

WEST LINDSEY DISTRICT COUNCIL SQUADDIE BOX

Community Support & Veterans Stability Pilot

Full SLT / Thriving People Committee Proposal
Including Optional Veterans Identification Support Programme (VISP)

Prepared for West Lindsey District Council
Ahead of the Thriving People Committee - 24 September 2026

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1. Executive Summary

This paper presents a revised, committee-ready business case for a two-year Squaddie Box pilot in West Lindsey. It responds directly to the Council's July 2026 assessment and to subsequent discussions with Sarah Elvin, Head of Housing, Health & Wellbeing. The revised case accepts the Council's position that the project will not be financed from its homelessness prevention allocation and instead positions Squaddie Box primarily as community-support and veterans-stability infrastructure under the Council's Thriving People priorities.

The proposal does not abandon the homelessness rationale. West Lindsey's current Corporate Plan explicitly links Thriving People with tackling homelessness, enabling independent living, improving health and wellbeing, supporting vulnerable residents and supporting Armed Forces communities. The Council's own homelessness information also defines prevention as early intervention and identifies people leaving the Armed Forces as a known risk point. The appropriate distinction is therefore between the funding source and the outcomes: Squaddie Box may be funded as community support while still contributing to homelessness prevention.

The July report recorded 17 homelessness approaches over three years from people who declared previous Armed Forces service, including five people with no fixed abode. It concluded that there was insufficient evidence of identified need. This revised proposal treats that concern as an evaluation question rather than disputing it: the pilot will test actual local demand, referral routes, service barriers and outcomes.

Core proposition: approve a controlled two-year community-support pilot, measure it properly, and use the resulting West Lindsey evidence to decide what happens next.

An optional Veterans Identification Support Programme (VISP) is also offered as a separately scoped training enhancement. VISP is not required for the Squaddie Box pilot and is not included in the core £15,000 pilot request. Its purpose is to help relevant frontline staff identify Armed Forces connections consistently, understand why veterans may not self-identify, and make appropriate referrals. This directly addresses the question of whether low recorded demand reflects genuinely low need or some degree of under-identification.

2. Decision Requested

Senior Leadership Team / Thriving People Committee is asked to:

- Approve the proposed two-year Squaddie Box Community Support & Veterans Stability Pilot, subject to confirmation of final commercial and contractual terms.
- Approve the use of an appropriate community-support/reserve funding route rather than requiring the project to be funded from the homelessness prevention allocation.
- Authorise officers to agree the final location, referral pathway, operational protocol, safeguarding arrangements, data-protection responsibilities and review timetable with Squaddie Box CIC.
- Require proportionate quarterly and formal six-/twelve-/twenty-four-month evaluation so the Council can establish actual local need and outcomes.
- Note that Squaddie Box complements, but does not replace, West Lindsey's statutory housing/homelessness functions or the work of DWP, NHS, Op FORTITUDE and other agencies.
- Note the optional VISP training offer and, if considered useful, request a separate training scope and quotation for selected staff.
- Note that Civvie Box is not part of the current funding decision and should only be considered as a later evidence-led option.

Recommended position

The recommended approach is to approve the core Squaddie Box pilot now, keep VISP as an optional enhancement, and defer any Civvie Box decision until evidence from the veteran pilot is available.

3. Background and Development of the Proposal

Full Council agreed in April 2026 that West Lindsey should consider a pilot of the Squaddie Box project. The July 2026 Thriving People report subsequently described the service, its proposed two-year cost and the Council's existing Armed Forces Covenant activity, but recommended that the service should not be implemented at that time because officers considered the local evidence of need insufficient.

That report nevertheless recorded several points that remain material to the present case: Squaddie Box can provide private and secure 24-hour access to correspondence; stable correspondence can support continued engagement with benefits, housing, employment and other services; and the project could help generate anonymised evidence about barriers faced by veterans.

Subsequent discussions with officers have moved the proposal forward. The current task is no longer to argue that Squaddie Box must sit within a homelessness grant. It is to provide the Council with a sufficiently robust community-support proposition, delivery model and evidence framework to allow funding and implementation to be finalised.

Source: West Lindsey District Council, Squaddie Box report to Thriving People, 16 July 2026 (document supplied by Squaddie Box CIC).

4. Why Community Support is the Primary Funding Case

Squaddie Box is best understood as a small piece of community stability infrastructure. The physical mailbox is the delivery mechanism, not the entire intervention. Its purpose is to provide a dependable point of contact when an individual's accommodation, relationships or personal circumstances are unstable.

- Continuity: important correspondence can continue to reach the user while accommodation changes.
- Dignity: the user has a private, recognised place to receive and collect mail.
- Independence: access does not depend on repeatedly asking friends, family or support workers to receive correspondence.
- Connection: the mailbox can sit within a referral network connecting the user to existing statutory and voluntary services.
- Early intervention: the service can engage an individual before circumstances deteriorate into visible rough sleeping or crisis.
- Evidence: the pilot can capture anonymised information about demand, barriers and referral outcomes.
- Community resilience: the model strengthens the local network around vulnerable veterans without duplicating existing statutory services.

This framing directly reflects West Lindsey's Thriving People emphasis on supporting communities to thrive, enabling independent living, supporting vulnerable residents and providing a safety net during times of crisis.

Source: West Lindsey District Council, Corporate Plan 2026-2030 - Thriving People.

5. Strategic Alignment with West Lindsey 2026-2030

West Lindsey adopted its Corporate Plan 2026-2030 in March 2026. Its vision is to improve lives and communities through good-quality services, with three themes: Thriving People, Thriving Places and Thriving Council. Squaddie Box aligns most directly with Thriving People.

Corporate objective	Contribution
Supporting communities to thrive	Creates a practical community asset delivered through partnership and referral networks.
Enable independent living	Provides a stable and private correspondence point during unstable circumstances.
Support vulnerable residents	Targets a defined cohort at periods of housing, relationship or personal instability.
Dignity, choice and belonging	Gives users greater control over how and when they receive correspondence.
Prevent homelessness through early intervention and targeted support	Can operate before crisis and support continued connection with formal prevention services.
Improve health and wellbeing	Maintains a route for health-related correspondence and signposting; reduces one practical engagement barrier.
Boost skills and pathways into employment	Provides continuity for employment-related correspondence and referrals.
Support Armed Forces communities	Creates a visible local mechanism focused on veterans and service-related disadvantage.

The project should therefore be assessed against multiple community outcomes rather than a single question of whether a postal address is legally required to access a particular service.

Source: West Lindsey District Council, Our West Lindsey, Our Future - Corporate Plan 2026-2030.

6. Contribution to Homelessness Prevention

The Council has made clear that it does not intend to fund the project from its homelessness prevention allocation. This paper accepts that decision. However, the Council's own policy material supports recognising homelessness prevention as an outcome of the pilot.

West Lindsey describes homelessness prevention as helping households remain in their current home where appropriate, enabling planned and timely moves and sustaining independent living. It describes early intervention as identifying those at risk before problems escalate and pre-crisis intervention as including targeted services at known risk points such as leaving care, prison or the Armed Forces.

The Lincolnshire Homelessness and Rough Sleeping Strategy 2022-2027 is also wider than rough sleeping alone and places emphasis on prevention, protection and partnership. Accordingly, the relevant question is not simply whether a user is currently sleeping rough. It is whether a modest intervention can help preserve contact and support before or during housing instability.

Funding classification and strategic contribution are different questions: the pilot can be funded as community support while still contributing to prevention.

Source: West Lindsey District Council, Preventing Homelessness; Lincolnshire Homelessness and Rough Sleeping Strategy 2022-2027.

7. Understanding Identified Need and Hidden Need

The July report's demand evidence should be retained accurately: 17 approaches to West Lindsey's homelessness service over three years from people who declared they had served in HM Armed Forces; five of those were recorded as having no fixed abode; and none of those five was described as rough sleeping.

Those figures are evidence of identified demand. They are not, by themselves, a census of every veteran experiencing instability. A person may be sofa surfing, temporarily staying with family, moving between addresses, experiencing relationship breakdown, or may simply not disclose their Armed Forces history when approaching a service.

The revised pilot therefore avoids making unsupported claims about the size of hidden need. Instead it establishes a testable proposition: if a controlled referral network and improved identification routes are introduced, what demand is actually observed?

- Measure referrals and their source.
- Record whether veteran status was already known or identified during contact.
- Record broad presenting circumstances without collecting unnecessary sensitive detail.
- Track occupancy, duration and reasons for exit.
- Track onward connections and known outcomes.
- Review non-use and referral failures as well as successful cases.

This is a more defensible approach than either assuming substantial hidden demand or treating low recorded presentations as proof that no unmet need exists.

8. Armed Forces Covenant Contribution

West Lindsey's Armed Forces Covenant page states that the Covenant Duty requires relevant public bodies to have due regard to Covenant principles when exercising specified functions, including housing. The Council explains that due regard involves consciously considering the unique obligations and sacrifices of the Armed Forces community, the desirability of removing service-related disadvantage and the possibility that special provision may sometimes be justified.

This paper does not claim that the Covenant Duty creates a legal requirement to commission Squaddie Box. The stronger and more proportionate proposition is that the pilot gives West Lindsey an additional practical means of identifying service-related barriers, connecting veterans with appropriate help and demonstrating continuing consideration of the Armed Forces community.

West Lindsey's own Armed Forces housing page already directs homeless veterans and those at risk of homelessness to Council housing services and Op FORTITUDE. The Squaddie Box pathway should explicitly reinforce those routes.

Source: West Lindsey District Council, Armed Forces Covenant; Armed Forces - Housing.

9. Health, Wellbeing, Dignity and Independent Living

The July report captured an important behavioural issue: formal availability of a service does not automatically mean a vulnerable person will remain engaged with it. For some veterans, trauma, pride, anxiety, loss of identity, neurodivergence or other barriers may make repeated attendance at public offices difficult.

The project does not claim that every veteran experiences these barriers. Its design simply recognises that some do. A discreet and independently accessible correspondence point can remove one practical friction at a time when the individual may already be navigating several agencies.

- Use clear, accessible information and avoid unnecessary bureaucracy.
- Provide discreet collection arrangements.
- Make reasonable adjustments within the service where practical.
- Do not require unnecessary disclosure of health or personal information.
- Ensure referral partners understand that the service is a support mechanism, not a diagnostic or clinical service.
- Use the mailbox as an opportunity for appropriate signposting rather than as a substitute for professional support.

Source: West Lindsey District Council, Corporate Plan 2026-2030 - objective to support vulnerable residents through dignity, choice and belonging.

10. The Squaddie Box Service

The proposed core pilot provides one secure Squaddie Box pod supporting up to four users at any one time. The July report described the installation cost as being funded by Squaddie Box CIC and the Council-funded annual licence as covering infrastructure provision, safeguarding and verification, compliance and governance, and operational oversight.

What the core service provides

- Secure physical mailbox infrastructure at an agreed location.
- User eligibility and verification process.
- Allocation and administration of mailbox slots.
- Safeguarding and operational procedures.
- Governance and compliance framework.
- Operational liaison with the host and agreed Council contacts.
- Referral/signposting pathway into existing services.
- Proportionate anonymised monitoring and evaluation.
- Review and exit arrangements so limited capacity can be recycled.

What it does not provide

- It is not accommodation.
- It does not replace a homelessness assessment or statutory duty.
- It is not a substitute for DWP, NHS, probation, Op FORTITUDE or veterans charities.
- It does not guarantee a housing, benefits, employment or health outcome.
- It should not be represented as a legal address solution for every purpose without the receiving organisation's own requirements being checked.

11. Proposed West Lindsey Delivery Model

Stage	Proposed approach
1. Identify / Refer	An eligible veteran is identified through an approved partner, Council team or agreed self-referral route.
2. Verify	Squaddie Box completes the agreed eligibility and identity checks.
3. Allocate	A mailbox slot and user instructions are issued.
4. Connect	Where relevant, the user is connected to West Lindsey Housing, Op FORTITUDE, DWP, health, employment or other support.
5. Receive / Collect	Correspondence is delivered and collected through the agreed secure arrangements.
6. Review	Use is periodically reviewed, including inactivity and continued need.
7. Transition	When stable arrangements are achieved or the service is no longer required, the allocation ends.
8. Evaluate	Anonymised information is reported against agreed KPIs.

The operating protocol should be finalised jointly before launch. The objective is to keep West Lindsey's additional administrative burden proportionate while ensuring that statutory responsibilities remain with the appropriate agency.

12. Location Requirements

The preferred location should be:

- Safe, accessible and suitable for disabled access where reasonably practicable.
- Discreet, so that users are not unnecessarily identified or stigmatised.
- Available as close to 24-hour access as reasonably achievable.
- Accessible by public transport and reasonably located for the intended catchment.
- Suitable for secure installation, inspection and maintenance.
- Compatible with postal delivery arrangements.
- Supported by the landowner/host and covered by a documented site agreement.
- Located where access does not create avoidable safeguarding, anti-social behaviour or community-safety concerns.
- Ideally close to complementary community, transport or support infrastructure.

A joint site assessment should be undertaken by West Lindsey, Squaddie Box and the host before installation. Final siting should be evidence-led rather than predetermined.

13. Referral and Eligibility Pathway

A broad but controlled referral network is recommended. This increases the chance of identifying genuine need without making the Council the sole gateway.

- West Lindsey Housing and Homelessness teams.
- Council Armed Forces / community contacts.
- Op FORTITUDE and recognised veterans organisations.
- DWP or employment support services where appropriate.
- NHS and health partners.
- Lincolnshire County Council services where relevant.
- Police, probation and other statutory agencies where appropriate.
- Approved charities, CICs and voluntary-sector partners.
- Potential self-referral, subject to the same verification and eligibility controls.

Eligibility, prioritisation, inactivity and exit criteria should be documented before launch. If demand exceeds capacity, the existence and scale of a waiting list becomes useful evidence for review.

14. Operational Management and Council Resource

Party	Indicative responsibility
Squaddie Box CIC	Day-to-day mailbox administration; verification; onboarding; operational records; host liaison; agreed monitoring; issue escalation; periodic service review.
West Lindsey District Council	Strategic oversight of the funded pilot; agreed referrals/signposting; participation in review; consideration of evidence and future decisions.
Host location	Practical site access; notification of physical/site issues; cooperation with risk and maintenance arrangements.
Referral partners	Appropriate referral and delivery of their own statutory/voluntary support; outcome feedback only where lawful and proportionate.

The model is specifically designed not to create a new Council case-management service. West Lindsey remains responsible for its own statutory functions; Squaddie Box manages the mailbox service; partners manage their own interventions.

15. Safeguarding, Governance and Data Protection

Before launch, the parties should document a minimum governance package. The July report already recognised safeguarding, verification, compliance and governance as elements of the annual licence.

- Eligibility and verification procedure.
- Safeguarding policy and escalation route.
- Site risk assessment and host agreement.
- Incident, complaint and misuse procedures.
- Mailbox allocation, inactivity, suspension and exit rules.
- Named operational contacts.
- Data-protection roles and responsibilities based on the final workflow.
- Data minimisation and purpose limitation.
- Retention and deletion schedule.
- Procedure for lost access credentials, damaged infrastructure and undeliverable items.
- Quarterly operational review and formal evaluation timetable.

The final UK GDPR controller/processor position should be determined from the actual data flows and contractual arrangements. Committee reporting should use anonymised or aggregated information wherever individual identification is unnecessary.

16. Partnership and Onward Referral

Squaddie Box is most valuable when embedded in a wider pathway. West Lindsey's homelessness strategy emphasises partnership, and the Council's Armed Forces pages already identify established specialist services.

- West Lindsey Housing / Home Choices for statutory housing and homelessness support.
- Op FORTITUDE for single veterans who are homeless or at risk of homelessness.
- SSAFA and Royal British Legion for appropriate veterans support.
- DWP and employment support where benefits or work are relevant.
- NHS / health partners where healthcare access or wellbeing support is required.
- Other local voluntary-sector services agreed through the pilot.

The box should therefore function as a stable access point and referral bridge, not as a parallel support system.

Source: West Lindsey District Council, Armed Forces - Housing; Homelessness pages.

17. Optional Additional Training - Veterans Identification Support Programme (VISP)

VISP is offered as an optional additional training service. It is not required for the Squaddie Box pilot to operate and is not included within the core £15,000 two-year pilot funding request. If West Lindsey wishes to commission it, scope, cohort size, delivery format and price should be agreed separately.

Purpose

The Veterans Identification Support Programme is designed to help relevant frontline personnel recognise that an individual may have an Armed Forces background, understand why some veterans may not readily identify themselves, ask appropriate and proportionate questions, and connect the individual with suitable veteran-specific or statutory support.

Indicative learning outcomes

- Recognise potential indicators of previous Armed Forces service without stereotyping.
- Understand why veteran status may not be disclosed or considered relevant by the individual.
- Ask appropriate, respectful and proportionate questions about Armed Forces connections.
- Understand common transition and service-related factors that may affect engagement, while avoiding assumptions about individual veterans.
- Recognise when service history may be relevant to housing, health, employment, benefits or wider support.
- Understand local and national referral/signposting pathways, including Council housing services and Op FORTITUDE.
- Improve consistency of veteran identification and recording where lawful and relevant.
- Support earlier intervention and better organisational intelligence about local Armed Forces need.

Potential West Lindsey audiences

- Housing and Homelessness.
- Customer Services.
- Community / Health & Wellbeing.
- Benefits and financial inclusion.
- Community Safety.
- Employment and skills-facing teams.
- Armed Forces Covenant leads/champions.
- Other relevant frontline teams or agreed partner organisations.

The aim is not to turn Council employees into veterans specialists. It is to give staff enough awareness and confidence to identify a possible Armed Forces connection, ask the right question and know what to do next.

18. VISP and the Evidence Gap

The July report's recorded demand depends upon people having declared previous Armed Forces service. VISP creates a practical way to test whether identification can be improved without assuming in advance that significant hidden need exists.

VISP asks a different question: not 'how many veterans do we think are hidden?', but 'are our frontline routes consistently capable of identifying veteran status when it is relevant?'

If commissioned, West Lindsey could establish a simple baseline before training and then compare appropriate identification/referral information afterwards. This could include the proportion of relevant contacts where Armed Forces status is recorded, the number of veteran-specific referrals made, staff confidence feedback and any recurring barriers identified.

Complementary pathway

VISP and Squaddie Box can be presented as two independent but complementary components:

Component	Function
VISP	IDENTIFY AND CONNECT - improve frontline recognition, questioning and referral.
Squaddie Box	STABILISE AND MAINTAIN CONTACT - provide a secure correspondence point during instability.

IDENTIFY -> UNDERSTAND -> REFER -> STABILISE -> SUPPORT -> REVIEW

West Lindsey may choose the core Squaddie Box pilot alone, commission VISP later, or request a separate VISP proposal alongside implementation. Keeping the decisions separate protects the simplicity of the current funding request.

19. Monitoring, KPIs and Evaluation

The monitoring framework should answer whether the service is used, who refers into it, why it is required, whether users remain connected with support and what the Council learns about local need. It should avoid overclaiming causation.

Domain	Suggested measures
Demand	Referrals; accepted/refused; active users; occupancy; waiting list.
Identification	Whether veteran status was already known or identified through contact/referral.
Referral source	Council, veterans sector, DWP, health, statutory partner, voluntary sector, self-referral.
Presenting circumstance	Broad reason for needing stable correspondence; no unnecessary sensitive detail.
Use	Aggregate mail activity; duration of allocation; inactivity.
Connections	Housing, Op FORTITUDE, health, DWP, employment, veterans-sector or other onward referral.
Outcomes	Known housing progression, stable address, service reconnection or other relevant outcome.
Experience	User and partner feedback on accessibility, dignity, usefulness and barriers.
Governance	Incidents, complaints, safeguarding escalations and operational issues.
Learning	Unmet need, referral gaps and recommendations for continuation/redesign.

Evaluation discipline

Where a positive outcome is achieved, reporting should distinguish between an outcome directly delivered by Squaddie Box and an outcome to which the mailbox/referral pathway plausibly contributed. This protects the credibility of the pilot and gives members a more reliable basis for future decisions.

20. Financial and Value-for-Money Case

The July report recorded an annual licence infrastructure fee of £7,500 for two years, totalling £15,000, with the pod installation capital cost funded by Squaddie Box CIC. It stated that the annual fee covered infrastructure provision, safeguarding and verification, compliance and governance, and operational oversight.

The same report concluded that the homelessness prevention grant was not an available funding route and indicated that, if approved, the two-year requirement would need to be met from reserves. The present proposal is deliberately aligned with the alternative community-support route requested by officers.

Core funding request

Item	Position
Squaddie Box two-year pilot	£15,000 total, subject to final confirmation of current agreed terms.
Pod / installation	To be confirmed against the final agreement; July report recorded the installation cost as funded by Squaddie Box CIC.
VISP training	Optional additional service; not included in the core pilot figure; separately scoped and costed if requested.
Civvie Box	Not part of the current decision.

Value-for-money questions for review

- Was the service used by the intended cohort?
- Did it reveal need or barriers not visible in existing datasets?
- Did it improve continuity of engagement with existing services?
- Did it generate useful evidence for future commissioning or policy?
- Was Council administrative burden proportionate?
- Did referral partners consider the service useful?
- Is continuation justified after two years?

This paper intentionally avoids presenting unverified cashable savings as fact. Any future cost-avoidance model should be based on actual pilot outcomes and transparent assumptions.

21. Risk and Mitigation

Risk	Effect	Mitigation
Low demand	Under-utilisation and weak value case.	Broad approved referral routes; partner briefing; utilisation reviews; capture reasons for non-use.
Under-identification	Veterans who could benefit are not recognised.	Clear referral questions; optional VISP; partner awareness.
Scope confusion	Mailbox mistaken for a housing service.	Clear communications and referral protocol.
Safeguarding concern	Vulnerable user requires urgent support.	Documented escalation routes and emergency procedures.
Data protection	Unnecessary or inappropriate information sharing.	Data minimisation; documented roles; anonymised reporting.
Site/security issue	Damage, misuse or unsafe access.	Site assessment; secure installation; inspections and incident procedure.
Capacity pressure	Demand exceeds four slots.	Transparent prioritisation/waiting process; evidence for future capacity decision.
Stigma	Users are visibly labelled as homeless/veterans.	Discreet siting and neutral access.
Outcome overclaim	Benefits attributed solely to the mailbox.	Contribution-based evaluation and transparent evidence.
Training perceived as compulsory	VISP complicates core approval.	Explicitly separate VISP from the core pilot and cost.

22. Two-Year Implementation Plan

Phase	Timing	Activity
Mobilisation	Approval to launch	Confirm funding/contract; select site; agree host; finalise governance, data and referral documents.
Installation & partner briefing	Month 1-2	Install pod; test postal/access arrangements; brief Council and approved partners; open referrals.
Early operational review	Month 3	Check occupancy, referral mix, site issues, safeguarding and partner awareness.
First evaluation	Month 6	Review demand, barriers, early outcomes and any pathway changes.
Year-one review	Month 12	Formal SLT/officer review; confirm continuation into year two and refinements.
Year-two development	Month 13-18	Continue service; strengthen weak referral routes; optional VISP evaluation if commissioned.
Final evaluation	Month 21-24	Assess sustained demand, outcomes, governance, value and future options.
Decision	Before expiry	Continue, modify, expand or conclude based on evidence.

Optional VISP timing

If commissioned, VISP can be delivered either before launch to strengthen identification from day one or after an initial baseline period so the Council can compare pre- and post-training identification/referral data. The preferred approach should be agreed with officers.

23. Future Option - Civvie Box

Civvie Box should remain outside the September funding decision. The immediate objective is to implement the veteran-specific model already considered by the Council and produce credible West Lindsey evidence.

If the pilot demonstrates wider civilian demand for stable correspondence infrastructure, spare capacity, or recurring referrals involving non-veterans in similar circumstances, West Lindsey could later request a separate Civvie Box business case. That decision should consider demand, funding, capacity, safeguarding and equality implications afresh.

Phase Two principle: Squaddie Box first; evidence second; Civvie Box only if the evidence supports it.

24. SLT / Committee Conclusions and Recommendation

The revised proposition is materially stronger because it no longer asks West Lindsey to decide whether a mailbox should be funded solely as a homelessness intervention. It asks whether a modest, governed community-support service can help vulnerable veterans retain continuity and connection, while giving the Council better evidence about local need.

The Council's own current strategy supports the underlying principles: thriving communities, dignity, independent living, support for vulnerable residents, early homelessness intervention, partnership working and recognition of the Armed Forces community.

The previous evidence concern is not ignored. It is built into the design. A two-year pilot with clear referral routes and KPIs is a proportionate way to establish whether the service has a sustainable role in West Lindsey.

VISP adds a separate option for improving frontline identification and referral. It should be available to the Council but should not be allowed to complicate or inflate the core pilot decision.

Recommended resolution

Approve the two-year Squaddie Box Community Support & Veterans Stability Pilot, subject to final agreement of funding and implementation arrangements; require proportionate monitoring and review; note the optional VISP training offer; and defer any Civvie Box expansion until evidence from the pilot supports a separate decision.

Appendix A - Policy Alignment Matrix

Policy / framework	Relevant principle	Application
Corporate Plan 2026-2030 - Thriving People	Communities to thrive; vulnerable residents; independent living; dignity, choice and belonging; homelessness prevention; health/wellbeing; employment; Armed Forces.	Primary basis for community-support framing.
Preventing Homelessness	Early intervention and targeted pre-crisis services, including at the point of leaving the Armed Forces.	Supports prevention as an outcome without dictating funding source.
Lincolnshire Homelessness & Rough Sleeping Strategy 2022-2027	Prevention, protection and partnership; countywide approach to homelessness and rough sleeping.	Supports partnership pathway and wider understanding of instability.
Armed Forces Covenant	Due regard to service-related disadvantage in housing and recognition that special provision may sometimes be justified.	Supports veteran-specific consideration; does not itself mandate Squaddie Box.
Armed Forces - Housing	Council housing/homelessness support and Op FORTITUDE route.	Provides onward referral pathway.
Workforce Plan 2026-2030	Investment in staff development, confidence and high-quality resident services.	Supports consideration of optional VISIP as workforce development.

Appendix B - Performance Dashboard

Indicator	Frequency	Purpose
Referrals received	Monthly/quarterly	Demand and partner awareness.
Accepted allocations	Monthly/quarterly	Eligible demand.
Active users / occupancy	Monthly	Utilisation and capacity.
Veteran status identification route	Quarterly	Whether status was already known or newly identified.
Referral source	Quarterly	Which pathways work.
Broad presenting circumstance	Quarterly	Nature of instability / need.
Onward signposting/referral	Quarterly	Connection to existing support.
Known positive engagement	Quarterly	Housing/health/DWP/employment/veterans-sector engagement.
Stable exit	Quarterly	Users who no longer require the service.
User feedback	6/12/24 months	Dignity, accessibility and practical value.
Partner feedback	6/12/24 months	Operational usefulness and duplication.
Incidents / complaints	Quarterly summary	Governance assurance.
Learning / recommendations	6/12/24 months	Evidence-led continuation or redesign.

Appendix C - VISP Optional Training Schedule

This appendix is illustrative and does not constitute a price quotation or contractual commitment. Final content, duration and cohort arrangements should be separately agreed if West Lindsey wishes to commission VISP.

Module	Theme	Indicative content
Module 1	Why veteran identification matters	Service history, transition, disclosure and relevance to local services.
Module 2	Recognition without assumption	Potential indicators; avoiding stereotypes; respectful curiosity.
Module 3	The identification conversation	Appropriate questions, consent, proportionality and recording.
Module 4	Barriers to engagement	Housing instability, pride, trauma, neurodivergence, relationship breakdown and other possible barriers - presented without assuming they apply to every veteran.
Module 5	Referral pathways	West Lindsey Housing, Op FORTITUDE and other agreed veteran/statutory support.
Module 6	Scenario practice	Housing, customer service, community and multi-agency examples.
Module 7	Data and organisational learning	Consistent recording, privacy, trends and feedback.
Module 8	Action planning	How teams incorporate veteran identification into normal practice.

Potential delivery options may include a concise awareness session or a fuller training package. The precise offer should be confirmed by Squaddie Box CIC before any committee paper quotes duration, accreditation or price.

Appendix D - Evidence and Sources Reviewed

- West Lindsey District Council, Squaddie Box - Thriving People committee report, 16 July 2026 (supplied source document).
- West Lindsey District Council, Our West Lindsey, Our Future - Corporate Plan 2026-2030.
- West Lindsey District Council, Corporate Plan 2026-2030 - Thriving People detail.
- West Lindsey District Council, Preventing Homelessness.
- West Lindsey District Council, Homelessness.
- Lincolnshire Homelessness and Rough Sleeping Strategy 2022-2027.
- West Lindsey District Council, Armed Forces Covenant.
- West Lindsey District Council, Armed Forces - Housing.
- West Lindsey District Council Workforce Plan 2026-2030.
- West Lindsey District Council, Housing Strategy Refresh 2022-2024 (historic/contextual only where relevant).

Evidence note

Council policy material was checked against publicly available West Lindsey sources in August 2026. The July Squaddie Box committee report is treated as the primary source for the previous local demand figures, previous financial proposition and the Council's earlier assessment. Where this revised proposal makes recommendations, they are presented as proposals rather than as existing Council policy.