Support' to deliver therapy for individuals with PTSD. The charity has also expressed interest in employing a 'Peer Mentor' to deliver sessions in the newly built therapy room.

There has been considerable interest in using hydrotherapy facilities in the pool by members of the local community. The NHS hydrotherapy unit at the local hospital, which aided in designing the pool and ensuring that it was fit for purpose, is preparing referrals. The hydrotherapy sessions will be offered at reduced rates to eligible veterans. Alongside this, charities such as Veterans' Outreach Support will be offered the use of the facilities for their beneficiaries. This will allow a greater number of people to benefit from this alternative therapy. Further referrals from various charities are expected by the Club once the facilities have been formally opened.

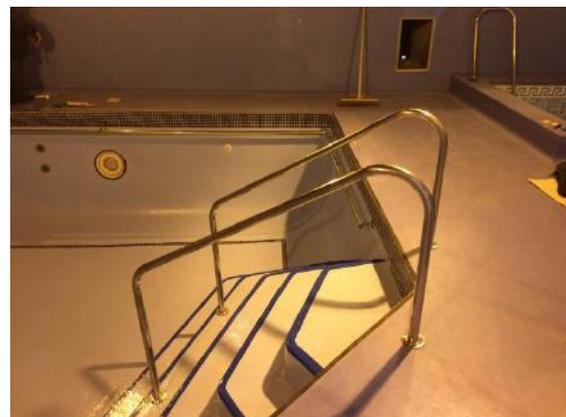
Other parties have also expressed interest in utilising facilities. This includes a sports psychologist from a military family, who hopes to work with amputees and PTSD sufferers with these resources. The sports psychologist has also pledged to deliver a free session to Veterans Outreach Support, allowing wider accessibility.

The project remains in its early stages of delivery, so the full impact of these facilities will not be realised until later on in 2017. However, it is clear that the facilities do address the local need and the level of interest they have garnered is indicative of local attitudes towards the renovations. The project is in line with increasing

attention and resources paid to addressing issues like PTSD through alternative therapy methods.



Newly refurbished 'Below Decks' area



Handrails installed to make the swimming pool accessible to disabled users



Poolside lift for disabled users



**PROUDLY
SUPPORTING
THOSE WHO
SERVE.**
