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Evaluation of The Positive Futures Programme 2016-2018

For veterans struggling with civilian life

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September 2018

JA Lloyd, CMRS, MCIM
GAP Communications

A scenic landscape photograph showing a large, calm lake nestled between rugged, rocky hills in the foreground. In the background, a range of mountains with patches of snow is visible under a cloudy sky. The overall tone is serene and natural.

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Funders and Supporters

The Positive Futures programme, including this evaluation, has been funded by the Forces in Mind Trust (FiMT), a £35M endowed Trust established by the Big Lottery Fund.

An extension to the Positive Futures programme covering Service and CJ was funded by the Armed Forces Covenant Fund.

Acknowledgements: Venture Trust

Venture Trust would like to acknowledge the vital contribution of other partners in the development and evolution of this service in support of ex-Service personnel across Scotland.

In addition to FiMT, the Big Lottery Fund and the Armed Forces Covenant, the Scottish Government, European Social Funds, Edinburgh City Council, the Royal Edinburgh Military Tattoo and several trusts and foundations have all contributed financially to service delivery and development over a number of years particularly for individuals caught up in the community justice system.

Venture Trust would also like to thank a host of partner agencies who have generously shared their knowledge, insights and commitment to help reach those most in need of support, including but not limited to, the Veterans Scotland Secretariat and wider network; Cobseo; Combat Stress; the Scottish Prison Service; Poppy Scotland; Legion Scotland; SSAFA; Recovery Careers Service; Veterans First Point; DWP/Job Centre Plus; Glasgow's Helping Heroes; Lothian Veterans Centre; Scottish Veterans Residences; SVCGA "Houses 4 Heroes" and other supported housing providers; Careers Transition Partnership/Future Horizons/RFEA – the Forces Employment Charity; Addaction; Social Work Teams and CJ partners across Scotland; Access to Employment; SACRO; Families Outside and Move On. Apologies if we have inadvertently omitted anyone from this list.

Acknowledgements: GAP Communications

GAP Communications would like to acknowledge the support and input received from:

Team Venture Trust:

Amelia Morgan, Malcolm Jack, Gordon Thomson, Andrew Russell, Mike Strang, Simon White, Liz Gibb, Jess Whistance and Neil Ratley.

The Outreach Workers, the Development Workers and the National Participant Centre Team.

All Referrers and Stakeholders whose inputs informed the work.

The biggest 'Thank You' is to the Positive Futures participants, their friends and families without whose co-operation this evaluation would not be what it is.

Thank you for telling me your life stories.

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Foreword: Air Vice-Marshal Ray Lock, CBE, Chief Executive, Forces in Mind Trust

Evaluation of the Positive Futures Programme 2016-2018

With some apprehension, the veteran and his young companion stepped off the train onto the snow-covered platform at Stirling railway station. It was cold, and would get colder as the pair travelled in a converted bus heading north into the wilderness. The sun having set, the campsite in the forest was invisible until they were on it. Quickly welcomed by a friendly leader, they pitched their single tents in the snowy field and joined the whole team around the camp fire. In the anonymity of the smoke and the dark, they listened, and they learned, and they caught just a glimpse of what Positive Futures does to lives.

Up early the next morning, the veteran and his young companion struck camp, and headed off to Venture Trust's logistics base, temporary home to Forces in Mind Trust's grants committee, where they returned to their day jobs - the Trust's Chief Executive and Assistant Head of Policy.



I open this Foreword not to boast about how a soft CE (and his more resilient companion Sam) coped with barely a full night out at minus 5 with some of the best outdoor kit you can find, but rather to illustrate the power of the narrative, and of the lived experience. Both are presented in this comprehensive Report. But in the harsh light of economic reality, it becomes those of us who preach an evidence-based approach to practise it.

What then does this project, the largest single financial award Forces in Mind Trust had made, and has since, conclude?

At its heart, Positive Futures offers a unique solution to helping those who need help most, and reaching those who are hardest to reach. The economic benefits are demonstrable, and the funding Venture Trust has received since we started Positive Futures, extending well beyond the ex-Service sector, suggests others agree. It is no coincidence that participants such as Early Service Leavers and those from the Criminal Justice sector gain most - they are after all those who have least, and face arguably the biggest challenges to leading fulfilled civilian lives.

But this Report, and indeed this whole project, are not part of some great puff campaign for an individual charity, gifted the staff and worthy though their cause might be. This Report provides evidence of a model that can be used to help some of the most challenged ex-Service personnel make a successful and sustainable transition into civilian life.

So this is our call. Let us take this model and expand it so that every ex-Service person across the United Kingdom who needs it, can easily access and gain benefit from it. And who will do this? It won't be Forces in Mind Trust; we have neither the capability nor the capacity to do so. But there will be others who can, collaboratively and with knowledge, roll out the Positive Futures model and help transform the lives of those who we met around that campfire. Those who our country recognises deserve support. Those who said:

"I'd say to anyone offered Positive Futures - take it from me, it gave me my life back".

A handwritten signature in black ink that reads "Ray Lock". The signature is stylized with a large, sweeping underline that extends to the right.

Air Vice-Marshal Ray Lock CBE
Chief Executive, Forces in Mind Trust

Glossary of Terms and Abbreviations Used

The following acronyms, abbreviations and terms have been used:

ACE	Adverse Childhood Experience (s)	NHS	National Health Service Scotland
ASAP	Armed Services Advice Partnership	Non-CJ	No involvement in the Criminal Justice System
AWOL	Absent Without Leave	NMW	National Minimum Wage
BITC	Business in the Community	P0	Phase 0 - Positive Futures Programme
CBT	Cognitive Behavioural Therapy	PI	Phase 1 - Positive Futures Programme
CIS	Construction Industry Scheme	PII	Phase 2 - Positive Futures Programme
CJ	Criminal Justice	PIII	Phase 3 - Positive Futures Programme
CJSW	Criminal Justice Social Work	PACC	Personal Attitude and Capability/Capacity
Cobseo	The Confederation of Service Charities	PVG	Protecting Vulnerable Groups
CPO	Community Payback Order	PTSD	Post-Traumatic Stress Disorder
DTTO	Drug Testing and Treatment Order	RAF	Royal Air Force
DVLA	Driver and Vehicle Licensing Agency	RAFA	Royal Air Force Association
DWP	Department of Work and Pensions	RAMC	Royal Army Medical Corps
ESL	Early Service Leaver (<4 years' Service)	REME	Royal Electrical and Mechanical Engineers
GHH	Glasgow's Helping Heroes	RN	Royal Navy
GP	General Practitioner	SACRO	Safeguarding Communities Reducing Offending
GVU	Glasgow Veterans United	SAMH	Scottish Association for Mental Health
LIBOR	London Interbank Offered Rate	SAS	Special Air Service
LSV	Longer Serving Veteran	SSAFA	SSAFA - the Armed Forces Charity
MOD	Ministry of Defence	SVGCA	Scottish Veterans Garden City Association
NCO	Non-Commissioned Officer	TA	Territorial Army (Reserves)

Tour(s): term used to describe a tour of duty in a combat zone in, for example, Iraq or Afghanistan.

Referrals from/to PoppyScotland/SAMH: these needed contextualising from surrounding narrative. PoppyScotland provides welfare services; SAMH, mental health services. The two organisations jointly offer a veterans' employment service, Employable. Unless it was clear from the narrative the referral was for mental health, all referrals to PoppyScotland/SAMH have been combined.

Veterans' organisation: a 'veterans' organisation' is defined as one which targets the majority of its services (75.0% or more) to veterans and their families and/or who describe themselves as veterans' organisations.

1.0



1.0 Introduction

Venture Trust is a national (Scotland) voluntary organisation delivering intensive wilderness experiences and community-based life and social skills development programmes.

Venture Trust has a long-established wilderness-centred development programme, Living Wild, which works with Community Justice cohorts. The number of veterans who referred to Living Wild led Venture Trust to ask whether the wider veterans' community, with its particular experiences of military life, would see better outcomes from a programme specifically targeted to them.

It was thought that the approach developed in Living Wild could be used to engage with veterans who are struggling with the transition from military to civilian life to enable them to have a more positive future. From there, Venture Trust developed a specific programme targeted at veterans - Positive Futures.

Positive Futures was developed in 2015, with recruitment of veterans to the programme starting late in 2015. The first Positive Futures Wilderness Journey took place in April 2016.

This report is the evaluation of Positive Futures over the period January 2016 to June 2018 inclusive.

Within this report, the evaluation of Positive Futures breaks out impacts for those veterans who have been involved with the CJ system and compares their impacts to those who have not. It also breaks out impacts for ESLs and LSVs.

1.1 The Research Objectives

The evaluation of Positive Futures was to answer the following objectives.

Objective 1:

To assess the impact of the programme on the lives of participants.

Objective 2:

To assess whether the innovative programme methodology (proven to work for other client groups) has been transferable to the military veterans' cohort struggling with the transition to civilian life.

Objective 3:

To understand in greater detail for which cohorts within the veterans' community struggling with the transition to civilian life, the programme is most effective, and whether the programme therefore fills a gap in available provision for them.

Objective 4:

To assess to what extent the Venture Trust programme and activities have benefited other services available to support veterans, particularly in terms of take-up.

Objective 5:

To assess to what extent participant outcomes have benefited their family or households.

Objective 6:

To consider the cost-effectiveness of the programme approach for the target cohort or specific subgroups within the target cohort of veterans in the transition process.

The intention of the research objectives was that together they provided a rounded view of the overall impact of the programme and those it assisted.

Report Structure: During the work, it became apparent people-centred impacts (Objectives 1,3 and 5) clustered together as did methodology and services impacts (Objectives 2, 4 and 6). The report has been structured accordingly, leading on Objectives 1, 3, & 5, followed by Objectives 4, 2 and 6.

2.0



2.0 Executive Summary

In summary: 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 £2.6M to £4.0M: this means that for every £1.00 spent on the programme, **£4.56** of societal benefit impact has been generated.

2.1 What is Positive Futures?

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

Venture Trust is a national (Scotland) voluntary organisation delivering intensive wilderness experiences and community based life and social skills development programmes. It runs a variety of programmes to help people from different walks of life in need of personal development. Venture Trust became aware that its Living Wild programme which works with people in Scotland's community justice system was reaching some ex-servicemen and women. The Positive Futures programme was created to replicate some of the methods of the Living Wild programme specifically for veterans who, for a variety of reasons, had not successfully adapted 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.

The phasing and content are as follows:

- Phase I - Community-based outreach support (one-to-one support to cover needs assessment [baseline monitoring], set initial goals, work towards initial barrier removal, lifestyle stabilisation, preparation for the wilderness journey, engagement with other services)
- Phase II - five-day journey in wilderness setting (giving participants time and space away from daily pressures; wilderness problem solving challenges; development and review sessions; one to one support; group activities; communal living; healthy eating and menu planning)
 - Self-reflection and goal setting
 - Experiential learning
 - Cognitive behavioural approaches including:
 - Choice Theory
 - Reality Therapy
 - Pro social modelling and coaching techniques
 - Functioning in groups rather than team building
- Phase III – Building on the Wilderness Journey
 - Professional and peer mentoring
 - Employability opportunities
 - Brokered links to jobs, training, education, volunteering and other services relevant to individual need

2.0 Executive Summary

2.2 Who does Positive Futures help?

A challenge for all Scottish veterans' support organisations is estimating the number of veterans in Scotland, particularly those who struggle with transition. Data gathered during this research¹ indicated that the number of working-age veterans in Scotland **who have struggled with transition** may be much smaller than previous research has suggested (see section 3.2.2). The potential Scotland-wide Positive Futures cohort is now estimated at somewhere between 2,136 and 7,121 veterans.

Participants were mostly referred to Positive Futures from other organisations. 92 individual referrers from 49 organisations referred 200 individuals to Positive Futures. The largest number of referring organisations were CJSW (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. All participants had at least two "presenting issues"; 50.0% had five or more and 20.0% had eight or more.

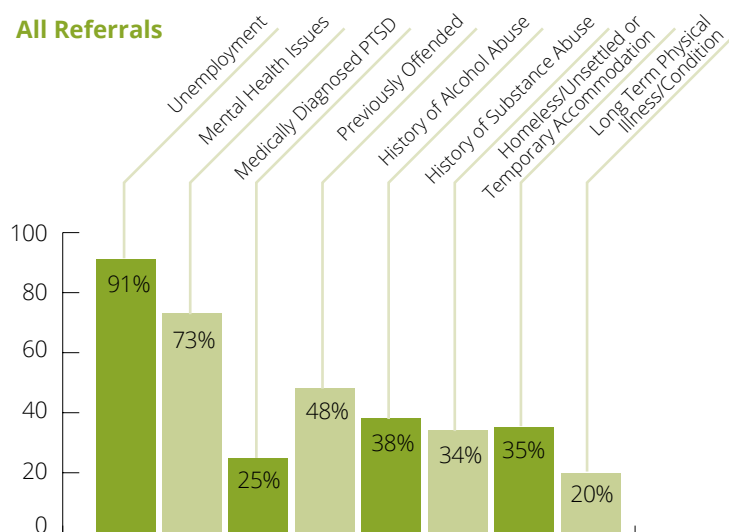
Table 1: Presenting Issues

Presenting Issue	All Referrals	Wilderness Journey		Non-Criminal Justice Participants		Criminal Justice	
	%	Number	%	Number	%	Number	%
Unemployment	91.0%	71	79.0%	32	70.0%	38	86.0%
Mental Health Issues	73.0%	58	64.4%	27	59.0%	30	68.0%
Medically Diagnosed PTSD	25.0%	30	33.0%	14	30.0%	15	34.0%
Previously Offended	48.0%	44	48.0%	0	0.0%	44	100.0%
History of Alcohol Abuse	38.0%	38	42.0%	18	39.0%	19	43.0%
History of Substance Abuse	34.0%	22	24.0%	7	15.0%	15	34.0%
Homeless/Unsettled or Temporary Accommodation	35.0%	29	32.0%	14	30.0%	15	34.0%
Long Term Physical Illness/Condition	20.0%	9	10.0%	3	7.0%	6	14.0%

There was 100.0% correlation between unemployment and mental health and 100.0% between involvement in the CJ system and mental health. 48.0% of all referrals were in the CJ system. Most participants who obtained benefit from Positive Futures presented with two or more of these issues.

Participants came from all branches of the armed forces with the majority (65.5%) from the Army.

All Referrals



¹ From a paper by GAP Communications for Venture Trust: The number of Veterans in Scotland, April 2018, available from Venture Trust.

2.3 Policy Context

There are three major drivers of veterans' policy in Scotland:

1. The Covenant, which legally enshrines two core principles into UK law, and which the Scottish government and all Scotland's local authorities publicly support as a driver for policy. The two core principles are:
 - a. **No disadvantage:** no current or former member of the armed forces, or their families should be at a disadvantage compared to other citizens in the provision of public and commercial services
 - b. **Special consideration:** special consideration is appropriate in some cases, particularly for those who have been injured or bereaved.
2. The 2014 Ashcroft Veteran's Transitions Review.² The majority of its recommendations to help veterans transition into civilian life are being acted upon. One pertinent recommendation was that transition support should be provided for those who had short Service in the armed forces: i.e. for ESLs and those who had Served over four years but had lost any entitlement to support due to the nature of their discharge.
3. The role of the Scottish Veterans' Commissioner. Scotland is the only UK nation to have a Veterans' Commissioner: a senior, independent non-statutory appointment dedicated to veterans, providing impartial advice to Scottish Government and public-sector organisations on how best to support veterans. The Scottish Veterans' Commissioner's remit is to work with Service charities, Scottish Government, local authorities and other public bodies to identify how public services could provide greater support to veterans and help to shape on-going policy development. At time of writing, Summer 2018, the Scottish Veterans Commissioner had published reports covering Transition, Information on Housing in Scotland, Employability and Health and Wellbeing Services.

The veterans support landscape in Scotland is complex and can be challenging for individuals to negotiate. A mixture of public, private and third sector support is available from military/veteran specific and non-military/veteran specific agencies. The challenges³ are:

- Getting some veterans to recognise they are veterans and qualified to receive support, and
- Getting veterans to recognise they need help, then ensuring referral to appropriate support organisations

In summary, the Scottish policy context has heightened awareness of, and commitments to support, veterans at local and national level. This policy context encouraged Venture Trust to develop a veteran specific programme and provided a supportive policy landscape in which to operate.

² Veterans' Transition Review www.veteranstransition.co.uk/vtrreport.pdf

³ *ibid*

2.0 Executive Summary

2.4 Literature Review

The first stage of this evaluation was to conduct a literature review to answer two questions:

- A: Are there any programmes already being delivered that replicate the logic model⁴ and process used by Venture Trust?**
- B: Does the literature validate the structure and combination of ingredients used by Venture Trust in the Positive Futures programme as laid out in the logic model?**

The key findings of the review were:

1. **There seem to be no models, or no evidence of models, which replicate the three-phase model of pre-wilderness preparation and support, wilderness journey and post-wilderness support (and mentoring) all delivered by one provider or service.**
2. The structure and combination of ingredients described above (section 2.1) used by Positive Futures were validated. Key components highlighted included:
 - a. **Outreach:** outreach and one-to-one support is valued by end users. For veterans, building trust in outreach workers takes time meaning a longer outreach period. Positive Futures uses outreach determined by individual need.⁵
 - b. **Wilderness Journeys:** across the literature⁶ wilderness personal development journeys are validated as a mechanism/route/environment in which intentional and transformational change can take place in individuals. The use of such journeys is also validated for veterans.
 - c. **Cognitive Behavioural Approaches⁷:** Positive Futures uses a highly interlinked combination of cognitive behavioural approaches to personal development based around, and developed from: Choice Theory, Reality Therapy, pro-social modelling and coaching, group formation and mentoring.
 - d. **Employability⁸:** with one exception (Outward Bound Canada) no other wilderness-based programmes were found to be delivering an employability aspect. Data from their evaluation indicates participants have gone on to take jobs or volunteer positions focusing on transition and mental health issues for veterans.

4 A Logic Model is a programme planning tool that defines the inputs, outputs, outcomes of a programme in order to explain the thinking behind the programme's design and show how specific programme activities lead to desired results. Inputs include the resources, contributions, and investments that go into a programme; outputs are the activities, services, events and products that reach the programme's primary audience; and outcomes are the results or changes related to the programme's intervention that are experienced by the primary audience. The intellectual property in the Positive Futures Logic Model is owned, and fully protected by, Venture Trust

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2.5 Research Methodologies

Primary research was conducted among participants, referrers, Venture Trust staff and stakeholders and influencers. The following table summarises the major research group data collection:

Table 2: Summary of Methodology

Research Group	Sample Size	Main Methodology	Response Rate
Participants - All Referrals	200	Survey	15.0%
Participants - Wilderness Journey Attendees	90	Interview	63.5%
Participants - Peer Mentoring Training Group	8	Focus Group/Interview	75.0%
Participants - Families	9	Interview	10.2%
Referrers - Prolific Referrers	8	Interview	75.0%
Referrers - All who Referred	92	Survey	47.0%
Venture Trust Staff - Outreach Workers	26	Survey	13.0%
Venture Trust Staff - Field Team	31	Survey	9.0%
Stakeholders and Influencers	See note	Survey	43 Responses

Note: the survey was publicly available, therefore no sample size can be quoted

2.6 Outcomes

Objective: To assess the impact of the programme on the lives of participants.

Positive Futures is the driver for a large number of positive impacts for participants. Seventy-nine impacts over ten themes were recorded.

Table 3: Impact themes

Impact Theme	Number of Impacts Within Theme
Reoffending	2
Personal Attitude and Capability/Capacity (PACC)	18
Health and Wellbeing	18
Stability and Lifestyle	7
Using Other Services	4
Relationships	9
Volunteering	4
Employability	9
Accommodation	2
Becoming a Civilian	5

Impacts can be softer, PACC - driven outcomes, hard outcomes (for example: own accommodation, abstaining from drugs and/or alcohol) and positive destinations (employment, education volunteering or training). All participants have hard outcomes and positive destinations in their impacts mix.

PACC theme impacts are the fundamental driver for change in the individual. Across its entirety, Positive Futures develops, creates and manages opportunities for individuals to make PACCs in their own lives.

By creating these opportunities individuals are empowered to move out of old negative behaviours and into new positive behaviours which will strengthen their life resilience, open up new pathways and allow them to move forward. Individuals are working towards better integration into civilian life, through moving towards employment, education, volunteering or changing.

The array of impacts recorded show Positive Futures' holistic semi-individualised approach delivers cross-policy outcomes across a range of policies, including CJ, veteran-centred policies, employability, housing and homelessness and health and wellbeing.

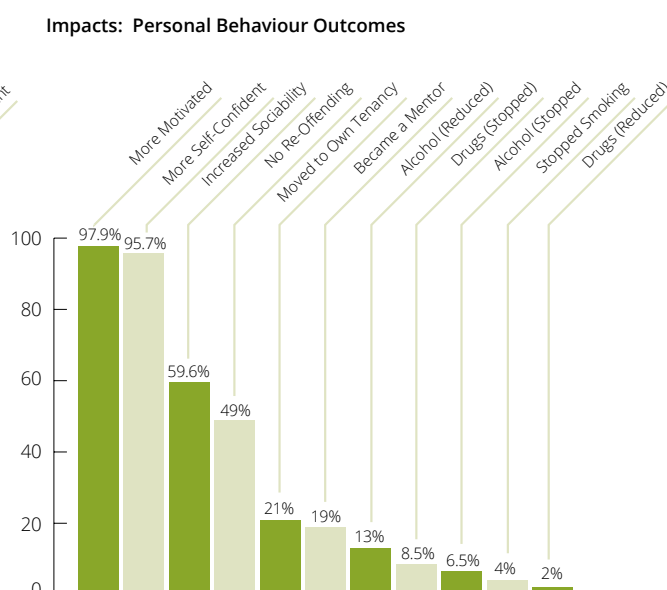
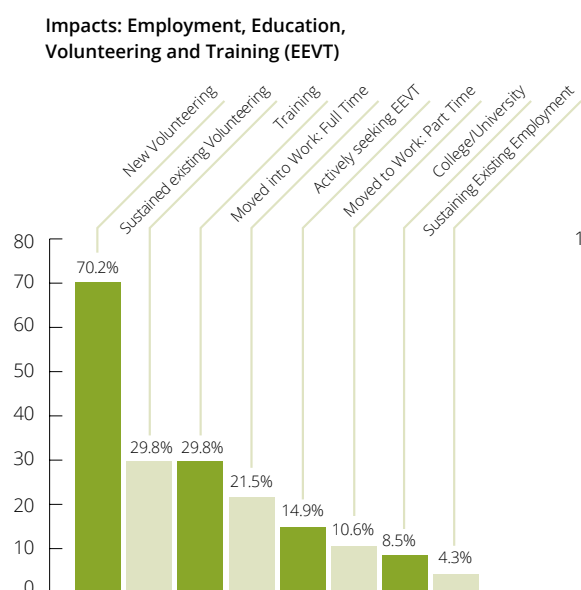
2.0 Executive Summary

To allow comparisons, this table summarise hard and personal behaviour impacts which were commonly used as reporting metrics. 21.0% of those engaged achieved two destinations, typically Volunteering plus one other.

Table 4: Impacts and outcomes

Impacts: Employment, Education, Volunteering and Training (EEVT)	Number	Percentage those engaged achieving impact
New Volunteering	33	70.2%
Sustained existing Volunteering	14	29.8%
Training	14	29.8%
Moved into Work: Full-time	10	21.5%
Actively seeking EEVT	7	14.9%
Moved to Work: Part-time	5	10.6%
College/University	4	8.5%
Sustaining Existing Employment	2	4.3%

Impacts: Personal Behaviour Outcomes	Number	Percentage those engaged achieving impact
More Motivated	46	97.9%
More Self-Confident	45	95.7%
Increased Sociability	28	59.6%
No Re-Offending	23	49.0%
Moved to Own Tenancy	10	21.0%
Became a Mentor	9	19.0%
Alcohol (Reduced)	6	13.0%
Drugs (Stopped)	4	8.5%
Alcohol (Stopped)	3	6.5%
Stopped Smoking	2	4.0%
Drugs (Reduced)	1	2.0%



Objective: To understand in greater detail for which cohorts within the veterans' community struggling with the transition to civilian life, the programme is most effective, and whether the programme therefore fills a gap in available provision for them.

Some key characteristics and 'typologies' of veterans were identified and examined to explore whether or not the programme was particularly effective for them, or not.

Table 5: Cohorts of participants

Name	Characteristics of the Cohort
ESLs vs LSVs	Length of Service
CJ Involvement vs Non-CJ Involvement	CJ
Veterans in the veterans' services 'bubble' ⁹	With the number of veterans' services available (and run by veterans), it is possible for a veteran not to engage with non-statutory civilian services i.e. they refuse to wholly engage in civilian life
Adversity in Childhood	Adverse Childhood Experiences
"Problem Shifters"	Individuals taking their challenges, often alcohol and drugs, into the forces. Challenges may be displaced while serving but resumed after Service ends
"Successful Transitions?"	Individuals who have long Service (twelve+ years) and who seem, on the surface, to have transitioned successfully but some time later (up to ten years from end of Service) begin to struggle

Cohorts are not made up of discrete members: high levels of cross membership were recorded.

The highest levels of impact from participation in Positive Futures are seen for those individuals who are ESLs and/or in the CJ cohort.

Individuals with both markers (ESL and CJ) have the highest level of need and for them, Positive Futures is a successful intervention. It seems to be particularly effective in reducing reoffending in a community setting.

Substantial impacts are still seen for those in the LSVs and Non-CJ cohorts.

The programme worked particularly well for veterans who:

- Have been in the CJ system and/or
- Were ESLs and/or
- Were unemployed and/or
- Had poor mental wellbeing and/or
- Were homeless or had unsettled/temporary accommodation

The programme was also effective for some veterans who presented with:

- Adverse Childhood Experiences
- Anger management issues
- Dependency on services

⁹ The term 'veterans' services bubble' was introduced to the researchers by Extra-Super referrers in two veterans' services. Both used the term independently and felt it perfectly described the landscape for those veterans who preferred to interact with other veterans. As no better term could be found, it was adopted for use in the evaluation.

2.0 Executive Summary

Positive Futures works well for those in the veterans' services 'bubble' who are at an appropriate point to make changes to their life. However, unless they self-identify, it is challenging to identify individuals as being in the 'bubble'. There is some evidence that it also works well for the "Successful Transitions?" and "Adversity in Childhood" cohorts.

Objective: To assess to what extent participant outcomes have benefited their family or households.

Many participants were estranged from their families, or not in households, or both. However, for those living with or in contact with their families, direct and indirect benefits to families were found. The strongest benefits are in improved mental health in the participant leading to more openness with family members and calmer, happier households.

Calmer Veteran: Calmer, Happier Household: the key impact, reported by all, was participants being calmer and more able to cope with family life. Participants were slower to rise when tensions in family life threatened to spill over into rows, did not become as stressed or aggressive and calmed down more swiftly.

Families reported that they no longer had to "live on eggshells waiting for an explosion" and that the whole household ran more smoothly and was a far happier place as a result. For spouses/partners in particular, this one benefit made the whole Positive Futures programme entirely worthwhile.

Reduction of Stress and Anxiety in Family Members: this indirect benefit is closely linked to the one above. As participants changed their behaviours, family members reported a corresponding reduction in their own stress and anxiety. Some family members noted that they had not been aware of their levels of stress/anxiety until it diminished.

Reduction of Carer Role: 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 in those family members.

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

Objective: To assess whether the innovative programme methodology (proven to work for other client groups) has been transferable to the military veterans' cohort struggling with the transition to civilian life.

The methodology shows strong outcomes for referrers' clients. Referrers, particularly veterans' services, regard the methodology as fully transferrable to the veterans' cohort, and the ingredients were validated across the primary data, echoing findings from the literature review.

The programme appeals to veterans, including those who are attracted by the outdoor activities. This focus allows referrers to refer those who need support but who would shy away from other personal development or similar courses.

The model should, therefore, work with veterans in need in other parts of the UK. The model is replicable providing **all conditions** for replicability are met. If replicated as outlined, either through licensing or franchising or satellite operations, those veterans in need who present with similar issues should show similar impacts as seen in Scotland.

To facilitate replication, the following is recommended:

- Establishment of wide and inclusive referral partnerships and networks encompassing the military charity/services sector, civilian charity/services sector and public and statutory agencies
- Development of guidance in how to market/present the programme to:
 - Veterans: choice of language – ‘outdoors’ or ‘therapeutic’ rather than ‘therapy’
 - Veterans families in the widest sense
 - Referral agencies (civilian and military), statutory services and local stakeholders
- A strong outreach service which delivers semi-individualisation to meet specific individual client need
- The use of a proven combination of ingredients as in the Venture Trust model:
 - Clear approaches to learning and development across the programme
 - Skilled and trained staff to facilitate learning and development
 - Using outdoor spaces (Wilderness) to give time to think, space to develop and provide support
 - Offering aftercare/onward progression into hard (work, education, training, volunteering) or personal development destinations (for example: own tenancy, becoming a mentor, stopping street drugs)
 - Development of an environment which replicates the best of military life in a civilian setting
 - Development of a strong onward referral network

Objective: To assess to what extent the Venture Trust programme and activities have benefited other services available to support veterans, particularly in terms of take-up.

Evidence shows that Positive Futures is a unique, welcome and valuable addition to the veterans’ services sector.

It has been ‘disruptive’, breaking some veterans out of the veterans’ services ‘bubble’. Conversely, it has uncovered ‘hidden veterans’ by driving working practices change in non-veterans’ organisations. Veterans uncovered in this manner have gone on to access, and use, veterans’ services.

Positive Futures allows referrers to **refer in** veterans who are hard to engage in therapy or personal development but who will engage with an ‘outdoor activity’. It **refers out**, through brokered links to relevant services, motivated, confident and willing to engage clients to other services, both veteran and non-veteran. The value of referrals to an agency, veteran support or not, in making their service better used were:

- Widening their client base so boosting numbers through a service
- Increasing service reach (to veterans who would not typically use those services)
- Clients do engage with, and use, the services of that agency

The high levels of personalised support which veterans receive from Venture Trust is practically demonstrated through the scale and breadth of onward referrals and the scale and breadth of the agencies referred to.

Onward referrals cover key areas of need for veterans. Veterans have been linked by Venture Trust to:

- Welfare services, including money and accommodation
- Health and fitness services, including addiction services
- Employability services
- Volunteering services

Communication about veterans’ services to non-veterans’ services and the language used between these types of organisations could, and should, be improved.

2.0 Executive Summary

Objective: To consider the cost-effectiveness of the programme approach for the target cohort or specific subgroups within the target cohort of veterans in the transition process.

The average benefit impact per person is £45,482, with a median benefit impact per person of £29,683. The range of benefit impacts per person are between £2,099 and £167,434.

Breaking out benefit by broad cohort generates, for those who attended a Wilderness Journey and engaged with the researcher, the following average benefit impact to society:

Table 6: Benefit impact by cohort

Cohort	Number in Cohort	Average Benefit Impact	Rank
ESL and CJ	9	£80,878	1
LSV, non-CJ	18	£50,623	2
LSV, CJ	16	£31,730	3
ESL, non-CJ	4	£10,754	4

The ESL and CJ cohort figure is underpinned by two participants who have made life changing choices after Positive Futures and so show substantial benefit impact. Both are now clean from drug addiction, both are volunteering, both are training to become mentors and have not reoffended nor been hospitalised. These changes generated a high benefit impact for each individual, which biases the group average.

The ESL, Non-CJ cohort figures are biased by group members' lack of engagement with the researcher. Their actual impact benefit is likely to be higher.

The LSV, Non-CJ cohort impact benefit is driven by the return to work, some at substantial salaries, by several members of this cohort plus an enhanced level of volunteering following participation in Positive Futures.

For all cohorts, the impact benefit to society significantly exceeds the cost of providing Positive Futures so the programme can be thought of as highly cost-effective.

Other significant findings: 'hidden' veterans and the risk of poor transition

'Hidden' Veterans

One important and unplanned outcome of this evaluation was to provide additional insights into the problem of 'hidden' veterans. 'Hidden' veterans are individuals who do not recognise themselves as 'veterans'. Characteristics of 'hidden' veterans include:

- Being an ESL
- Being in the CJ system
- No service in a combat zone
- Being discharged from the services for poor behaviour or criminal activity often related to alcohol or drugs
- Attitude that 'services are for 'proper' veterans' i.e. those who have been injured or wounded in service or have seen service in a combat zone
- Refusal/reluctance to accept what is seen as 'undeserved' or 'charity'
- Being older and a long distance from service
- Having served with the Reserve forces

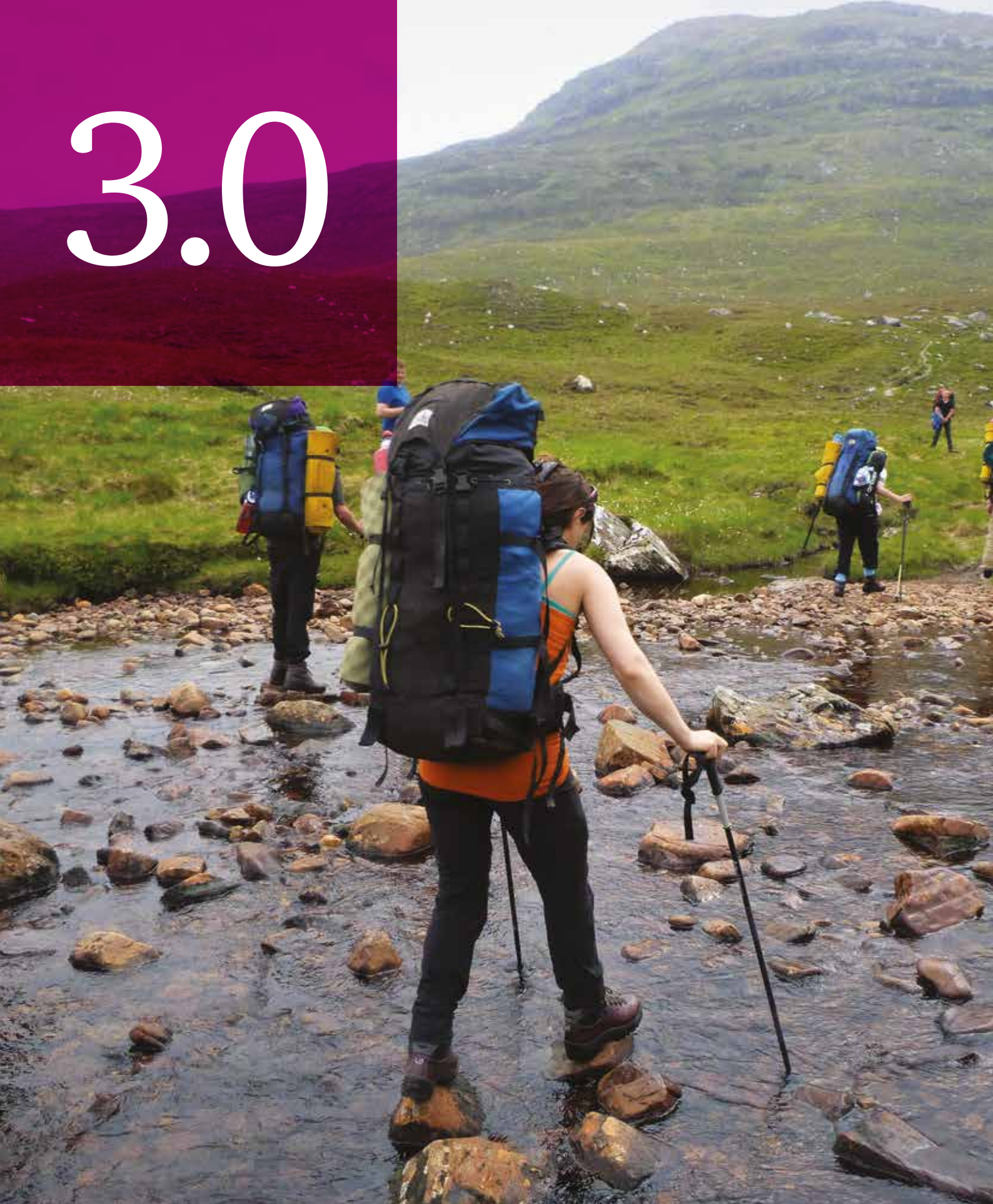
Community-based services are not necessarily asking the right questions to uncover Service history, thereby 'missing' veterans who may be in need. Focussing on 'did you ever start training in the armed forces?' as opposed to 'are you a veteran?' is indicative of small changes in approach which would help uncover more 'hidden veterans'.

'Reverse engineering' the characteristics for poor transition, a number of markers were noted. These markers for a poor transition often appear to have been in place before entering service. These markers could be used to identify individuals at risk of making a poor transition.

- Short service in the Army, often in the infantry
- Leaving as an ESL
- Taking problems with drugs and alcohol into the armed forces: the armed forces may or may not have displaced those problems during service or the problems may have started or increased during service
- Joining the armed forces as an 'escape' from a turbulent home or family life
- Joining at a very early age (16+)
- Adversity in childhood
- Poor school attendance and performance
- Abrupt exit from the armed forces: those who exited through medical discharges or discharge of notice i.e. an abrupt rather than a 'managed' transition
- Redundancy: especially after very short service i.e. 'Last In, First Out'
- Pressurised exit: some who had transitioned poorly stated they would have not left the forces but did so after being placed under extreme pressure from spouses/partners
- Lack of understanding/compassion around family issues and their effect on individuals: this marker is closely tied with the Pressurised Exit marker, and occurred where a lack of understanding/compassion around a family issue caused disillusionment with the services and/or out of character behaviour

Should the armed forces wish to do so, these markers could be used to make an early identification of those at risk of poor transition almost from the point of applying to join and then monitored throughout an individual's career.

3.0



3.0 Background

3.1 The Creation of Positive Futures

Venture Trust has a long-established wilderness-centred development programme, Living Wild, which works with Community Justice cohorts. Over time, Living Wild developed into a three-phase programme, within which the wilderness phase was a key catalytic phase. The three phases are community-based outreach, Wilderness Journey and community links/aftercare.

There is a view¹⁰ that the natural environment creates a space for reflection, and that the nature of the activities which take place in the natural environment may also have a value in creating that space, leading to personal development. Living Wild uses that space to help participants in their personal development allied with an overt personal development 'curriculum' delivered and facilitated within that environment.

The number of veterans referred to Living Wild led Venture Trust to ask whether the wider veterans' community, with its particular experiences of military life, would see better impacts from a programme specifically targeted to them.

Venture Trust thought the approach developed in Living Wild could be used to engage with veterans who are struggling with the transition from military to civilian life to enable them to have a more positive future. From there, Venture Trust developed a specific programme targeted at veterans - Positive Futures.

The UK Government¹¹ definition of a veteran is a person who has Served in the armed forces for one day or more. There is no distinction between Service in the Reserves and Service in the regular forces nor between branches of the armed forces.

Positive Futures is targeted at veterans who have Served in the armed forces, whether regular or reservist, and who are between the ages of eighteen and sixty-five.

The underlying programme development and early stage delivery was funded through a grant from the Forces in Mind Trust (FIMT). A subsequent extension to the programme, funded by the Armed Forces Covenant, added a specific interest in reaching more veterans involved in the CJ system. Data on veterans who have had, or who were at the time of referral, in the CJ system will be broken out throughout this paper.

It is important to note that, although Positive Futures grew out of a community justice programme, it is not in itself a community justice programme - it is open to any veteran struggling in civilian life regardless of how long he or she Served in the military.

3.2 The Nature and Scale of the Challenge: Veterans in Scotland

3.2.1 Early Service Leavers

Extensive research¹² has shown that ESLs (those with less than four years' Service) are most at risk of making a poor transition from Service to civilian life. Those with short Service are as likely to have seen Service in conflict zones, whether as part of a fighting or a peacekeeping force, as longer Serving personnel.

10 Russell, K.C. & Farnum, J. (2004) A concurrent model of the wilderness therapy process. *Journal of Adventure Education & Outdoor Learning* Volume 4, Issue 1.
Russell, K.C. (2001) What is Wilderness Therapy? *Journal of Experiential Education* vol. 24 Number. 2
Harper, N. J. (2012). Contact with nature as a research

variable in wilderness therapy. In A. Pryor, C. Carpenter, C. Norton, & J. Kirchner (2012), *Emerging insights: Proceedings of the fifth International Adventure Therapy Conference* 2009

11 <https://www.armedforcescovenant.gov.uk/wp-content/uploads/.../Veterans-Key-Facts.pdf>

12 The Veterans Transition Review, Ashcroft 2014

3.0 Background

Prior to the Ashcroft report, ESLs received no support at transition. A key recommendation was that the armed forces should do more for ESLs at transition, offering a range of support services similar to those offered to longer serving personnel.

Since Ashcroft, new transition support programmes have been/are being put in place, and access to existing programmes is being extended to ESLs right across the armed forces.

An ESL is not necessarily a young person. A person now aged forty-five may have left the armed forces twenty years ago after Service of less than four years - that person, regardless of their age, is still an ESL.

The majority of UK veterans served in the Army: it has always needed, and recruited, many more people than other Services. The number of Positive Futures' ESLs confirms this: of all ESLs referred, only one had not served in the Army.

3.2.2 The Number of Veterans in Scotland

One of the challenges for Scottish organisations working with veterans is estimating the number of veterans in Scotland. The secondary question 'how many veterans are there who may be eligible for Positive Futures?'¹³, is an even stiffer challenge.

The majority of organisations use figures of between 274,000 and 290,000 veterans as calculated by PoppyScotland¹⁴. These figures were used by Venture Trust to contextualise the demand for Positive Futures.

Anecdotally¹⁵, many services note the number of younger veterans (<sixty-five years old) coming through is lower than expected, given the conflicts the UK has been involved in over the last thirty years¹⁶, leading to the question of 'Where are the veterans?'

For Venture Trust, it was particularly challenging to determine how many veterans, aged between eighteen and sixty-five, there really are and, of those veterans, how many transitioned poorly. During this evaluation a supplementary paper¹⁷ attempted to determine the number of eighteen to sixty-five year old veterans in Scotland.

From that paper, the number of veterans **in the Positive Futures age range** was estimated at **c71,200** individuals, 26.0% of the overall Scottish veterans' population and 1.3% of the overall Scottish population.

Veterans who transition successfully, and who wholly sustain transition, are not in the Positive Futures cohort. The number of veterans who faced challenges with transition is hard to ascertain. Estimates¹⁸ of those who find transition or post-transition challenging are between 3.0% and 10.0% of all Service leavers.

Applying these percentages to the 71,200 individuals in the Positive Futures age range:

3.0% level	Potential Positive Futures cohort = 2,136
10.0% level	Potential Positive Futures cohort = 7,120

The potential Scotland wide Positive Futures cohort is, therefore, somewhere between 2,136 and 7,121 veterans; average 4,628 veterans.

13 Aged between 18 - 65 at time of referral

14 Based on the 2014 UK Household Survey

15 From conversations with Extra-Super, Super and Referrers throughout this work who expressed this view

16 Gulf War 1 (1990-1991), Bosnian War (1992-1995), Gulf War 2 (2003-2011), Afghanistan plus peacekeeping and training missions

17 The Number of Veterans in Scotland, GAP Communications for Venture Trust, April 2018 Available from Venture Trust www.venturetrust.org.uk

18 Royal British Legion – consolidated data

These figures do not exclude those unable to take part in Positive Futures due to health, disability, imprisonment, substance abuse, and other issues, so further reducing the potential cohort. There is no data on how many individuals may be excluded by these issues.

What the data do illustrate is the cohort of veterans in Scotland **who have struggled with transition and who fall into the Positive Futures age profile** may be much smaller than previous research may have suggested.

3.3 The Positive Futures Model

The Positive Futures model uses wilderness as one part of a wider delivery. The programme uses holistic interventions that are intended to address multiple and individual needs as they are felt to be most likely to succeed. It combines catalytic wilderness challenges, outreach support and effective partnership working to build strong community links.

A combination of cognitive behavioural approaches, experiential learning, skilled facilitation, relationship building, coaching, mentoring and aftercare form key ingredients of Venture Trust's approach to engaging with veterans.

Venture Trust believes (validated by the Literature Review: Section 5.0) what sets the programme apart is its cornerstone combination of the following ingredients all delivered by one provider. The programme has three phases as follows:

- Phase I - community-based outreach support (one-to-one support to cover needs assessment [baseline monitoring], set initial goals, work towards initial barrier removal, lifestyle stabilisation, preparation for the wilderness journey, engagement with other services)
- Phase II - five day wilderness setting journey (giving cohort group time and space away; wilderness problem solving challenges; development and review sessions; one to one support; group activities; communal living; healthy eating and menu planning)
 - Self-reflection and goal setting
 - Experiential learning
 - Cognitive behavioural approaches including:
 - Choice Theory
 - Reality Therapy
 - Pro social modelling and coaching techniques
 - Functioning in groups rather than team building
- Phase III - building on the Wilderness Journey
 - Professional and peer mentoring
 - Employability opportunities

The programme uses tools, models and methods that are intended to be useable by participants independently, rather than those that might induce a reliance on a particular facilitation style or service. Through providing these simple tools, methods or models which are easily understood, portable and transferrable to day to day life, the Positive Futures programme is intended to be more accessible to participants.

¹⁹ SMART - Specific, Measurable, Achievable, Results-focused and Time bound

²⁰ The term 'Development Trainers' describes the individuals who make up the 'Field Team'. Field Team is used as the collective term for all the individual Development Trainers working on any one Wilderness Journey

3.0 Background

Independence and building the ability to be 'inter-dependent' rather than 'dependent' is a crucial intention of the programme.

The following description covers the key elements of the best practice model: in reality, minor variations can, and are, made to accommodate participant's individual needs.

Within Positive Futures, participants are supported by a community-based Outreach Worker. The Outreach Worker is assigned when a person is first referred to Positive Futures and remains with that person throughout their entire engagement with the programme. Outreach Workers support the person in Phases I (preparation for Wilderness Journey) and Phase III (building on the Wilderness Journey).

The Outreach Worker works with the participant to carry out an assessment of both short and longer term need, supports information gathering and sharing of information and helps to alleviate social and emotional barriers to engagement with Positive Futures. In Phase I, the intention is that initial SMART¹⁹ goals are identified and built with the participant: unique to each individual who engages, they are worked on and developed throughout all three Phases. An informal plan which looks ahead to all the Phases engaged with and beyond is also prepared. Support to, and preparation for, participation in Phases II and III and beyond is also provided.

Phase II (Wilderness Journey) is delivered by Development Trainers²⁰ - these are individuals who are trained to both take groups safely out into the wilderness, facilitate outdoor activities **and** to create the therapeutic environment. In this environment, the developmental and therapeutic approaches identified as the cornerstones of the Positive Futures programme (and laid down in the Phase II Handbook) are used to deliver a personal development 'curriculum'. This 'curriculum' comprises daily development themes, a suite of group-based development sessions, one-to-one support/coaching sessions, and individual daily goal setting and review.

Positive Futures does not offer 'therapy' as medically/clinically defined; those who work within the Positive Futures programme (at all levels) are not medically nor clinically trained to provide therapy as in a medical/clinical context. None of the Positive Futures team are clinicians, therapists or counsellors, although some have backgrounds and skill sets which cover some aspects of such work e.g. trained in cognitive behavioural techniques which may be used in outreach work or on the Wilderness Journey.

PTSD was a significant presenting issue in participants. It should be noted that Positive Futures programme is:

- a. Not a treatment for PTSD, and
- b. That Venture Trust staff are not mental health or clinical practitioners

Positive Futures does, however, work towards helping participants to **alleviate the symptoms** of PTSD through creating a therapeutic environment²¹ where those clients with mental health issues (usually complex presenting sets) can identify behaviour triggers and develop, and practice, coping strategies.

Wilderness Journeys are not made by pre-formed groups. The majority of individual participants meet for the first time when travelling to, or assembling at, Venture Trust's National Participant Centre in Stirling²². However, when they arrive at the Centre, some veterans find they already know other participants or have mutual friends/acquaintances.

²¹ Any physical, social and psychological safe space which is designed to be healing.

²² Participants, in their narratives, referred to the National Participant Centre as 'Stirling'. Stirling will be retained for participants' narratives, otherwise all references will be to the National Participant Centre.

In the practical delivery, Phase II focuses on group work as groups are more effective for some activities, however, all work looks to the over-riding aim of moving the participant towards independence through the “Where now? Where today? Where tomorrow?” mantra. The participant is supported by the Field Team to work towards his or her own goals, creating strategies and behaviours **within the context of the communal group activities** i.e. to move towards progression assisted by the daily development themes and the Journey itself.

Boundaries are established with the intention of ‘collective policing’ to ensure participants are always in a safe physical and emotional environment. The intention is that boundaries are set through a ‘social contract’ covering agreed boundaries/behaviour drawn up by course participants at the start of a course. Driven by the group, and combined with a choice of remaining or leaving, the ‘social contract’ is intended to allow an element of ownership by the group which encourages taking of personal responsibility and appropriate behaviour. For veterans, this approach is markedly different to command and control/top down/military approaches where ‘policing’ of behaviour is done by others.

In Phase II, group dynamics form naturally and may also be facilitated. Positive Futures is not about ‘team building’ per se, but about creating or re-creating the ‘ability to function effectively, safely and independently in group settings’ since this ability is relevant to many situations in day-to-day life, for example: work, social situations. Venture Trust’s working assumption is that this approach should provide significant impacts on veterans and help with their recovery.

In Phase III, Venture Trust may also manufacture a group of candidates to go through peer mentor training, with the ultimate aspiration that some form of peer mentoring can be arranged. Selection was designed to be informed by behaviours/skills displayed by individuals within the various group situations in Phase II.

In Phase III, Venture Trust had expected to train up to twenty people as peer mentors to:

- a. Mentor others coming through on the organisation’s programmes, and
- b. Mentor other veterans coming behind them on Positive Futures

Development Trainers observed participants and noted those who showed an aptitude for mentoring or abilities which could, with training, help the participant become a mentor. In the latter case, the training would be part of the ongoing Phase III personal development process. This exercise served two purposes: to identify those people who might make good mentors with a bit more support and to eliminate those who were not ready (in their own personal journey) or able to become a mentor.

Paid Traineeships: If they were suitable candidates, Positive Futures participants could seek one of a small number of paid traineeships hosted by Venture Trust. The traineeships are a minimum of six months up to a maximum of twelve months and are supported, paid work placements. Support is given by Venture Trust to help overcome any ‘wobbles’ participants may encounter as they return to a working environment.

The traineeship roles offered depend on Venture Trust’s wider operational requirements: the intention is to match the traineeship with participant skill sets as far as possible. Typical roles were administrative/data entry roles or stores/maintenance roles at either Venture Trust’s head office or at the National Participant Centre.

The traineeship application process fully replicates the work experience: posts are advertised through Outreach Workers to suitable candidates, the Outreach Worker firstly having assessed whether the participant is ready for a traineeship and would welcome being offered one. An application form is completed and submitted, which is followed by an interview/selection process leading to a real job.

3.0 Background

3.3.1 Referral to Venture Trust

Veterans came into Positive Futures via a number of routes.

Throughout the programme Venture Trust carried out an extensive promotional campaign to potential referrers. Ongoing active marketing, including press work, and an intense schedule of presentations to potential referral organisations (military/veteran specific organisations, public sector and voluntary/third sector agencies) took place, supported by one-to-one visits to organisations which may come into contact with veterans.

The programme was presented to CJ organisations including Scottish Courts, the Prison Service, Police Scotland and local authority CJSW Teams as well as voluntary organisations, other services and agencies supporting the sector. It was taken into DWP and JobCentres, and marketed to other non-veteran agencies from whom Venture Trust already received referrals.

The programme was marketed to the wider veterans' support network with presentations to key organisations. Venture Trust continues to work with Veterans' Scotland, with Positive Futures listed on the Veterans' Assist and Forces Online websites.

In addition to organisational referrals, the model allowed individuals to self-refer. A substantial number did so.

When promoting the programme, Venture Trust make it absolutely clear to referring and partner agencies that the individuals they work with need some stability in their lifestyles to undertake Positive Futures. From past experience, those in crisis or who have unmanageably chaotic lives are unlikely to have the stability to benefit from engaging with Venture Trust.

3.3.2 How the Model Evolved Across the Period of Evaluation

The basic model remained consistent across the whole period. Minor adaptations were made throughout to reflect Venture Trust's learning on providing services to veterans. The most significant changes took place in Phase II - the Wilderness Journey.

Before early Wilderness Journeys, there was a 'disconnect' between what veterans thought they were going to do in terms of outdoor activity (hard-core outdoor activities, for example: white water canoeing, mountaineering,) and what they actually did (walking, open loch canoeing, canyoning, and so on) i.e. activities better suited to the levels of fitness seen. Investigation showed 'selective hearing' was taking place in Phase I and, once addressed through Outreach Workers, disconnects were reduced but never quite eliminated.

Further 'selective hearing' took place on the personal development aspects, with some veterans wholly focusing on the outdoor activity aspects. Again, Outreach Workers addressed the issue, further reducing but never wholly eliminating this particular disconnect.

Inter-Service rivalry amongst participants proved challenging at times. Following feedback from non-Army participants, pro-active management of 'banter' by field teams was put in place. This helped reinforce civilian modes of behaviour where inappropriate 'banter', in or out of the workplace may be risky or unacceptable.

On the Wilderness Journey, the expedition changed from a linear model (moving on a daily basis from place A to place B to place C) to a cloverleaf model. In the cloverleaf model, groups had a central base and did expeditions out from, and returning to, that base. Expeditions could be single day or single night overnight expeditions. This change was made:

- To accommodate participants' fitness levels, which were lower than expected. Poor fitness included participants who were overweight and/or obese
- To accommodate participants' higher levels of past injury, which could affect present day movement
- To accommodate the age of participants. The average age was forty-two, significantly older than expected

Changes in Phase III, in particular the number of peer mentoring training courses, were driven by the small number of participants (eight) available to go forward to mentor training. The low number of candidates was driven by veterans moving into employment, involved in other volunteering or in education and so not available to become a peer mentor.

A further challenge on mentoring numbers was all prospective peer mentors had to pass a PVG enhanced disclosure check before they could mentor others unsupervised. Due to recent criminal convictions, some participants could not pass. Learning from the first mentoring training group was, to avoid disappointment, PVG checks should be done **before** a mentor training place was offered.

After a successful pilot, a new Phase - the Referral and Assessment Phase - was introduced across Venture Trust in January 2018. Known internally as 'Phase 0'²³, this Phase formalised current practice where a referral may be screened out at a very early stage in their engagement with Venture Trust (see Section 7.2.7). Depending on the reason for exclusion, Venture Trust may or may not leave the route to re-referral open. The aim is for Venture Trust to work with candidates who are better prepared to change.

In Phase 0, referred candidates who are not ready to engage are screened out more rapidly. For this evaluation, in agreement with Venture Trust, all candidates screened out at this Phase were deemed to have received insufficient 'engagement' with the model to have conceivably received any benefit.

Issues with family relationships had been identified during Positive Futures's development. The organisation Families Outside²⁴ was subcontracted to provide support for participants with offending histories, who might like or need third party support to better engage or re-engage with their families. The use of Families Outside was promoted in an appropriate way to participants through Outreach Workers, through Field Teams on the Wilderness Journey and in the post-Journey support pack.

Throughout the evaluation period, participants actively resisted using Families Outside. Despite active marketing and awareness raising, no engagements with Families Outside were generated. As the service was not used and actively resisted by participants, a decision was made (May 2018) to withdraw the Families Outside offer.

²³ Where necessary, the internal Venture Trust phrase 'Phase 0' has been used in this paper for brevity.

²⁴ Families Outside is a specialist family support organisation whose background in working with families of those in the prison system has been extended to working with other groups.

4.0



4.0 Policy Context

This section briefly examines the wider policy surrounding veterans and their access to services²⁵.

In 2011, the Armed Forces Covenant was strengthened: it is a statement of the moral obligation which exists between the nation (UK), the Government and the armed forces in return for the sacrifices the latter make in the course of their Service. Its core principles were enshrined in UK law in the Armed Forces Act 2011. The Covenant does not create legally enforceable rights for Service or former Service personnel. There are two core principles in the Covenant:

- **No disadvantage:** no current or former member of the armed forces, or their families should be at a disadvantage compared to other citizens in the provision of public and commercial services
- **Special consideration:** special consideration is appropriate in some cases, particularly for those who have been injured or bereaved

The Covenant is the focus of current UK Government veterans' policy, and is the underlying focus for policy on devolved matters (for example: health and employment) in the devolved nations. Scottish Government publishes, and re-iterates annually, its support for the Covenant as a driver for policy²⁶.

The Scottish Government, through partnering with MOD, influences policy in local government through encouraging veterans' champions in Scotland's local authorities and NHS Scotland boards. Veterans' champions are volunteers, usually a nominated, or an existing, staff member in the organisation. These individuals are intended to help address situations where veterans are having problems getting the support they need from that organisation. The Scottish Government also provides relevant information for armed forces personnel who wish to end their Service in Scotland or move back to Scotland.

The Covenant is supported by all Scotland's local authorities and, within them, acts as a driver for policy in areas like housing and education. Councils often have statements of commitment to the Covenant on their websites²⁷.

The next major policy driver was Lord Ashcroft's 2014's Veterans' Transition Review²⁸. It made recommendations to help veterans transition into civilian life, the majority of which are being implemented. Outcomes of the Review are driving change in how the armed forces, particularly the Army, manage transition.

One pertinent recommendation was that transition support should be provided for those who had short Service in the armed forces: i.e. for ESLs and those who had Served over four years but had lost any entitlement to support due to the nature of their discharge. Prior to the Ashcroft Review, these individuals received no transition support whatsoever. A number of Positive Futures participants fell into one or both of these categories.

²⁵ Support for UK Veterans, Commons Briefing Paper, July 2017
<http://researchbriefings.parliament.uk/ResearchBriefing/Summary/CBP-7693#fullreport>

²⁶ <http://www.gov.scot/Publications/2017/11/3760/1>

²⁷ http://www.edinburgh.gov.uk/info/20272/armed_forces_and_veterans

²⁸ Veterans' Transition Review www.veteranstransition.co.uk/vtrreport.pdf

4.0 Policy Context

This recommendation for transition support, although made in 2014, will need time to filter through to those who are thinking of leaving or who have left the armed forces. It was not necessarily in place for recent Service leavers who were referred to Positive Futures during this evaluation.

The issue of veterans in the CJ system prompted 2014's UK Government Phillips Report²⁹. While referencing the English and Welsh CJ system, findings and outcomes were relevant to the Scottish and Northern Irish systems.

The Covenant requires veterans to be identified at the earliest possible stage of their interaction with the CJ system. It then requires the appropriate treatment of veterans and their families.

Work is also taking place in the CJ system, where Police Scotland, the Scottish Prison Service and the Scottish Courts are much more aware of the impacts of Service on veterans.

The Scottish custodial system is regarded as reasonably well-gearred up to identify, and then support, veterans in custody. Out in the community justice system, gaps in identifying veterans and then supporting them have been identified. Projects which may provide support for veterans in the community justice system have been created: Positive Futures is one such project.

Scotland has led in developing veterans' policy. Having a former Royal Marine as a Minister for Veterans, Keith Brown MSP³⁰, is thought to have given a sharper focus and a louder 'voice' to Scottish responses to veterans' needs.

Scotland is the only UK nation to have a Veterans' Commissioner: a senior, independent non-statutory appointment dedicated to veterans, providing impartial advice to Scottish Government and public sector organisations on how best to support veterans. The role was established in 2014 as a three-year term³¹ with a new Commissioner being announced in September 2018 to serve a further three-year term.

The Scottish Veterans' Commissioner's remit is to work with Service charities, Scottish Government, local authorities and other public bodies to identify how public services could provide greater support to veterans and help to shape on-going policy development. At time of writing, Summer 2018, the Scottish Veterans Commissioner had published reports covering Transition, Information on Housing in Scotland, Employability and Health and Wellbeing Services³².

Scottish Government has acted on the Veterans' Commissioner's recommendations and has developed targeted policies for devolved matters, including health.

Scottish Government, NHS Scotland, the MOD and local authorities are combining to put innovative partnerships in place. A number of initiatives, strategic groups, pilots and working parties have been set up to deliver veterans' services. Practical help like a support services portal and best practice toolkits for employers to help them employ veterans have been created and are in use. Examples are listed in the 2017 Update to the Ashcroft Review³³ covering health, housing and support services and on the Scottish Government website.

29 Former Members of the Armed Forces and the CJ System. A Review on behalf of the Secretary of State for Justice, Stephen Phillips QC, MP, November 2014

30 Keith Brown was replaced as Minister with portfolio for Veterans in the June 2018 Scottish Government ministerial re-shuffle.

31 Eric Fraser, CBE, is serving an extended 4 year term as Scottish Veterans Commissioner to end August 2018. At time of writing the new Commissioner had been advertised for but not announced.

32 <http://www.gov.scot/veteranscommissioner> showcases the work of the Scottish Veterans Commissioner

33 <http://www.veteranstransition.co.uk/reports.html>

The veterans support landscape in Scotland is complex and can be challenging for individuals to negotiate. A mixture of public, private and third sector support is available from military/veteran specific and non-military/veteran specific agencies. The challenges³⁴ are:

- Getting some veterans to recognise they are veterans and qualified to receive support, and
- Getting veterans to recognise they need help, then ensuring referral to appropriate support organisations

Policy decisions in Scotland have seen services like Veterans' First Point established: it successfully marries together a raft of health and support services, mostly delivered by veterans.

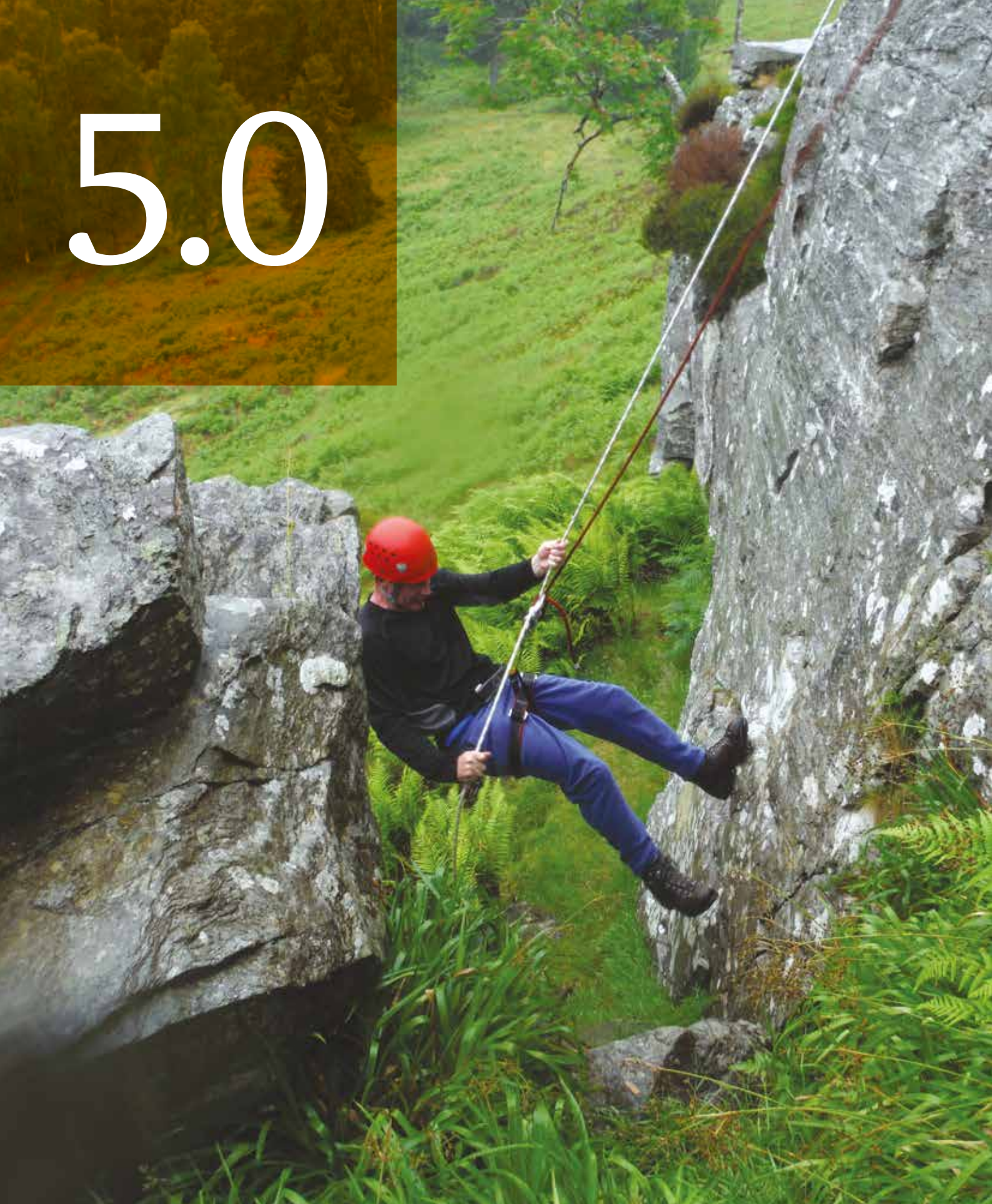
Some local councils, recognising they do not have experience in the particular requirements of veterans, have formed partnerships with armed forces charities to provide services to veterans. Glasgow City Council is one example: it has formed, and funds, GHH in partnership with SSAFA. Again, staffed by veterans, the organisation provides a one-stop advice shop for veterans.

Over the period of this work, it has been noticeable that veterans' services in the two main cities (Edinburgh and Glasgow) look to have become far more joined up.

In summary, the Scottish policy context has heightened awareness of, and commitments to support, veterans at local and national level. This policy context encouraged Venture Trust to develop a veteran specific programme and provided a supportive policy landscape in which to operate.

³⁴ Veterans' Transition Review www.veteranstransition.co.uk/vtrreport.pdf

5.0



5.0 Overview of the Literature Review

This section presents a very brief summary of key findings from the Literature Review (Stage one of the research)³⁵. The Literature Review sought to answer:

- A: Are there any programmes already being delivered that replicate the logic model³⁶ and process used by Venture Trust?**
- B: Does the literature validate the structure and combination of ingredients used by Venture Trust in the Positive Futures programme as laid out in the logic model?**

5.1 Objective A: Outcomes

- A. Are there any programmes already being delivered that replicate the logic model and process used by Venture Trust?**

The exact combination of ingredients, delivered across three sequential phases by one provider as in the Venture Trust model (outlined in Section 3.3), has not been found elsewhere.

There seem to be no models, or no evidence of models, which replicate the three-phase model of pre-wilderness preparation and support, Wilderness Journey and post-wilderness support and mentoring all delivered by one provider.

Provider models seem to be, at best, two phase. In these models, pre- or post-wilderness work may or may not take place. There seem to be few, or no, other models that do both pre- and post-wilderness work. The two phases most likely to be used are wilderness experience and post-wilderness follow up. Pre-wilderness work as part of **one programme delivered by one provider** seems to be unique to Venture Trust.

5.2 Objective B: Outcomes

- B: Does the literature validate the structure and combination of ingredients used by Venture Trust in the Positive Futures programme as laid out in the logic model?**

Papers focused very heavily on the wilderness ingredient of programmes, often to the exclusion of reporting on any pre- or post-wilderness delivery with the particular client group under study.

Although no one model fully replicated Positive Futures, elements of the structure (model) and the ingredients used were seen in varying combinations across the programmes reviewed. There was enough overlap and reported successes to validate the entire structure and combination of ingredients used by Positive Futures.

Important commonalities to programmes, whose use partially validates the Positive Futures model, are:

- The wilderness as a restorative environment
- Basic outdoor life incorporating sequenced and intentional tasks and challenges
- Individualised, structured therapeutic work
- The establishment of a supportive peer group and the provision of group therapy

Programmes usually contained the following principles:

- A series of tasks that are increasingly difficult in order to challenge the participants
- Group work activities for working together
- The presence of a group leader or therapist, and
- The use of a therapeutic or learning process such as a reflection journal or self-evaluation

³⁵ The full Literature Review is available on request from Venture Trust www.venturetrust.org.uk

³⁶ A Logic Model is a programme planning tool that defines the inputs, outputs, outcomes of a programme in order to explain the thinking behind the programme's design and show how specific programme activities lead to desired results. Inputs include the resources, contributions, and investments that go into a programme; outputs are the

activities, services, events and products that reach the programme's primary audience; and outcomes are the results or changes related to the programme's intervention that are experienced by the primary audience. The intellectual property in the Positive Futures Logic Model is owned, and fully protected by, Venture Trust

5.0 Overview of the Literature Review

5.2.1 Summary Conclusions

Summary conclusions from the literature on selected **key ingredients**, which validate the Venture Trust approach, are:

1. **Outreach:** outreach and one-to-one support is valued by end users. For veterans, building trust in Outreach Workers takes time meaning a longer outreach period. Positive Futures uses outreach determined by individual need.³⁷
2. **Wilderness Journeys:** across the literature³⁸ Wilderness Journeys are validated as a mechanism/route/environment in which transformational change can take place in individuals. The use of such journeys is also validated for veterans.
 - a. **Benefits of Wilderness Journey Programmes:** there are clear trends on the **perceived** benefits of Wilderness Journey programmes and their underlying drivers. Drivers to create conditions for change are:
 - The settings, conditions, characteristics and delivery of the programme
 - The natural environment creating space for reflection
 - The client experience
 - b. **Benefits for Participants are:**
 - Social and psychological benefits including impact, personal growth and change
 - Taking more control
 - Sharing common positive experiences
 - Forming relationships with peers.
 - An improvement in personal confidence
 - c. **The Positive Futures Wilderness Journey (Phase II):** Outward Bound Canada's veterans' model is the nearest Phase II model found and shares many of the same ingredients. An extensive, long-term evaluation³⁹ showed lasting benefits.
 - d. **Length of Programme:** longer wilderness programmes give better outcomes⁴⁰. They increase participant self-respect, self-esteem, self-confidence, impart transferable lessons and skills, and provide a sense of self-awareness which is long lasting.
 - e. **Self-Reflection and Goal Setting:** the literature fully validates the use of self-reflection and goal setting in the **Wilderness Journey phase**⁴¹. It shows that time for self-reflection and for goal setting is an important aspect of a person regaining control over their life.
 - f. **Experiential Learning:** research indicates veterans are experiencing benefits from programmes incorporating experiential learning⁴². Veterans' experiences of Outward Bound Canada's model, validates using experiential learning.

37 Biggar J, Simpson L. (2015), Evaluation of Employ-Able Final Report, PoppyScotland.
Carmona, J; Slesnick, N; Guo, X; Murnan, A & Brakenhoff, B. (2015). Predictors of Outreach Meetings Among Substance Using Homeless Youth. Community Mental Health Journal. Tucker, A; Norton, C.L; DeMille, S.M & Hobson, J. (2016) The Impact of Wilderness Therapy: Utilizing an Integrated Care Approach Journal of Experiential Education, vol. 39, 1: first published on October 8, 2015.
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39 Goldenberg, M & Soule, K.E. (2015) A four-year follow-up of means-end outcomes from outdoor adventure programs Journal of Adventure Education and Outdoor Learning. Volume 15, Issue 4.

40 Hinds, J. (2011). Exploring the psychological rewards of a wilderness experience: An interpretive phenomenological analysis. The Humanist Psychologist, 39,
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41 Hinds, J. (2011). Exploring the psychological rewards of a wilderness experience: An interpretive phenomenological analysis. The Humanist Psychologist, 39.
Poulsen, D. V; Stigsdotter, U.K. & Refshage, A.D. (2015) Whatever happened to the soldiers? Nature-assisted therapies for veterans diagnosed with post-traumatic stress disorder: A literature review. Urban Forestry & Urban Greening Volume 14, Issue 2.
Goldenberg, M & Soule, K.E. (2015) A four-year follow-up of means-end outcomes from outdoor adventure programs Journal of Adventure Education and Outdoor Learning. Volume 15, Issue 4.

3. **Cognitive Behavioural Approaches⁴³:** Positive Futures uses a highly interlinked combination of cognitive behavioural approaches to personal development based around, and developed from: choice theory, reality therapy, pro-social modelling and coaching, group formation and mentoring.
 - a. **Cognitive Behavioural Approaches:** reviews suggest that, when using cognitive behavioural approaches, there are reasonably consistent outcomes in improving participants' independence, confidence, self-efficacy, self-understanding, assertiveness, internal locus of control and decision-making skills. The use of cognitive behaviour approaches in Positive Futures is, therefore, validated.
 - b. **Choice Theory:** all papers referred to in the context of veterans and wilderness, were theoretical models and not empirical studies. Based on the theory and associated models, incorporating Choice Theory in Positive Futures looks to be a common-sense approach to help individuals manage their lives better.
 - c. **Reality Therapy:** the literature⁴⁴ provides limited empirical evidence. However, based on existing evidence, it would appear that the Positive Futures model of Reality Therapy is sound.
 - d. **Pro-Social Modelling and Coaching Techniques⁴⁵:** building pro-social skills through coaching, mentoring and other techniques helps to build social skills, and thereby, employability skills of veterans and other similar groups.
 - e. **Functioning in Groups rather than Teams:** there is considerable evidence⁴⁶ that allowing groups to form in the natural environment, aids in the improvement of mental health and of social interaction. Group based nature experiences which bring veterans together have the most positive effects.
 - f. **Professional and Peer Mentoring:** mentoring has been identified as beneficial, whether from professionals or from peers. For veterans, peer mentoring from other veterans is particularly beneficial⁴⁷.
4. **Employability⁴⁸:** with one exception (Outward Bound Canada) no other wilderness-based programmes were found to be delivering an employability aspect. Data from their evaluation indicates participants have gone on to take jobs or volunteer positions focusing on transition and mental health issues for veterans.

Themes presented by the literature⁴⁹ as 'perceived benefits' of Wilderness Journeys are in line with Positive Futures' expedition daily themes, which include:

- Creating a safe space
- Solving problems
- Building appropriate relationships
- Choosing effective behaviour
- Dealing with challenge
- Accepting trust and responsibility

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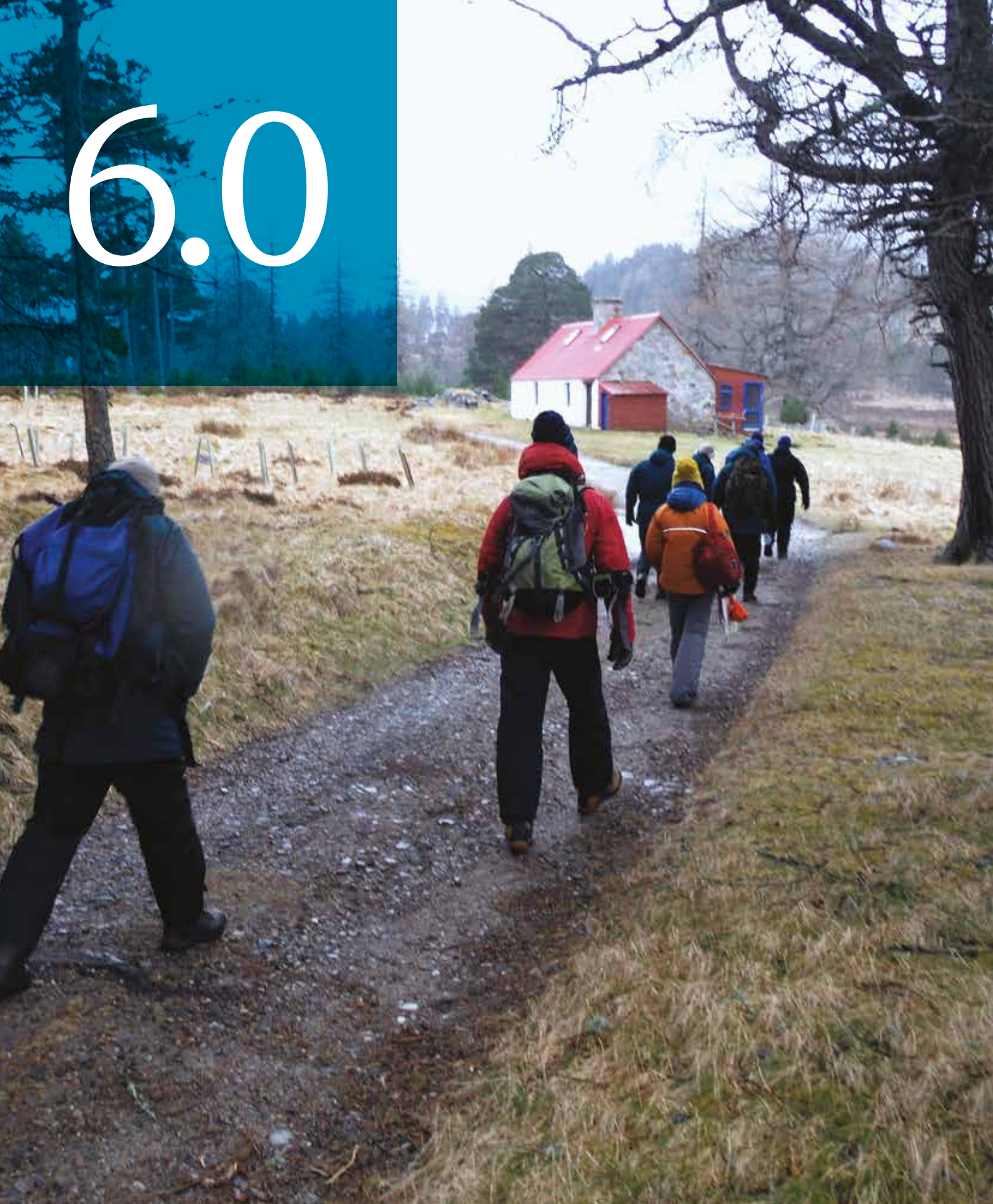
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6.0



6.0 Data Collection and Methodology

6.1 Methodologies Used

Methodologies varied according to the research group, the data required and expected levels of response. The extract below summarises the major research group data collection (full table Appendix 1).

Table 7: Summary of methodologies

Research Group	Sample Size	Main Methodology	Response Rate
Participants - All Referrals	200	Survey	15.0%
Participants - Wilderness Journey Attendees	90	Interview	63.5%
Participants – Peer Mentoring Training Group	8	Focus Group/Interview	75.0%
Participants - Families	9	Interview	10.2%
Referrers – Prolific Referrers	8	Interview	75.0%
Referrers – All who Referred	92	Survey	47.0%
Venture Trust Staff - Outreach Workers	26	Survey	13.0%
Venture Trust Staff - Field Team	31	Survey	9.0%
Stakeholders and Influencers	See note	Survey	43 Responses

Note: the survey was publicly available, therefore no sample size can be quoted

6.1.1 Database and Desk Research

A considerable amount of database work and desk research took place. Data was also gathered from Venture Trust's Management Information System, which held the following:

- Referral data: who made the referral and their contact data
- Venture Trust's standard referral and enrolment forms, along with (after January 2018) document supporting referrals such as self-assessment stars⁵⁰
- Information about the client's personal situation: for example, involvement in the CJ system, their housing situation
- The number, type and frequency of 'Engagements' with, or on behalf, of a client. Engagements contained narrative (e.g. "met with [Name] at Morrisons Café. Continued preparation for Wilderness Journey"), recorded interactions with caseworkers in other agencies and onward referrals
- Monitoring i.e. how far the individual had moved from his or her starting point during engagement in Positive Futures, scored against a range of indicators of behaviour, situation or skills
- 'Positive Destinations' achieved by participants, for example, employment, education, training and volunteering

⁵⁰ A tool which helps an individual pinpoint where they are now in their, for example, life/relationship/sport/work. Headings along a star's 'arms' vary according to organisation. Venture Trust uses: Housing, Substance Misuse, Offending, Future Aspirations, Use of Services, Relationships, Confidence and Health and Wellbeing.

6.0 Data Collection and Methodology

6.1.2 Calculation of Benefit Impact

The benefit impact calculation was a fully individualised approach for the forty-seven individuals who completed a Wilderness Journey and engaged with the researcher. For each individual, the following broad categories of costs were used:

CJ, including Police and Prison costs	Costs to NHS Scotland of drug and alcohol addiction
Costs to NHS Scotland of mental health interventions	Costs of coming off benefits
Housing impacts	Impact of volunteering
Relationships: sustainment and breakdowns	Going into work or sustaining existing employment

Data were supplemented by:

- Information from Venture Trust's Management Information System, and
- Desk research - where possible, actual hard costs from Scottish Government and other Scottish bodies (for example: NHS Scotland, Audit Scotland) was used. Where Scottish data did not exist, data for comparable English and Welsh bodies were used with, where appropriate, adjustment to the Scottish population. Appendix 1 lists sources and underlying calculations
- Multipliers were used where individuals admitted to more than one instance of activity which generated costs to the state

The strength of the approach was very little use of proxies or averaging to cope with areas where no hard costs existed.

6.2 Live Data Gathering and its Outcomes

The following commentary contextualises the live data gathering.

Participants

Participant data underpin the outcomes. To aid recruitment, the researcher met ninety Wilderness Journey participants at the National Participant Centre at both the start and finish of their Journeys. By being introduced, participating in group exercises and explaining the research background and the schedule for contacting participants, the researcher was able to break down barriers. Participants were also given a Research Information Leaflet which outlined the research what was seeking to do, stated that their participation was voluntary and gave the researcher's contact details.

Wilderness Journey participants were interviewed eight to ten weeks after their Journey. The time lapse allowed for change and new behaviours to embed and the immediate post-Journey euphoria to wear off. A second interview was timetabled to take place between eight and twelve months later.

Participants were initially contacted by text, phone and/or email. Up to 6 attempts at contact over a two to three week time period would be made: if no response had been received after these attempts, the participant was marked as 'refused to engage'. Those who did engage were interviewed at a time and place of their choosing.

Only two differences were noted between those who engaged and those who did not engage:

- Age: those who engaged were older (average age forty-five) than those who did not engage (average age thirty-seven)
- Those who had medically diagnosed PTSD were more likely to engage

Data were also collected informally - in interviews where the participant had formed a friendship group with others from his or her Wilderness Journey, conversation always elicited data about the other members of the group and their life progress. These conversations also led to more interviews taking place: if a member of the interviewee's friendship group was not engaging with the researcher, the message 'will you ask [name] to answer my text/take my call' could be passed along.

Referrers: Organisations and Their Staff

Referrers were surveyed or interviewed throughout the evaluation period. Early interviews with Extra Super⁵¹ and Super Referrers informed the Survey 1 questions for those categorised as Referrers. Data from Extra Super and Super Referrers were especially valuable: these individuals referred fifty-three individuals comprising 26.5% of all referrals. Dialogue with this group continued throughout the research.

Survey 1 was followed up at intervals with a Survey 2, which asked for an update on the individual the referrer had referred. In all surveys an opportunity was offered to contact the researcher. Surveys 1 and 2 were repeated at intervals throughout the work. Data from these surveys were aggregated to give an overall picture. The quality of data contained in the surveys was high. Across the board, respondents took time to give considered answers to the questions posed.

Stakeholders

A survey was distributed to stakeholders, influencers and others who may have an interest in Positive Futures, its position and effectiveness in the veterans' support landscape. The survey was placed on the Venture Trust website and emailed out to contacts with a request to forward it on to anyone else who might be interested in contributing.

Venture Trust Staff

Data was gathered from the Field Teams through a formal survey. In addition, the researcher met and chatted to team members at the National Participant Centre at the start/finish of Wilderness Journeys. Informal data gathering and observational research took place which helped to build up a fuller picture of participants' experiences.

Data were also gathered from the Outreach Workers. Two surveys were completed giving a picture of how these key individuals saw the programme and its effects for the veteran cohort.

⁵¹ Extra-Super Referrers made seven or more referrals into Positive Futures. Super-Referrers referred between four and six individuals to Positive Futures.

6.0 Data Collection and Methodology

6.3 Challenges to the Methodology

With the exception of participants refusing access to family members (see Section 8.3), there were no major challenges to the research methodology.

Challenges with Participants

Interviews

Two challenges were found in contacting participants for first interviews:

1. One set of participants was relatively easy to contact but challenging to interview. They had gone into employment and so were not as readily available for interview. By offering early morning or evening interviews or interviewing by phone, this challenge was overcome.
2. The second challenge in contacting participants was those who live more chaotic lifestyles. These lifestyles can result in them changing their contact details, particularly phone numbers, regularly. Once the participants had exited after Phase III, they could be challenging to track down. The researchers were able to use the Wilderness Journey friendship groups to locate new phone numbers. Members of the friendship groups were willing to pass messages on and some contacts were upheld.

Engagements

Prior to the introduction of the Referral and Assessment Phase, a minor challenge was determining where a participant exited from the programme and how to determine if that person had had sufficient engagement to have conceivably gained benefit from their contact with the programme. Historically, Venture Trust had not held data on the exact point of exit from a programme and a person could be formally 'exited' many months after their last engagement.

After a data examination, it was agreed that Phase I participants with over five 'engagements' with Venture Trust in a three month period, would be regarded as having had sufficient engagement to potentially have gained benefit from the programme.

'Engagements' is the term used by Venture Trust for interactions with the participant and the team supporting that participant, both inside Venture Trust and in external agencies. Engagements can be in person, in group work, in multi-agency caseworking situations, by email/letter or text, through social media or by phone. Examination of engagements data showed that over five engagements allowed for correspondence between referrer and Venture Trust about the referral, and for some direct engagement (outreach work) with the participant to have taken place.

Challenges with Families

The majority of participants actively blocked any contact with wider family members (see Section 8.3). However, when able to speak to family members, they were willing to take part in the research - the challenge was reaching them.

A decision to seek a path to families by means other than participants' brokering contact, through contacting next of kin, was taken in partnership with Venture Trust. A two-stage process of seeking permission to contact and then directly contacting next of kin ensured that data was gathered⁵².

To boost response, an incentivised survey was used. Response rates were expected to be low but, based on previous experiences when families were given a voice, those responses were expected to be of high-quality.

⁵² Participants had, in their agreement with Venture Trust, agreed that their data could be used for research and evaluation purposes and their next of kin contacted for similar reasons. Expert advice was taken and, in the expert's opinion, Venture Trust had permission to contact next of kin for research and evaluation purposes.

Challenges with Referrers

Referrers from the CJ system presented a challenge in follow-up surveys. A number noted that their caseloads were such that, unless the individual referred to Positive Futures was a serial offender, they simply did not remember the individual.

6.4 Challenges in the Evaluation Process

Challenges occurred with those participants who had been in, or referred from, the CJ System.

A reporting metric was whether or not the participant had reoffended since taking part in Positive Futures. Relevant participants were asked whether they had reoffended. Responses were taken at face value as there was no route to check whether the information given was accurate.

A further evaluation metric was to measure the contrast between impacts for veterans referred to Venture Trust's Positive Futures programme and veterans referred to Venture Trust's CJ programme (Living Wild - Change for Change). The Living Wild programme is for individuals aged between sixteen and forty and in the CJ System. In Living Wild, ten days are spent on the Wilderness Journey compared to five days in Positive Futures.

When designing Positive Futures, it was thought referrals of veterans, particularly younger veterans, who were in the CJ System, would continue to be made to Living Wild. It was also thought younger veterans, who were referred to Positive Futures and who were in the CJ System, could be cross-referred by Venture Trust to Living Wild.

It was not possible to make a meaningful comparison between the two programmes. The reasons were:

- Too few veterans were referred to Living Wild
- The average age of the veterans referred (forty-two years old) meant they were ineligible for Living Wild
- Referrers referring veterans who were a) in the CJ System and b) aged under forty to Venture Trust referred those veterans directly into Positive Futures rather than into Living Wild

After discussion, and in agreement with Venture Trust, the compare and contrast exercise was dropped.

7.0



7.0 Referrers, Participants and Referrals

Two hundred referrals were made into Positive Futures by ninety-two individuals from forty-nine different organisations. Of those referred, ninety took part in a Wilderness Journey.

7.1 Referrals to Positive Futures

The number of organisations and individuals referring veterans into Positive Futures were fewer than expected. Based on the number of veterans' organisations, drug and alcohol agencies and CJSW teams, Venture Trust had estimated there may be over four hundred potential referrers.

Referrals were expected to follow the standard Venture Trust pattern where a large number of individual referrers each refer one or two participants. Early on, it became apparent the referral pattern to Positive Futures was substantially different:

- Fewer individuals met the qualifying conditions for Positive Futures. As noted in Section 3.2.2, the cohort of veterans who may have struggled with transition, and who may fall into the Positive Futures age profile, may be much smaller and more widely dispersed than previous research may have suggested
- A smaller than expected number of referring organisations (forty-nine) were referring higher numbers of potential participants. Some referring organisations and, within them, some individual referrers referred a high percentage of all referrals
- Caseloads in veterans' organisations do not replenish in the same way (nor at the same level) as caseloads in social work, CJ, youth work and employability organisations. This was the most marked difference for Venture Trust whose pre-Positive Futures experience was centred in these areas

Completely unexpected was the large number of self-referrals. Veterans actively sought out Venture Trust and referred themselves. Twenty-six self-referrals (13.0% all referrals) were recorded.

Participants were an effective driver for referrals. The veterans' support network is very active and, as Positive Futures participants went back to their referrers (and other veterans' services) and talked about their experiences, word of mouth marketing between veterans and referral agency staff took place leading to more self- and referrer referrals.

Research work with referrers showed the following:

- All referrers, to a greater or lesser extent, pre-selected veterans reducing the number referred. (see Section 7.3.4)
- Not all eligible veterans are interested in, or in the right place (mentally/physically), for Positive Futures
- Veterans would hear about Positive Futures at one service then be referred by another service

On veterans' support services, the following is noted:

- There is no one pipeline of, or in to, veterans' support services. Several routes may be used to access services. Popular routes are:
 - Users approaching services directly
 - Families draw attention to services and approach on behalf of the veteran, and
 - Referrals from statutory services, including the courts
- Veterans are then referred on/self-refer to other services. There is no central point where the number of veterans seeking support is counted

7.0 Referrers, Participants and Referrals

During this work, increased referrals from Veterans' First Point (Edinburgh) and GHH, plus participants' commentary, indicates these organisations may be becoming centralised conduits to veterans' services in their home cities:

- Users attend several veterans' services: data from referrers and participants shows each individual is engaging with three or four other veterans' services
- Each service reports its own attendance numbers. This may lead to over-reporting of overall need/numbers as one person attending three services will be counted three times in any cross-agency client numbers survey
- Individual services may not know, or may not report, use of other veterans' services by their clients
- The potential levels of duplication may never have been calculated at a macro level
- There is no apparent incentive (funding may be lost if overall need is smaller) to determine the level of duplication

Referral numbers are examined in more depth in Section 7.3.

7.2 Participants and their Characteristics⁵³

7.2.1 Participant Data

Full participant data were not always known at referral. Contributing to the lack of data were:

- Incomplete referral forms: referrers were not asking key questions of their client, often around military Service. Non-veterans' organisations, who might not recognise the importance of Service data, often excluded Service details
- Lack of participant engagement with Venture Trust in the Referral and Assessment Phase
- Trust needing to be built between the Outreach Worker and the participant before the participant would open up

Data from engaged participants built up over the course of the evaluation. Data from referrals defined as not engaged (i.e. <five engagements) were limited.

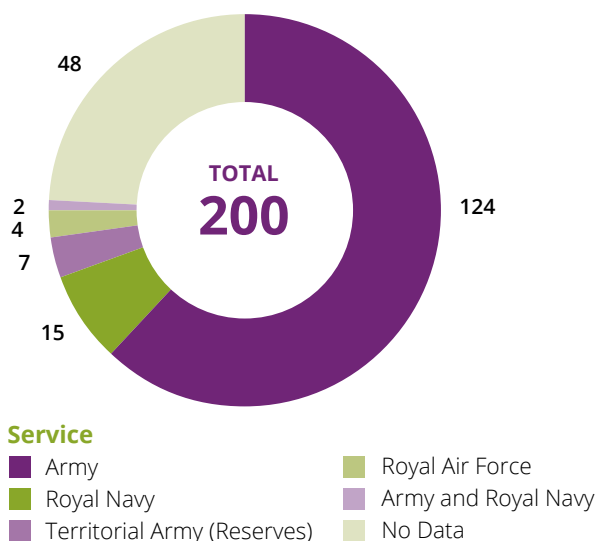
Data sets are presented covering Service History, Age of Participants, Presenting Issues and Exits and Exclusions from Positive Futures. As noted in the Introduction (Section 1.0), data sets are further divided to isolate data for those in the CJ system. Where significant differences are noted, the characteristics of those who also undertook a Wilderness Journey is also presented.

7.2.2 Service History

Participants by Service at Referral

Table 8: Referrals by service

Referrals by Service		
Service	Total	Percentage
Army	124	62.0%
Royal Navy	15	7.5%
Territorial Army (Reserves)	7	3.5%
Royal Air Force	4	2.0%
Army and Royal Navy ⁵⁴	2	1.0%
No Data ⁵⁵	48	24.0%
Totals	200	100.0%



⁵³ Positive Futures received additional funding in November 2017 and will be continuing after the evaluation period, so participants continue to be recruited. In agreement with Venture Trust, a cut-off point for those referred to, and entered into the Venture Trust Management Information System as at 30th June 2018 was taken.

⁵⁴ These individuals served in both the Army and the Royal Navy.

⁵⁵ Service data may not have been provided at point of referral by the referrer. If the person referred then exited before fully engaging with Venture Trust, service data may not have been captured.

⁵⁶ Lord Ashcroft The Veterans: Transition Review, 2014

The majority of referrals had Army Service. Breaking down Army data into regiments and branches showed the majority Served in infantry regiments. This was expected and in line with data from other sources⁵⁶.

Referrals by Service Area (Where Known)

Table 9: Referrals by Service area

Service area	Total	Percentage
Army		
Infantry	76	38.0%
Parachute Regiment	3	1.5%
Royal Military Police	1	0.5%
Special Air Service	1	0.5%
Royal Electrical & Mechanical Engineers	5	2.5%
Queen Alexandra's Royal Army Nursing Corps	2	1.0%
Royal Army Medical Corps	2	1.0%
Royal Signals	2	1.0%
Royal Logistic Corps	8	4.0%
Royal Corps of Transport	2	1.0%
Army Not Known*	29	14.5%
Royal Navy		
Submarines	3	1.5%
Engineer Branch	1	0.5%
Royal Navy Not Known	7	3.5%
Royal Marines	4	2.0%
Royal Air Force	4	2.0%
Army and Royal Navy	2	1.0%
No Data	48	24.0%
Totals	200	100.0%

Referrals and Criminal Justice

Veterans who transition poorly may be more likely to be in the CJ system⁵⁷.

Table 10: Area of service by Criminal Justice involvement

Factor	Criminal Justice							
	All Referrals	% AR^	Non-Criminal Justice	% AR^	Criminal Justice	% AR^	No Data on Justice	% AR^
Army	124	62.0%	63	31.5%	57	28.5%	4	2.0%
Royal Navy	15	7.5%	9	4.5%	5	3.0%	1	0.5%
TA	7	3.5%	4	2.0%	3	1.5%	~	~
Royal Air Force	4	2.0%	1	0.5%	2	1.0%	1	0.5%
Army and Royal Navy	2	1.0%	1	0.5%	~	~	1	0.5%
No Service Data	48	24.0%	10	5.0%	16	8.0%	22	11.0%
Totals	200	100.0%	88	44.0%	83	41.5%	29	14.5%

^ AR – All referrals

57 Lord Ashcroft The Veterans: Transition Review, 2014

The referral data shows a very slight bias towards veterans who have not been in the CJ system. However, the percentage difference (2.5%) between the two cohorts represents five individuals. The number of individuals where no data is recorded may mask a different picture.

For the Wilderness Journey overall, forty-seven participants (51.0%) were not involved with the CJ system. Forty-three (49.0%) participants had some involvement, recent or historic, with CJ.

Referrals, Basic Training and Early Service Leavers

Other key factors for poor transition⁵⁸ are not completing Basic Training or being an ESL.

Only two referrals (1.0%) did not complete Basic Training: no data was recorded on Basic Training for twenty-six individuals (13.0% all referrals) which mask a different picture.

More data was available on ESLs.

Table 11: Criminal involvement by length of service

Factor						
Early Service Leavers	All Referrals	% AR*	Non-Criminal Justice	% AR*	Criminal Justice	% AR*
ESL	35	17.5%	12	6.0%	23	11.5%
ESL: No Justice Data	1	0.5%	~	~	~	~
LSV	84	42.0%	50	25.0%	34	17.0%
LSV: No Justice Data	3	1.5%	~	~	~	~
Possibly ESL^	3	1.5%	2	1.0%	1	0.5%
Possibly ESL: No Justice Data	2	1.0%	~	~	~	~
No Data Held^	35	17.5%	14	7.0%	21	10.5%
No Data Held: No Justice Data	37	15.5%	~	~	~	~
Totals	200	100.0%	78	39.0%	79	39.5%

^Non-military referrers omitted Service length altogether or rolled Service up/down to the nearest half or whole year, not realising four years' Service is the point at which Service tips from ESL to longer Service. Service of 4 years is tagged as 'Possibly ESL'. *AR - All Referrals

Where there are data, the majority of those referred had completed Basic Training, were not ESLs and were not in the CJ system. This was contrary to Venture Trust's expectations from their pre-programme planning where more ESLs in the CJ system were expected. However, there are seventy-two individuals, 36.0% of all referrals, where there is no data on whether or not they are ESLs. Caution should, therefore, be exercised in interpreting the data.

Progression Rates by Service

Progression rates by Service can be ascertained by Wilderness Journey attendance.

Army veterans were over-represented on Wilderness Journeys when compared to percentage referred by Service. They made up 62.0% of all referrals and 82.4% of all Wilderness Journey attendees.

It is known Army veterans are more likely to transition badly than those from other Services⁵⁹ so the need for support in Army veterans may be greater. Commentary came from some non-Army participants that their Service recruited 'better' and had career paths which directly paralleled civilian life: this may lead to lower level of need at, and post, transition.

Length of Service

Across the board, length of Service was longer than Venture Trust had anticipated from their research.

On average, those with involvement in the CJ system had shorter Service, seventy-three months (six years) as opposed to ninety-six months (eight years) for those in the Non-CJ cohort.

Table 12: Summary of service length

Factor	All Referrals	Wilderness Journey Attendees	
Length of Service		Non-Criminal Justice	Criminal Justice
Average length of Service in months (years [^])	101 (8.5)	96 (8)	73 (6)
Shortest Service in months (years)	2 (0.16)	2 (0.16)	2 (0.16)
Longest Service in months (years)	396 (33)	336 (28)	306 (25.5)
Median length of Service in months (years)	72 (6)	72 (6)	60 (5)

[^]Years have been rounded up/down to the nearest half year.

7.2.3 Age of Veterans

Prior to the programme launch, Venture Trust expected the majority of veterans referred to be aged thirty to thirty-five. Very early on (Spring 2016) it became apparent the age of veterans at referral was significantly higher, at an average age at that time, of just over forty-one.

Over the whole study period:

- The average referral age was forty-two years with a median age of forty-three
- The youngest referral was seventeen years old at referral and the oldest sixty-eight
- One hundred and forty-two referrals (71.0% of all referrals) were referred at older ages than originally expected
- The majority of referrals (54.5%) came in the age range thirty-five to fifty-four

Table 13: Age at referral

Factor	Wilderness Journey Attendees					
Age at Referral	All Referrals	%	Non-Criminal Justice	%	Criminal Justice	%
15-24	15	7.5%	3	6.5%	5	11.4%
25-34	43	21.5%	7	15.2%	15	34.1%
35-44	51	25.5%	5	10.9%	12	27.3%
45-54	58	29.0%	18	39.1%	7	15.9%
55 +	33	16.5%	13	28.3%	5	11.4%
Totals	200	100.0%	46	100.0%	44	100.0%

A distinct age split can be seen in Wilderness Journey attendees. Younger participants were clustered in the twenty-five to forty-four years old, CJ cohort, where they made up 61.4% of all CJ Wilderness Journey participants. Older participants (forty-five+) not in the CJ system made up 67.4% of all Non-CJ Journey participants. From this data, it seems that those in the CJ system are referred at a younger age and, possibly, given their ages, sooner after Service ends.

7.0 Referrers, Participants and Referrals

7.2.4 Length of time from Ending Service to Referral to Positive Futures

Venture Trust had assumed that veterans would be referred far sooner after leaving Service. The rationale was, if veterans were younger, then a poor transition would, in the current climate around veterans and veterans' services, be acknowledged more swiftly and an individual would be referred to services earlier.

Based on veterans where data was recorded:

- The average time for all referrals between leaving Service and being referred was fifteen years
- The median time to referral was thirteen years
- The range of time since leaving Service and referral was between three months and forty-one years

Caveat: veterans may have been supported elsewhere (veterans' services or otherwise) before being referred to Venture Trust. Time to referral to Venture Trust should **not** be taken as time to first referral to a veterans' support service.

To ascertain whether length of Service or involvement in the CJ system was a factor in length of time before referral to Venture Trust, the data was broken down as follows.

Table 14: Time to referral to Venture Trust

Factor	All Referrals	Service Length			Criminal Justice	
Length of Time to Referral to Venture Trust Overall		ESL	Possibly ESL	LSV	Non-CJ	CJ
Average time to referral in years	15.0	13.6	23.0	15.0	16.7	12.8
Range of time to referral in years	0.25 - 41.0	1.0 - 34.0	5.0 - 34.0	0.25 - 41.0	0.5 - 41.0	0.25 - 34
Median time to referral in years	13.0	13.0	29.0	13.0	15.0	12.0
Number of referrals	118	35	5	78	61	51

From the above, ESLs were referred to Venture Trust an average of 1.4 years earlier than those with longer Service at 13.6 years against 15.0 years.

Based on their research, Venture Trust **did** expect ESLs to be referred before LSVs. They did not expect the referral times to be as long: there was an expectation of referrals coming between zero and five years after discharge.

Veterans with involvement in the CJ system are referred, on average, about four years earlier than those who are not in the CJ system. The data indicates that ESLs with CJ involvement should be those who are referred most swiftly after Service. Combining the above tables tests that hypothesis.

Table 15: Time from leaving armed services to referral to Venture Trust

Factor	Criminal Justice	
Time from leaving armed services to referral to Venture Trust Overall	Non-Criminal Justice	Criminal Justice
Early Service Leavers		
Average time to referral in years	16.0	11.8
Range of time to referral in years	0.5 - 34.0	1.0 - 27.0
Median time to referral in years	13.0	13.0
Number of referrals	15	20
Longer Serving Veterans		
Average time to referral in years	16.5	13.7
Range of time to referral in years	1.0 - 41.0	0.25 - 38.0
Median time to referral in years	15.0	11.0
Number of referrals	42	31

ESLs in the CJ system are referred, on average, 4.2 years earlier than those not in the CJ system. The comparable figure for LSVs is 2.8 years. Service length makes no significant difference in length of time to referral for those with no involvement in the CJ system; the respective referral times being sixteen years for ESLs and sixteen and a half years for LSVs.

In summary, the time since leaving Service to referral to Positive Futures for each cohort is:

ESL, CJ	11.8 years	LSV, CJ	13.7 years
ESL, Non-CJ	16.0 years	LSV, Non-CJ	16.5 years

7.2.5 Uncovering 'Hidden' Veterans

Some Positive Futures referrals were 'hidden' veterans: these are individuals who do not recognise themselves as 'veterans and do not access veterans' services. Characteristics of 'hidden' veterans include:

- Being an ESL
- Being in the CJ system
- No Service in a combat zone
- Being discharged from the Services for poor behaviour or criminal activity often related to alcohol or drugs
- Attitude that 'services are for 'proper' veterans' i.e. those who have been injured or wounded in Service or have seen Service in a combat zone
- Refusal/reluctance to accept what is seen as 'undeserved' or 'charity'
- Being older and a long distance from Service
- Having Served with the Reserve forces

"I'd been in the Army for four and a half years but it had all ended badly and I didn't think veterans' services were for the likes of me; I thought they were for 'proper veterans', people who had been in places like Iraq and Afghanistan. People who hadn't behaved like I did."

LSV, Army, CJ, Discharged for going AWOL

Services, both veteran and non-veteran, do not ask the right questions of those who may be 'hidden' veterans. The question 'Are you a veteran?' may generate a negative answer, whereas asking 'Have you ever Served in the armed forces?' may be more likely to be answered positively.

Through uncovering 'hidden' veterans and helping them access, and use, veterans' services, the reach of Positive Futures is illustrated.

7.2.6 Presenting Issues

Referrals presented with multiple and complex issues. No single presenting issue referral took place. The most common combination of issues was unemployment, mental health issues and offending. Where data existed, key presenting issues were:

Table 16: Presenting issues

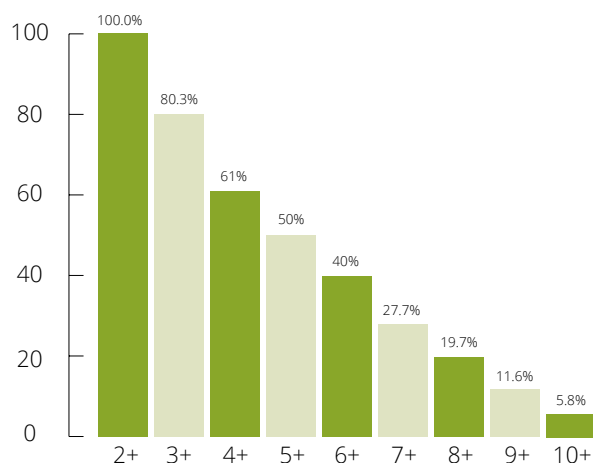
Presenting Issue	All Referrals (%)	Wilderness Journey Number (%)	Non-Criminal Justice Number (%)	Criminal Justice Number (%)
Unemployment	91.0%	71 79.0%	32 70.0%	38 86.0%
Mental Health Issues*	73.0%	58 64.4%	27 59.0%	30 68.0%
Medically Diagnosed PTSD	25.0%	30 33.0%	14 30.0%	15 34.0%
Previously Offended	48.0%	44 48.0%	0 0.0%	44 100.0%
History of Alcohol Abuse	38.0%	38 42.0%	18 39.0%	19 43.0%
History of Substance Abuse	34.0%	22 24.0%	7 15.0%	15 34.0%
Homeless/Unsettled or Temporary Accommodation	35.0%	29 32.0%	14 30.0%	15 34.0%
Long Term Physical Illness/Condition	20.0%	9 10.0%	3 7.0%	6 14.0%

*Note: Mental Health Issues includes poor mental wellbeing as well as diagnosed and undiagnosed and mental ill-health.

7.0 Referrers, Participants and Referrals

Table 17: Number of presenting issues

Number of Presenting Issues	Percentage (%)
2+	100.0%
3+	80.3%
4+	61.0%
5+	50.0%
6+	40.0%
7+	27.7%
8+	19.7%
9+	11.6%
10+	5.8%



All participants had at least two “presenting issues”; 50.0% had five or more and 20.0% had eight or more.

Presenting issues were significantly higher in the CJ cohort:

- The History of substance abuse is twice as prevalent in the CJ cohort. Nineteen participants in this group were referred through CJSW and, of those nineteen, a number (five) were referred as part of DTTOs
- Unemployment was, as expected, higher in the CJ group. It is well recorded those with a criminal record find it harder to secure, and maintain, employment⁶⁰
- Long term physical illness/condition was twice as prevalent in the CJ group. However, numbers were small so no definitive conclusions should be drawn

Cross correlating presenting issues gave a 100% correlation between unemployment and mental health and 100% between involvement in the CJ system and mental health.

7.2.7 Exclusions and Exits from the Programme

Individuals who did not meet the specified criteria for Positive Futures or Venture Trust’s general criteria for acceptance were excluded. Reasons for exclusion included:

- Excessive level of chaos or instability in the individual’s lifestyle at the point of referral which made referral unsuitable at that point in time
- Addiction to street drugs and alcohol at a level which made referral unsuitable at that point in time
- Medical conditions which made the programme inappropriate
- Physical conditions which made the programme inappropriate
- Behaviours or interactions in a group where the individual’s view which, if expressed aggressively, could cause disturbance e.g. inappropriate racist, sexist and homophobic views
- On the Sex Offenders’ Register
- ‘Tagged’⁶¹ by the courts or under some other form of court-imposed curfew

Referrals in categories a. and b. could be re-referred/supported in Phase I if a change in behaviour which stabilised the person was seen and maintained. A number of re-referrals/re-engagements (five overall) were seen: in all cases the participant had to stabilise or abstain from street drugs or alcohol to facilitate attendance.

‘Tagging’ was not necessarily a barrier to Positive Futures: Venture Trust has a strong relationship with courts, CJSW and parole officers, so can ask for tag removal to facilitate a Wilderness Journey. Tagged individuals were referred and were, in the majority of cases, able to have tags removed to allow Wilderness Journey attendance and, if selected, peer mentoring training.

60 www.parliament.uk/business/committees/committees-a-z/commons-select/work-and-pensions-committee/news-parliament-2015/support-for-ex-offenders-report-published-16-17/

61 Electronic monitoring (known as ‘tagging’) is used to monitor curfews and conditions of a court or prison order.

7.2.7.1 Exits at Phase I

Terms used to record disengagement were:

- **Failed to Engage:** fewer than five active engagements with Venture Trust. These referrals came into Venture Trust, did not progress and are categorised as Phase I exits
- **Ceased to Engage:** five or more active engagements with Venture Trust, then ceasing to engage with the Outreach Worker i.e. some 'benefit' may have accrued before choosing to disengage

One hundred and two Exits were recorded at Phase I, broken down as follows:

Table 18: Reasons for Exit

Reason for Exit			Non-Criminal Justice		Criminal Justice		No Data	
	Number	(%)	Number	%	Number	%	Number	%
Failed to Engage	25	24.0%	8	19.5%	9	25.8%	8	31.0%
Ceased to Engage	40	39.0%	19	46.3%	10	28.6%	11	42.4%
Went into Employment	11	11.0%	5	12.2%	5	14.2%	1	3.8%
Medically Unsuitable for Wilderness Journey [^]	8	8.0%	4	9.8%	2	5.7%	2	7.6%
Instability: drug, alcohol and mental health	6	6.0%	3	7.4%	2	5.7%	1	3.8%
Extensive commitments elsewhere	4	4.0%	2	4.8%	1	3.0%	1	3.8%
Other reasons including exclusion by Venture Trust	8	8.0%	0	0.0%	6	17.0%	2	7.6%
Totals	102	100.0%	41	100.0%	35	100.0%	26	100.0%

[^]The majority of those in this category were older (age 50+) referrals

Overall, fewer CJ referrals 'failed', or 'ceased', to engage than non-CJ referrals.

The first group may be attending on Orders and are required to engage with Venture Trust.

7.2.7.2 Exits at Phase II

Venture Trust recognises that it can be challenging for participants to attend a Wilderness Journey.

Regardless of the amount of pre-Wilderness Journey preparation, some participants simply do not make it.

Wilderness Journey non-attenders may or may not be given a second chance by Venture Trust depending on the reason for non-attendance:

- Those who **choose** not to go (no valid reason for not attending) or those who are back in the CJ system are not normally offered a second chance
- Those who have other reasons for dropping out may, depending on the reason and at Venture Trust's discretion, be offered a second chance. Reasons for being offered a second chance include medical and family issues, work issues or simply not being ready for the originally assigned Wilderness Journey

Instability around mental health and levels of consumption of alcohol and/or street drugs meant seven participants were not able to make their original Wilderness Journey. They were offered, and took part, in a subsequent Wilderness Journey. Drug and alcohol stability issues saw six people dropping out of their Wilderness Journey after one or more days.

7.0 Referrers, Participants and Referrals

7.3 Referrers and their Characteristics

Ninety-two individual referrers from forty-nine organisations made referrals to Positive Futures.

At the start of Positive Futures, it was expected referrals would follow the standard Venture Trust pattern (see Section 7.1). As time moved on, a very different pattern of referrals emerged, leading to referrers being categorised as follows:

- **Referrers:** individuals who referred between one and three individuals to Positive Futures
- **Super-Referrers:** referred between four and six individuals
- **Extra-Super Referrers:** referred seven or more individuals

The eight individuals classed as Extra-Super-Referrers and Super-Referrers made 26.5% of all referrals. They came from the following organisations:

Table 19: Extra-Super and Super Referrers

Organisation	Extra Super Referrer	Super Referrer	Number Referred by each Referrer	Number Referred by Organisation Overall	% Referred by each listed referrer
Glasgow's Helping Heroes	Y		13	13	100.0%
SAMH	Y		8	19	42.0%
Scottish Veterans' Residences	Y		7	25	28.0%
Veterans' First Point	Y		8	27	29.0%
PoppyScotland		Y	4	4	100.0%
Scottish Veterans' Residences		Y	4	25	16.0%
Scottish Veterans' Residences		Y	5	25	20.0%
Veterans' First Point		Y	4	27	15.0%
Totals	4	4	53		

Super-Referrers seem to be best at identifying veterans who progress to the Wilderness Journey, followed by Referrers and then Extra-Super Referrers. All the Super-Referrers work for veterans' organisations so their ability to better identify veterans who would benefit from Positive Futures may be better than referrers in other organisations.

Table 20: Wilderness Journey Attendees by Referrer Type

Referrer Type	Number of Referrers	% of Referrers	Number People Referred	% AR^	Number WJ* per referrer type	% AR^ who do a WJ* by referrer type	Average No of WJ's* per Person Referring	% WJ* Referrals
None	8	6.3%	8	4.0%	0	0.0%	0	0.0%
Self-Referrals	26	20.6%	26	13.0%	9	35.0%	0.35	10.0%
Referrers	84	66.7%	113	56.5%	54	47.5%	0.64	60.0%
Super Referrers	4	3.2%	17	8.5%	10	59.0%	2.5	11.0%
Extra Super Referrers	4	3.2%	36	18.0%	17	47.0%	4.3	19.0%
Totals	126	100.0%	200	100.0%	90		~	100.0

^AR = All Referrals *WJ = Wilderness Journey

Self-referrals, as expected, are at the lower end of the referral to Wilderness Journey ratio. All referrers pre-select to some extent and, by pre-selecting, would appear to exclude those less ready to move forward. This process does not occur with self-referrals: fewer self-referred individuals progress to the Wilderness Journey.

7.3.1 Referrals by Organisation

The following table shows the breakdown of referrals by referring organisation:

Table 21: Referrals by organisation

Organisation	Total Referrals	% Referrals	No Referrers in Organisation	Veterans Organisation*	CJSW^
Veterans' First Point	27	13.5%	13	Y	
Self-Referrals	26	13.0%	~		
Scottish Veterans' Residences	25	12.5%	11	Y	
SAMH	19	9.5%	5	Y	
Glasgow's Helping Heroes	13	6.5%	1	Y	
Dundee City Council	7	3.5%	5		Y
Edinburgh City Council	6	3.0%	5		Y
Combat Stress	4	2.0%	2	Y	
PoppyScotland	4	2.0%	1	Y	
Fife Council	3	1.5%	3		Y
South Lanarkshire Council	3	1.5%	3		Y
Step Together	3	1.5%	1	Y	
Walking with the Wounded	3	1.5%	1	Y	
Access to Employment	2	1.0%	1		
Careers Transition Partnership	2	1.0%	2	Y	
CATH House	2	1.0%	1		
Coming Home Centre	2	1.0%	1	Y	
Dumfries and Galloway Council	2	1.0%	2		Y
Health in Mind	2	1.0%	1		
Highland Council	2	1.0%	1		Y
North Ayrshire Council	2	1.0%	2		Y
Shoulder to Shoulder Erskine	2	1.0%	1	Y	
South Ayrshire Council	2	1.0%	2		Y
SSAFA	2	1.0%	1	Y	
W Lothian Drug and Alcohol Service	2	1.0%	1		
Aberdeen City Council	1	0.5%	1		Y
Access to Industry	1	0.5%	1		
Addaction	1	0.5%	1		
Angus Council	1	0.5%	1		Y
APEX Scotland	1	0.5%	1		
Argyll and Bute Council	1	0.5%	1		Y
ASAP	1	0.5%	1	Y	
Blue Triangle Housing Association	1	0.5%	1		
Clackmannanshire Council	1	0.5%	1		Y
Dundee Survival Group	1	0.5%	1		
DWP - Ayr Job Centre	1	0.5%	1		
East Lothian Council	1	0.5%	1		Y
Elevate Glasgow	1	0.5%	1		
Forces Online	1	0.5%	1	Y	
Glasgow City Council	1	0.5%	1		Y
Job Centre Plus	1	0.5%	1		
Lifeline Project	1	0.5%	1		
North Lanarkshire Council	1	0.5%	1		Y
Perth and Kinross Council	1	0.5%	1		Y
Renfrewshire Council	1	0.5%	1		Y
Scottish Borders Council	1	0.5%	1		Y
Trust Employability Services	1	0.5%	1		
Turning Point Scotland	1	0.5%	1		
West Dunbartonshire Council	1	0.5%	1		Y
West Lothian Council	1	0.5%	1		Y
None Recorded	8	4.0%	~		
Totals	200	100.0%	92		

* As definition on Page 9. ^ CJ Social Work

7.0 Referrers, Participants and Referrals

From the table, it can be seen that Venture Trust had to establish an extensive referral network to access struggling veterans. With fewer veterans referred⁶² than expected, the table also illustrates the wide reach made to find struggling veterans.

The organisations referring to Venture Trust broke down into service delivery categories as follows:

Table 22: Referrals by category of referrer

Category	Number Of Referrers in this Category	Number of People Referred by Category	Percentage Referred by Category (%)
Veterans' Organisations	14	108	54.0%
CJ Social Work	20	39	19.5%
None Recorded/Self Referrals	34	34	17.0%
Drug and Alcohol Agencies	6	7	3.5%
Employability	5	6	3.0%
Housing Advice or Provision [^]	2	3	1.5%
Mental Health Agencies	1	2	1.0%
Other	1	1	0.5%
Totals	83	200	100.0%

[^]Excludes Scottish Veterans' Residences who, for the purposes of this work, have been classified as a veterans' organisation

90.5% of all referrals came through three broad categories of referrer:

1. Veterans' organisations (54.0% all referrals)
2. CJSW (19.5%), and
3. Self-Referrals (17.0%)

The first two categories had been expected to be substantial referrers: the third 'category', self-referrals, had not.

7.3.2 Referrals by Local Authority Area

Geographically, the pattern of referrals followed the major Scottish centres of population. The table shows the number of referrals from organisations⁶³ within each local authority area (those with 10 or more referrals are highlighted).

Table 23: Referrals by Local Authority Area

Local Authority	Number	Percentage (%)	Type
Argyll and Bute	1	0.5%	Rural
Aberdeen City	3	1.5%	City
Aberdeenshire	2	1.0%	Rural
Angus	1	0.5%	Rural
Clackmannanshire	1	0.5%	Suburban
Dumfries and Galloway	1	0.5%	Rural
Dundee	25	12.5%	City
East Ayrshire	1	0.5%	Rural
Edinburgh City Council	35	17.5%	City
East Lothian	3	1.5%	Rural
Falkirk	6	3.0%	Suburban
Fife	11	5.5%	Rural/Suburban
Glasgow City Council	48	24.0%	City
Highland	11	5.5%	Rural
Inverclyde	2	1.0%	Suburban
Midlothian	3	1.5%	Suburban
North Ayrshire	3	1.5%	Rural
North Lanarkshire	5	2.5%	Suburban
Perth and Kinross	9	4.5%	Rural
Renfrewshire	2	1.0%	Suburban
South Ayrshire	5	2.5%	Rural
Scottish Borders	2	1.0%	Rural
South Lanarkshire	6	3.0%	Suburban
Stirling	2	1.0%	Suburban
West Dunbartonshire	3	1.5%	Mixed rural/suburban
West Lothian	9	4.5%	Suburban
Totals	200	100.0%	

Referrals came from twenty-six of Scotland's thirty-two local authorities. No referrals were received from:

- Orkney Islands Council, Shetland Islands Council and Comhairle nan Eilean Siar (Island Authorities)⁶⁴
- Moray Council (North East)
- East Dunbartonshire and East Renfrewshire (bordering Glasgow)

Referrals for the first three councils may have gone, respectively, through Inverness (Highland Council region and where veterans' services are located) and latter two through Glasgow. Veterans in more remote areas noted they had to travel to access **any** specialist service not just veterans' services.

Dundee, Edinburgh and Glasgow showed the highest levels of referrals: each city has a Scottish Veterans' Residence and each has an increasingly joined-up range of veterans' services, led by Scottish Veterans' Residences, Veterans' First Point and GHH respectively.

Rather than using local services, participants would travel to access the 'main office' of services. This was particularly noticeable with Veterans' First Point, Edinburgh where veterans travelled from a wide surrounding area including Clackmannanshire, Fife, West Lothian, East Lothian, Midlothian and the Scottish Borders. The participants' rationale was the main centre was open at least five days a week so was easier to access than local 'visiting services' offering restricted opening times. Veterans also displayed 'impatience' with services: once they chose to access services, they wanted access to that service 'right now!' The main centres were better able to manage and accommodate this aspect of veterans' need.

Referral patterns from other Super and Extra-Super Referrers further demonstrated this gradual centralising of services: they referred participants from outside the geographical area their organisation would be expected to serve.

⁶⁴ Due to geographical constraints and transport costs, outer island referrals would be extremely challenging for Venture Trust to service. Referrals, and participants, came from islands in other local authority areas

7.0 Referrers, Participants and Referrals

During the evaluation, some localised veterans’ services closed. Informal discussion with Extra-Super Referrers confirmed that veterans preferred the speed of access to services through the main offices, coupled with the social interaction with other veterans that the main offices facilitated. The larger offices could also run, or were co-located with, veterans’ drop-in centres.

7.3.3 Self-Referrals

Self-Referrals (26, 13.0% of all referrals) were a surprising feature of Positive Futures referrals.

Referrers in veterans’ organisations noted those who had been on a Wilderness Journey “come back raving about it” and “don’t stop talking about it for weeks afterwards”. This promotion by peer group was described by referrers as unusual. They added that, if the person speaking well of Positive Futures is highly respected amongst others using their service (peer respect), then the endorsement is enhanced.

Self-referrals were further driven by veterans attending other veterans’ services which had not, at that point, referred to Positive Futures. Veterans encouraged others to look at Positive Futures. In interviews with participants, the researcher frequently came across “X told me about it and he said it was brilliant/had really helped him, so I thought I’d give it a go.”

The last element driving self-referrals was the regular presence of Venture Trust staff and materials promoting Positive Futures in key referrers’ and veterans’ organisations. Veterans using these services regularly approached Outreach Workers to enquire about, and be referred to, Positive Futures.

7.3.4 Referrer Pre-Selection of Candidates

Referrers pre-selected veterans for referral. 19.0% of Referrers (one or two referrals) pre-selected on fitness, age and interest. Pre-selection was made by all Extra-Super and Super-Referrers interviewed (seven out of eight).

Overt pre-selection takes place on:

Interest in the outdoors	Stability: off drink or drugs or working towards reduction
Physical fitness	Age: only those under twenty-five, only those under age forty
Mental robustness	Whether the veteran would benefit from “a diversionary activity”
Individual need	

‘Interest in the outdoors’ followed by ‘individual need’ were the two most common criteria for pre-selection.

On individual need, referrers were making ‘value judgements’ on a client being at:

- a. The correct stage in their mental/physical recovery to benefit from Positive Futures, and/or
- b. The correct stage in working towards completion of an Order to benefit from Positive Futures

All referrers consult with their client to see whether the client is ready for Positive Futures. All referrers noted they could not force someone to take part - the person had to want to go.

7.3.5 Summary Conclusions: Referrers, Participants and Referrals

Referrals were not wholly as expected from published literature. The lack of Service data at referral, usually from non-veterans' organisations' referrals was an issue.

- Factors **expected** included high levels of Army Service, in particular, infantry Service and multiple and complex presenting issues
- Factors **not expected** were the number of LSVs, referrals at older ages, the time lapse between Service and referral, the pattern of referrals and the number of self-referrals

The different referral pattern with a high number of referrals through a low number of organisations could illustrate consolidation in the veterans' support sector.

For Venture Trust, the data suggest:

- Veterans in need may be found through organisations working with longer serving Army veterans. However,
- A very wide reach (geographical and otherwise) across veterans', non-veterans and statutory services is needed to find veterans:
 - To be referred
 - or
 - To self-refer
- Sector consolidation and/or regional single-point 'pipelines' to veterans' services could be developing. An ongoing watching brief to identify consolidation/regional pipelines would be beneficial
- There is an education task with non-veterans' services on the importance of giving Service data at referral

8.0



8.0 Outcomes of the Live Research

Section 1: Impacts on People

8.1 Objective 1: Impacts of the Programme

To assess the impact of the programme on the lives of participants - the veterans' cohort struggling with the transition to civilian life.

8.1.1 Impacts by Phase and Theme

Seventy-nine different impacts clustered into ten major impact themes were recorded for engaged participants.

Table 24: Impact themes

Impact Theme	Number of Impacts Within Theme
Reoffending	2
Personal Attitude and Capability/Capacity (PACC)*	18
Health and Wellbeing	18
Stability and Lifestyle	7
Using Other Services	4
Relationships	9
Volunteering	4
Employability	9
Accommodation	2
Becoming a Civilian	5

*The abbreviation PACC has been used for brevity

Movement in employment, education, volunteering and training (EEVT) are 'positive destinations' in a personal journey. Softer, tangible, personal capacity/capability, attitudinal or behavioural outcomes may have substantial impact on an individual's life and, through changing behaviours, facilitate movement into employment, education, volunteering and training. They also facilitate hard outcomes, for example: accommodation changes, health changes, reduction in addictive behaviours (drug and alcohol).

The majority of impacts were seen as an outcome of progressing through each Phase and occurred in Phase III. Some participants also showed impacts in Phase I (which also enabled some of them to get to the Wilderness Journey). Each Wilderness Journey participant achieved at least four positive impacts and/or destinations from Positive Futures. Some achieved many more. The impacts and destinations shown are those where impact can be **wholly** attributed to Positive Futures.

Some impacts/destinations, e.g. not re-offending or giving up drugs, are not relevant for many participants. Similarly, participants with Service pensions may not need to work nor move towards employment. Other participants sustained employment during Positive Futures.

Given the number of impacts, commentary will concentrate on:

- The fifteen most commonly reported impacts as in the table on the following page by theme
- The top impacts within each theme, if not one of the fifteen most commonly reported impacts

Tables are in rank order within theme, leading on Phase III and a consolidated table of all impacts by phase and theme in rank order is at Appendix 3.

Findings from the engaged participants appears to triangulate well with data sourced from:

- All participant survey
- Family survey and interviews
- Stakeholder and referrer surveys
- Referrer interviews

8.0 Outcomes of the Live Research

The following table shows the fifteen most commonly seen impacts, by the Phase of Positive Futures at which they were recorded:

Table 25: The fifteen most commonly seen impacts

Impacts by Phase and by Theme: Overall		Phase I		Phase II		Phase III		1 Year Post WJ	
Impact	Theme	No. (n=47)	%	No. (n=47)	%	No. (n=47)	%	No. (n=13)	%
Recognition of Shared Problems	PACC	0	0.0%	47	100.0%	47	100.0%	13	100.0%
Improved Mental Wellbeing	Health & Wellbeing	6	12.8%	6	12.8%	46	97.9%	13	100.0%
Increased Motivation	PACC	16	34.0%	38	80.9%	46	97.9%	13	100.0%
Increased Self-Confidence/Self-Belief	PACC	8	17.0%	34	72.3%	45	95.7%	13	100.0%
Eagerness to Help Self and Others	PACC	0	0.0%	12	25.5%	37	78.7%	11	84.6%
Forming a Friendship Group	Relationships	0	0.0%	36	76.6%	36	76.6%	8	61.5%
Willing to Engage	PACC	30	63.8%	33	70.2%	36	76.6%	9	69.2%
Willingness to Use Services	PACC	0	0.0%	0	0.0%	36	76.6%	10	76.9%
Referral into Other Services Overall	Using Other Services	11	23.4%	0	0.0%	36	76.6%	11	84.6%
Slower to Rise/Less Impulsive	Health & Wellbeing	0	0.0%	0	0.0%	35	74.5%	7	53.8%
Going out More (Generally)	Stability Lifestyle	0	0.0%	0	0.0%	35	74.5%	8	61.5%
Using Public Transport	Stability Lifestyle	31	66.0%	31	66.0%	35	74.5%	7	53.8%
Changed View of Masculinity	PACC	0	0.0%	0	0.0%	34	72.3%	6	46.2%
Asking for Help	PACC	0	0.0%	0	0.0%	34	72.3%	6	46.2%
"I CAN" rather than "I can't"	PACC	0	0.0%	18	38.3%	34	72.3%	9	69.2%
New Volunteering	Volunteering	0	0.0%	0	0.0%	33	70.2%	9	69.2%

*PACC Personal Attitude and Capability/Capacity

8.1.2 Impact: Reoffending

An evaluation metric was to examine reoffending in those participants who had offending backgrounds and who met the following criteria:

- Referred through community CJ, or
- Referred by non-CJ referrers but had recent CJ interactions (for example: on parole, recent imprisonment, recent court appearance) in a twelve-month period prior to engaging with Venture Trust

In the researcher's professional opinion asking whether a person has reoffended, is a limited approach given the risks associated with uncorroborated self-reporting.

The researcher believes other approaches, e.g. those in the Scottish Government's Designing and Evidencing Interventions to Reduce Crime and Reoffending⁶⁵, can be more useful in measuring behavioural change. Nevertheless, all qualifying participants were asked if they had reoffended.

⁶⁵ This guidance suggests interventions which help individuals change their behaviours and life circumstances can be measured over a range of metrics similar to those used in Positive Futures. The guidance can be found at <http://www.gov.scot/Resource/0047/00472798.pdf>

In agreement with Venture Trust:

- 'Offending' was taken as all offences other than minor road traffic or parking offences
- Offences committed before referral, for which the participant was awaiting a court date at time of referral were **excluded**

Table 26: Reoffending impacts

Reduced Offending	Phase I		Phase II		Phase III		1 Year Post WJ	
	No. (n=23)	%	No. (n=23)	%	No (n=23)	%	No. (n=6)	%
Reduced Offending	0	0.0%	0	0.0%	23	100.0%	6	46.2%
Passing a PVG Check	0	0.0%	0	0.0%	8	100.0%	4	30.8%

Only one person admitted to reoffending. However, this response should be treated with a very high degree of caution: the participant has mental health issues leading to memory challenges in relation to time i.e. remembering when things happened. Untangling the offence timeline to determine whether it took place before or after the Wilderness Journey was immensely challenging: no clear decision was possible.

The remaining qualifying participants said they had been in situations where they had thought about re-offending and had used techniques learnt on the Wilderness Journey to step away. No reoffending is recorded for those in the CJ cohort⁶⁶ one year post-Wilderness Journey, showing participants' learning is long-lasting.

With mentoring training, an unexpected impact occurred. To mentor unsupervised, participants had to pass a PVG disclosure check.

For those with criminal convictions, which had counted against them when seeking work and services, passing the PVG check was described as "being cleared" and "getting the monkey off my back" so allowing these veterans to put their pasts behind them and move forward.

The conclusion is reoffending did not take place in those who responded and that Positive Futures could be regarded as a tool which could help reduce reoffending rates in veterans. The programme could be particularly useful in community CJ where gaps in provision for veterans are noted (See Section 4.0).

Further evidence of no reoffending, albeit negative evidence, came from CJ referrers who, when approached to follow up on participants, noted that the participant had completed his or her order and had been discharged from their service. As the participant had not been re-referred by the Courts to their service, it was taken that the individual had not reoffended.

⁶⁶ Out of the 13 individuals interviewed at one year post-Wilderness Journey, only 6 fell into the CJ cohort, hence n = six.

8.0 Outcomes of the Live Research

8.1.3 Impact: Personal Attitude and Capability/Capacity (PACC)

Table 27: Personal Attitude and Capability/Capacity (PACC) Impacts

Personal Attitude and Capability/ Capacity (PACC)*	Phase I		Phase II		Phase III		1 Year Post WJ	
	No. (n=47)	%	No. (n=47)	%	No. (n=47)	%	No. (n=13)	%
Recognition of Shared Problems	0	0.0%	47	100.0%	47	100.0%	13	100.0%
Increased Motivation	16	34.0%	38	80.9%	46	97.9%	13	100.0%
Increased Self-Confidence/Self-Belief	8	17.0%	34	72.3%	45	95.7%	13	100.0%
Eagerness to Help Self and Others	0	0.0%	12	25.5%	37	78.7%	11	84.6%
Willing to Engage	30	63.8%	33	70.2%	36	76.6%	9	69.2%
Willingness to Use Services	0	0.0%	0	0.0%	36	76.6%	10	76.9%
Changed View of Masculinity and Asking for Help	0	0.0%	0	0.0%	34	72.3%	6	46.2%
"I CAN" rather than "I can't"	0	0.0%	18	38.3%	34	72.3%	9	69.2%
More Open to Addressing Issues	0	0.0%	0	0.0%	31	66.0%	6	46.2%
Working towards Goals	0	0.0%	22	46.8%	29	61.7%	5	38.5%
Taking Responsibility	0	0.0%	7	14.9%	29	61.7%	7	53.8%
Focusing on the Future	17	36.2%	21	44.7%	28	59.6%	7	53.8%
Ability to set Goals	25	53.2%	25	53.2%	26	55.3%	9	69.2%
More Resilience	0	0.0%	0	0.0%	24	51.1%	8	61.5%
Reduction in Destructive Behaviour	10	21.3%	12	25.5%	22	46.8%	4	30.8%
Dealing with Challenge Better	0	0.0%	12	25.5%	20	42.6%	10	76.9%
Building Trust in a Service	12	25.5%	15	32.0%	18	38.3%	7	53.8%
Independence from Services	0	0.0%	0	0.0%	16	34.0%	4	30.8%

Out of the fifteen most commonly reported impacts, eight are in the PACC theme. PACC movements are those movements which re-set entrenched thinking and actions, setting out to replacing old, more negative behaviours with new, more positive behaviours.

By changing underlying behaviours and thinking, the ability for an individual to make positive change in their life should be enhanced and strengthened. PACCs driven by attending Positive Futures are the foundations on which all other change is built.

The stand-out impact across Positive Futures, and in the PACC theme, is 'Recognition of Shared Problems' reported by **all** engaged participants.

Referrers recognise the underlying issue:

"Veterans can get caught up in thinking their situation is unique to them and being in a group with similar (or more serious) issues can be eye-opening and make them realise their problems are, perhaps, not as bad as those experienced by others."

Extra-Super Referrer

Engaged participants described recognising that others, with similar life experiences to themselves, shared their problems as 'liberating'. Realising it "wasn't just me with the problem" helped participants put their own life circumstances into perspective and, for some, allowed them to move forward with their lives.

"I realised that I wasn't the only one with the problems. We all had them. Some worse than others."

LSV, Royal Navy, CJ

"It was so much easier to open up, and I found it easier to talk. I said things that I've never said before in my life. It was incredibly freeing and, after I did, I felt a huge weight had been lifted from my shoulders."

LSV, Army, CJ

Taking this recognition on board drove the willingness of some to make positive changes in their lives. Through facilitating a supportive environment where participants felt safe in discussing their shared problems, Positive Futures helps individuals to take steps to address those problems.

Impacts of 'Increased Motivation' and 'Increased Self-Confidence/Self-Belief' may be viewed as circular impacts. Increased motivation can drive increased self-confidence and increased self-confidence can drive motivation. Confident and motivated people are more likely to achieve.

Both participants' motivation and self-confidence/self-belief increased as a result of taking part in Positive Futures. Those increases are likely to, and have, driven all other reported impacts. By being the underlying driver for the impacts, the programme has put some participants in the correct place to change and given them the tools to facilitate change.

"The things I took away were around confidence and self-esteem. It's key to remain confident in yourself. If you put your mind to things, you can achieve and what you put in is what you get out".

ESL, Army, CJ

"The big benefits of Positive Futures were a huge boost to my confidence, especially my inner confidence. I've pulled myself up out of the depths, realising I'm not as broken as I thought I was, and that's given me a huge boost to go out and do things."

LSV, Royal Navy, Non-CJ

"It helped me to get the confidence to get back in control of my life. I now work with vulnerable groups and have used the skills I was taught to help others. The guys at Venture Trust were very helpful and it was one of the best and most rewarding experiences of my life."

LSV, Army, Non-CJ

'Eagerness to Help Self and Others' is driving changes to individual's lives and other impacts like volunteering and peer mentoring. Positive Futures creates an environment where an individual can examine their life and, with support, identify areas for change and the route map (through Goal Setting and Action Plans) towards new destinations.

Linked to 'Eagerness to Help Self and Others' are two related impacts: 'Willing to Engage' and 'Willingness to use Services'. Some participants, often 'hidden' veterans or those who had not regarded themselves as veterans, were not engaging or using veterans' services. Conversely, those using veterans' services were not engaging with civilian services. After Positive Futures both groups engaged better with services. 'Willing to Engage' impacts run through all three phases of Positive Futures.

Positive Futures has been a driver for bringing 'hidden' veterans into services and, for those veterans willing to engage, a conduit to services which can assist in their movement towards a more robust civilian life.

8.0 Outcomes of the Live Research

Of particular relevance was the impact 'Changed View of Masculinity and Asking for Help'. Dropping the 'hard man' mask in front of others and now being able to ask for help without feeling masculinity had been diminished, was a significant impact across the participant group. Military Service builds the mask: members of the forces are 'tough guys' and 'heroes' and taking the mask off may be a step to better civilian integration. Taking the mask off may also reduce offending and lead to changes in behaviour in the home and work environment.

"I felt I had to be the 'big hard man' and that got me into trouble. Now I realise it was a confidence issue. Confident men don't need to put the 'hard man' mask on. I've used what I learnt out there - take the mask off, take it slow, don't rise and you'll stay out of trouble."

LSV, Army, CJ

The "I CAN" rather than "I can't" impact demonstrated a fundamental shift in mindset for the participants reporting this impact. In practical terms, this change in mindset meant veterans were more open to considering something new (for example: training and employability opportunities, volunteering opportunities, social opportunities, therapeutic services, other services.) and more willing to actually move forward to be referred to, and use services, or take part in new activities.

Families experienced participants removing self-imposed barriers, changing mindsets from "I can't/I won't" to "I can/I will". Increased self-confidence and motivation coupled with the removal of their self-imposed barriers led to the participants making positive choices/changes of behaviour. In addition to the impacts listed under other headings, reported changes in the participant by families under the PACC theme included:

- Moving forward with positive life choices in relation to work, education, training and volunteering
- Goal setting and working towards those goals once set
- Reduction in destructive behaviour especially around alcohol
- Seeking and accepting help
- Building resilience

Impacts under the PACC theme were reported by referrers from Phase I onwards: for some referrers, their client had had to take personal responsibility to reduce destructive behaviour to attend the Wilderness Journey.

Seventy percent of all referrers and 75.0% of all Super and Extra-Super referrers reported four or more impacts for their client/client base. Every referrer noted their client had taken benefit under the PACC theme from attending Positive Futures.

For all referrers, the largest PACC impacts observed in their clients, in rank order, were:

Table 28: PACC impacts ranked by frequency of reporting

Rank	Impact
1 =	Increased Motivation
1 =	Increased Self-Confidence/Self-Belief
2	"I CAN" rather than "I can't"
3 =	Willing to Engage
3 =	Willingness to Use Services
4	More Open to Addressing Issues
5	Recognition of Shared Problems

Referrers reported observing a range of PACC impacts in their clients over the Immediate, Medium and Longer Term.

Table 29: PACC impacts over time

Immediate
<ul style="list-style-type: none"> ● Marked growth in confidence and self-belief ● Marked growth in motivation ● Marked growth in morale ● Increased self-esteem ● A sense of achievement, both physical and emotional, at completing the Wilderness Journey ● A willingness to be more open about trying something new - 'I can' rather than 'I can't' ● Starting to take responsibility for themselves and others ● More outgoing and more willing to engage ● Much more eager to help both themselves and others ● Time out of surroundings to see that poor behaviours (drugs, alcohol) is 'an excuse' ● Recognition that problems were shared by others ● Increased openness to address issues and thinking about their situation
Medium Term
<ul style="list-style-type: none"> ● Reduction in services use (reduced dependency) ● Sustained levels of confidence and motivation ● More open mindedness on the options open to them
Longer Term
<ul style="list-style-type: none"> ● Reduction in services use (reduced dependency) ● Sustained levels of confidence and motivation ● More open mindedness on the options open to them <ul style="list-style-type: none"> ■ The drive to start and see through other changes ■ Continuing pride in achievements

"The impact has been phenomenal. Positive Futures really motivates the guys and they have been really vocal about what they got from the course."

Extra-Super Referrer

8.0 Outcomes of the Live Research

For participants, attending Positive Futures has driven fundamental change in mindset which, in turn, has led/will lead to secondary impacts like, for example, applying for and securing employment, undertaking training and reducing social isolation.

8.1.4 Impact: Health and Wellbeing

Table 30: Health and Wellbeing Impacts

Health and Wellbeing	Phase I		Phase II		Phase III		1 Year Post WJ	
	No. (n=47)	%	No. (n=47)	%	No. (n=47)	%	No. (n=13)	%
Improved Mental Wellbeing	6	12.8%	6	12.8%	46	97.9%	13	100.0%
Slower to Rise/Less Impulsive	0	0.0%	0	0.0%	35	74.5%	7	53.8%
Better Anger Management	0	0.0%	0	0.0%	29	61.7%	7	53.8%
Increased Calmness	0	0.0%	0	0.0%	28	59.6%	4	30.8%
Reduced Self-Isolation	0	0.0%	0	0.0%	28	59.6%	12	92.3%
Taking More Exercise	12	25.5%	0	0.0%	26	55.3%	4	30.8%
Using Personal Development Techniques	0	0.0%	0	0.0%	23	48.9%	13	100.0%
Reduced Anxiety	7	14.9%	11	23.4%	16	34.0%	3	23.1%
Reduced Paranoia	7	14.9%	11	23.4%	15	31.9%	3	23.1%
Eating More Healthily/Cooking for Self	0	0.0%	0	0.0%	8	17.0%	0	0.0%
Reduced Alcohol	5	10.6%	0	0.0%	6	12.8%	1	7.7%
Increased Personal Care	0	0.0%	0	0.0%	5	10.6%	0	0.0%
Stopped Drugs/Rehabilitation	0	0.0%	0	0.0%	4	8.5%	2	15.4%
Lost Weight	0	0.0%	0	0.0%	4	8.5%	0	0.0%
Stopped Alcohol	0	0.0%	0	0.0%	3	6.4%	1	7.7%
Improve Fitness through Sport Participation	0	0.0%	0	0.0%	3	6.4%	1	7.7%
Stopped Smoking	0	0.0%	0	0.0%	2	4.3%	2	15.4%
Reduced Drugs	5	10.6%	0	0.0%	1	2.1%	0	0.0%

Health and wellbeing impacts were not originally part of the evaluation metric. As the evaluation progressed, it became apparent that participating in Positive Futures may be, depending on the participant, generating life-changing health and wellbeing impacts.

Overall, the second most reported impact was 'Improved Mental Wellbeing' reported by forty-six out of forty-seven interviewed participants.

Participants reported their improved mental wellbeing put them in a "sunnier place" where they were more prepared to make other movements in their lives. This impact, coupled with their increased self-confidence and increased motivation, were catalysts for change in participants. 'Improved Mental Wellbeing' was viewed by some participants as the third impact in a spiral of motivation and self-confidence - as confidence and motivation improved so did mental wellbeing which, in turn, drove further increases in confidence and motivation.

Positive Futures is a driver for mental wellbeing through facilitating an environment where therapeutic interventions can take place and where participants learn personal development techniques which may help to manage their mental wellbeing better.

"I've turned a corner with my mental health since the course and I now want to get better rather than being half-hearted about it and giving up when it got difficult."

LSV, Army, CJ

Managing anger, recognising personal triggers for anger and learning techniques to control impulses (stopping and thinking) are interlinked. The impact 'Being slower to rise/Less impulsive' is one of the fifteen most commonly seen impacts. In the Health and Wellbeing theme, it ranked second with 'Better Anger Management' third.

Some participants commented the armed forces trained them to instinctively react to challenges with a 'fight' mechanism and that this embedded training had led them into situations where they had become angry and behaved destructively. By not becoming angry, destructive behaviours were reduced.

When it came to managing their anger and the impulse to rise, participants took the personal development tools learnt on the Wilderness Journey and applied them to their own lives:

"I've come close, very close (to reoffending). Then I remembered what I had been taught, and what I have now and I take active decisions not to throw it all away. I used the techniques, calm myself down and step away from the situation."

ESL, Army, CJ

"I don't go as often, I don't go as high and I calm down far faster"

LSV, Army, No CJ

"I worked with [name] and he showed me a 'Thinking Stone'. I was to find my own stone and then take it out and consider it when I was going to do something stupid. I found a beautiful pebble by the loch and it reminds me of the course and to think properly... and positively."

LSV, Army, CJ

By placing personal development and therapeutic techniques alongside outdoor adventure in Positive Futures, veterans' initial resistance to these techniques is minimised and learning is facilitated. Participants have transferred this learning to their home environments and are using it to reduce destructive behaviours.

Learning to manage anger has contributed to other impacts for participants and, where relevant, their families. Managing anger has contributed strongly to impacts in the 'No Reoffending' theme and to the 'Improved Family Atmosphere' and 'Understanding Civilians Better' impacts.

The 'Reduction in Social Isolation' impact in the Health and Wellbeing theme shares strong commonalities with the 'Forming a Friendship Group' in the Relationships theme. Forming a friendship group on the Wilderness Journey is a driver for reduction in social isolation in veterans. Positive Futures was the catalyst to enable these groups to form.

Social isolation was further reduced by participants volunteering - see Section 8.1.8.

No examination of Health and Wellbeing impacts would be complete without commentary on drug and alcohol use. Although numbers making significant changes to their lifestyle were small, the impacts of coming off drugs and/or abstaining from alcohol were profound. Impacts started to be seen in Phase I. Potential participants had to reduce drinking/drug consumption to go on the Wilderness Journey.

Working with their Outreach Worker, participant's self-confidence and motivation (desire to go on the Wilderness Journey) were increased which led to those participants starting to taking personal responsibility and reduce/stop consumption.

8.0 Outcomes of the Live Research

Wanting to attend the Wilderness Journey is a driver for change in those individuals who have challenges with street drugs and alcohol. Giving up drugs or alcohol for a short period to attend the Wilderness Journey has led, for some individuals, into rehabilitation followed by complete abstinence:

"I had to give up drinking to go. That was a challenge and I managed it. Quietly, I'm really proud of myself for doing so. I needed a goal and I had one and I achieved it."

LSV, TA, Non-CJ

"I had to be stable on my meds and have my head in the right place. Man, it took some doing but I did it."

ESL, Army, CJ

"My meetings with [Outreach Worker] were the catalyst to me getting away from drugs. I needed to be off drugs to go and as time went on, it (taking drugs) seemed such a pointless thing to do so I stopped."

ESL, Army, CJ

Families experienced participants:

- Maintaining a positive outlook: "He's much sunnier since he went"
- Reduction in destructive behaviour especially around alcohol: having to give up drinking to go
- Being slower to anger so reducing tension in the household: calmer veteran, happier household
- Seeking help for long-standing, often undiagnosed, mental health issues

As with impacts under the PACC theme, impacts under the Health and Wellbeing theme were reported by referrers from Phase I onwards. Again, for some referrers, their client had had to take personal responsibility to reduce drug and alcohol use to attend the Wilderness Journey.

Seventy percent of all referrers and 75.0% of all Super and Extra-Super referrers reported four or more impacts for their client/client base. Every referrer noted their client had taken benefit from attending Positive Futures.

For all referrers, the largest Health and Wellbeing impacts observed in their clients, in rank order, were:

Table 31: Health and Wellbeing Impacts ranked by frequency of reporting

Rank	Impact
1	Improved Mental Wellbeing
2	Reduction in Anxiety
3	Reduced Self-Isolation
4 =	Slower to Rise/Less Impulsive
4 =	Better Anger Management
5	Reduced Paranoia

Referrers reported observing Health and Wellbeing impacts in their clients over the Immediate, Medium and Longer Term.

Table 32: Health and Wellbeing impacts over time

Immediate
<ul style="list-style-type: none"> Improved mental health: client is 'in a better place' Reduction in anger in the client Reduction in anxiety Take time to stop and think (contemplate) on what they are doing so less impulsive behaviour A feeling of belonging and a reduction in social isolation through friendship group creation Reducing/stopping drugs/alcohol to attend a Wilderness Journey
Medium Term
<ul style="list-style-type: none"> Client maintains improved mental health Reduction in anxiety Take time to stop and think (contemplate) on what they are doing so less impulsive behaviour A feeling of belonging and a reduction in social isolation through friendship group maintenance Further reducing/stopping drug use Further reducing/stopping alcohol use
Longer Term
<ul style="list-style-type: none"> Mental wellbeing maintained Moving into drug rehabilitation; to volunteering at an addiction centre and taking a part-time job Alcohol abstinence Drug abstinence

By facilitating health and wellbeing changes, Positive Futures has enabled individuals to improve their mental wellbeing and, through improving mental wellbeing, take other steps to move themselves along a positive pathway to a point where they are fully functioning members of civilian society.

8.1.5 Impact: Stability and Lifestyle

Table 33: Stability and Lifestyle Impacts

Stability and Lifestyle	Phase I		Phase II		Phase III		1 Year Post WJ	
	No. (n=47)	%	No. (n=47)	%	No. (n=47)	%	No. (n=13)	%
Going Out More (Generally)	0	0.0%	0	0.0%	35	74.5%	8	61.5%
Using Public Transport	31	66.0%	31	66.0%	35	74.5%	7	53.8%
Maintaining Changes	0	0.0%	0	0.0%	13	27.7%	13	100.0%
Maintaining Social Life	0	0.0%	0	0.0%	13	27.7%	13	100.0%
Taking up Outdoor Pursuits Again	0	0.0%	0	0.0%	8	17.0%	2	15.4%
Operating to Majority Timescale	0	0.0%	0	0.0%	7	14.9%	3	23.1%
Introducing Family to Outdoors	0	0.0%	0	0.0%	5	10.6%	2	15.4%

8.0 Outcomes of the Live Research

High levels of impact were seen under this theme. The most reported impacts, 'Going Out More (Generally)' and 'Using Public Transport' show Positive Futures is reducing social isolation by enabling participants to have the confidence and motivation to get out more. By re-integrating into civilian society and simply getting out into the fresh air, mental health benefits leading to increased resilience should be seen as secondary impacts.

'Independent travel' is a 'hidden' ingredient in the Positive Futures model. Meeting this challenge, and overcoming it, helps participants work towards their own overarching goals, as well as increasing independence and building resilience. The ability to use public transport further facilitates moves into education, employment, training and volunteering.

"Getting to Stirling gave me a confidence boost. I hadn't travelled on public transport for years and I realised it wasn't as bad I'd thought it would be so when I met the others, I was already in a better place."

LSV, Army, Non-CJ

Changes are being maintained over a time showing the impacts of Positive Futures are long lasting. The drop in 'Going Out More (Generally)' after one year is attributable to moving into work, volunteering or training. 'Using Public Transport's' drop is attributable to recovery of driving licences⁶⁷ and/or access to personal transport.

Families experienced participants:

- Being more willing to go out: generally, and into the wider outdoors through taking up, or introducing families, to outdoor pursuits
- Being more willing to socialise

Referrers may be less aware of some Stability and Lifestyle theme impacts. The two impacts in this theme on which the majority of referrers commented were:

- 'Maintaining Changes': here, as seen in the referrer tables above, referrers saw clients maintaining change in the medium and long-term
- Maintaining a social life: referrers commented on the maintenance of the friendship groups made on Positive Futures in the medium to long-term

By facilitating changes in the individual, which are maintained, Positive Futures brings that individual back into society. This helps to reduce disadvantage in veterans with issues as a result of their Service and/or lack of understanding of civilian society.

8.1.6 Impact: Using Other Services

Table 34: Using Other Services impacts

Using Other Services	Phase I		Phase II		Phase III		1 Year Post WJ	
	No. (n=47)	%	No. (n=47)	%	No. (n=47)	%	No. (n=13)	%
Referral into Other Services Overall	11	23.4%	0	0.0%	36	76.6%	11	84.6%
Referral into Civilian Services	9	19.1%	0	0.0%	24	51.1%	6	46.2%
Referral into Veterans' Services	2	4.3%	0	0.0%	23	48.9%	5	38.5%
Increased Independence from Services	0	0.0%	0	0.0%	16	34.0%	4	30.8%

⁶⁷ Lapsed or lost due to mental health issues and/or motoring offences

Positive Futures helps to guide motivated, ready to change and engaged veterans into services which meet their individual needs. It uncovers, and refers, 'hidden' veterans into veterans' services, and refers identified veterans into civilian services. Through this, Positive Futures is helping to reduce any disadvantage veterans may be experiencing as a result of their Service.

Positive Futures recommendations/referrals to other services are valued and acted on.

"If they (Venture Trust) was (sic) recommending a service, then in his mind, it was OK."

Spouse/Partner, LSV, Army, CJ

Veterans referred from Positive Futures to other services are using those services. Impacts of using services include:

- Welfare: housing, pensions support (including obtaining War Pensions), money advice, housing advice
- Volunteering opportunities: reducing social isolation, 'giving something back', moving towards employment
- Social: meeting other veterans in the same situation, meeting civilians

Families experienced participants:

- Being more willing to engage with civilian organisations
- Seeking and accepting help generally from both veterans' and non-veterans' services
- Seeking help for long-standing, often undiagnosed, mental health issues

For referrers, impacts under the PACC theme ('Willingness to Use Services', "I CAN" rather than "I can't" and 'Willing to Engage' drove their clients' impacts under the Using Other Services theme.

Services, who refer to Positive Futures, note, post-Wilderness Journey, client usage of their service drops as the individual moves towards independence. Services regard this as a substantial benefit.

The programme seems to be helping reduce dependence on services in veterans through moving them to independence by building confidence, resilience and the ability to take more control of their own lives.

8.1.7 Impact: Relationships

Table 35: Relationships impacts

Relationships	Phase I		Phase II		Phase III		1 Year Post WJ	
	No. (n=47)	%	No. (n=47)	%	No. (n=47)	%	No. (n=13)	%
Forming a Friendship Group	0	0.0%	36	76.6%	36	76.6%	8	61.5%
Avoidance of Negative 'Friends'	0	0.0%	0	0.0%	13	27.7%	3	23.1%
More Openness with Spouse/Partner	0	0.0%	0	0.0%	10	21.3%	3	23.1%
Improved Family Atmosphere	3	6.4%	3	6.4%	9	19.1%	3	23.1%
Reduction in Wider Family Anxiety	0	0.0%	9	19.1%	9	19.1%	3	23.1%
Reconnection with Friends	0	0.0%	0	0.0%	8	17.0%	1	7.75%
Reconnection with Family	0	0.0%	0	0.0%	7	14.9%	1	7.7%
Reduction in Carer Role in Families	0	0.0%	0	0.0%	3	6.4%	1	7.7%
Respite for Spouses/Partners	0	0.0%	6	12.8%	2	0.0%	0	0.0%

8.0 Outcomes of the Live Research

The formation of small positive support and friendship groups (usually three veterans) took place on every Wilderness Journey. Post-Journey, group members⁶⁸ kept in touch using social media and met up in real life.

The impact of these groups was profound for those veterans experiencing social isolation giving them “someone out there when I need them”.

In these groups, informal peer-to-peer support takes place alongside more conventional friendship aspects (for example: meeting up and socialising together). The friendships are also facilitating the development of resilience and independence in the veteran and, by increasing social interaction, other impacts on health - particularly mental health - and wellbeing may also be seen.

A secondary impact of friendship group formation is the exchange of information on veterans’ and other services. The veterans’ support landscape is challenging to navigate and this information exchange facilitates referral to, and use of, services.

For veterans’ services’ referrers, particularly all Super and Extra-Super Referrers, the formation of small positive support and friendship groups with other veterans across Scotland is a good, and unexpected, impact of Positive Futures. Through these groups, referrers see informal peer-to-peer support for veterans taking place and with these friendship contacts the veteran is developing more resilience and becoming more independent.

Referrers reported observing Relationships impacts in their clients over the Immediate, Medium and Longer Term.

Table 36: Relationships impacts over time

Immediate
<ul style="list-style-type: none">● A feeling of belonging and a reduction in social isolation through friendship group creation● Creation of informal peer-to-peer support network● Starting to re-connect with family
Medium Term
<ul style="list-style-type: none">● A feeling of belonging and a reduction in social isolation through friendship group maintenance● Formation of new friendships and reduction in self and social isolation● Better functioning in groups● Re-connection with family
Longer Term
<ul style="list-style-type: none">● Maintaining friendship/mutual support groups with other veterans● Better functioning in groups● Re-connection with family

These connections would not have formed without Positive Futures Wilderness Journey: as noted in Section 8.1.4, it was the catalyst enabling these connections to form.

Relationships impacts on families are explored in Section 8.3.

68 Scattered across Scotland e.g. group members are from a) Inverness, Glasgow and Falkirk and b) Dunfermline, Edinburgh and Falkirk respectively.

"It's just general chit-chat and a bit of mutual support and knowing somebody is out there if I need them."

ESL, Army, CJ

"You can tell when somebody's down. It's knowing there's somebody there who can think about you and give you a little kick to say, 'thinking about you, I'm out there, I understand what you've been through and you don't have to face it alone' "

LSV, Army, CJ

8.1.8 Impact: Volunteering

Table 37: Volunteering impacts

Volunteering	Phase I		Phase II		Phase III		1 Year Post WJ	
	No. (n=47)	%	No. (n=47)	%	No. (n=47)	%	No. (n=13)	%
New Volunteering	0	0.0%	0	0.0%	33	70.2%	9	69.2%
Existing Volunteer	14	29.8%	14	30.0%	14	29.8%	4	30.8%
Becoming a Peer Mentor	0	0.0%	0	0.0%	9	19.1%	5	38.5%
Mentoring	0	0.0%	0	0.0%	2	4.3%	2	15.4%

A significant impact of Positive Futures is participants moving into new, and maintaining existing, volunteering.

Participants saw volunteering as:

- An opportunity to 'give back' to society
- A safe mechanism to reduce their social isolation through getting out more
- A mechanism to give structure to an unstructured life
- An opportunity to use existing skills or interests to help others
- Providing learning and training opportunities: learning new skills, refreshing old skills
- Stepping stones on the pathway to employability

Veterans volunteered in both civilian (for example: food banks, scouts, gardening projects) and veterans/military organisations (for example: Army Cadets, welfare organisations, Service charities).

Changes are being maintained over a time showing the impacts of Positive Futures are long lasting. The drop in 'New Volunteering' after one year is attributable to moving into work or training.

Forty-three percent of referrers and 75.0% of Super and Extra-Super Referrers commented clients started, maintained or increased their volunteering as a result of attending Positive Futures. Short term impacts were seen in 'New Volunteering' and maintaining volunteering ('Existing Volunteer').

Medium, and longer term, impacts were seen in maintaining volunteering and, for some, going forward to become a peer mentor.

Those selected for peer mentoring training through Venture Trust saw enhanced learning and volunteering impacts from their interactions with Positive Futures. A secondary impact for this group is the discovery of potential new career opportunities which build on their mentoring training.

"People worked with me to help me turn my life around. I'd like to pay them back by becoming an example for others to follow. To be a successful additions worker, you need to have had direct experience and I have plenty of that."

ESL, Army, CJ

Positive Futures is a driver for volunteering. Through driving volunteering, it may help to reduce social isolation and build resilience and independence in veterans. By volunteering, veterans enable new or enhanced skill sets which may increase education or employability prospects. Third-sector organisations need volunteers and Positive Futures creates an environment where veterans' skills and attributes can be used to benefit those organisations and, in turn, wider society.

8.1.9 Impact: Employability

Table 38: Employability impacts

Employability	Phase I		Phase II		Phase III		1 Year Post WJ	
	No. (n=47)	%	No. (n=47)	%	No. (n=47)	%	No. (n=13)	%
Realisation of Transferrable Skills	0	0.0%	14	30.0%	24	51.1%	8	61.5%
Moving into Training	0	0.0%	0	0.0%	14	29.8%	5	38.5%
Moved into Full-Time Work	0	0.0%	0	0.0%	10	21.3%	3	23.1%
Peer Mentor Training	0	0.0%	0	0.0%	9	19.1%	0	0.0%
Looking for Work	0	0.0%	0	0.0%	7	14.9%	3	23.1%
Moved into Part-Time Work	0	0.0%	0	0.0%	5	10.6%	3	23.1%
Undertaking Work Experience/ Training Placements	0	0.0%	0	0.0%	4	8.5%	0	0.0%
College or University	2	4.3%	2	4.3%	4	8.5%	0	0.0%
Sustained Existing Employment	2	4.3%	2	4.3%	2	4.3%	4	30.8%

Post Positive Futures, participants applied for, and secured, training placements, training opportunities and employment. Overall, thirty-one (43.7%) out of seventy-one unemployed participants moved into some form of employment, education or training.

For those who are ready to re-enter the workplace, the realisation that Service gave them a skillset which is desired in, and transferrable to, the workplace is crucial in building confidence to apply for, and obtain, employment.

Not all participants were seeking work: some were in receipt of Service pensions⁶⁹ and had no economic need to work. Others have mental health issues which would preclude a return to work or are of an age where they are unlikely to be employed. Two participants remained in work throughout Positive Futures.

⁶⁹ Twelve referrals had Served the qualifying period for full pensions (twenty-two years); twenty-four referrals Served the qualifying period for half-pensions (twelve years).

*"I'd've never applied for the job or even thought about applying... but I did and I got the job."
LSV, Army, Non-CJ*

Referrers reported observing Employment impacts in their clients over the Immediate, Medium and Longer Term. The level of impact observed was tempered by the distance each individual client was from the workplace.

Table 39: Employability impacts over time

Immediate
<ul style="list-style-type: none"> ● Starting employment-based courses leading to Full-Time work ● Referred to, and starting to use, services focusing on employability ● Experiencing/sustaining temporary employment ● Moving into employment ● Maintaining work
Medium Term
<ul style="list-style-type: none"> ● Starting and completing employment-based courses leading to Full-Time work ● Referred to, and starting to use, services focusing on employability ● Experiencing/sustaining temporary employment ● Moving into employment ● Maintaining work
Longer Term
<ul style="list-style-type: none"> ● Starting Full-Time work ● Moving into supported work placements leading to training ● Started attending college ● Experiencing/sustaining temporary employment ● Making better decisions regarding accessing training and other employability services ● Maintaining work

Positive Futures helps some participants become ready to, and to move into employment, education or training. It is a 'stepping stone' on the employability pathway for those furthest from work and a confidence booster for those nearer the workplace. The programme is another tool in the employability pipeline for veterans who may be some distance from work.

8.1.10 Impact: Accommodation

Table 40: Accommodation impacts

Accommodation	Phase I		Phase II		Phase III		1 Year Post WJ	
	No. (n=47)	%	No. (n=47)	%	No. (n=47)	%	No. (n=13)	%
Moved into Own Tenancy	0	0.0%	0	0.0%	10	21.3%	4	30.8%
Increased Pride in Home	0	0.0%	0	0.0%	2	4.3%	2	15.4%

Attending Positive Futures seems to give some participants, who were homeless or in supported accommodation, the confidence to take on and sustain a tenancy. The programme is, again, a 'stepping stone' for some in moving into their own accommodation so helping to meet Covenant, UK, national and local policies on reducing homelessness amongst veterans.

"I've never had my own house before and it's great. Before I got my tenancy, I bought something I'd need every week - mugs, a toaster, a kettle. I've been there a year now and it's starting to look nice."

ESL, Army, CJ

Those referrers (four overall including two Extra-Super Referrers), who had clients who moved into tenancies, noted Positive Futures helped their client have the confidence and motivation to move from veterans' or supported accommodation into their own tenancy and then sustain that tenancy.

8.1.11 Impact: Becoming a Civilian

Table 41: Becoming a Civilian impacts

Becoming a Civilian	Phase I		Phase II		Phase III		1 Year Post WJ	
	No. (n=47)	%	No. (n=47)	%	No. (n=47)	%	No. (n=13)	%
Willingness to Engage: Civilian Services	0	0.0%	0	0.0%	24	51.1%	8	61.5%
Recognition of Civilian Competence	0	0.0%	18	38.3%	18	38.3%	6	46.2%
Better Engagement with Civilians	0	0.0%	0	0.0%	16	34.0%	5	38.5%
Not Dwelling on Past Service Life	0	0.0%	7	14.9%	11	23.4%	4	30.8%
Understanding Civilians Better	0	0.0%	8	17.0%	10	21.35	4	30.8%

The Wilderness Journey shows civilians can deliver in an area where the military regards itself as having superior expertise (outdoor activities) and, through practically demonstrating competence, shows veterans the military way might not be the only or the most appropriate way.

For some LSVs, the impact 'Not Dwelling on the Past', (see quote below) can deliver a fundamental change in mindset, leading to an acceptance of civilian-led services.

"I was really unsure about what I was expecting. I thought 'it's a bunch of civvy's, they can't do anything properly' but I was really impressed with Venture Trust and the set-up at Stirling. It made me realise they might be able to deliver."

LSV, Royal Navy, CJ

"What really struck home was [name] at the start saying about when he'd done the course, and they'd been talking about integrating into civvy life, he'd realised 'Yes, he was civvy now' and he had been for years. That struck a real chord with me and made me think 'yes, I'm a civvy too. I've been one longer than I was a soldier'. I realised I can't go on like this and I need to learn to be a civilian."

LSV, Army, Non-CJ

Families experienced participants:

- Being more willing to engage with civilian organisations
- Focussing on the future rather than dwelling on past Service life
- Having a better understanding of civilians and civilian life

"He's finally realising they're a bit boring [other veterans] and that you can do interesting things in life without a military take on it."

Spouse/Partner

All referrers in veterans' services, including Extra-Super and Super Referrers noted that Positive Futures had a positive impact on their clients' mindset, and thought patterns, about civilians.

"It [Positive Futures] jerked veterans' out of the military mindset and practically demonstrated to them that civilians just don't care about rank, tours, regiments or Service. It does them a lot of good."

Super Referrer

Positive Futures seems to help to civilianise the military mindset leading to better acceptance of, and engagement with, civilians and civilian led services. This civilianisation can lead to better integration with civilians in the workplace, in using services and in social interactions so reducing social isolation of veterans.

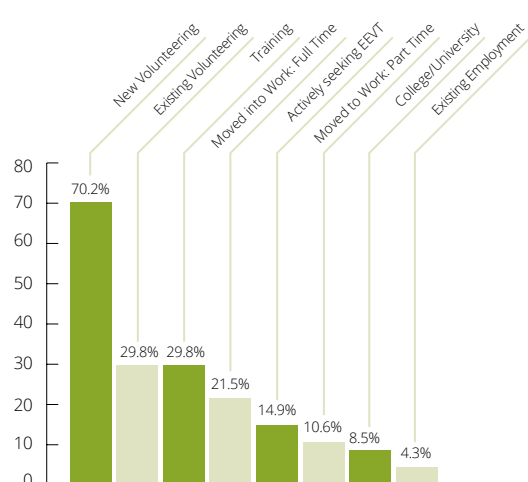
8.1.12 Summary Tables: Destinations

To allow comparisons, this table summarises hard and personal behaviour impacts which are commonly used as reporting metrics.

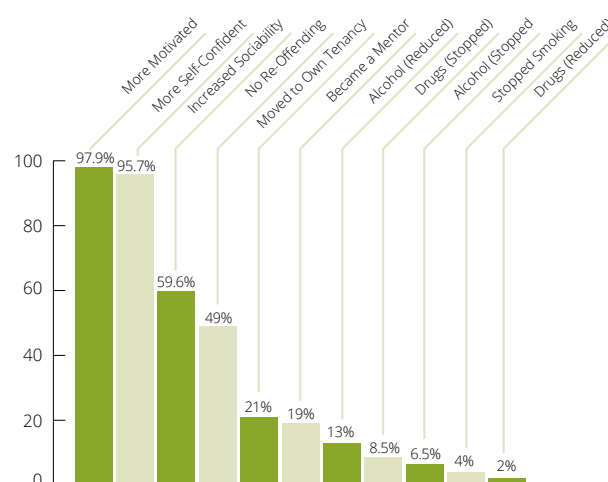
Table 42: Summary - impact and outcomes

Impacts: Employment, Education, Volunteering and Training (EEVT)	Number	Percentage those engaged achieving destination	Impacts: Personal Behaviour Outcomes	Number	Percentage those engaged achieving destination
New Volunteering	33	70.2%	More Motivated	46	97.9%
Existing Volunteering	14	29.8%	More Self-Confident	45	95.7%
Training	14	29.8%	Increased Sociability	28	59.6%
Moved into Work: Full-Time	10	21.5%	No Re-Offending	23	49.0%
Actively seeking EEVT	7	14.9%	Moved to Own Tenancy	10	21.0%
Moved to Work: Part-time	5	10.6%	Became a Mentor	9	19.0%
College/University	4	8.5%	Alcohol (Reduced)	6	13.0%
Existing Employment	2	4.3%	Drugs (Stopped)	4	8.5%
			Alcohol (Stopped)	3	6.5%
			Stopped Smoking	2	4.0%
			Drugs (Reduced)	1	2.0%

Impacts: Employment, Education, Volunteering and Training (EEVT)



Impacts: Personal Behaviour Outcomes



8.0 Outcomes of the Live Research

8.1.13 Summary Conclusions: Impact on the Lives of Veterans Struggling with Transition

Positive Futures is the driver for a large number of positive impacts for participants. Seventy-nine impacts over ten themes were recorded.

Impacts can be softer, PACC - driven outcomes, hard outcomes (for example: own accommodation, abstaining from drugs and/or alcohol) and positive destinations (employment, education volunteering or training). All participants have hard outcomes and positive destinations in their Impacts mix.

PACC theme impacts are the fundamental driver for change in the individual. Across its entirety, Positive Futures develops, creates and manages opportunities for individuals to make PACC in their own lives.

By creating these opportunities individuals are empowered to move out of old negative behaviours and into new positive behaviours which will strengthen their life resilience, open up new pathways and allow them to move forward. Individuals are working towards better integration into civilian life, through moving towards employment, education, volunteering or changing.

The array of impacts recorded show Positive Futures' holistic semi-individualised approach delivers cross-policy outcomes across a range of policies, including CJ, veteran-centred policies, employability, housing and homelessness and health and wellbeing.

"Out of all the services, therapy etc. I have been through, the few days I spent on this course saved me."

ESL, Army, CJ

Case Study: Callum McGregor

Hidden Veteran, Abstaining from Street Drugs to take part in a Wilderness Journey, Giving Up Drugs & Alcohol, Multiple Presenting Issues

Programme elements illustrated are:

- Recognition of veteran status and, from there, accessing veterans' services (Hidden Veteran)
- Support from Outreach Worker in Phase I to give up drugs to go on the Wilderness Journey
- Ongoing support in Phase III in the move towards peer mentoring & volunteering

Background

Cohort(s):	CJ, Early Service Leaver, Problem Shifter
Presenting Issues:	Mental Health, Drug Addiction, Alcoholism, Homelessness, Worklessness, Self-Isolation.
Referral Route:	Through CJ Social Work
Service & Tours	Junior Soldier, British Army, left at end of Basic Training
Financial	Benefits
Childhood Trauma	Yes - domestic violence from Mother's partner, drug addicted mother
Housing	Now in secure Tenancy, following a period in Supported Accommodation

Case Study: Callum McGregor

Callum dabbled in drugs before he joined up and, after leaving the Army, he fell back into bad habits, eventually serving time in a Young Offenders Institution. After release Callum's mental health issues combined with stronger street drugs (heroin & cocaine) led to a long period of self-destructive behaviour. Eventually, through his community CJ team, Callum was placed on a DTTO. His social worker, realising he was a veteran, referred him to Positive Futures.

Working with his Outreach Worker, Fiona, Callum thought he was in the right place for his Wilderness Journey. "I wasn't though. I took lots of really good stuff from the Journey - like putting myself in a safe space, more self-confidence and all of that but I messed it up at Christmas."

Due to a personal tragedy, Christmas is a very hard time for Callum and he found himself back taking drugs after being clean for three months. "One of the hardest things I have ever done was to tell Fiona I was back on drugs. I felt I'd let her down and I was so ashamed of myself. It was a new feeling for me; before I hadn't cared about those who were trying to help me."

Fiona arranged for Callum to attend another Wilderness Journey giving him a focus to stop his drug use. As he worked towards being drug free, Callum's medication was reduced which he regarded as a positive step. Now stable enough to go on his second Wilderness Journey, Callum knew he had to change.

From that Wilderness Journey, Callum went into a residential drug rehabilitation programme. To take part, Callum had had to demonstrate he wanted to change his behaviour: being in Positive Futures helped him evidence his readiness to change. On the programme, he was mentored by another Positive Futures participant, Lenny, who had been on Callum's first Wilderness Journey and who Callum has become friends with. "Having Lenny those few steps ahead of me has been great. He knows where I've been and what I've done to get where I am now. He's mentoring me and that's helping me to go forward with helping others."

Callum has chosen complete abstinence from street drugs and alcohol as "if I go anywhere near it, I'll go straight back in."

He realised drinking triggered drug taking so by stopping drinking, he has stopped drug taking. He is also off all medication: "No methadone, no Suboxone or anything else. It's hard but now I can call people. I can get help from people in my support circle and that includes people I met on my Wilderness Journeys. I didn't have that before".

As Callum approached a good place in his own recovery, he volunteered at a recovery café. "I can sit there and say 'look, you don't have to take drugs. I used to sit where you're sitting now: there are ways and means for you to get out of it'". He also acts as a 'sponsor' (mentor) with Cocaine Anonymous. Callum's interactions with the law have changed too. Since completing Positive Futures, he has not reoffended. "I've come close, very close. Then I remembered what I had been taught, and what I have now and I take active decisions not to throw it all away. I used the techniques, calm myself down and step away from the situation."

Life is still proving a challenge but Callum is looking forward. He wants to go to college with a view to becoming, in time, an addictions worker. "People worked with me to help me turn my life around and I'd like to pay them back by becoming an example for others to follow. To be a successful addictions worker, you need to have had direct experience and I have plenty of that."

"To be honest, if I hadn't done Positive Futures and the residential, I'd still be homeless, I'd still be a druggie and I think I'd most likely be in the jail. I'm a completely different person now. I'd tell anyone offered Venture Trust to go for it, to grab it with both hands and don't hold back. It changed me. It changed my life and it gave me back who I used to be. I don't have any doubts anymore about where I want to go."

Key Positive Impacts

- Ability to leave supported accommodation and move into a tenancy
- Contribution to moving forward to become drug free
- Increase in self-confidence and self-esteem
- Learning to manage stress and deal with personal situations
- Taking self-responsibility
- Adopting positive living habits: budgeting & bill paying, cooking & cleaning, socialising
- Adopting positive health habits: stopping smoking, starting to exercise
- Less stress in the home environment
- No reoffending since attending Positive Futures
- Starting & maintaining volunteering
- Becoming a peer mentor
- Formation of social network for mutual support

8.2 Objective 3: Effectiveness for Specific Cohorts

To understand in greater detail for which cohorts within the veterans' community struggling with the transition to civilian life, the programme is most effective, and whether the programme therefore fills a gap in available provision for them.

8.2.1 Identified and Emerging Cohorts

Some key characteristics and 'typologies' of veterans were identified and examined to explore whether or not the programme was particularly effective for them or not.

Table 43: Veteran cohorts

Name	Characteristics of the Cohort
ESLs vs LSVs	Length of Service
CJ Involvement vs Non-CJ Involvement	CJ
Veterans in the veterans' services 'bubble' ⁷⁰	With the number of veterans' services available (and run by veterans), it is possible for a veteran not to engage with non-statutory civilian services i.e. they refuse to wholly engage in civilian life
Adversity in Childhood "Problem Shifters"	Adverse Childhood Experiences Individuals taking their challenges, often alcohol and drugs, into the forces. Challenges may be displaced while serving but resumed after Service ends
"Successful Transitions?"	Individuals who have long Service (twelve+ years) and who seem, on the surface, to have transitioned successfully but some time later (up to ten years from end of Service) begin to struggle

Cohorts are not made up of discrete members: high levels of cross membership were recorded.

8.2.2 Comparative Cohorts

The following cohorts were considered.

8.2.2.1 Early Service Leavers vs Longer Serving Veterans

Table 44: Presenting issues for Early Service Leavers

Presenting Issue: Early Service Leavers	This Cohort		Wilderness Journey Overall	
	Number	Percentage (%)	Number	Percentage (%)
Unemployment	38	100.0%	71	79.0%
Mental Health Issues	24	63.0%	58	64.5%
Medically Diagnosed PTSD	4	4.5%	30	33.0%
Previously Offended	27	71.0%	44	48.0%
History of Alcohol Abuse	15	39.0%	38	42.0%
History of Substance Abuse	12	32.0%	22	24.0%
Homeless/Unsettled or Temporary Accommodation	15	39.0%	29	32.0%
Long Term Physical Illness/Condition	1	1.0%	9	10.0%

⁷⁰ The term 'veterans' services bubble' was introduced to the researchers by Extra-Super referrers in two veterans' services. Both used the term independently and felt it perfectly described the landscape for those veterans who preferred to interact with other veterans. As no better term could be found, it was adopted for use in the evaluation.

8.0 Outcomes of the Live Research

Areas of significant difference between this cohort and the Wilderness Journey participants overall are:

- Considerably higher levels of unemployment and previous offending
- Higher levels of substance abuse and homelessness
- Slightly lower level of alcohol abuse
- Considerably lower levels of medically diagnosed PTSD and long-term physical illness/conditions

Cross correlation between key presenting issues for this group showed:

- A 100.0% correlation between unemployment and all other issues
- A 45.0% correlation between mental health issues and CJ involvement

Table 45: Presenting issues for Longer Serving Veterans

Presenting Issue: Early Service Leavers	This Cohort		Wilderness Journey Overall	
	Number	Percentage (%)	Number	Percentage (%)
Unemployment	38	100.0%	71	79.0%
Mental Health Issues	24	63.0%	58	64.5%
Medically Diagnosed PTSD	4	4.5%	30	33.0%
Previously Offended	27	71.0%	44	48.0%
History of Alcohol Abuse	15	39.0%	38	42.0%
History of Substance Abuse	12	32.0%	22	24.0%
Homeless/Unsettled or Temporary Accommodation	15	39.0%	29	32.0%
Long Term Physical Illness/Condition	1	1.0%	9	10.0%

Areas of significant difference between this cohort and the Wilderness Journey participants overall are:

- Considerably higher levels of mental health issues, including medically diagnosed PTSD and long term physical illnesses or conditions
- Slightly higher levels of homelessness and alcohol abuse
- Lower levels of substance abuse
- Considerably lower levels of unemployment and offending

Cross correlation between key presenting issues for this group showed an 80.0% correlation between mental health and all other issues

Table 46: Summary Table of Impacts/Outcomes for Engaged Participants: Early Service Leavers vs Longer Serving Veterans

Impact/Outcome (Destination)	Early Service Leavers		Longer Serving Veterans	
	Number (n=11)	Percentage of Cohort (%)	Number (n=32)	Percentage of Cohort (%)
Hard Destination (EETV)				
Moved into Work (Full-time)	3	27.0%	7	22.0%
Moved to Work (Part-time)	0	0.0%	5	16.0%
Sustained Work	0	0.0%	2	18.0%
Volunteering	7	64.0%	19	59.0%
Mentoring	4	36.0%	5	16.0%
College	2	18.0%	1	3.0%
Training	6	55.0%	5	16.0%
Health Outcome				
Alcohol (Reduced)	5	45.5%	3	9.0%
Alcohol (Stopped)	3	27.0%	1	3.0%
Drugs (Reduced)	0	0.0%	0	0.0%
Drugs (Stopped)	3	27.0%	1	3.0%
Stopped Smoking	1	9.0%	2	6.0%
CJ Outcome				
No Reoffending	8	73.0%	15	47.0%
Social Outcomes				
Increased Social Interactions	7	64.0%	21	66.0%
Own Tenancy	4	36.0%	7	22.0%

Some cohort members were in work, education, training or volunteering **before** Positive Futures. Only outcomes attributable to Positive Futures are included.

ESLs have significantly more positive impacts/outcomes (destinations) than LSVs.
The only exception is moving into part-time work where LSVs have higher impact/outcome levels.

Impacts for LSVs are biased by some veterans being in work or fully pensioned (do not need to seek work) or volunteering prior to Positive Futures.

Key impacts for **ESLs** in rank order are:

1. **No Reoffending** - showing Positive Futures is an effective community intervention in reducing reoffending
2. **Starting to Volunteer** - showing Positive Futures enables volunteering as a primary impact, with secondary impacts in reducing social isolation and, potentially, movement towards training and employment destinations
3. **Increased Social Interactions** - showing Positive Futures reduces social isolation in veterans
4. **Moving into Training** - Positive Futures enables the veteran to move into training which may lead on to education, employment or volunteering
5. **Reduced Alcohol Intake** - showing that Positive Futures enables veterans to reduce, and maintain the reduction, in their alcohol intake so reducing primary (drinking) and secondary (for example: anger and, anxiety) harmful behaviours

8.0 Outcomes of the Live Research

Key impacts for **LSVs** in rank order are:

1. **Increased Social Interactions** - showing Positive Futures reduces social isolation in veterans
2. **Starting to Volunteer** - showing Positive Futures enables volunteering as a primary impact, with secondary impacts in reducing social isolation and, potentially, movement towards training and employment destinations
3. **No Reoffending** - showing Positive Futures is an effective community intervention in reducing reoffending
4. **Move into Full-time Work** - showing Positive Futures enables veterans to move forward into civilian life by moving back into Full-time employment through building confidence and motivation
5. **Own Tenancy** - Positive Futures helped to give veterans in homeless or supported accommodation, the confidence and motivation to move into, and sustain, a tenancy

Positive Futures seems to more effective for ESLs than for LSVs, although LSVs do show benefit from participating in the programme. ESLs seem to particularly benefit in relation to reduced offending and moving into positive destinations, notably employment, education, training and volunteering.

8.2.2.2 Criminal Justice Involvement vs Non-Criminal Justice Involvement

Table 47: Presenting issues for veterans with Criminal Justice Involvement

Presenting Issue: Criminal Justice	This Cohort		Wilderness Journey Overall	
	Number	Percentage (%)	Number	Percentage (%)
Unemployment	39	89.0%	71	79.0%
Mental Health Issues	36	82.0%	58	64.5%
Medically Diagnosed PTSD	16	36.0%	30	33.0%
Previously Offended	44	100.0%	44	48.0%
History of Alcohol Abuse	12	27.0%	38	42.0%
History of Substance Abuse	20	45.5%	22	24.0%
Homeless/Unsettled or Temporary Accommodation	19	43.0%	29	32.0%
Long Term Physical Illness/Condition	5	11.0%	9	10.0%

Excluding offending, areas of significant difference between this cohort and Wilderness Journey participants overall are:

- Considerably higher levels of unemployment, mental health issues, homelessness and substance abuse and higher levels of medically diagnosed PTSD

Cross correlation between the key presenting issues for this group showed:

- An 89.0% correlation between unemployment and CJ involvement
- An 82.0% correlation between mental health issues and CJ involvement

Table 48: Presenting issues for veterans with Non-Criminal Justice Involvement

Presenting Issue: Non-Criminal Justice Involvement	This Cohort		Wilderness Journey Overall	
	Number	Percentage (%)	Number	Percentage (%)
Unemployment	32	70.0%	71	79.0%
Mental Health Issues	22	48.0%	58	64.5%
Medically Diagnosed PTSD	14	30.0%	30	33.0%
Previously Offended	0	0.0%	44	48.0%
History of Alcohol Abuse	18	39.0%	38	42.0%
History of Substance Abuse	2	4.5%	22	24.0%
Homeless/Unsettled or Temporary Accommodation	10	22.0%	29	32.0%
Long Term Physical Illness/Condition	4	9.0%	9	10.0%

Excluding offending, areas of significant difference between this cohort and Wilderness Journey participants overall are:

- Considerably lower levels of mental health issues and substance abuse
- Slightly lower levels of medically diagnosed PTSD and alcohol abuse
- Much lower levels of homelessness and unemployment

Summary Table of Impacts/Outcomes for Engaged Participants

Table 49: Summary Table of Impacts/Outcomes by Criminal Justice involvement

Impact/Outcome (Destination)	Criminal Justice		Non-Criminal Justice	
	Number (n=20)	Percentage of Cohort (%)	Number (n=32)	Percentage of Cohort (%)
Hard Destination (EETV)				
Moved into Work (Full-time)	5	25.0%	5	16.0%
Moved to Work (Part-time)	0	0.0%	5	16.0%
Sustained Work	2	10.0%	0	0.0%
Volunteering	12	60.0%	14	44.0%
Mentoring	4	20.0%	5	16.0%
College	2	10.0%	1	3.0%
Training	8	40.0%	3	9.0%
Health Outcomes				
Alcohol (Reduced)	3	15.0%	5	16.0%
Alcohol (Stopped)	3	15.0%	1	3.0%
Drugs (Reduced)	0	0.0%	0	0.0%
Drugs (Stopped)	3	15.0%	1	3.0%
Stopped Smoking	1	5.0%	2	6.0%
CJ Outcomes				
No Reoffending	20	100.0%	0	0.0%
Social Outcomes				
Increased Social Interactions	15	75.0%	13	41.0%
Own Tenancy	7	35.0%	3	9.0%

Some cohort members were in work, education, training or volunteering **before** Positive Futures. Only outcomes attributable to Positive Futures are included above.

Individuals in both cohorts took benefit from the programme: the degree of benefit varied by the individual, their willingness to change and the distance from their personal 'starting point'.

Key impacts for the **CJ** cohort in rank order are:

1. **No Reoffending** - showing Positive Futures is an effective community intervention in reducing reoffending
2. **Increased Social Interactions** - showing Positive Futures reduces social isolation in veterans
3. **Starting to Volunteer** - showing Positive Futures enables volunteering as a primary impact, with secondary impacts in reducing social isolation and, potentially, movement towards training and employment destinations
4. **Moving into Training** - Positive Futures enables the veteran to move into training which may lead on to education, employment or volunteering
5. **Own Tenancy** - Positive Futures helped to give veterans in homeless or supported accommodation, the confidence and motivation to move into, and sustain, a tenancy

8.0 Outcomes of the Live Research

Key impacts for the **non-CJ** cohort in rank order are:

1. **Starting to Volunteer** - showing Positive Futures enables volunteering as a primary impact, with secondary impacts in reducing social isolation and, potentially, movement towards training and employment destinations
2. **Increased Social Interactions** - showing Positive Futures reduces social isolation in veterans
3. **Reduced Alcohol Intake** - showing that Positive Futures enables veterans to reduce, and maintain the reduction, in their alcohol intake so reducing primary (drinking) and secondary (for example: anger and, anxiety) harmful behaviours
4. **Move into Full-time Work** - showing Positive Futures enables veterans to move forward into civilian life by moving back into full-time employment through building confidence and motivation
5. **Move into Part-time Work** - showing Positive Futures enables veterans to move forward into civilian life by moving back into part-time employment through building confidence and motivation

Overall Positive Futures seems to have been a more successful intervention for those participants in the CJ cohort with particular benefits in relation to reduction in offending (self-reported), take up of volunteering and training, increased social interactions and moving into a tenancy.

8.2.2.3 Section Summary

The highest levels of impact from participation in Positive Futures are seen for those individuals who are ESLs and/or in the CJ cohort.

Individuals with both markers (ESL and CJ) have the highest level of need and for them, Positive Futures is a successful intervention. It seems to be particularly effective in reducing reoffending in a community setting.

Substantial impacts are still seen for those in the LSVs and Non-CJ cohorts.

Case Study: Alex Grant

Referral on an Order as Diversion from Prosecution, Hidden Veteran

Programme elements/outcomes illustrated in this case study are:

- Building of trust in the Outreach Worker
- Building of self-confidence in the person in Phase I
- Wilderness Journey benefits

Background

Cohort(s):	CJ, Early Service Leaver
Presenting Issues:	Mental Health (anxiety and paranoia), Worklessness, Self-Isolation
Referral Route:	Through CJ Social Work on an Order
Service and Tours:	Army - medical discharge following a brain injury which lead to epilepsy
Financial:	Benefits at referral, now in Full-time employment
Childhood Trauma:	Not known
Housing:	Secure tenancy

Case Study: Alex Grant

Following a relationship breakdown and due to his mental health issues, Alex self-isolated only “scurrying out of my nest when I really had to and getting back as fast as I could”.

When combined with street drugs, his mental health issues led to self-destructive behaviour and Alex was placed on a Supervision Order through his local CJSW team. Realising Alex was a veteran they referred him to Positive Futures.

Alex was impressed that Amy, his Outreach Worker, understood his mental health issues, especially his need to self-isolate, and went out of her way to build up trust. “I have real issues with trust. Amy came to my house and gradually worked with me to build trust. It was 2 or 3 meetings before we went out: I couldn’t cope with being outside and in company at the same time so we just walked to the street end and back.” Amy gradually used busier places (for example: a park, a quiet café, a busy McDonalds) for meetings and Alex realised ‘outside’ wasn’t as scary as he imagined. “I began to realise not everybody was out to get me and my paranoia was out of hand.”

When it came to his Wilderness Journey, Alex really didn’t want to go: up to the moment he stepped on the train, he wanted to turn and run.

“But I didn’t want to let Amy down: if she felt I was ready to go, I needed to repay her trust in me by going”. At Stirling, Alex again had doubts about whether he could cope. Being with new people, in an unknown space, made his anxiety levels rise to the point where he wanted to run away. “I didn’t care where I went. I just wanted out.”

One of Venture Trust’s Field Team, Susie, talked Alex out of leaving. “She saw my fears, worked with me to help me relax and convinced me to give it a go. I’m so glad I did. It took a lot of courage for me to stay and staying changed my life completely.”

Time in the wilderness gave Alex time for space and reflection. Like others, he took away tools and techniques to help him cope and he understood, for the first time, why he behaved like he did. On his Journey, Alex realised the only person holding him back was himself and he could change - all he had to do was take one small step at a time. “The man who walked into that wilderness wasn’t the man who walked out”.

The man who walked out of the wilderness has a completely different life to the one who walked in - “I’ve changed my life around 180° since I did Positive Futures. Where I was angry, I’m now calmer and much more serene - even my mates have noticed. They tell me old Alex was like a lit firework, you never knew when he was going to go off and when he did, you stood well back.”

“A big difference for me is that I can now go out when normal people do - I couldn’t do that before. I go out in the day now, not at night. Sure, I get uptight if too many people are around but every time I go out, I challenge myself a little more. Amy’s there when I need help and, yes, there have been times when old Alex tried to push his way back but that’s not happening as much and I’ve decided I’m not going to let it happen.”

After being unemployed for a long period, Alex has returned to Full-time employment.

Learning to deal with his anxiety and paranoia has led to Alex gaining an immeasurable amount of self-confidence and the motivation to make positive changes to his life.

Key Positive Outcomes

- Moving back into the work environment
- Ability to leave home and lead a normal life
- Increase in self-confidence and self-esteem
- Learning to manage stress and deal with personal situations
- No reoffending since attending Positive Futures

8.2.3 Attitudinal Cohorts

Four attitudinal cohorts were identified. Cross cohort membership with the quantitative cohorts was as follows:

Table 50: Attitudinal cohorts by service length and Criminal Justice involvement

Description	Veterans' 'Bubble'	Adversity in Childhood	"Problem Shifters"	"Successful Transitions?"
ESL	0	11	19	0
LSV	11	8	0	7
CJ	2	10	14	5
Non-CJ	9	9	5	2
Total in Cohort	11	19	19	7

8.2.3.1 Veterans in the Veterans' support 'Bubble'

There was considerable difficulty in identifying members of this cohort. The determining factor in deciding whether or not a veteran was in the 'bubble' was that individual's attitude towards non-veterans' services.

Those in the 'bubble' hold a view that non-veterans' services cannot adequately provide support to veterans as those delivering the support have not Served in the armed forces and will, therefore, not understand veterans' needs. Cohort members marked preference is to engage with veterans' services run by veterans, only engaging with civilian services when they have to.⁷¹ Eleven participants were identified.

Areas of significant difference between this cohort and the Wilderness Journey participants overall are:

- Considerably higher levels of medically diagnosed PTSD
- Considerably lower levels of substance abuse, long term physical illness/condition, previous offending and alcohol abuse

Cross correlation between the key presenting issues for this group showed:

- A 45.0% correlation between mental health issues and unemployment
- A 50.0% correlation between mental health issues and CJ involvement

While numbers in this cohort are small so levels of certainty are weak, there appear to be successful impacts in:

1. **Increased Social Interactions** - showing Positive Futures reduces social isolation in veterans
2. **Move into Part-time Work** - showing Positive Futures enables veterans to move forward into civilian life by moving back into part-time employment through building confidence and motivation
3. **No Reoffending** - showing Positive Futures is an effective community intervention in reducing reoffending
4. **Reduced Alcohol Intake** - showing that Positive Futures enables veterans to reduce, and maintain the reduction, in their alcohol intake so reducing primary (drinking) and secondary (for example: anger and, anxiety) harmful behaviours
5. **Moving into Mentoring** - showing Positive Futures enables veterans to:
 - a. Re-purpose their life experiences and skills to act as mentors and/or positive role models for others
 - b. Move into an environment where further steps into training, education or employment could be made

Other impacts were:

- Movement towards civilian integration seen
- Change in behaviour towards civilians and acceptance of civilian support
- Less frequent use of veterans' services

Positive Futures seems to work for those in the 'bubble' who are at an appropriate point where they wish to make changes to their life. Unless they self-identify, it is challenging to identify individuals as being in the 'bubble'.

⁷¹ Unless self-identifying as being in the 'bubble', participants living in Scottish Veterans' Residences accommodation were excluded from the veterans' bubble cohort. The majority of those living in Scottish Veterans' Residences accommodation came into it

from homelessness and were using it as a stepping stone on their wider recovery pathway. The majority were also 'hidden' veterans coming into veterans' services for the first time so, by definition, could not be in the veterans' 'bubble'.

8.0 Outcomes of the Live Research

8.2.3.2 Adversity in Childhood - individuals who had had adverse experiences in childhood

During the course of the work, Adverse Childhood Experiences emerged as a marker for a poor transition. Twenty-one individuals were identified in this cohort, of which two did not progress to Phase II.

Table 51: Presenting issues - Adversity in Childhood cohort

Presenting Issues	This Cohort		Wilderness Journey Overall	
	Number	Percentage (%)	Number	Percentage (%)
Unemployment	14	74.0%	71	79.0%
Mental Health Issues	16	84.0%	58	64.5%
Medically Diagnosed PTSD	6	32.0%	30	33.0%
Previously Offended	10	53.0%	44	48.0%
History of Alcohol Abuse	8	42.0%	38	42.0%
History of Substance Abuse	5	26.0%	22	24.0%
Homeless/Unsettled or Temporary Accommodation	6	32.0%	29	32.0%
Long Term Physical Illness/Condition	2	10.0%	9	10.0%

Reported adversity included:

- Alcoholic and drug addicted parents
- Alcohol and drug addiction from an early age in the veteran - earliest reported at 7 years old
- Being placed in foster care
- Being place in social services care
- Unstable relationships where parents had a string of 'partners'
- Violence from parents, close family members and parents' partners
- Domestic abuse in the family home
- Systematic sexual abuse by family members and parents' partners

Areas of significant difference between this cohort and the Wilderness Journey participants overall are:

- Considerably higher levels of mental health issues
- Higher levels of offending
- Lower levels of unemployment

Cross correlation between the key presenting issues for this group showed:

- An 89.0% correlation between mental health issues and unemployment
- A 59.0% correlation between mental health issues and CJ involvement

Key impacts for this cohort in rank order are:

1. **Starting to Volunteer** - showing Positive Futures enables volunteering as a primary impact, with secondary impacts in reducing social isolation and, potentially, movement towards training and employment destinations
2. **Increased Social Interactions** - showing Positive Futures reduces social isolation in veterans
3. **No Reoffending** - showing Positive Futures is an effective community intervention in reducing reoffending
4. **Moving into Training** - Positive Futures enables the veteran to move into training which may lead on to education, employment or volunteering
5. **Own Tenancy** - Positive Futures helped to give veterans in homeless or supported accommodation, the confidence and motivation to move into, and sustain, a tenancy

When compared to the **overall** Positive Futures cohort, the Adverse Childhood Experiences cohort showed strong impacts in some areas:

- 100.0% of this cohort moved into Part-Time employment
- 55.5% took up mentoring
- 50.0% moved into training
- 39.0% did not reoffend
- 39.0% started volunteering (some volunteered before attending Positive Futures)

Softer 'PACC' and 'Health and Wellbeing' impacts also occurred with this cohort. Dropping the 'hard man' mask in front of others and now being able to ask for help without feeling their masculinity had been diminished, was a significant impact for this group leading them, in some cases, to be able to address long-standing issues relating to their childhood.

Adverse Childhood Experiences are increasingly being recognised as a marker for having both a stressed and challenged life and mental health issues: by helping individuals manage their mental health and their lives better Positive Futures could be said to be strengthening the resilience of those with this marker.

Positive Futures seems to be more effective for some veterans with Adverse Childhood Experiences when compared to the general cohort of participants.

More individuals with this marker may be in the Positive Futures cohort. Data on adversity in childhood is not captured at referral and, given the sensitivity of the topic, it can take time for information to emerge.

8.2.3.3 "Problem Shifters"

Individuals in this cohort had the following characteristics:

- Use of drugs and alcohol from an early age
- Cleaned up their 'act' to join the armed forces
- Had short Service, invariably in the Army - all were ESLs
- Had issues with drugs and alcohol while in the Army often leading to disciplinary action and subsequent discharge. Alcohol use was exacerbated by the ready availability of low-priced alcohol in Service premises. Participants also reported drugs were readily available in, and around, their barracks
- Continued using drugs and alcohol after leaving the Army
- Were involved with the CJ system

Table 52: Presenting issues - "Problem Shifters"

Presenting Issues	This Cohort		Wilderness Journey Overall	
	Number	Percentage (%)	Number	Percentage (%)
Unemployment	19	100.0%	71	79.0%
Mental Health Issues	14	74.0%	58	64.5%
Medically Diagnosed PTSD	5	26.0%	30	33.0%
Previously Offended	14	74.0%	44	48.0%
History of Alcohol Abuse	12	63.0%	38	42.0%
History of Substance Abuse	15	79.0%	22	24.0%
Homeless/Unsettled or Temporary Accommodation	11	58.0%	29	32.0%
Long Term Physical Illness/Condition	1	5.0%	9	10.0%

8.0 Outcomes of the Live Research

Presenting issues were far more prevalent in this cohort than in the overall group. In rank order, the major differences and their percentage difference to the group are:

Table 53: Presenting issues by frequency - “Problem Shifters”

Impact/Outcome (Destination)	“Problem Shifters”	
	Rank	Percentage Difference to Group (%)
History of Substance Abuse	1	+55.0%
Previously Offended	2=	+26.0%
Homeless/Unsettled or Temporary Accommodation	2=	+26.0%
History of Alcohol Abuse	4=	+21.0%
Unemployment	4=	+21.0%
Mental Health Issues	6	+9.5%
Long Term Physical Illness/Condition	7	-5.0%
Medically Diagnosed PTSD	8	-7.0%

Cross correlation between the key presenting issues for this group showed:

- A 100.0% correlation between mental health issues and unemployment
- A 59.0% correlation between mental health issues and CJ involvement

Table 54: Impacts outcomes for “Problem Shifters”

Impact/Outcome (Destination)	“Problem Shifters”	
	Number (n= 19)	Percentage of Cohort (%)
Hard Destination (EETV)		
Moved into Work (Full-time)	2	10.5%
Moved to Work (Part-time)	0	0.0%
Sustained Work	0	0.0%
Volunteering (See Note)	6	31.5%
Mentoring	3	16.0%
College	1	5.3%
Training	5	26.0%
Health Outcomes		
Alcohol (Reduced)	2	10.5%
Alcohol (Stopped)	3	16.0%
Drugs (Reduced)	0	0.0%
Drugs (Stopped)	3	16.0%
Stopped Smoking	1	5.3%
CJ Outcomes		
No Reoffending	14	74.0%
Social Outcomes		
Increased Social Interactions	7	37.0%
Own Tenancy	4	21.0%

Note: Some cohort members volunteered before attending Positive Futures. Volunteering shown is wholly attributable to Positive Futures.

Key impacts for this cohort in rank order are:

1. **No Reoffending** - showing Positive Futures is an effective community intervention in reducing reoffending
2. **Increased Social Interactions** - showing Positive Futures reduces social isolation in veterans
3. **Starting to Volunteer** - showing Positive Futures enables volunteering as a primary impact, with secondary impacts in reducing social isolation and, potentially, movement towards training and employment destinations
4. **Moving into Training** - Positive Futures enables the veteran to move into training which may lead on to education, employment or volunteering
5. **Own Tenancy** - Positive Futures helped to give veterans in homeless or supported accommodation, the confidence and motivation to move into, and sustain, a tenancy

When compared to the **overall** Positive Futures cohort, the “Problem Shifters” cohort showed sizeable impacts in some areas:

- 100.0% stopped drinking alcohol
- 75.0% stopped taking drugs
- 61.0% did not reoffend
- 40.0% moved into their own tenancy
- 33.3% took up mentoring
- 36.0% moved into training

Impacts for this cohort are identical for those in the CJ cohort. Impacts 1 to 4 are also identical to the ESLs cohort. Members of this cohort were, in fact, the ESL and CJ cohort.

The underlying driver for change was the participant's own desire to change and his or her readiness to change at the point of coming into Positive Futures.

Stability to attend the Wilderness Journey was an issue with this cohort. Four members had to target more than one Wilderness Journey before they were stable enough to participate. Stability issues were also seen on the Wilderness Journey where some participants were removed early from the wilderness.

Effectiveness of Positive Futures for this group **as a whole** is hard to ascertain. Some individuals have had great success and for them, the programme has worked. Others have shown smaller movements which are regarded as beneficial given their starting point.

Effectiveness for this cohort against the overall Positive Futures cohort is, again, hard to ascertain. Sizeable impacts have been seen in some areas (for example: reductions in reoffending, reduced use of drugs and alcohol); other areas show lower impacts.

For those who attended on Orders, the programme may have been a means to completing their Order i.e. the participants were referred at a point where they were not ready within themselves to change.

With the caveats that the individual has to be ready for change, that the programme needs to be flexible in accommodating movement and allowing ‘second chances’ where it is believed the individual needs an extra boost to help them change, Positive Futures has been a driver for change for some within this cohort.

8.2.3.4 “Successful Transitions?”

On the surface, veterans in this cohort seemed to have transitioned successfully. They were older (average age fifty-one), had longer Service (twelve+ years); had been, in most cases, well prepared for transition and had, or continue to have, successful civilian careers. Then a crisis erupted: the outcome of which brought them to Positive Futures. Crises were:

- Marriage breakdown leading to homelessness (two participants)
- Out of character behaviour, driven by poor mental health, leading to involvement in the CJ system (five participants)

8.0 Outcomes of the Live Research

This group were very much 'hidden' veterans. All had underlying mental health issues (some longstanding) which had gone undiagnosed until the participant came into veterans' services, where their issues started to be addressed. Being in Positive Futures brought some individuals into contact with veterans' services showing the programme is helping to uncover 'hidden' veterans. This is particularly true of those referred through the CJ system.

Some members were in stable relationships: secondary impacts from Positive Futures around improved mental health leading to a better home atmosphere were reported by their spouses/partners.

The cohort is too small to draw strong conclusions as to the effectiveness of Positive Futures for cohort members.

8.2.4 Summary Conclusions: Effectiveness for Specific Cohorts

Referrers pre-select veterans for referral to Positive Futures. Those who are referred have multiple and complex presenting issues. The three 'key' presenting issues are mental health, unemployment and offending: the majority of those who seemed to obtain benefit from Positive Futures presented with two or more of these issues.

Participants who seem to obtain most benefit from Positive Futures are in the CJ and ESL cohorts. Members of the "Problem Shifters" cohort, where strong impacts are also seen, correlated exactly (100.0%) with the ESL and CJ cohort.

For all attitudinal cohorts, the programme seemed to be effective for some members of that cohort, but small cohort numbers mean that conclusions cannot be definitive.

Positive Futures works well for those in the veterans' services 'bubble' who are at an appropriate point to make changes to their life. Unless they self-identify, it is challenging to identify individuals as being in the 'bubble'. It also works well for the "Successful Transitions?" and "Adversity in Childhood" cohorts.

Reverse engineering' the characteristics for poor transition, a number of markers were noted.

- Short Service in the Army, often in the infantry
- Leaving as an ESL
- Taking problems with drugs and alcohol into the armed forces: the armed forces may or may not have displaced those problems during Service or the problems may have started or increased during Service
- Joining the armed forces as an 'escape' from a turbulent home or family life
- Joining at a very early age (sixteen+)
- Adversity in childhood
- Poor school attendance and performance
- Abrupt exit from the armed forces: those who exited through medical discharges or discharge of notice i.e. an abrupt rather than a 'managed' transition
- Redundancy: especially after very short Service i.e. 'Last In, First Out'
- Pressurised exit: some who had transitioned poorly stated they would have not left the Services but did so after being placed under extreme pressure from spouses/partners
- Lack of understanding/compassion around family issues and their effect on individuals: this marker is closely tied with the Pressurised Exit marker, and occurred where a lack of understanding/compassion around a family issue caused disillusionment with the services and/or out of character behaviour

Should the armed forces wish to do so, these markers could be used to make an early identification of those at risk of poor transition almost from the point of applying to join and then monitored throughout an individual's career.

It should be stressed not all Service personnel with these markers will have poor transitions - many with these markers will have highly successful Service careers and will make strong, positive transitions to civilian life.

Case Study: Andy MacDonald

‘Uncovering ‘Hidden Veterans’

Programme elements illustrated in this case study are:

- Recognition of veteran status and, from there, accessing veterans' services (Hidden Veteran)
- Support from Outreach Worker in Phase I
- Wilderness Journey benefits
- Ongoing support in Phase III in the move towards work and/or volunteering

Background

Cohort(s):	Long distance in time from Service with mental health issues exacerbated by Service
Presenting Issues:	Depression, panic attacks, social isolation
Referral Route:	Mental health organisation who partner with a veterans' organisation to Venture Trust
Service and Tours:	Army, Infantry: five years. Northern Ireland
Financial:	On Benefits, no Army pension
Childhood Trauma:	Yes - physical violence from father
Housing:	Secure - local authority/housing association

Case Study: Andy MacDonald

After leaving the Army, Andy adjusted well to civilian life. He worked Full-time, had a family and a full social life. Then his marriage broke up, triggering a family split and a long custody battle, which triggered Andy's mental health problems.

Like many veterans, Andy had challenges in accepting what he regarded as 'charity'. However, he had been directed to, and attended, a local veterans' 'meet up' group. Through this group, Andy was directed to a veterans' mental health charity, who worked with Andy to break down his prejudices to accepting help, then referred him to Venture Trust.

For Andy, Positive Futures big attraction was the outdoor activities. He was unsure if he was in the correct mental place to benefit but an introductory meeting with his Outreach Worker, Ally, persuaded Andy to "give it a go". Phase I work concentrated on reducing Andy's anxiety, through CBT based tools and techniques, and helping him overcome his panic attacks when outside his home. Then came the Wilderness Journey.

"It was so outside my comfort zone. I was absolutely terrified of going and I nearly bottled it at so many stages but having my daughter there to wave me off, meant I felt I had to go."

Andy described his Journey as 'utterly brilliant' and 'it gave me back my life'. For him, the outdoors was the most significant facilitating factor: it allowed him time and space to think and he realised how self-isolating he had become.

On the Journey, plans were changed unexpectedly at short notice. Andy recalled, that pre-Positive Futures, his anxiety would have "gone into overdrive" at the changes. "It was a trigger moment for me. It would have bothered me a lot in the past; I'd've panicked, had an attack and just switched off. I didn't do that; my old Army training kicked in and the 'Old Andy' took over and did all the correct things without any fuss or panic".

Chatting about the changes later led Andy to reflect on his habits. "I realised that I had fallen into highly restricting habits. I also realised the habits were nonsensical and they were really restricting my life. I'd avoided responsibility for so long. When I had to take it, I found I liked being back in control."

Andy moved seamlessly into Phase III, and was buoyed by making, with Ally's support, a successful application for a traineeship. The traineeship helped Andy to recover even more of his confidence - "I look back at 'the bad times Andy' and don't like what he was. I do like the 'old, before bad times Andy' and feel that he is coming back."

Andy no longer socially isolates himself. He makes social trips out to see family and friends, and is stringing "wee outings" together to make longer outings. He is now travelling on buses and trains "I wouldn't have been able to do this before". While not enjoying every part of going out, his anxiety and subsequent panic attacks have reduced dramatically.

The effects of Positive Futures are long lasting: one year after his Wilderness Journey, Andy is still making positive steps towards his future. "The course was the kick in the backside I needed to get going again. It unlocked understanding and helped me move into a different way of thinking. Deep in my inner kernel of myself, I know I have turned round the corner. It won't be an easy journey or a short journey and there will be down moments but I can see the old me coming back again - and I like the old me."

Andy is now working towards moving back into employment.

Key Positive Impacts

- Moved back into work environment through a traineeship in a supportive environment
- Massive increase in self-confidence and self-motivation
- Reduction in self-isolation through rediscovering old friendships and making new ones
- Reduction in panic attacks and consequent reduction in medication
- Increase in exercise through task setting and 'getting outdoors more' which has led to more energy overall

8.3 Objective 5: Families and Households

To assess to what extent participant outcomes have benefited their family or households.

Within Positive Futures family and household was taken in its widest extent: those in the immediate home circle of the participant. People in this circle could be wives or husbands, partners, children, parents, other relatives and friends. The terms 'family' and 'families' have been used as collective terms for this circle.

The majority of participants actively blocked contact with friends and/or family. Reasons for blocking contact were:

- Estrangement from former wives and partners
- Long term estrangement from families due to past trauma or abuse
- Complex dysfunctional family structures where talking to A could offend B and so on
- Not wanting friends or family to know the participant had problems i.e. keeping a mask up in front of family members/friends
- Not wanting the participant's current life circumstances to be revealed to families - in particular, to the participant's child or children

For a number of participants who were under Orders, or had convictions, for domestic violence towards their former partners, making contact was inappropriate.

8.3.1 Direct Impacts

Pre-Wilderness Journey

Reduction in Destructive Behaviours: to attend the Wilderness Journey, some participants had to stop or reduce drinking. Families regarded this as a benefit as, by stopping drinking, destructive behaviour in the family was reduced leading to a less tense household.

Complete abstinence was not always long lasting after the Wilderness Journey. However, participants who lapsed did not drink as much (reduced quantity) nor as often (reduced frequency), which families regarded as a "good thing".

Spouses/partners, in particular, regarded this as a substantial benefit: the effects of alcohol when combined with their partner's temper, could lead to 'explosions' aimed at the spouse/partner.

Openness with Family

Openness with Family: the most commonly reported impact was more openness in relationships within the family circle i.e. being more willing to take the mask off and be honest about feelings.

"I stopped hiding things from my wife and started being honest with her. We've had a brilliant relationship since I came back (from the Wilderness Journey)."

ESL, Army, CJ

Increased Motivation and Confidence: all families reported that increased confidence and much higher levels of motivation were a strong and long-lasting benefit of Positive Futures.

Families reported that they observed a range of changes achieved by the veteran (See Section 8.1) and that these lifted the atmosphere within the home environment and/or made the participant a "much nicer person to live with".

8.0 Outcomes of the Live Research

Improved Mental Health: families reported that participant's mental health was improved after they attended a Wilderness Journey and this was a benefit for the whole family.

Learning and using, or reinforcing where already known, therapeutic personal development techniques was taken back into households resulting in changes to behaviour. Using these techniques helped participants to cope better with the setbacks and challenges of family life.

Awareness of Own Behaviour on Others: a higher level of awareness of how the veteran's behaviours are/was affecting other family members was reported as a benefit.

"My wife works and I'd help around the house but I'd do what wasn't really needed, paint a room, rather than what was needed, the washing, which wasn't helpful. She'd 'huff' when she got in, I'd get angry and we'd row. When I came back (from the Wilderness Journey) I saw my behaviour differently and now I look for what needs to be done rather than what I want to do. (My wife) realises that I am trying much harder, she's more relaxed about the housework and lets me get on with it. She doesn't 'huff' and I don't rise to what I used to see as provocation but I now realise was frustration. We've stopped rowing now."

LSV, Royal Navy, CJ

On children, an awareness of how poor adult behaviour patterns are being copied by/were influencing children and how by changing adult behaviour, the effects can be minimised was also recognised as a benefit.

"I know I'm a racist and a bigot, and I know it's me that has to change. When I came back (from the Wilderness Journey), I took my daughter out and heard her repeat things that I'd said. My thoughts and my behaviour was (sic) rubbing off on my daughter and I really, really hated it. It (Wilderness Journey) had made me very, very aware of my own behaviour and I saw my daughter was taking her attitudes from me and it had to change. I'll find it difficult to change but, if nothing else, I'll make sure that my attitudes don't affect my daughter and her life."

LSV, Army, CJ

Referrals to Other Organisations: referrals to other organisations (veteran and non-veteran) were regarded as a huge benefit to the wider family as they enabled veterans to access the help they needed from people who "understood". Through these referrals, accessing help for mental health issues (often undiagnosed PTSD) was seen as a major, albeit indirect, benefit of the participant being in Positive Futures.

Third party recommendations/referrals, both from other Wilderness Journey participants and from Venture Trust were valued. "If they (Venture Trust) was (sic) recommending it, then in his mind, it was OK."

Partner, LSV, Army, Non-CJ

Families noted that, post-Wilderness Journey, their family member was more willing to listen and to try a service, not simply dismissing help out of hand.

Participants have taken up recommendations of/referrals to other services. Benefits to the wider family of taking up recommendations/referrals include:

Financial and Welfare:

- Household income supplemented by increased benefit provision
- War and other pensions awarded
- Help with household debt
- Help with securing and maintaining a tenancy

Mental Health:

- Referrals to organisations who could diagnose and treat mental health issues
- Recognition and treatment of undiagnosed PTSD

Reduction in Social Isolation: families welcomed the participant reducing his or her social isolation as it reduced pressure on them to provide social interaction. Decreased social isolation created space in their own lives while the participant was out, which helped their own mental health - "If he's out and about, we have new things to talk about when he gets home".

Families noted participants:

- Were prepared to go out, and actually going out, more. They went out to volunteer, to socialise and to be in the outdoors
- Were more prepared to interact with civilians
- Had made new friends on the Wilderness Journey whom they kept in contact with
- Were not seeing negative friends so reducing destructive behaviours

Families regarded the Wilderness Journey friendship groups as providing an additional support resource for their family member which, again, reduced the burden of being the participant's sole support resource.

Better engagement with civilians by the participant also impacted families. For example:

"He has a thing about 'civvies' - he wouldn't interact with anyone who hadn't Served. It was pretty bad - I'd go along with it and do the apologising afterwards. Since he came back (from the Wilderness Journey) he's been so much better. He's made changes to his attitude, tiny ones to be sure, but they are there and they are sticking."

Spouse, LSV, Army, Non-CJ

Re-engagement with Estranged Family: some participants took steps to re-engage with their, often long estranged and/or complex, families. Steps could be tiny and tentative, and reactions unknown.

"I'm estranged from my (adult) children and don't think the relationship is recoverable. I'm making small steps to re-connect through social media. I posted my certificate and pictures from my Journey to them using Facebook. They've seen them and one has commented on them to another member of the family. That's enough for me. I wasn't there, I was on the streets, for most of their lives and I understand why they don't want to speak to me."

LSV, Army, CJ

"It's complicated (the participant's family structure) and I hadn't spoken to my sister for nine years. We've started to meet up and it's sticky, very sticky but we'll get there. I'm spending time with my family and it's nice to be there. To be part of it."

ESL, Army, CJ

8.0 Outcomes of the Live Research

Reconnection with the Outdoors: re-engaging in the outdoors with family and the sense of wellbeing and enjoyment participants got from participating in outdoor activities with their family was regarded as a strong benefit of Positive Futures. Transferring outdoor skills to children was seen as a 'good thing'.

"We've started going away together in the camper at weekends and its good for us. I rediscovered my love of outdoors through Positive Futures and I'm introducing her to places I like."

LSV, Army, CJ

"I'd forgotten how much I enjoyed camping until I did Venture Trust. I've started taking my wee lad camping now and he loves it. Can't think why we didn't do it before. Well, I can - my head wasn't in the right place."

LSV, Army, Non-CJ

Respite: an unexpected direct benefit was reported by spouses/partners. They described the time their spouse/partner was away on the Wilderness Journey as "respite", allowing them to re-charge their own batteries.

"I didn't need to be on tenterhooks for the next explosion or keeping an eye out for the next thing to happen. That was really good for me."

Spouse, LSV, Army, Non-CJ

"I'm the target for his rage. He bottles it up and explodes at me. Never physical, always verbal. Not to be that target, even for a few days was good."

Spouse, LSV, Army, Non-CJ

8.3.2 Other Family and Household Observations

Seeking Help: families actively seek services which may help their veteran family member. They find it challenging to know where to go, and which of the services to approach, to find veteran specific help. This suggests Service and veterans' charities may be mis-targeting their messages if they are only aimed at veterans.

8.3.3 Summary Conclusions: Families and Households

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 Veteran: Calmer, Happier Household: the key impact, reported by all, was participants being calmer and more able to cope with family life. Participants were slower to rise when tensions in family life threatened to spill over into rows, did not become as stressed or aggressive and calmed down more swiftly.

Families reported that they no longer had to "live on eggshells waiting for an explosion" and that the whole household ran more smoothly and was a far happier place as a result. For spouses/partners in particular, this one benefit made the whole Positive Futures programme entirely worthwhile.

Reduction of Stress and Anxiety in Family Members: this indirect benefit is closely linked to the one above. As participants changed their behaviours, family members reported a corresponding reduction in their own stress and anxiety. Some family members noted that they had not been aware of their levels of stress/anxiety until it diminished.

Reduction of Carer Role: 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 in those family members.

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

Case Study: The Family Member - Rebecca (Becky) Innes

Introduction

Becky's father took part in Positive Futures. In this Case Study, Becky tells of the outcomes of her father's participation and its effect on her and the wider family. Becky's Dad, Stewart, Served in the Army for 5 years. His presenting issues included poor mental well-being and social isolation.

Becky Innes

From an early age, Becky was effectively her father's carer. "It was complete role reversal. I parented him rather than the other way around. I was about 10 when his mental health issues began to affect family life. It was me who took the responsibility of looking after us kids and Dad". Becky's carer role continued as she studied, went into work and had her own family.

Over time, she'd watched Stewart gradually isolate himself through confining himself to his own home. Time went on and Stewart's behaviours became entrenched. He started to consume rolling news media and wouldn't leave the house - just in case he missed something. "He's a very caring man and I'd say he couldn't take all the world's troubles on his shoulders, so he should turn the telly to something else. He wouldn't though."

Case Study: The Family Member - Rebecca (Becky) Innes

"My Dad had the opinion that he wasn't a 'proper veteran' - he'd never Served in a 'real' war, he hadn't been injured and he felt other people needed support more. I tried, I really tried to get him to veterans' services but he could be so stubborn. Especially when Sandra was trying so hard to help him." Sandra was Becky's Dad's adviser and the veterans' champion in his JobCentre. Very informally, Sandra and Becky worked together to persuade her Dad to use veterans' services. "She'd suggest something. I'd try and persuade Dad to go along."

Becky vividly remembers coming across Positive Futures. "We'd had Sandra suggesting a service and Dad's usual stubborn reaction of 'I'm not taking charity' or 'It's not for me'. To be fair, Dad'd tried some of Sandra's suggestions and they hadn't worked out so he could be a wee bit sceptical." Positive Futures struck a real chord with Stewart, who had enjoyed outdoor activities in the Army. "Sandra didn't hesitate, she saw the programme appealed to Dad and she referred him straight away."

"The next step was probably the best thing that's happened to Dad in years - he met his Outreach Worker, Daisy. She's phenomenal - the most incredible lady - and I can't praise her or thank her enough for what she, and the rest of the staff, did for Dad. They truly changed my Dad's life for him."

Becky was impressed with Daisy's management of her father's case, watching how her Dad engaged with Daisy and Positive Futures. "Daisy accommodated Dad's needs. She'd offer a time and a place to meet that Dad could cope with getting to and he was happy meeting her alone. I could see progress even before he went away."

When her Dad's Wilderness Journey came around, Becky accompanied her father to the station. "He didn't want to go. He stood there and made every excuse not to. In the end, I phoned Daisy, and she helped to persuade him to go. I wouldn't say I shoved him on the train but it was very close."

Waiting to meeting her Dad on his return, Becky was apprehensive about how he might be. "A completely different man bounced off the train. The changes in him over those few days were completely incredible - I'd never expected anything like that. I don't know what I expected but it certainly wasn't what I got. He was so upbeat and spilling over about the great time he'd had and how wonderful it had been."

Struck by the immediate changes in her Dad, Becky wasn't entirely ready for the complete change in his behaviour. From being socially isolated and staying indoors, Stewart started to go out and about. "I'd be in Tesco and he'd pop up there doing his shopping. I'd bump into him in town or see him out and about. It was a real shock at first but I've got used to it. Now, he's never at home."

"And he's turned the telly off." To Becky this was a strong indicator of lasting change in her Dad, especially when he started to listen to a positive radio station instead. "He listens to good things now rather than bad and he's taken to pinning positive messages about his flat."

Stewart's new behaviours have helped Becky too. "It's taken a huge weight off my mind. I don't have to worry about him with the intensity I did before. I didn't realise what a burden it was until it wasn't there anymore."

"I thought there would be a drop off in the effects of being away but there hasn't been. He goes for everything now. No anxiety, no 'what ifs?', no 'but's...' He's completely changed his life around and he's happy."

The only minor downside for Becky is one she's been very happy to accept. "I've lost my on-demand babysitter. Dad was always there, alone in the house, and he would step in if I needed childcare in a hurry. It doesn't matter though - I'd rather have Dad as he is now than as he was then."

"Up until the point he went on Positive Futures, I was effectively his carer. I'm not anymore. He looks after himself and there's now two people living fulfilled lives - him and me. It's a huge change for me and an even bigger change for him. I do genuinely miss (in a very positive way) not seeing him every day but I wouldn't ever want to go back to where we were."

Key Positive Outcomes for Rebecca:

- Visible, and lasting, positive changes in her father's behaviour
- The increasing independence of her father's life
- Reducing caring responsibilities
- Reduced anxiety and concern for Stewart's wellbeing

Section 2: Methodology and Services Impacts

8.4 Objective 4: Benefits of Positive Futures to Other Services

To assess to what extent the Venture Trust programme and activities have benefited other services available to support veterans, particularly in terms of take-up

8.4.1 Positive Futures Place in Veterans' Services

Referrers and stakeholders welcomed Positive Futures, seeing it as appealing to veterans who will not engage with therapeutic or personal development services but who will engage with 'outdoor adventure'.

Most veterans' organisations were extremely positive about Positive Futures and regarded its wholly civilian delivery as a benefit. Only two veterans' organisations said Positive Futures could not properly serve veterans' needs as it was not a veterans' organisation nor did it employ veterans.

Early participants took positive messages back to their peer groups and their referring organisation. Over time, participant scepticism about Venture Trust being a wholly civilian organisation faded away. Referrers saw strong outcomes being achieved, noting Positive Futures followed well on the recovery pathway for many veterans and tapped into an interest in the outdoors that many had/have.

Evidence (mid-2017 onwards) from participants and referrers shows Positive Futures and Venture Trust are now regarded as being embedded in the veterans' support services landscape. For some participants, it is seen as a veterans' organisation: they are aware it is a civilian organisation, and that courses are run by civilians, but do not see it as one.

Referrers know the organisation is civilian and regard it as "part of the toolbox in the veteran landscape." Extra-Super and Super-Referrers regard Positive Futures as complementing their own service, whether as first step to engaging with their service or a next step on the life journey. Major referrers note there are two organisations veterans really want to be referred to: Positive Futures is one of them.

At strategic stakeholder and influencer level, similar views are seen. Positive Futures is regarded as a strong addition to veterans' services through being an innovative and effective approach to helping those who have transitioned poorly.

Strategic stakeholders and influencers⁷² came across the programme either through their own organisation referring to Positive Futures or from organisations who had referred their clients. Comments noted the programme:

- Was positive for those who had attended, especially for those in the early stages of their own personal journey towards change
- Was suitable for those who were hard to engage
- Predicted results were sound, empowering individuals to do more

This group also saw Positive Futures as a valuable addition to their own services, noting that collaboration with complementary services enabled their own organisations to offer a more rounded service based on individual need.

72 Stakeholders and Influencers included the armed forces themselves, Service and civilian charities and statutory bodies such as NHS Scotland, the DWP, Scottish Government and local authorities as well as representation from the CJ system.

8.0 Outcomes of the Live Research

"Positive Futures is a valuable intervention for some individuals, particularly those who have confidence issues arising from their Service or indeed life experiences more generally."

Local Authority

"Collaboration with any organisation that supports veterans is at the core of our business."

Veterans' Service

"It follows on the recovery pathway very well for many of our veterans and tends to tap into an interest that many veterans had/have and benefit from that interest being re-ignited."

Veterans' Service

Stakeholder and influencers welcomed Positive Futures as a unique offering in a landscape crowded with too many services. Respondents noted there were so many broadly similar services, that veterans could find it challenging to navigate to a service which met their needs. Positive Futures stood out as 'refreshingly different' and likely to appeal to veterans, especially those struggling with, or refusing to engage with, more 'conventional' personal development programmes.

"It is quite a specific offer. Although there is a range of help and support available, there is not a lot in this category."

Veterans' Service

"Its ethos is similar to those working in the field. It is their pathway that is unique - keep a hold of that uniqueness."

Veterans' Service

"Wilderness activity and coaching are proven vehicles for recovery and onward movement. Positive Futures is one of the irons in the fire."

Statutory Body

"The Positive Futures Programme can fit very well into the recovery pathway/civilian integration but there is the need to maintain momentum and to build on the renewed confidence gained on a 5-day programme with immediate steps thereafter. This is where many programmes fail, including some offered by my own organisation: we lose momentum and a veteran with complex mental health issues/ low self-esteem can easily slip back into an apathetic state."

Veterans' Service

8.4.2 Non-Veterans' Organisation Referrers

Evidence from referrers who were not from veterans' organisations, showed a considerable minority (30.0% of these referrers) were not aware of the range of organisations and support available for veterans before they came across Positive Futures. Unaware referrers worked primarily in local authority based community CJSW.

These referrers are now conscious of this support: individual referrers reported they changed their working practices to routinely ask, when appropriate, if the client has Served. They are now referring/intend to refer clients to veterans' organisations where appropriate and suitable. This change of practice has been wholly driven by their contact with Positive Futures. The change helps in addressing the Covenant requirement of identifying veterans in the CJ system as early as possible. It also works towards filling the 'identification of veterans' gap in the community justice system (see Section 4.0).

The change of practice can bring veterans, who may be in the hard-to-reach category, into veterans' services so benefiting referrals to services and subsequent take up of services i.e. increasing reach.

8.4.3 Onward Referrals: Evidence of Venture Trust Benefiting Other Services

Part of the evaluation metric was to ascertain whether Positive Futures was benefiting other veterans' services through referring to those services and then tracking any benefits/effects for the 'receiving' service.

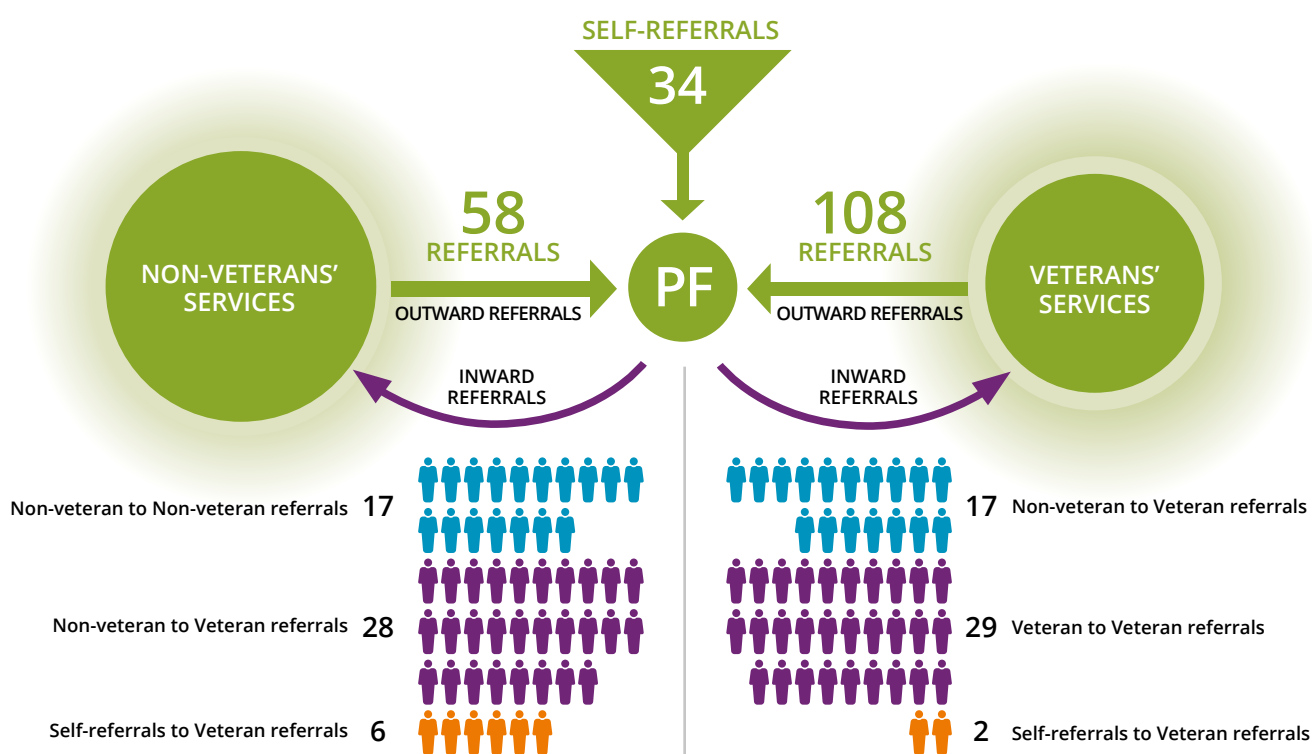
8.4.3.1 Onward Referrals

Onward referrals were tracked using data from Venture Trust's Destination⁷³ records supported by interview notes and client engagement data.

Eighty-two organisations were referred to by Venture Trust. Of these eighty-two organisations:

- Thirty-three (40.0%) were charities or other organisations with a focus on the military or veterans
- Forty-nine (60.0%) were non-veteran charities or organisations

The diagram below illustrates onward referrals.



⁷³ Employment, Training, Education and/or Volunteering

8.0 Outcomes of the Live Research

Data on onward referrals for individuals showed:

Table 55: Onward referrals for individuals

Onward Referrals per Individual	Phase I	Phase III
Average number of referrals per individual overall	1.70	2.20
Median number of referrals per individual	1.50	2.00
Average number of referrals per individual to veterans' services	1.00	1.23
Average number of referrals per individual to non-veterans' services	0.75	1.28

The average figures show a very slight bias towards referring to veterans' services. Referrers and Outreach Workers observed:

- It is easier to get a veteran referred into a veterans' service than a mainstream service, and
- For that service to act more swiftly to help the veteran.

Venture Trust is equally likely to refer veterans to non-veterans' services i.e. it is not introducing participants into veterans' services at the expense of introductions to other non-veterans' services.

Organisations, veteran and non-veteran, referred to operated in the following service areas
(Note: many organisations operate across several service areas: the main service area was taken):

Table 56: Organisations by Area of operation

Organisation Area of Operation	No Organisations	Rank
Welfare	38	1
Volunteering	17	2
Outdoor Activities*	15	3
Other^	11	4
Health and Fitness	9	5=
Addiction	9	5=
Social	8	7
Accommodation	7	8=
Employability	7	8=
Education^^	7	8=

*'Outdoor Activities' is taken the broadest sense as 'activities which take place in the outdoors'. This includes gardening, riding, sports activities and outdoor adventures such as climbing, walking and abseiling.

^'Other' are those organisations which do not fit readily into any of the other categories e.g. drama companies.

^^Referrals to Education agencies were to agencies who could advise on access to education.

Table 57: Main organisations referred to

Organisation	No Referred	Veterans' Organisation?
Step Together	12	Y
Veterans' First Point	9	Y
PoppyScotland/SAMH – see Note	9	Y
Coming Home Centre	5	Y
SSAFA	5	Y
Venture Scotland	4	
Project Scotland	4	
Lothian Veterans' Centre	4	Y
Walking with the Wounded	3	Y
Scottish Veterans' Residences	3	Y
SACRO	3	
Celtic FC Gateway	3	
Glasgow Veterans' United	3	Y
Making Money Work	3	
Skills Development Scotland	3	
Lifeworks	3	
SAMH (mental health only) – see Note	2	~
Horseback UK	2	Y
Local Volunteering Service	2	
Crisis	2	
CAB Veterans' Service	2	Y
LEAP	2	
Marie Trust	2	
Shoulder to Shoulder	2	Y
High Ground	2	Y
Total	80	

Note: Referrals to PoppyScotland/SAMH were challenging as they needed contextualising from surrounding narrative. PoppyScotland provides welfare services; SAMH, mental health services. The two organisations jointly offer a veterans' employment service, Employable. Unless it was clear from the narrative the referral was for mental health, all referrals to PoppyScotland/SAMH have been combined.

The main organisations referred to are in the following table. Five organisations (all veterans organisations) accounted for half of all those referred onwards.

The remaining 57 organisations had one referral each. They are:

Action for Children	Frontline Fife	RAFA
Addaction	Galgael	Salvation Army - Housing
Adventure Quest UK	Gateway to Health	Salvation Army - Non-Housing
Ardgowan Hospice	Gordon Highlanders Association	Serenity Café
Artlink Central	Gorgie City Farms	Shaw Trust
ASAP	Grassmarket Project	St Andrew's Ambulance
Ayrshire College	Hounds for Heroes	St John's Ambulance
BITC	Informal veterans group @ local pub	Stand Easy Productions
Breaking Ground Heritage	Lifelink	Street League
British Military Fitness	Local Authority Housing Dept	Support Dogs
College (Unspecified)	Local CIS Card Provider	Timebank (local scheme)
Cornhill	Local Food Bank	Veterans' Assist South Lanarkshire
CREW 2000	Local Gardening Project (Dundee)	Veterans' Community Café: Edinburgh
Driven to Extremes	Local Housing Association	Veterans' Gardening Project (Dundee)
Dundee University	Local Wellbeing Nurse	Veterans' Together
Edinburgh College	London Veterans' Aid	Veterans with Dogs
Fairbridge	Mens' Cycle to Health Project (Highlands)	Veterans' Service offering Outdoor Qualifications (unnamed)
FARE	Move On	Wildlife Trust
Forces in Mind Trust	Prince's Trust	Youth Vision

Onward take up of services is not formally recorded: however, informal recording by Outreach Workers may take place. From comments made, participants are contacting, and appear to be using services, to which they have been referred.

8.4.4 Motivated Clients going to Suitable Services

Receiving organisations note very strongly that Venture Trust refers motivated clients to suitable services so that no time is wasted when the client reaches their service. This aspect is seen as a big strength of Positive Futures.

The key benefit of receiving referrals from Positive Futures were:

- Clients who do engage use the services of that agency

However:

- Positive Futures puts people on a path where they no longer need some or all aspects of a service i.e. reducing dependency on a service. Attitudes to this aspect were mixed:
 - Larger, better funded organisations, saw a significant benefit in helping their clients better integrate in civilian society - they were happy to see clients move on and become more independent
 - Smaller organisations could see this aspect as a threat to their survival

Referrers were asked if a client would have connected with their agency if that client NOT done Positive Futures?

- The majority of referrers were unable to give a definitive answer to this question
- Referrers in larger organisations feel there are far too many services in the wider veterans' support landscape and that the landscape is not easy to navigate

8.0 Outcomes of the Live Research

Veterans, referred onto services by their Outreach Worker, were more prepared to engage with that service.

"If [Outreach Worker] thought it would be good for me, then I knew it would be. She referred me to [welfare service] who helped me with furniture for my flat and to [veterans' organisation]."

ESL, Army, CJ

Introducing the veteran to the referred service boosted take up of that service. Knowing participants could find it challenging to attend new services, Outreach Workers often accompanied the veteran to a service and brokered an introduction to the service or a key worker.

"Taking a client along helps them break down barriers to actually using the service. When they do go alone, there's a friendly face who they've already met and who knows what their issues are."

Outreach Worker

Referrals from Positive Futures are welcomed: they deliver motivated clients to suitable services at the right point in that client's personal journey.

8.4.5 Improving Services' Reach

Aspects which improved services reach from receiving Positive Futures referrals were:

- They bring in new users to a service, especially those who do not see themselves as veterans. Veterans in this category included hard to reach veterans, often ESL, and/or those in the CJ system
- They can bring in a different type of client to an agency: this benefit was noted by some non-veterans' services
- Referrals can help update older veterans, who hold outdated views on military welfare, on the help now available. These updates can result in older veterans becoming new service users in that service
- The referrals bring in veterans from the CJ system. This is particularly beneficial when the initial referrer (usually social work or CJSW) has no knowledge of veterans' services. Here Venture Trust's referral can lead to dialogue with the original referrer so further widening service reach
- Boosting numbers. There is duplication in the veterans' support sector and higher throughput demonstrates value to funders. Referrers outside the veterans' support sector also noted this benefit

A particular aspect of increased reach was seen in a number of TA veterans, who were not involved in veterans' networks: they had not realised they too could access veterans' services. After reading leaflets in JobCentres, they had informed their JobCentre they had Served and, from there, had started to access veterans' services.

Wilderness Journeys facilitated participants' knowledge of services. Details of services, particularly those which were most effective, most generous or which veterans liked best, were shared amongst participants. While numbers are difficult to ascertain, it is known some participants started to use/sought referrals to/were referred to services as a result of their Wilderness Journey.

8.4.6 Other Observations on Inward and Onward Referrals

While outside the scope of the Positive Futures evaluation, the following is observed:

- It is worrying that the message 'There is a substantial tranche of support for veterans' is not reaching frontline staff in non-veteran agencies
- It is also worrying that the message is not reaching front-line CJ support agencies, given that veterans are more likely to end up in the CJ system
- While talking with the Extra-Super and Super-Referrers, it was noticeable that veterans' organisations spoke in one style of language and non-veterans' organisations in another. The two types of organisations may not be communicating or, if they are communicating, do not understand each other
- If veterans' organisations are only 'chatting' amongst themselves (easier to understand their own language), there may be limited reach into non-veteran mainstream agencies
- There is evidence circular referrals (Organisation A refers to B who refer to C who refer back to A) within veterans' services takes place

8.4.7 Summary Conclusions: Benefits to Other Services

Positive Futures is a unique, welcome and valuable addition to the veterans' services sector.

It has been 'disruptive', breaking some veterans out of the veterans' services 'bubble'. Conversely, it has uncovered 'hidden veterans' by driving working practices change in non-veterans' organisations. Veterans uncovered in this manner have gone on to access, and use, veterans' services.

Positive Futures allows referrers to refer in veterans who are hard to engage in therapy or personal development but who will engage with an 'outdoor activity'. It refers out motivated, confident and willing to engage clients to other services, both veteran and non-veteran. These clients use services they are referred to. The value of referrals to an agency, veteran support or not, in making their service better used were:

- Widening their client base so boosting numbers through a service
- Increasing service reach
- Clients who do engage use the services of that agency

The high levels of personalised support which veterans receive from Venture Trust is practically demonstrated through the scale and breadth of onward referrals and the scale and breadth of the agencies referred to.

Onward referrals cover key areas of need for veterans, Veterans have been referred by Venture Trust to:

- Welfare services, including money and accommodation
- Health and fitness services, including addiction services
- Employability services
- Volunteering services

Communication about veterans' services to non-veterans' services and the language used between these types of organisations could, and should, be improved.

8.0 Outcomes of the Live Research

8.5 Objective 2: Is the Programme Methodology Transferrable?

To assess whether the innovative programme methodology (proven to work for other client groups) has been transferable to the military veterans' cohort struggling with the transition to civilian life.

70.0% of all Referrers (made one hundred and thirty referrals) and 75.0% of all Extra-Super and Super-Referrers (made forty-nine referrals) believe the methodology is transferrable to veterans struggling with the transition to civilian life. They find the most effective aspects are:

- Swiftness of response to referral enquiries (regarded as an example of best practice)
- The semi-individualisation (regarded as an example of best practice)
- Outreach work across all Phases, which works at the client's pace (regarded as an example of best practice)
- The Wilderness Journey: the outdoor activities are the 'selling point' for veterans who will not undertake any other type of personal development work
- Experiential learning and cognitive behavioural approaches: building on other learning and practiced extensively over an intense period
- Time in the Wilderness for space and reflection leading to Goal Setting and an Action Plan
- Peer group support - regarded as very effective for the veteran cohort
- Phase III Employability opportunities are regarded as a stepping stone to the future

Referrers noted no other organisation offers a comparable programme of community support work, an intense personal development experience and follow-up.

Referrers use the outdoor activities as the 'hook' to attract veterans to Positive Futures. They note:

- Veterans are open to something that is outdoors and practical
- Veterans are resistant to 'therapy' or 'therapeutic interventions' which are not clinical/PTSD focused

The programme's difference to anything else on offer makes it attractive to refer to. Positive Futures takes all the best parts of Service (for example: camaraderie and outdoor activities) and allows veterans to rediscover, and use, pre-existing skills in a safe, civilian environment. The programme is thought ideal for struggling veterans who might not go elsewhere.

Referrers, Super Referrers and Extra-Super Referrers believe Positive Futures works as it:

- Focuses heavily on the future and the positives in person (not all programmes do this)
- Does not set the person up for failure by focusing on outcomes, not numbers through the door
- Helps with goal setting, which their clients then work towards at their own pace
- Helps to give pointers as to where to further direct clients to statutory and other services
- Is a good stepping stone for the referrer to help the client to use the motivation and confidence gained to go through to education, volunteering, training or employment
- Takes people into the outdoors and gets them moving; too many stay indoors all day, isolating themselves
- Showed veterans that they are not alone and that others have similar challenges
- Helps to reduce ongoing social isolation through small relationship/informal support groups forming naturally amongst course attendees
- Is not a 'military' programme so it provides a bridge to civilian life as those participating have to deal with civilians on the course. This aspect is important for veterans' organisations
- Draws veterans away from the military ethos: far too many veterans' organisations run on Service lines/military ethos which does not help with making a transition to civilian life

Referrers, Super-Referrers and Extra-Super Referrers comments included:

"It's a fantastic addition to the mix simply because it appeals to veterans and it isn't 'just another course'."

"It's superb. It crosses and blurs the boundaries between civilian and ex-forces, which does them a lot of good."

"A worthwhile addition to the toolbox"

"Ideal for veterans and strongly appealing to them"

"I can't get veterans who need help to go on 'therapy' courses. I can get them to go on an outdoors course. That's a win for me."

The positive impacts from Positive Futures (see Section 8.1) evidence the transferability of the methodology.

8.5.1 Commentary on the Methodology: Wider Programme

Discovering Positive Futures: Larger referrers greatly appreciated Venture Trust staff bringing the programme to them and regularly returning to talk to individual referrers, prospective clients and participants (current and former) about the programme. Referrers note few other agencies do this.

Compared with approaches from other agencies, Venture Trust's marketing was described as "a breath of fresh air" and an example of best practice.

Civilian Run: civilian run and delivered is regarded by veterans' services' referrers as highly beneficial for veterans as "it jerks them out of the military mindset and practically demonstrates that civilians just don't care about rank, tours, regiments or Service." This is regarded as a salutary lesson for veterans as they move towards civilian integration.

Pre-Referral and Referral: the speed of Venture Trust's referral response is regarded as best practice: many agencies can be very slow, taking weeks in some cases, to respond. This is felt not to help clients with immediate needs. Veterans, as a group, can be impatient and Venture Trust's swift response times helped to keep veterans "on-side and motivated."

Time from referral to Wilderness Journey can be challenging for some veterans. However, veterans understand they may have to wait for a Wilderness Journey place and, in winter, waiting times can be longer.

8.5.2 Commentary on the Methodology: by Ingredient

Semi-Individualisation: semi-individualisation is highly appreciated, is a driver for referrals and is regarded as being more effective in terms of outcomes.

"They are not trying to fit people to the course but the other way around. Others try to put people in boxes and that doesn't work with this cohort."

Super-Referrer

"What works for one person may not work for another and it [the Venture Trust approach] is tailored to suit specific needs for specific challenges."

Extra-Super Referrer

8.0 Outcomes of the Live Research

An Extra-Super referrer noted “For many programmes, it’s all about numbers through rather than outcomes for the attendees. Positive Futures isn’t like that. So what if fewer people go as long as they have a solid, beneficial experience. It’s about the client experience not the programme.”

Outreach Work: outreach, across all Phases, is very highly valued. The intense support given by the Outreach Workers is regarded as ‘how it should be’ and ‘an example of best practice’.

“I’m massively impressed with Positive Futures. The outreach is wonderful. No one else does this and it’s so helpful for the client.”

Referrer, CSJW

Referrers cited the following aspects of outreach as impressive:

- Meeting the client at a location suitable for the client i.e. clients not forced to come to a central location
- Meeting the client at non-office locations i.e. in a more relaxed environment
- Working with the client in the decision-making process of where to meet so that the client can a) get there easily and b) be comfortable in the surroundings
- Working with the client, sometimes over an extended period, to reduce barriers to attendance
- Working at the client’s pace rather than aiming to meet tight deadlines

Ongoing ‘reporting’ and feedback from Outreach Workers, both formal and informal, was praised. Few organisations do this and it is very highly valued.

“Contact from the Outreach Worker means my clients aren’t disappearing into a black hole and I am kept informed of their progress – that’s very unusual”

Extra-Super Referrer

Working at the client’s pace and the flexibility to change clients from one Wilderness Journey to another if the client’s progress is not as expected is seen as a positive approach.

“Too many organisations rush people through to make up the numbers. That’s setting those who aren’t ready up for failure”

Extra-Super Referrer

Participant feedback illustrates outreach work in action:

“It took me three goes to get there. My head wasn’t in the right place [anxiety] and there were other barriers too. [Outreach Worker] worked with me to get the barriers down so I could go. If I needed help, she was onto it straight away. There was no point at which I did not want to be there. I was so pleased with myself that I got there, I was determined to make the most of it. And I did.”

ESL, Army, CJ

Phase II: The Wilderness Journey

Overall: all referrers say the effect of the Wilderness Journey is marked: they regard it as delivering sound impacts and have seen measurable differences in their client post Wilderness Journey.

Positive Futures recreates the positives of military experience (outdoor activities) in a civilian setting. That allows veterans to use skills learnt in the forces in a civilian setting so finding that those skills are transferrable, which in turn, builds confidence and motivation.

"It [the Journey] is structured and mixes up things veterans like doing [outdoor adventure] with things they don't like doing [personal development] in a way that makes them go along with it."

Extra-Super Referrer

Referrers noted the ingredients of Positive Futures complemented those used elsewhere but, with the intense Wilderness Journey, the effect was more concentrated. They regard this as good experience.

Experiential Learning and Cognitive Behavioural Approaches⁷⁴: referrers note the personal development content of Positive Futures is not a different entity or at odds with everyone else's offerings: it complements and reinforces what is learnt elsewhere (for example: personal development journey, CBT techniques) which can only help. Some other providers' courses/content are at odds with wider/ mainstream work, which simply confuses.

"It's a solid week of practising. They learn techniques with us 2 hours a week. With Positive Futures they practice for a week which really embeds learning."

Super-Referrer

Using Personal Development and Therapeutic Techniques: by placing personal development and therapeutic techniques alongside outdoor adventure, veterans' resistance to these techniques is minimised and learning is facilitated.

"I didn't realise we were doing it (personal development work) because it was such a good laugh. But I took in what I was learning as we went along and I'm using it when I get a bit down or a bit angry."

ESL, Army, CJ

We sat on the beach and [Development Worker] gave a talk which really resonated with me. Really made it all come together. That's when it all clicked and I opened my mind and took it all in. It opened me up and I'm using it to push myself back together in a good way."

ESL, Army, CJ

Sticking with the Wilderness Journey: coaching and facilitation are used within the cognitive behavioural approaches which underlie the personal development work. These techniques are used in formal one-to-one support sessions and more informal support offered by field team members.

"I took a minor meltdown; my anxiety levels were through the roof and I wanted to run back home. At that point I spoke to [Development Worker] who talked me out of going home and said, 'look give it a go, we haven't really tried anything yet, just give it a go'. I trusted her so I gave it a go."

ESL, Army, CJ

"I liked the way that Venture Trust treated us, as if they were partners in our adventure, rather than participants on a course."

LSV, Royal Navy, CJ

⁷⁴ Including Choice Theory, Reality Therapy, Pro-social modelling & coaching techniques

8.0 Outcomes of the Live Research

Time in the Wilderness for Self-Reflection, Goal Setting and Action Planning: giving space to think and reflect, and time away from poor influences were cited as benefits by referrers.

"I think it is very worthwhile and beneficial. It gives clients the opportunity to be away from everyday life in a safe and controlled environment. The work and support given to clients is fantastic."

Referrer

"It helps with goal setting which clients can then work towards at their own pace. That, in turn, helps to give pointers as to where to further direct them to statutory and other services."

Super-Referrer

"The process of developing an Action Plan helps clients to rationalise their thoughts and prioritise their goals to move forward."

Super-Referrer

Goal setting leading to an Action Plan, which clients can work towards at their own pace back in their home environment, is regarded as extremely helpful in giving pointers on where to further direct veterans to other services. The Action Plan comes from the participant. It is where they want to go and how they want to get there. Tools to help participants come from the personal development work.

"I use plan, do, review all the time. In the house, at work and in my social life. Cracking idea."

LSV, Royal Navy, CJ

"I pinned my action plan to the wall and refer to it daily. I filter all my actions through a lens of 'will this help me achieve my action plan?' and if it's not helpful, then I don't do it."

ESL, Army, CJ

Time in the Open Air: the key ingredient in Positive Futures is time in the wilderness for reflection and change in the individual. Every participant who commented noted how being in the wilderness freed their mind to think.

"For me the stand out of the Wilderness Journey was the peace and quiet - this 'opened the mind and helped me think'. It allowed for very deep thinking with no distractions through noise and busyness and created a space to change. My concentration improved in the open air too."

LSV, Army, CJ

"The Wilderness Journey gives you time to get away from the stresses of a difficult lifestyle in a safe environment."

LSV, Army, Non-CJ

Referrers regard this time and space to think as highly positive for clients. The opportunity to be in a restorative environment away from home pressures, with others and having fun, all without alcohol and/or street drugs is well-thought of. It makes the programme particularly attractive for referrers working with veterans engaged in street drug and/or heavy drinking cultures.

Peer Group Support Opportunities: these are created across the entire Wilderness Journey. Referrers regard the peer group support opportunities and the friendships made on Positive Futures as beneficial.

"Veterans get caught up in thinking the situation they are in is unique to them and being in a group with similar (or more serious) issues can be eye-opening, making them realise their problems are, perhaps, not as bad as those experienced by others."

Extra-Super Referrer

For many veterans, finding they are not 'diminished' by opening up/asking for help was a significant benefit.

"Lots of guys had no self-confidence and didn't like speaking in the group - as we went along we all came out of ourselves and opened up about our experiences - even me. I found that very helpful."

ESL, Army, CJ

It was so much easier to open up, and I found it easier to talk. I said things that I've never said before in my life to people. It was incredibly freeing and, after I did, I felt a huge weight had been lifted from my shoulders."

LSV, Army, CJ

Functioning in groups rather than team building: trained to be part of a big 'team' (the armed forces) working through a command and control structure, participants found the civilian way of working in groups challenged their perceptions and forced them into taking responsibility.

"I enjoyed working with the staff. We made the decisions under their guidance. That was disconcerting but in a good way".

ESL, Army, CJ

"I really enjoyed that it wasn't military. I wasn't sure what I expected but I'd assumed that it would be a bit 'command and control' and was I disconcerted (in a good way) that it wasn't. We weren't on that down to the second military schedule and, although I was uncomfortable at first, I grew to like it."

LSV, Royal Navy, CJ

Phase III

Phase III engagement is regarded by referrers as a highly focused, good stepping stone to use the motivation and confidence gained on the Wilderness Journey to go through to education, employment, volunteering or training.

Referrers noted, and participants confirmed, that veterans were more open to change saying 'Yes' rather than 'No', and more prepared to try new opportunities whether in employment, education, training or volunteering.

"When I came back I was so much more cheerful and outgoing. [Name (participant's wife)] didn't believe the change in me. I was happier, calmer and more up for doing things - much more open minded and not automatically saying 'no'."

LSV, Army, Non-CJ

"My mindset is turning into 'I can do that' rather than 'I can't and I don't want to do that'."

ESL, Army, CJ

8.0 Outcomes of the Live Research

Professional and Peer Mentoring: mentors were being matched with mentees as this paper was written so no referrer or participant data is available. However, participants have used their mentor training outside of Positive Futures.

"Before (the mentoring training) I'd have turned my head away. Because of the learning I've experienced here, I'm now turning my head towards those in need. There was a guy trying to commit suicide and I put the learning into practice to help prevent him doing so. My intervention was successful, the guy's getting the help he needs and I feel really proud of what I did. Before... before, I'd have turned away."

LSV, Army, CJ

8.5.3 Aspects of Positive Futures which were not Wholly Transferrable

To a greater or lesser extent, all aspects of the methodology seem to be transferrable to the veterans' group. However, in the early stages, participants could be referred for the 'wrong' reasons.

A small number of participants (six) used Positive Futures as a 'wee holiday', seeing the programme as "a few days in the hills". 'Holidaymakers' attendance was biased towards early Wilderness Journeys. Introducing a more rigorous referral and assessment process may have reduced 'holidaymakers' in later Journeys.

Those who treated Positive Futures as a 'wee holiday' still took some benefit from their experiences:

- "Listening to the others was helpful and I realised I wasn't alone with my problems."
- "The games were silly but when I got back, I found myself using what they taught us."
- "Being in the outdoors gave me space to think."
- "I was made to challenge myself (doing an abseil) and I did it."

8.5.4 Summary Conclusions: Transferability of Methodology

The methodology shows strong outcomes for referrers' clients. Referrers, particularly veterans' services, regard the methodology as fully transferrable to the veterans' cohort.

The programme appeals to veterans, who focus on the outdoor activities. This focus allows referrers to refer those who need support but who would shy away from personal development courses.

The model should, therefore, work with veterans in need in other parts of the UK. The model is replicable providing all conditions for replicability are met. If replicated as outlined, either through licensing or franchising or satellite operations, those veterans in need who present with similar issues should show similar impacts as seen in Scotland.

The following needs to be in place to facilitate replication:

Table 58: Positive Futures - requirements for replicability

Type of requirement	Requirement	Why a Requirement	The Venture Trust Model
Contextual	Accessible area of semi-wilderness⁷⁵	Full wilderness (very remote, few services, difficult access) is too challenging for model delivery and participants.	Uses semi-wilderness readily accessible from main population areas
	Local pool of non-statutory and statutory organisations, veterans' and otherwise	To refer veterans into the model and for the delivery organisation to make onward referrals during participants' engagement with the delivery organisation	Forty-nine organisations (ninety-two individuals) referred veterans to Positive Futures Onward referrals to eighty-two organisations by Venture Trust
Organisational interest & aspiration	An experienced civilian delivery organisation(s) with an interest in, or connection, to:	Delivery by a civilian organisation is critical: Shows military model is not the only way Promotes interaction with civilians and civilian behaviour (e.g. no "banter")	Full civilian management and delivery
	The outdoors as a therapeutic environment	Model cannot work unless organisation has this interest/experience	Has long experience in using the outdoors as a therapeutic environment
	Personal development of challenged individuals	Model cannot work unless organisation has this interest/experience	Has long experience in personal development of challenged individuals
	Working with veterans	Organisation needs to have an interest in working with veterans	Developed this interest to successfully launch and run Positive Futures
Organisational knowledge & capability: sectoral	The delivery organisation(s) or partnership has knowledge of local, national and UK policy and practice (for example: Covenant, CJ, housing and homelessness) and its applicability to veterans	Replicating the model requires holistic semi-individualisation for participants who have multiple presenting issues. A wide knowledge of policy allows single and cross policy agenda needs to be met. Knowledge of devolved and local policy can lead to localised opportunities to meet need	Has wide knowledge of the UK, Scottish and local government policy appertaining to veterans
	The delivery organisation(s) or partnership can reach out in those areas where veterans live and the majority of support services are located or headquartered	Facilitates inward access: referrals to the organisation and liaison and co-operation with support services Facilitates outward access: marketing to, liaison and co-operation with support services and onward referrals	Offices are located in Edinburgh and Glasgow with locally based Outreach Workers
	The delivery organisation(s) or partnership can establish, and maintain, strong links with a wide network of potential referrers and support services	A large pool of referrers across a wide range of services is needed to drive referrals to the model	Full marketing campaign to, and ongoing liaison with, potential referrals

⁷⁵ Easier access by road or rail than full wilderness, level of outdoor activity infrastructure in place and accessible services located in a mixed topography (for example: hills, lochs/lakes, woodland, open moorland) so allowing several types of outdoor activity to take place.

Table 58: Positive Futures - requirements for replicability (cont)

Type of requirement	Requirement	Why a Requirement	The Venture Trust Model
Organisational knowledge & capability: service approach	The delivery organisation(s) or partnership can deliver local outreach in Phases I and III	Working at the participant's pace in his/her local community is a fundamental part of the model's success	Outreach Workers work at the participant's pace in his/her local community
	The delivery organisation(s) or partnership can offer a well-developed and relevant personal development framework/curriculum which is backed by theory and proven by robust evidence	A proven framework/curriculum is a fundamental to the model's success	Positive Futures grew out of long-standing, well evaluated and proven model - Living Wild
	The delivery organisation(s) or partnership can deliver movement towards employability, education, training and volunteering at local level in Phase III	Working with the participant to achieve movement towards goals in Phase III is fundamental to the model's success	Outreach Workers work with the participant to facilitate movement into these areas
	Participant outcome monitoring tool and management system to support this tool	An ability to monitor participants' outcomes is fundamental to the model's success	Venture Trust has a integrated management system which monitors outcomes
Organisational knowledge & capability: human resources, systems & processes	The delivery organisation(s) or partnership can establish and maintain the systems, accreditations, insurances, premises, kit, equipment and human resources to safely deliver expedition-based personal development work with individuals where challenging behaviour may emerge	A solid infrastructure is fundamental to the competent management, and safe delivery of the model	Venture Trust has built/put in place a solid infrastructure to manage and safely deliver expedition-based personal development work
	The delivery organisation(s) or partnership has access to a pool of highly trained development workers, who are also certified outdoor activity leaders	Individuals with both skill sets are needed to deliver the Wilderness Journey - these workers are fundamental to delivering the Journey	Uses both employed and freelance development workers with these skill sets

In addition to the basic requirements, the following would be highly desirable 'add-ons' to the model.

- Ability to deliver accredited peer mentoring training
- Offering peer mentoring opportunities and the ability to support those opportunities
- Ability to offer or broker traineeships, volunteer or other placement opportunities

Replicability across the UK could be achieved through:

- Licensing or franchising the Venture Trust model
- Satellite operations/partnership established by, or with, Venture Trust in other areas of the UK

8.6 Objective 6: Cost Effectiveness of the Programme

To consider the cost-effectiveness of the programme approach for the target cohort or specific subgroups within the target cohort of veterans in the transition process.

8.6.1 Introduction

When considering cost-effectiveness, the evaluation has looked at two metrics:

1. Is the programme being delivered at a cost which is regarded as effective when compared with similar programmes?
2. Is the programme delivering a benefit impact to wider society through reducing the costs to statutory and other services used by participants who have completed part or all of the programme?

Operational costs are used in all cost-effectiveness calculations. Operational costs to deliver Positive Futures for the period from 1st January 2016 to 30th June 2018 inclusive were £468,634.

Two hundred referrals were made and ninety Wilderness Journey places delivered.	
The raw cost to the programme per referral ⁷⁶ (two hundred overall) was	£2,343
The raw cost for each whole programme (PI to PIII) participant ⁷⁷ (ninety) was	£5,207

8.6.2 Cost per Support Hour

Calculating the cost per support hour provided generated a figure of £19.86 per support hour (See Appendix 1).

It is not known how this cost per support hour compares with comparable programmes: as noted in Section 5.0, there are no wholly comparable UK programmes. When the objective was set, it was expected work would uncover similar programmes elsewhere: only one was discovered, that offered by Outward Bound Canada.

In agreement with Venture Trust, two organisations offering a residential programme aimed at veterans and with an outdoors element, were selected as having *similarities* to Positive Futures: they were HorseBack UK and Futures for Heroes. Neither offer a three-phase structure, although the latter does offer mentoring. Positive Futures provides many more hours support per individual over a longer period (up to twelve months), than either of these organisations do.

Again, in agreement with Venture Trust, it was thought useful to compare the cost per support hour for Positive Futures with the costs of community mental health team members. When compared to these costs, Positive Futures looks to be cost-effective in terms of cost per support hour.

A cost per support hour of under £20.00 for a semi-individualised programme aimed at meeting the precise needs of an individual, delivered over a period of up to twelve months and achieving the outcomes noted looks to be good value for money, especially when compared to the cost of delivering community mental health interventions.

⁷⁶ Cost of the programme divided by the number of people referred. $£468,634 \div 200 = £2,343$.

⁷⁷ Cost of the programme divided by the number of people who undertook a Wilderness Journey and moved into Phase III $£468,634 \div 90 = £5,207$.

Table 59: Others' Costs and variance to Positive Futures Cost per Support Hour

Organisation/Support Area	Cost per Support Hour /Cost per Hour	Variance to Positive Futures Cost per Support Hour
Positive Futures	£19.86	~
HorseBack UK ⁷⁸	£25.14	+£5.28
Futures for Heroes ⁷⁹	£12.14	-£7.72
Community Mental Health Team Worker ⁸⁰	£39.00	-£19.14
Early Intervention Team Member	£40.00	-£20.14
Assertive Outreach Worker for those difficult to engage in more traditional services	£38.00	-£18.14

8.6.3 Benefit Impact to Wider Society

The second aspect of cost-effectiveness was a calculation of benefit-impact to wider society through reducing demand on statutory and other services by participants who have completed some or all of the programme.

Section 6.1.2 outlines the background to the calculations.

For each individual, the following broad categories of costs were taken in the underlying calculations:

Table 60: Categories of costs

CJ, including Police and Prison costs	Costs to NHS Scotland: drug and alcohol addiction
Costs to NHS: mental health interventions	Costs of coming off benefits
Housing impacts	Impact of volunteering
Relationships: sustainment and breakdowns	Going into work or sustaining existing employment

In addition, impacts like the cost of quitting smoking and respite on family members were added in. Appendix 1 gives data sources used.

It must be remembered that:

- Positive Futures is an ongoing programme - outcomes emerge over time and further benefit may be accrued by participants, which will, over time, impact benefit impact calculations. These calculations should be regarded as 'at a point in time'.
- The data comes from forty-seven individuals (52.0% Wilderness Journey participants) who engaged with the researcher
- Benefit impact is not comparable between individual participants. A participant with a small benefit impact may have made significant movement in their own life: this cannot be compared to the larger movements of another participant. Some Positive Futures participants, by their past behaviours, are costly to the state e.g. in the CJ system, and when their behaviours change, significant benefit impacts are seen.

For the forty-seven individuals, the overall benefit impact to society through a) reduction in interactions with state services (reduced costs) and b) moving into the workplace (tax gains) or volunteering is calculated to be £2,137,663.

- Average benefit impact per person is £45,482.
- The range of benefit impacts per person are £2,099 to £167,434
- Median benefit impact is £29,683
- Overall benefit impact (whole programme): in the region of £2.6M to £4.0M
- For every £1.00 spent, £4.56 of impact is generated

⁷⁸ See Appendix 1

⁷⁹ Ibid. Unlike Venture Trust and Horseback UK, Futures for Heroes does not have premises thereby reducing its costs

⁸⁰ Unit Costs of Health & Social Care 2017 via <https://www.pssru.ac.uk/pub/uc/uc2017/community-based-social-care-staff.pdf>

8.6.4 Health and Wellbeing Improvements

Improvements in health and wellbeing outside those normally associated with a personal development course were noted by participants. Health and wellness improvements were not a formal measurement metric - they were logged as part of participants' overall improvement. With the exception of stopping smoking (where data was available), no reported health improvements were included in benefit impact calculations.

Over time, health and wellness improvements should have a financial impact on the state through lower use of health services: the accepted wisdom is that healthier people make fewer demands on health services.

In addition to reducing or stopping drug and alcohol consumption, participants also reported:

- Reducing or stopping smoking
- Reducing or stopping medication for depression and other illnesses (under medical supervision)
- Managing their own self-medicating better
- Cooking at home rather than eating take away
- Eating more healthily and eating a wider variety of foods
- Increasing personal care levels
- Increasing fitness levels by taking more exercise whether through simply going out or using a local gym
- Re-starting sports or fitness activities which they had stopped

8.6.5 Benefit Impact by Cohort

The average benefit impact per person is £45,482, with a median benefit impact per person of £29,683.

The range of benefit impacts per person are between £2,099 and £167,434.

Breaking out benefit by broad cohort generates, for those who attended a Wilderness Journey and engaged with the researcher, the following average benefit impact:

Table 61: Benefit impact by cohort

Cohort	Number in Cohort	Average Benefit Impact	Rank
ESL and CJ	9	£80,878	1
Longer Serving Veteran, non-CJ	18	£50,623	2
Longer Serving Veteran, CJ	16	£31,730	3
ESL, non-CJ	4	£10,754	4

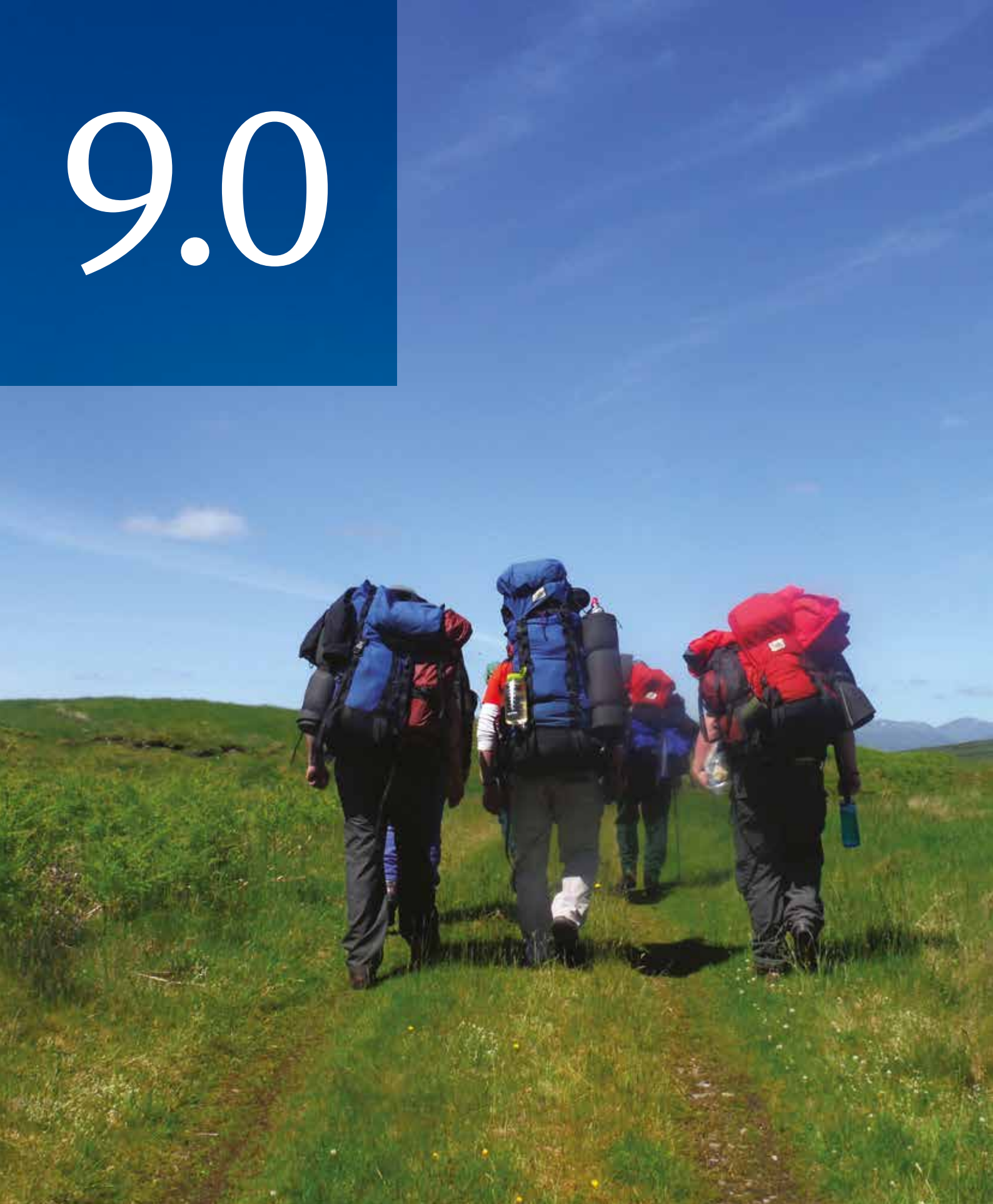
The ESL and CJ cohort figure is underpinned by two participants who have made life changing choices after Positive Futures and so show substantial benefit impact. Both are now clean from drug addiction, both are volunteering, both are training to become mentors and have not reoffended nor been hospitalised. These changes generated a high benefit impact for each individual, which biases the group average.

The ESL, Non-CJ cohort figures are biased by group members' lack of engagement with the researcher. Their actual impact benefit is likely to be higher.

The LSV, Non-CJ cohort impact benefit is driven by the return to work, some at substantial salaries, by several members of this cohort plus an enhanced level of volunteering following participation in Positive Futures.

For all cohorts, the impact benefit exceeds the cost of providing Positive Futures so the programme can be thought of as cost effective.

9.0



9.0 Conclusions, including Recommendations

Overarching conclusion:

Positive Futures is a successful, cost-effective, high value for money, cross-policy area semi-individualised programme delivering positive outcomes for veterans who have struggled with transition.

"It helped me through tough times fighting PTSD and knowing I wasn't alone in my nightmare. That there were others in my situation. It was the best thing that ever happened to me - if I didn't get referred to this, God knows what I would be like. I've now got my life back, settled into a great job and family life is much better."

ESL, Army, Non-CJ

The overall programme delivers benefit impacts to society in the region of £2.6M to £4.0M: this means that for every £1.00 spent on the programme, £4.56 of societal benefit impact is generated.

Positive Futures has a cost per support hour of £19.86. This cost covers a semi-individualised programme, aimed at meeting the precise needs of an individual and delivered over a period of up to twelve months. When compared to the cost per hour of semi-comparable services, this cost looks to be high value for money.

9.1 Positive Futures: The Impacts

Participants

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

Seventy-nine Impact areas were recorded for engaged participants over ten thematic clusters, as follows:

- Reoffending
- PACC
- Health and Wellbeing
- Stability and Lifestyle
- Using Other Services
- Relationships
- Volunteering
- Employability
- Accommodation
- Becoming a Civilian

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.

The five most commonly reported engaged participant impacts' post Wilderness Journey are:

Table 62: Top five participant impacts

Impact	Theme
Recognition of Shared Problems	Personal Attitude and Capability/Capacity
Improved Mental Wellbeing	Health & Wellbeing
Increased Motivation	Personal Attitude and Capability/Capacity
Increased Self-Confidence/Self-Belief	Personal Attitude and Capability/Capacity
Eagerness to Help Self and Others	Personal Attitude and Capability/Capacity

9.0 Conclusions, including Recommendations

Positive Futures reaches, and engages those with multiple and complex barriers.

The programme seemed to be of particular benefit to:

- Those in the CJ system
- ESLs
- “Problem Shifters”: individuals taking their challenges, often alcohol and drugs, into the forces. Challenges may be displaced while serving but resumed after Service ends

In terms of impact outcomes by Service length and CJ involvement, Positive Futures was effective in the following order:

- ESLs, CJ Involvement - the “Problem Shifters” cohort
- LSVs, non-CJ
- LSVs, CJ
- ESLs, non-CJ

‘Personal Attitude and Capability/Capacity’ theme impacts are the fundamental driver for change in the individual.

The ‘Recognition of Shared Problems’ impact (“It’s not just me”) is the key underlying driver to accepting the need for change by the individual: recognising this has liberated participants’ entrenched views allowing them to be more accepting of their life status (civilian) and look to move on.

Increases in mental wellbeing drove increases in motivation and self-confidence, leading to individuals taking steps to change their lives. Impacts, other than those shown above, for the majority of engaged participants (50.0%) included:

- Change of attitude - ‘I CAN’ rather than ‘I Can’t’ - driving other impacts
 - Increased resilience and independence (taking responsibility)
 - Focussing on the future, goal setting and working towards those goals
- Ability to go out more and use public transport so facilitating social interaction and access to work/services
 - Starting to volunteer
 - Taking more exercise
- Formation of friendship groups reducing social isolation
- Changed view of masculinity: recognising that confident men:
 - Know asking for, and receiving, help enhances rather than reduces masculinity
 - Can be open with others about their problems and issues
 - Do not need to be the ‘hard man’ which drives a reduction in destructive behaviours (Slower to Rise/ Less Impulsive)
- Willingness to be referred to, to engage with, and using, services - veterans’ and civilian
- A realisation that there are transferrable skills from Service to civilian life

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
- Reducing usage of, or overcoming addiction to, street drugs and alcohol
- No reoffending (CJ cohort).
 - Passing a PVG check
- Moving into, and sustaining, a tenancy

Families

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.

Positive Futures is a unique, welcome and valuable addition to the veterans' services sector. It has been 'disruptive', breaking some veterans out of the veterans' services 'bubble'. Conversely, it has uncovered 'hidden veterans' by driving working practice change in non-veterans' organisations. Veterans uncovered in this manner have gone on to access, and use, veterans' services.

Positive Futures allows referrers to **refer in** veterans who are hard to engage in therapy or personal development but who will engage with an 'outdoor activity'. It **refers out**, through brokered links to relevant services, motivated, confident and willing to engage clients to other services, both veteran and non-veteran. The value of referrals to an agency, veteran support or not, in making their service better used were:

- Widening their client base so boosting numbers through a service
- Increasing service reach (to veterans who would not typically use those services)
- Clients do engage with, and use, the services of that agency

The high levels of personalised support which veterans receive from Venture Trust is practically demonstrated through the scale and breadth of onward referrals and the scale and breadth of the agencies referred to.

Onward referrals cover key areas of need for veterans, Veterans have been referred by Venture Trust to:

- Welfare services, including money and accommodation
- Health and fitness services, including addiction services
- Employability services
- Volunteering services

9.0 Conclusions, including Recommendations

Society

Societal benefits from Positive Futures are observed through:

- CJ benefits:
 - No reoffending leading to reduced demands on the police, courts, CJ services and the prison service so leading to cost savings
- Health and Wellbeing benefits:
 - 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
- Employability:
 - Employed individuals are economically active reducing benefit spend and increasing tax take
 - Social isolation is reduced through interaction with others
- Volunteering:
 - 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
- Increased Social Inclusion:
 - Reducing social isolation increases societal cohesion
 - Individuals who cease to become socially isolated make fewer calls on health and other services
- Housing and Homelessness
 - Individuals moving into and sustaining independent tenancies
- Families:
 - More stability in the family environment helps prevent family breakups which are both costly to the state and damaging to families

9.2 The Positive Futures Model and Who It Helps

Impacts under the 'Personal Attitude and Capability/Capacity' theme are the fundamental drivers for change in the individual.

The holistic semi-individualised approach used across the entirety of Positive Futures develops, creates and manages opportunities for individuals to make Personal Attitude and Capability/Capacities in their own lives. By creating these opportunities, individuals are empowered to move out of old negative behaviours and into new positive behaviours which will strengthen their life resilience, open up new pathways and allow them to move forward.

Participants take most benefit from:

- Pre and post-Journey outreach work
- The Wilderness Journey: pre-Journey, participants focus on the outdoor activities; post-Journey, they focus on the learning they took from the Journey and their increased confidence and motivation. Key aspects are:
 - Peer group support (Recognition of Shared Problems Impact) plus replication of best parts of service camaraderie - "It's not just me with problems"
 - Formation of small friendship/informal support groups which continue post Positive Futures
 - Learning personal development techniques, either presented overtly by the field team or 'disguised' within other activities, which they put into practice after the Wilderness Journey. 'Disguising' personal development activities helps to break down veterans' resistance to learning these techniques
 - Time in the Wilderness creating space for reflection, leading to a focus on future goals. This is supported by the development of an Action Plan to achieve the goals set

Referrers find the **most effective aspects** of the model are:

- Swiftness of response to referral enquiries (regarded as an example of best practice)
- The semi-individualisation (regarded as an example of best practice)
- Outreach work across all Phases, which works at the **client's** pace (regarded as an example of best practice)
- The Wilderness Journey: outdoor activities are the 'selling point' for veterans who will not undertake any other type of personal development work
- Experiential learning and cognitive behavioural approaches⁸¹: building on other learning and practiced extensively over an intense period
- Time in the Wilderness for space and reflection leading to Goal Setting and an Action Plan
- Peer group support - regarded as very effective for the veteran cohort

Referrers noted the following on the model ingredients:

- Semi-individualisation is highly appreciated, is a driver for referrals and is regarded as being more effective in terms of outcomes
- Outreach, across all Phases, is very highly valued. The intense support given by the Outreach Workers is regarded as 'how it should be'
- Working at the client's pace and the flexibility to change clients from one Wilderness Journey to another if the client's progress is not as expected is seen as a positive approach
- Wilderness Journey effects are marked: it is regarded as delivering sound impacts and measurable differences. The ingredients of Positive Futures complement those used elsewhere but, with the intense Wilderness Journey, the effect was more concentrated
- Experiential learning and cognitive behavioural approaches⁸¹: the personal development content of Positive Futures is not a different entity or at odds with everyone else's offerings: it complements and reinforces what is learnt elsewhere
 - Using personal development and therapeutic techniques: by placing personal development and therapeutic techniques alongside outdoor adventure, veterans' resistance to these techniques is minimised and learning is facilitated
 - Sticking with the Wilderness Journey: coaching and facilitation are used within the cognitive behavioural approaches which underlie the personal development work. These techniques are used in formal one-to-one support sessions and more informal support offered by field team members
 - Time in the Wilderness/open air for self-reflection, goal setting and action planning: the key ingredient in Positive Futures is time in the wilderness (a restorative environment) for reflection and change in the individual. Giving space to think and reflect, and time away from poor influences are beneficial
 - Goal setting leading to an Action Plan is regarded as extremely helpful by referrers in giving pointers on where to further direct veterans to other services. The Action Plan comes from the participant. It is where they want to go and how they want to get there. Tools to help participants come from the personal development work
 - Peer group support opportunities: these are created across the entire Wilderness Journey. The peer group support opportunities and the friendships made on Positive Futures are an important impact
 - Functioning in groups rather than team building: trained to be part of a big 'team' (the armed forces) working through a command and control structure, participants found the civilian way of working in groups challenged their perceptions and forced them into taking responsibility
- Phase III: is regarded as a highly focused, good stepping stone to use the motivation and confidence gained on the Wilderness Journey to go through to education, employment, volunteering or training.

⁸¹ Including Choice Theory, Reality Therapy, Pro-social modelling & coaching techniques

9.0 Conclusions, including Recommendations

Who Positive Futures Helps

Veterans' struggles with transition are not necessarily immediately post Service (zero to five years). They can occur later in life and a long time after Service ended for both ESLs and LSVs.

There is a perception that ESLs are young people (under 35 years old); they are not always. The average age at referral was forty-two years old. The average period from leaving Service to referral to Venture Trust was fifteen years.

With the exception of the veterans' services 'bubble' cohort, 'hidden' veterans appeared in every cohort.

Individuals presented with multiple and complex issues at referral. Key presenting issues at referral were:

- Unemployment - 91.0% of all referrals
- Mental health issues, including medically diagnosed PTSD - 73.0% of all referrals
- CJ - 48.0% of all referrals

Cross correlating presenting issues gave a 100% correlation between unemployment and mental health and 100% between involvement in the CJ system and mental health.

The majority of those who seemed to obtain benefit from Positive Futures presented with two or more of these issues.

Lessons for the Wider Sector

Finding 'hidden' veterans is challenging:

- The cohort of veterans in Scotland who have struggled with transition and who fall into the Positive Futures age profile may be much smaller and more geographically dispersed than previous research may have suggested
- Individuals do not identify themselves as 'veterans' and services are not enquiringly rigorously if a person has Served in the armed forces nor are they asking the correct questions
- Services are not marketing effectively to veterans' families who actively look for services for their family member
- The agencies and services landscape is not conducive to identifying veterans and reaching them
- Veterans, and their families, find the veterans' services landscape challenging to navigate

Markers for a poor transition are in place before entering Service. These markers could be used to identify individuals at risk of making a poor transition.

Wider Sector recommendations are:

- To continue investment in programmes like Positive Futures
- To market services more effectively to veterans' families: particularly to the spouses/partners and adult children of veterans who actively look for, and cannot find or navigate to, suitable services for their family member
- To market services more effectively to veterans using learning from the 'Recognition of Shared Problems' impact to drive the content of marketing messages
- To keep a watching brief to identify where sector consolidation/development of regional single point 'pipelines' into veterans' services could be developing naturally
- That **all** agencies, charities and services (statutory or otherwise) should enquire much more rigorously about Service in the military i.e. they should ask the right question "Have you ever Served in the armed forces?".
- To educate services, particularly non-veterans' services, on the importance of collecting **accurate** Service data
- That much higher levels of inter-agency co-operation and partnership across the military and non-military services' sectors take place, and that each sector learns, and understands, the other's language
- That the armed forces look at introducing, based on the markers identified, a mechanism to identify, and monitor, those at risk of poor transition from point of application and throughout an individual's career
- That all support and statutory services **and** the armed forces become much more aware that an individual's challenges:
 - are not always related to Service in the armed force i.e. may pre-date Service
 - may not occur immediately post Service
 - are often driven by family pressures
- That the military services sector recognises the considerable value of having wholly civilian run programmes in the sector, particularly in relation to those struggling with transition and/or in the veterans' services bubble

"What really struck home was [name] at the start saying when he'd done the course, and they'd been talking about integrating into civvy life, he'd realised he was civvy now and had been for years. That struck a real chord with me and made me think 'yes, I'm a civvy too. I've been one longer than I was a soldier'. That thought was a shock."

LSV, Army, Non-CJ

9.0 Conclusions, including Recommendations

9.3 Policy Impacts

Positive Futures delivers on key policy objectives through its holistic semi-individualised approach which delivers an array of cross-policy outcomes for participants. Areas of delivery on major relevant policy objectives include:

- Criminal Justice:
 - No reoffending was seen in engaged participants with the CJ marker. Positive Futures could be regarded as tool which could help reduce reoffending rates in veterans
 - The programme could be particularly useful in community CJ where gaps in provision for veterans are noted
- Covenant Principles:
 - By building resilience and independence in veterans, Positive Futures helps veterans overcome disadvantage driven by their Service in the armed forces
 - The programme, through being wholly civilian run, helps to civilianise the military mindset leading to better acceptance of, and engagement with, civilians and civilian-led services. This civilianisation can lead to better integration with civilians in the workplace, in using services and in social interactions so reducing social isolation of veterans
- Veterans and Veterans' Services:
 - Positive Futures helps to uncover 'hidden' veterans and bring them into the orbit of veterans' services increasing the reach and usage of those services
 - At the same time, the programme moves veterans out of the orbit of veterans' services (breaking the veterans' 'bubble') and brings them into the orbit of civilian services thus helping veterans interact better with civilians on their route to a positive future
 - Services, both veteran and non-veteran, are not asking the right questions to identify 'hidden' veterans
 - At a macro level, Positive Futures is assisting in a wider integration of services across the veterans' support landscape
- Health and Wellbeing:
 - Positive Futures methodology is not specifically aimed at health and wellbeing issues; however, strong impacts were recorded in these areas for participants, in particular around mental wellbeing
 - Increased mental wellbeing is a driver for an individual to build self-confidence and, in turn, increased resilience
 - Direct health impacts took place: quitting smoking, drugs and drinking alcohol were all recorded as impacts of the programme
 - Indirect health impacts include: losing weight, taking more exercise, getting out and reducing social isolation
- Housing and Homelessness
 - Veterans have the confidence, resilience and independence to obtain and sustain tenancies
- Employability, Education and Volunteering
 - Veterans participating in Positive Futures have sustained or moved into employment
 - The programme is acting as 'stepping stone' on the employability pipeline for veterans to move towards outcomes which move them further towards employment

9.4 Transferability and Replicability

The methodology shows strong outcomes for referrers' clients. Referrers, particularly veterans' services, regard the methodology as fully transferrable to the veterans' cohort.

The Positive Futures model should work with veterans in need in other parts of the UK. The model is replicable providing all conditions for replicability are met. The conditions are:

- **Contextual**
 - Accessible area of semi-wilderness⁸²
 - Local pool of non-statutory and statutory organisations, veterans' and otherwise
 - Organisational interest & aspiration
 - An experienced **civilian** delivery organisation(s) with an interest in, or connection, to:
 - The outdoors as a therapeutic environment
 - Personal development of challenged individuals
 - Working with veterans
- **Organisational Knowledge & Capability: Sectoral**
 - Knowledge of local, national and UK policy and practice
 - Reach in areas where veterans live and the majority of support services are located/headquartered
 - Ability to establish, and maintain, strong links with a wide network of potential referrers and support services
- **Organisational Knowledge & Capability: Service Approach**
 - Ability to deliver local outreach in Phases I and III
 - Offers a well-developed and relevant personal development framework/curriculum, backed by theory and proven by robust evidence
 - Can deliver movement towards employability, education, training and volunteering at local level in Phase III
 - Ongoing participant monitoring system
- **Organisational Knowledge & Capability: Human Resources, Systems & Processes**
 - The delivery organisation(s) or partnership can establish and maintain the systems, accreditations, insurances, premises, kit, equipment and human resources to safely deliver expedition-based personal development work with individuals where challenging behaviour may emerge
 - Has access to a pool of highly trained development workers, who are also certified outdoor activity leaders

If replicated as outlined, either through licensing, franchising or a satellite operations by/in partnership with Venture Trust, those veterans in need who present with similar issues to those seen in the Positive Futures operation in Scotland, should show similar impacts.

Investment in replicating Positive Futures across the UK would widen the benefits of Positive Futures to other UK veterans.

The programme warrants continuing investment in Scotland through delivery by Venture Trust.

It would be recommended that the programme funding is continued.

82 Easier access by road or rail than full wilderness, level of outdoor activity infrastructure in place and accessible services located in a mixed topography (for example: hills, lochs/lakes, woodland, open moorland) so allowing several types of outdoor activity to take place.

To bring the benefits of Positive Futures to more veterans, replication of the service design or the entire programme in other parts of the UK would be recommended.

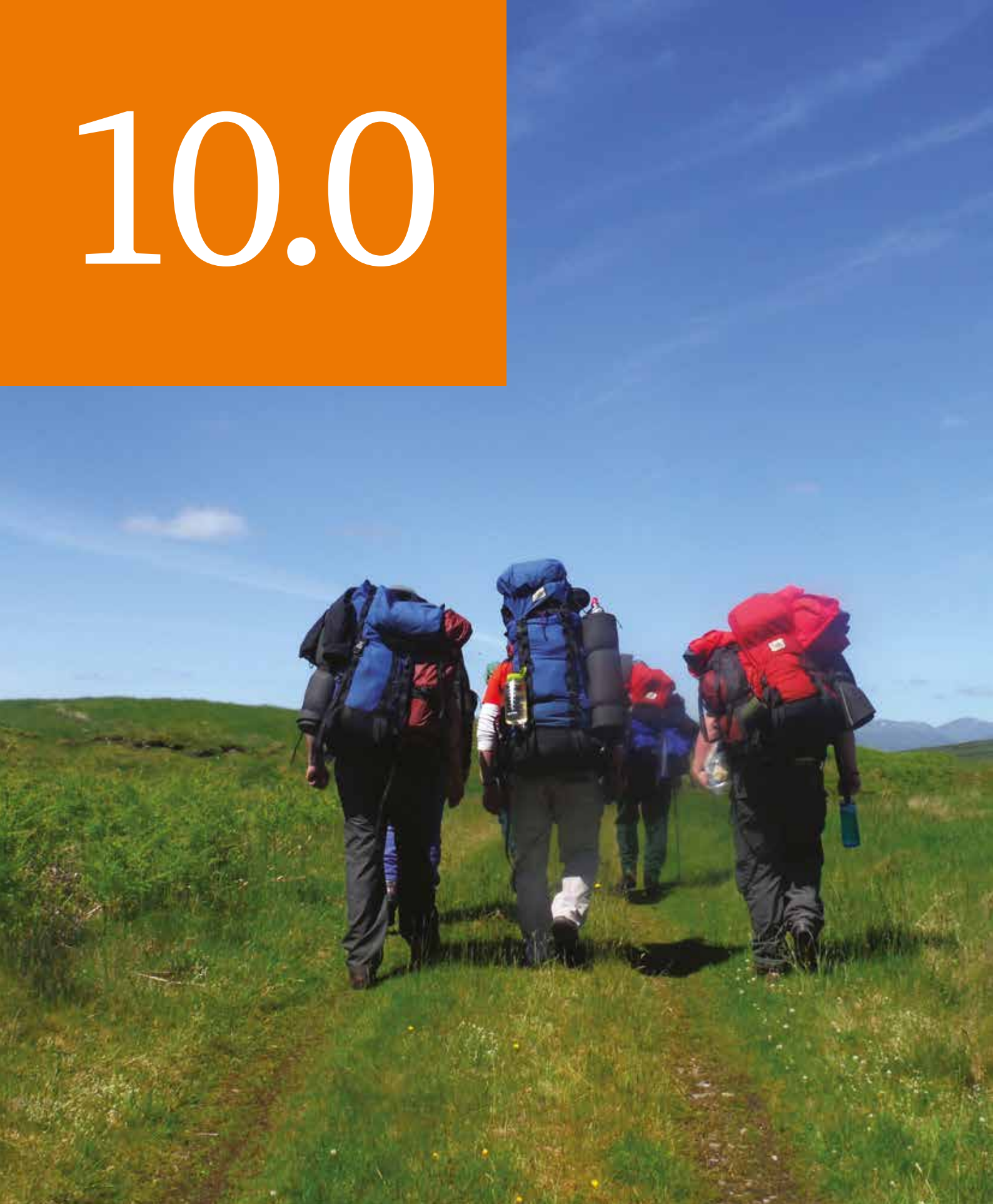
To facilitate replication, the following is recommended:

- Establishment of wide and inclusive referral partnerships and networks encompassing the military charity/services sector, civilian charity/services sector and public and statutory agencies
- Development of guidance in how to market/present the programme to:
 - Veterans: choice of language - 'outdoors' or 'therapeutic' rather than 'therapy'
 - Veterans families in the widest sense
 - Referral agencies (civilian and military), statutory services and local stakeholders
- A strong outreach service which delivers semi-individualisation to meet specific client need
- The use of a proven combination of ingredients as in the Venture Trust model:
 - Clear approaches to learning and development across the programme
 - Skilled and trained staff to facilitate learning and development
 - Using outdoor spaces (Wilderness) to give time to think, space to develop and provide support
 - Offering aftercare/onward progression into hard (work, education, training, volunteering) or personal development destinations (for example: own tenancy, becoming a mentor, stopping street drugs)
 - Development of an environment which replicates the best of military life in a civilian setting
 - Development of a strong onward referral network

JA Lloyd

September 2018

10.0



Appendix 1:

Research Methodologies, Data Sources and Calculations for Cost-Effectiveness Measurement

A1.1 Summary Table showing Live Research Methodologies Used

Table 63: Summary Table showing Live Research Methodologies Used

Research Group	Group Characteristics	Methodologies	Frequency	Overall Sample Size	Response Rates
All participants	Participants who were referred to the Positive Futures programme.	Incentivised, anonymised all participant survey sent through SMS text to mobile/Facebook/ other social media and online	Once during evaluation	200 individuals 88 valid numbers (Note 1)	30 (34.0% on valid numbers) 15.0% overall
Phase I: Conceivably accrued benefit	Interactions at a level where benefit from engagement with Positive Futures may have conceivably accrued (Note 2)	Phone interviews with those identified as having received 'benefit' from their interaction with Positive Futures. Numbers were very small	As determined	5 individuals	3 (60.0%)
Wilderness Journey Participants (Note 3)	Participants who took part on a Wilderness Journey	Group and individual observational research at the start and finish of Wilderness journey	At or after Wilderness Journey, with the exception of the very first (12 Wilderness Journeys amounting to 24 interactions with participants and staff)	74 individuals overall (Note 3)	100%
		Face to face semi-structured private interview	10 - 12 weeks after the Wilderness Journey	74 individuals	47 interviews (63.5% response rate)
		Follow up face to face private interview, again using a semi structured question set: NB: these are ongoing	Between 8-12 months after the initial interview		13 to date (27.5%)
		Phone/Skype interviews where face to face not possible			
Mentoring Group	Those individuals who undertook mentor training in Phase III	Focus Group at the end of the mentoring course	At the end of every mentoring course (Course 1 only see Note 4)	4	100%
		Individual interviews with participants at the end of Course 2 (Note 3)		4	2 completed/2 diarised (50.0%)
Outreach Workers	Outreach Workers who had worked with one or more Positive Futures Clients	Anonymised online survey	Annual	26 individuals	13 Responses (50.0%)
		Follow up, semi-structured phone interviews with Outreach Workers who were willing to be interviewed		3	3 (100%)
Field Teams	Members of the Field Teams who had led or worked on Positive Futures Wilderness Journeys. Both Venture Trust employed staff and freelances.	Anonymised online survey	Annual	31 individuals	9 Responses (29.0%)
		Survey alternative: four Field Team members asked to chat with the researcher rather than complete the survey. This was facilitated	As Requested	4 individuals	4 (100%)
		Follow up, semi-structured phone interviews with Field Team members who identified themselves as willing to be interviewed		4 individuals	4 (100%)
		Ongoing dialogue with the Field Teams at the start/end of each wilderness journey	Every Wilderness Journey (12 overall)	5 to 6 people per Journey	100%

Table 63: Summary Table showing Live Research Methodologies Used (cont)

Research Group	Group Characteristics	Methodologies	Frequency	Overall Sample Size	Response Rates
Extra-Super and Super-Referrers	Those individuals who had referred four or more veterans to Positive Futures	Semi-structured phone interviews using a common question set	Annual	4 Extra-Super Referrers 4 Super-Referrers	4 (100%) 3 (75.0%)
		Online survey so that all referrer data was captured against a common question set	Once - the research group was so small, it was easier to call them	8 individuals	7 (87.5%)
All Referrers	The entire referrer group	Online survey using question set which reflected that used for Super-Referrers to ensure common data capture across all referrers (Survey 1)	Annual	92 referrers	42 (47.0%)
		Follow up, semi-structured phone interviews with referrers who were willing to be interviewed	As necessary	12 individuals	11 (92.0%)
		Online follow-up surveys to catch up on participant progress after the wilderness journey and at intervals afterwards (Survey 2)	Roughly annually	83 referrers (See Note 5)	Round 1: 34 (41.0%)
		Further phone interviews with referrers for views of participant progress after a time period	As necessary	83 Referrers	12 (14.5%)
Stakeholders and Influencers	Stakeholders, influencers and others (For example: Government, local authorities) who may be interested in Positive Futures, its position and effectiveness in the veterans' support landscape	Online survey using a structured set of questions. Distributed by Venture Tust to their contact lists, via social media and through asking recipients to send on to any others whom they thought might be interested in participating	Every 18 months	Unknown due to distribution methods	43 Responses
		Selected, semi-structured phone interviews with those stakeholders who said they would be prepared to speak to a researcher		4	4 (100%)
Families	Family is taken in the widest context and includes friends and household members as well as partners/spouses, parents and children of participants	Private interviews using a semi-structured question set	As a family interviewee became available (Note 6)	9 initial interviews 2 Parents 1 Child 6 Spouse/Partner 2 second interviews at 12 months	10.2% of all participants (Note 5)
		All Next of Kin Survey - paper survey sent to all Next of Kin to circumvent the blocking of access to family members	Once during evaluation	113 surveys posted 4 'Gone Aways'	12 (11.0%)

10.0 Appendix

Note 1: Mobile phone numbers were only held for 113 referrals. Of those 113 numbers, 25 were unobtainable giving an overall group size 88. The survey was sent by SMS text and promoted on Venture Trust's website and social media. The cohort change their mobile phone numbers frequently and exited clients may have dropped off Venture Trust's radar.

Note 2: A significant number of individuals referred (102) did not progress to Phase II, exiting from the programme at Phase 0 or Phase I. In agreement with Venture Trust, exited individuals with fewer than 5 engagements in the 3 month period from their referral date were regarded as having had no benefit from Phase I. Participants who may have experienced enough Phase I engagement to obtain impacts from those engagements were identified. 5 individuals were generated from this exercise. Two did not respond to attempts to engage and, for the remaining three, the reasons for exit (all had gone into work) would show bias.

Note 3: In agreement with Venture Trust, those who attended the first Wilderness Journey (7 participants) were excluded from the interview set. The rationale was that Venture Trust had changed the Journey structure as a learning outcome from the first Journey and like would not be compared with like. Participants from the two most recent Wilderness Journeys (End April 2018 and Mid-June 2018) were also excluded from the reporting set - the rationale that there would not be enough lapsed time from their Journey i.e. 10-12 weeks would not have passed since the Journey - for their inputs to be included in this paper. This removed another 9 participants.

Note 4: Due to a diary clash, a focus group could not be held at the end of Course 2 so individual interviews with 2 of the 4 participants took place. The remaining 2 are diarised for interview after the submission date of this report.

Note 5: In the first round of follow-up surveys, those who had made referrals on CJ grounds i.e. on an Order, advised that once their client had completed their Order, they had no further contact with that client and would be unable to complete the survey. For subsequent follow-up surveys, these referrers were removed, reducing the overall size of the referrers group for the continuing surveys. Pre-checking with the remaining CJSW referrers to see whether the Positive Futures participant was still on his or her order before a survey was sent took place. Overall 20 referrers made 39 referrals in this category.

Note 6: Out of all those Wilderness Journey participants interviewed, only 14 (16.0%) were prepared to broker contact with family members. Nine interviews took place. The remaining 5 potential interviewees declined to be interviewed. Two follow-up interviews at a 12 month interval from initial interview also took place. For the survey, given the distance of some next of kin from the participant, the response rate was slightly higher than expected (between 5.0% and 10.0%).

A1.2 Data Sources and Calculations for Cost-Effectiveness Measurement

Table 64: Cost per support hour calculation

	Phase I: Engagement - Referral Process Only	Phase I: Engagement - Potentially some benefit from engagement	Phase I: Engagement - Wilderness Journey Attendees	Wilderness Journey	Wilderness Journey: Preparation	Phase III Engagement: Ongoing Support	Phase III Engagement: Peer Mentoring Training	Phase III Engagement: Traineeships
Assumption	1	2	3	4	5	6	7	8
Number of People	105	5	90	90	5	90	8	3
Hours Attendance	3	6	6	120	30	4	6	1,738
Average Number of Interactions Per Participant	4	6	8	1	13	12	6	1
Hours Delivered	1,260	180	4,320	10,800	1,950	4,320	288	1,738

Total Hours Delivered over to 30th June 2018 = 23,596. Operational Cost = £468,634

Therefore, cost per support hour delivered = £468,634 ÷ 23,596 = **£19.86 per hour**

Assumptions to the above table: All assumptions were made in partnership with Venture Trust and used data from their Management Information System.

1. The average time spent per interaction with a veteran in Phase I is 3 hours. For this cohort, an average of 4 interactions will take place. This figure includes Outreach Workers' travel time, phone/email contacts with the veteran and administration time to support each engagement.
2. The average time spent per interaction with a veteran in Phase I is 6 hours. An average of 6 interactions were recorded. This figure includes Outreach Workers' travel time, phone/email contacts with the veteran and administration time to support each engagement.
3. The average time spent per interaction with a Wilderness Journey attendee per meeting in Phase I is 6 hours. An average of 8 interactions are recorded for each Wilderness Journey attendee. This includes Outreach Workers' travel time, phone/email contacts with the veteran and administration time to support each engagement.
4. The Wilderness Journey takes 5 days and, therefore, support time is 5 x 24 hours per person = 120 hours. Venture Trust staff are available 24/7 on the Wilderness Journey. Wilderness Journey costs per support hour include provision of all personal and group clothing, all food, kit (for example: tents, canoes, sleeping bags, stoves, ropes) and vehicles used on the Journey. Participants cannot do a Wilderness Journey without this equipment.
5. Four days, 2 before and 2 after are, used for preparation for each Wilderness Journey. During the pre-Journey period, participant data is studied and preparation work is done, along with any paperwork and correspondence needed to facilitate attendance on the Wilderness Journey (for example: prescriptions). Post Journey, field team members prepare a number of documents for each participant (Course report, Certificate, slideshow) as well as courses overviews. There is also correspondence with the participant's Outreach Worker. Freelance staff may be used, at a direct cost to the programme, as colleagues of employed Venture Trust staff.
6. The average time spent per interaction with a veteran in Phase III is 4 hours. This figure includes Outreach Workers' travel time, phone/email contacts with the veteran and administration time to support each engagement. Usually, 1 interaction per month takes place over a 12 month period.
7. This figure is calculated by the number of peer mentoring training days (6) multiplied by the number of hours per day (6) per course member.
8. This figure is actual hours of traineeship worked and taken from Venture Trust's employment records.

10.0 Appendix

Comparable Programmes

No programme fully replicates Positive Futures and it has been challenging to find source data on which to calculate comparable cost per hour of support.

Other Charities offering Similar Types of Intervention

In agreement with Venture Trust, the charities HorseBack UK and Futures for Heroes have been taken as a similar type of intervention. Their annual accounts were examined and their service delivery cost calculated. Both are veterans' charities.

HorseBack UK operate from their own premises. From their 2017 accounts (Companies House online) their operational costs are £452,502. They deliver a 3 x 1 week course to 50 veterans over the course of a year = 150 weeks of delivery. Assuming that the veterans are active for 24 hours while at HorseBack UK (same calculation base as Positive Futures calculation), then 18,000 hours of service delivery is made to veterans.

$£452,502 \div 18,000 \text{ hours} = £25.14 \text{ per hour.}$

Repeating the same calculation for Futures for Heroes. Their courses are run at an outdoors centre which Futures for Heroes pays a fee to use. Spouses and partners may attend these courses. From their annual accounts, 11 courses are run per year with 8-12 people on each course. For the purposes of this paper, it has been assumed that 10 people attend each course leading to an overall delivery of for 110 participants. Each course is 4.5 days leading to a total of 108 hours delivery, therefore $110 \times 108 = 11,880 \text{ hours of delivery.}$

From their annual accounts, operational costs are £144,287, which leads to a cost per hour of £12.14.

Community Mental Health

A comparison with community mental health costs was thought to be valid. Suitable costs to compare with are:

- Community Mental Health Team worker £39.00/hr
- Early Intervention Team member £40.00/hr
- Assertive Outreach for those difficult to engage in more traditional services £38.00/hr

Source: Unit Costs of Health and Social Care 2017 via <https://www.pssru.ac.uk/pub/uc/uc2017/community-based-social-care-staff.pdf>

Data Sources for Cost-Effectiveness Calculation

The following data sources were used to inform the cost-effectiveness calculation.

Criminal Justice

All economic and social costs of crime, including policing costs, and the costs of justice were taken from the Costs of CJ in Scotland, Scottish Government, May 2018.

<https://www.gov.scot/Topics/Statistics/Browse/Crime-Justice/Publications/costcrimjustscot/costcrimjustdataset>

On drug offences: three participants admitted they were "huckled in regularly by the polis every couple of months or so". A multiplier of 6 has been used for these individuals and, for one individual this figure has been multiplied again by 2 as the post Wilderness Journey impacts have been in place for 2 years.

Due to the frequency with which drug users are involved with the police, a multiplier of 2 has been used for all others on drug related Orders who have shown benefit from Positive Futures.

Relationship Break Ups

Cost to UK of relationship break-ups estimated at £47 billion from 'Counting the Cost of Family Failure 2016 Update, Relationships Foundation 2016.

Number of people who break up in the UK every year estimated at 500,000 - Amicable website.

Therefore $\text{£}47,000,000,000 \div 500,000 = \text{£}94,000$ per break up.

Quitting Smoking

Data from the ASH Ready Reckoner V5.7 2017 accessed via <https://www.gov.uk/government/publications/health-matters-smoking-and-quitting-in-england/smoking-and-quitting-in-england>

An assumption was made that costs per head in Scotland are the same as in England and Wales.

Cost of Alcohol Harm

From The Societal Cost of Alcohol Misuse in Scotland for 2007

- Alcohol harm costs Scotland £3.6 billion a year in health, social care, crime, productive capacity and wider costs
- Alcohol costs the health service in Scotland £267 million a year
- The cost of alcohol-related crime is £727 million a year

There were 36,235 alcohol-related hospital stays in 2016/17. $\text{£}267,000,000/36,235 = \text{£}7,350$ per stay, excluding ambulance costs.

Going into Employment

Where known, employment gains have been worked on average wage/salary for the job concerned sourced using the S1 Jobs website. If the actual job type was not known, minimum wage was taken. It was assumed that all who go into work stay in work for three years. All tax and National Insurance contributions have been calculated using www.tax.service.gov.uk using Scottish tax rates.

A number of participants went into security where the average wage is £8.00 per hour. On a 37.5 hour week this gives an income of £15,600 per annum. Income tax of £728.20 and National Insurance of £861.12 is paid.

A further tranche of participants went into labouring where again, the average wage is £8.00 per hour. On a 37.5 hour week this gives an income of £15,600 per annum. Income tax of £728.20 and National Insurance of £861.12 is paid.

One participant became a bus driver. The average salary quoted by the company concerned is £24,500 per annum. On that salary, £2,513 income tax and £1,929 of National Insurance is paid. Another became a HGV driver. The average salary for an HGV driver (S1 Jobs) is between £18,000 and £33,000 depending on experience and class of licence held. Averaging these figures gives £25,500. On that salary, £2,723 income tax and £2,049 of National Insurance is paid. One participant moved into a professional role at a salary of c£43,000 per annum. On that salary, £6,398 income tax and £4,149 of National Insurance is paid.

One participant moved into a consultancy role at a salary of c£60,000. On that salary, £13,280 income tax and £4,824 of National Insurance is paid.

Minimum Wage: On the NMW, working a 37.5 hour week at £7.83 per hour (rate as from April 2018) this gives an income of £15,269 per annum. Income tax of £662.0 and National Insurance of £821.40 is paid.

A number of participants went into part-time employment at a level (16 hours) at a level which did not affect their benefits (particularly their housing benefit). Those who worked in this manner at NMW did not earn enough to pay Income Tax or National Insurance.

10.0 Appendix

Housing Benefit

The housing benefit calculation is complex, rates of housing benefit received depend on hours worked, personal situation, other benefits received, amount earned, amount in savings and so on.

The average amount of housing benefit estimated to be received by Positive Futures participants is estimated at £97.10 per week, £5,049 per year.

This figure has been calculated from the weekly allowances for Angus and Dundee, Glasgow and the Lothians (covering Edinburgh) and averaged to give a national figure. The three locations chosen housed 53.0% of all referrals. Sourced from <https://beta.gov.scot/publications/local-housing-allowance-rates-2017/>

To calculate impacts where the participant moved back into employment, for the purposes of this calculation, it has been assumed that anyone on less than c£18,500 per annum will still receive housing benefit in some form - even at a reduced level.

Unemployment Benefits

As with housing benefits, employment benefits are complex.

Jobseekers Allowance at a rate of £71.70 per week is received for the first 26 weeks of unemployment, which equals £1,864. (Source: DWP website).

After that period, Employment Support Allowance is paid: the amount paid is calculated according to personal circumstances. £73.10 is the maximum amount which can be paid weekly. Annually this calculates to £3,801.

As the majority of those who took part in Positive Futures were long-term unemployed, the latter figure is taken as the benefit to the state of an individual moving back into work.

Monetising the Measurement of Happiness

Work by the University of Bath in 2005 attempted to monetise happiness. At 2005 values, the team reported the following proxy values for happiness per person. Adjusted for inflation (Bank of England inflation calculator, www.bankofengland.co.uk), these figures have been used in Positive Futures.

Table 65: Proxy values for happiness per person

Proxy	2005 Value (£)	2017 Value (£)
Improved Mental Health	2,014	2,858
Individual Value	585	830
Saving to the NHS (depression treatment only)	1,493	2,119
Saving to state based on sleep deprivation	102	145

Respite for Family Members

The impact of this aspect is very difficult to calculate as no relevant data could be sourced. If it is assumed that the family member is also in the carer role, a wage equivalent value of £940.00 at National Minimum Wage per family member would be calculated for the 5 days that the Positive Futures participant was away from the home.

Social benefit and impact would also need to be added in for the individual in terms of reduced stress, ability to socialise, recovery of mental health and so on. A nominal value of £105.00 per day has been added to the respite benefit figure to cover this aspect, leading to an overall respite impact benefit of £1,500 per person.

Appendix 2:

Organisations Referring to Positive Futures by Category

Table 66: Referrers to Positive Futures: Criminal Justice, Veterans Organisations and Drug and Alcohol Agencies

Criminal Justice Social Work (All Local Authorities)	Veterans' Organisations	Drug and Alcohol Agencies
Aberdeen City	ASAP	Addaction
Angus	Careers Transition Partnership	Dundee Survival Group
Argyll and Bute	Combat Stress	Elevate Glasgow
Clackmannanshire	Coming Home Centre	Lifeline Project
Dumfries and Galloway	Forces Online	Turning Point Scotland
Dundee City	Glasgow's Helping Heroes	West Lothian Drug and Alcohol Service
East Lothian	PoppyScotland	
Edinburgh City Council	SAMH	
Fife	Scottish Veterans Residences	
Glasgow City Council	Shoulder to Shoulder	
Highland	SSAFA	
North Ayrshire	Step Together	
North Lanarkshire	Veterans' First Point	
Perth and Kinross	Walking with the Wounded	
Renfrewshire		
South Ayrshire		
Scottish Borders		
South Lanarkshire		
West Dunbartonshire		
West Lothian		

Table 67: Referrers to Positive Futures: All other organisations

Employment	Housing Advice or Provision	Mental Health Agencies	Other
Access to Employment	Blue Triangle HA	Health in Mind	APEX Scotland
Access to Industry	CATH House		
DWP - JobCentre Plus			
Trust Employability Services			

Appendix 3:

Impacts by Phase and Theme in Rank Order - Full Table

Table 68: Impacts by Phase and Theme in Rank Order

Impacts by Phase and by Theme: Overall		Phase I		Phase II		Phase III		1 Year Post WJ	
Impact	Theme	Number (n=47)	%	Number (n=47)	%	Number (n=47)	%	Number (n=13)	%
Recognition of Shared Problems	PACC	0	0.0%	47	100.0%	47	100.0%	13	100.0%
Improved Mental Wellbeing	Health & Wellbeing	6	12.8%	6	12.8%	46	97.9%	13	100.0%
Increased Motivation	PACC	16	34.0%	38	80.9%	46	97.9%	13	100.0%
Increased Self-Confidence/Self-Belief	PACC	8	17.0%	34	72.3%	45	95.7%	13	100.0%
Eagerness to Help Self and Others	PACC	0	0.0%	12	25.5%	37	78.7%	11	84.6%
Forming a Friendship Group	Relationships	0	0.0%	36	76.6%	36	76.6%	8	61.5%
Willing to Engage	PACC	30	63.8%	33	70.2%	36	76.6%	9	69.2%
Willingness to Use Services	PACC	0	0.0%	0	0.0%	36	76.6%	10	76.9%
Referral into Other Services Overall	Using Other Services	11	23.4%	0	0.0%	36	76.6%	11	84.6%
Slower to Rise/Less Impulsive	Health & Wellbeing	0	0.0%	0	0.0%	35	74.5%	7	53.8%
Going out More (Generally)	Stability/Lifestyle	0	0.0%	0	0.0%	35	74.5%	8	61.5%
Using Public Transport	Stability/Lifestyle	31	66.0%	31	66.0%	35	74.5%	7	53.8%
Changed View of Masculinity and Asking for Help	PACC	0	0.0%	0	0.0%	34	72.3%	6	46.2%
"I CAN" rather than "I can't"	PACC	0	0.0%	18	38.3%	34	72.3%	9	69.2%
New Volunteering	Volunteering	0	0.0%	0	0.0%	33	70.2%	9	69.2%
More Open to Addressing Issues	PACC	0	0.0%	0	0.0%	31	66.0%	6	46.2%
Better Anger Management	Health & Wellbeing	0	0.0%	0	0.0%	29	61.7%	7	53.8%
Working towards Goals	PACC	0	0.0%	22	46.8%	29	61.7%	5	38.5%
Taking Responsibility	PACC	0	0.0%	7	14.9%	29	61.7%	7	53.8%
Increased Calmness	Health & Wellbeing	0	0.0%	0	0.0%	28	59.6%	4	30.8%
Reduced Self-Isolation	Health & Wellbeing	0	0.0%	0	0.0%	28	59.6%	12	92.3%
Focussing on the future	PACC	17	36.2%	21	44.7%	28	59.6%	7	53.8%
Taking More Exercise	Health & Wellbeing	12	25.5%	0	0.0%	26	55.3%	4	30.8%
Ability to set Goals	PACC	25	53.2%	25	53.2%	26	55.3%	9	69.2%
More Resilience	PACC	0	0.0%	0	0.0%	24	51.1%	8	61.5%
Realisation of Transferrable Skills	Employability	0	0.0%	14	30.0%	24	51.1%	8	61.5%
Referral into Civilian Services	Using Other Services	9	19.1%	0	0.0%	24	51.1%	6	46.2%
Willingness to Engage: Civilian Services	Civilians	0	0.0%	0	0.0%	24	51.1%	8	61.5%
Using Personal Development Techniques	Health & Wellbeing	0	0.0%	0	0.0%	23	48.9%	13	100.0%
Referral into Veterans' Services	Using Other Services	2	4.3%	0	0.0%	23	48.9%	5	38.5%
Previously Offended	Offending	23	48.9%	23	48.9%	23	48.9%	6	46.2%
Reduced Offending	Offending	0	0.0%	0	0.0%	23	48.9%	6	46.2%
Reduction in Destructive Behaviour	PACC	10	21.3%	12	25.5%	22	46.8%	4	30.8%
Dealing with Challenge Better	PACC	0	0.0%	12	25.5%	20	42.6%	10	76.9%
Building Trust in a Service	PACC	12	25.5%	15	32.0%	18	38.3%	7	53.8%
Recognition of Civilian Competence	Civilians	0	0.0%	18	38.3%	18	38.3%	6	46.2%
Reduced Anxiety	Health & Wellbeing	7	14.9%	11	23.4%	16	34.0%	3	23.1%
Independence from Services	PACC	0	0.0%	0	0.0%	16	34.0%	4	30.8%
Increased Independence from Services	Using Other Services	0	0.0%	0	0.0%	16	34.0%	4	30.8%
Better Engagement with Civilians	Civilians	0	0.0%	0	0.0%	16	34.0%	5	38.5%

Impacts by Phase and by Theme: Overall		Phase I		Phase II		Phase III		1 Year Post WJ	
Impact	Theme	Number (n=47)	%	Number (n=47)	%	Number (n=47)	%	Number (n=13)	%
Reduced Paranoia	Health & Wellbeing	7	14.9%	11	23.4%	15	31.9%	3	23.1%
Moving into Training	Employability	0	0.0%	0	0.0%	14	29.8%	5	38.5%
Existing Volunteer	Volunteering	14	29.8	14	30.0%	14	29.8%	4	30.8%
Avoidance of Negative 'Friends'	Relationships	0	0.0%	0	0.0%	13	27.7%	3	23.1%
Maintaining Changes	Stability/Lifestyle	0	0.0%	0	0.0%	13	27.7%	13	100.0%
Maintaining Social Life	Stability/Lifestyle	0	0.0%	0	0.0%	13	27.7%	13	100.0%
Not Dwelling on Past Service Life	Civilians	0	0.0%	7	14.9%	11	23.4%	4	30.8%
More Openness with Spouse/Partner	Relationships	0	0.0%	0	0.0%	10	21.3%	3	23.1%
Moved into Own Tenancy	Accommodation	0	0.0%	0	0.0%	10	21.3%	4	30.8%
Moved into Full-time work	Employability	0	0.0%	0	0.0%	10	21.3%	3	23.1%
Understanding Civilians Better	Civilians	0	0.0%	8	17.0%	10	21.3%	4	30.8%
Improved Family Atmosphere	Relationships	3	6.4%	3	6.4%	9	19.1%	3	23.1%
Reduction in Wider Family Anxiety	Relationships	0	0.0%	9	19.1%	9	19.1%	3	23.1%
Peer Mentor Training	Employability	0	0.0%	0	0.0%	9	19.1%	0	0.0%
Becoming a Peer Mentor	Volunteering	0	0.0%	0	0.0%	9	19.1%	5	38.5%
Reconnection with Friends	Relationships	0	0.0%	0	0.0%	8	17.0%	1	7.7%
Eating More Healthily/Cooking for Self	Health & Wellbeing	0	0.0%	0	0.0%	8	17.0%	0	0.0%
Taking up Outdoor Pursuits Again	Stability/Lifestyle	0	0.0%	0	0.0%	8	17.0%	2	15.4%
Passing a PVG Check	Offending	0	0.0%	0	0.0%	8	17.0%	4	30.8%
Reconnection with Family	Relationships	0	0.0%	0	0.0%	7	14.9%	1	7.7%
Operating to Majority Timescale	Stability/Lifestyle	0	0.0%	0	0.0%	7	14.9%	3	23.1%
Looking for Work	Employability	0	0.0%	0	0.0%	7	14.9%	3	23.1%
Reduced Alcohol	Health & Wellbeing	5	10.6%	0	0.0%	6	12.8%	1	7.7%
Increased Personal Care	Health & Wellbeing	0	0.0%	0	0.0%	5	10.6%	0	0.0%
Introducing Family to Outdoors	Stability/Lifestyle	0	0.0%	0	0.0%	5	10.6%	2	15.4%
Moved into Part-time Work	Employability	0	0.0%	0	0.0%	5	10.6%	3	23.1%
Stopped Drugs/Rehabilitation	Health & Wellbeing	0	0.0%	0	0.0%	4	8.5%	2	15.4%
Lost Weight	Health & Wellbeing	0	0.0%	0	0.0%	4	8.5%	0	0.0%
Work Experience/Training Placements	Employability	0	0.0%	0	0.0%	4	8.5%	0	0.0%
College or University	Employability	2	4.3%	2	4.3%	4	8.5%	0	0.0%
Reduction in Carer Role in Families	Relationships	0	0.0%	0	0.0%	3	6.4%	1	7.7%
Stopped Alcohol	Health & Wellbeing	0	0.0%	0	0.0%	3	6.4%	1	7.7%
Improve Fitness through Sport Participation	Health & Wellbeing	0	0.0%	0	0.0%	3	6.4%	1	7.7%
Stopped Smoking	Health & Wellbeing	0	0.0%	0	0.0%	2	4.3%	2	15.4%
Increased Pride in Home	Accommodation	0	0.0%	0	0.0%	2	4.3%	2	15.4%
Sustained Existing Employment	Employability	2	4.3%	2	4.3%	2	4.3%	4	30.8%
Mentoring	Volunteering	0	0.0%	0	0.0%	2	4.3%	2	15.4%
Reduced Drugs	Health & Wellbeing	5	10.6%	0	0.0%	1	2.1%	0	0.0%
Respite for Spouses/Partners	Relationships	0	0.0%	6	12.8%	0	0.0%	0	0.0%

