venturetrust

Executive Summary

Evaluation of The Positive Futures Programme 2016-2018

For veterans struggling with civilian life

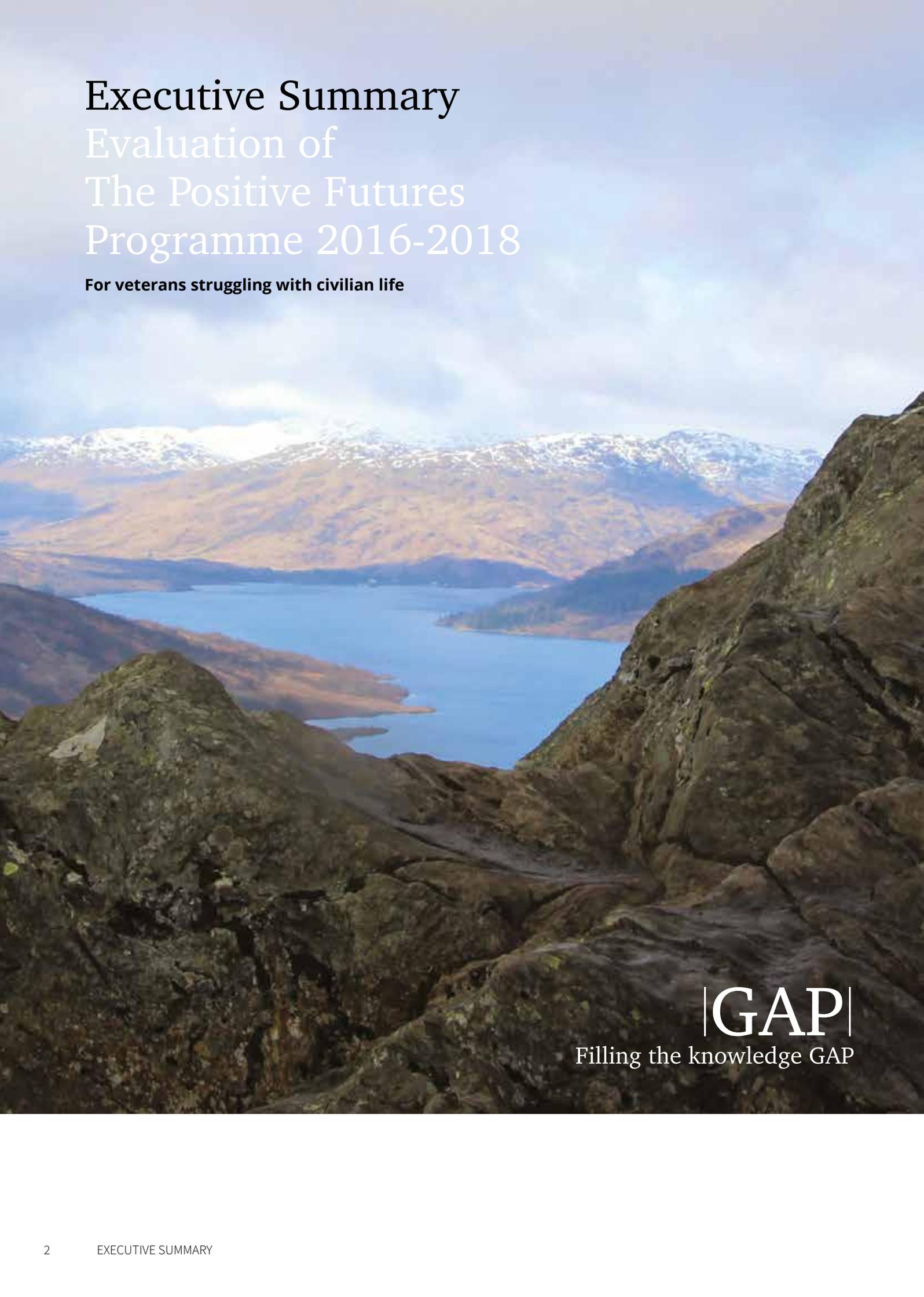# Executive Summary
Evaluation of
The Positive Futures
Programme 2016-2018

For veterans struggling with civilian life

|GAP|

Filling the knowledge GAP

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.

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-service personnel. 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 three-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:** seven-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). In particular, while in the wilderness participants will engage in:
  - self-reflection and goal setting
  - experiential learning
  - functioning in groups rather than team building
  - cognitive behavioural approaches including:
    - → Choice Theory
    - → Reality Therapy
    - → pro social modelling and coaching techniques

- **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

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 research[1] indicated that the number of working-age veterans in Scotland **who have struggled with transition** may be much smaller than previous research has suggested. 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. Ninety-two individual referrers from 49 organisations referred 200 individuals to Positive Futures. The largest number of referring organisations were Criminal Justice Social Work (20 organisations, referred 39 veterans) followed by veterans' organisations (14 organisations referred 108 veterans). Referrers, to a greater or lesser extent, pre-selected veterans for Positive Futures based on their perception 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% had five or more and 20% had eight or more.

Table 1: Presenting issues

Presenting issue	All referrals	Wilderness journey participants		Non-criminal justice		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% correlation between unemployment and mental health, and 100% between involvement in the criminal justice system and mental health. 48% of all referrals were in the criminal justice 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.

---

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

Policy context

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

1. The Armed Forces 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 Early Service Leavers (ESL) 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 the 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 challenges[3] are:
- getting some veterans to recognise they are veterans and qualified to receive support
- 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

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 model[4] 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 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 personal development journeys:** across the literature[6] 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 approaches**[7]: 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. **employability**[8]: 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

5 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.
Rowe, M; Styron, T & David, DH (2016) Mental Health Outreach to Persons Who are Homeless: Implications for Practice from a Statewide Study, Community Mental Health Journal, 01/2016, Volume 52, Issue

6 Bowen, D. J. & Neill, J. T. (2013). A meta-analysis of adventure therapy outcomes and moderators. The Open Psychology Journal, 6.
Harper N. J; Norris Julian & D'astous Marc (2014) Veterans & the Outward Bound Experience: An Evaluation of Impact & Meaning. Ecopsychology. Vol. 6(3)
Hinds, J. (2011). Exploring the psychological rewards of a wilderness experience: An interpretive phenomenological analysis. The Humanist Psychologist, 39.
Hoag, M. J; Massey, K.E; Roberts, S.D & Logan, P. (2013) Efficacy of Wilderness Therapy for Young Adults: A First Look. Residential Treatment for Children and Youth. Volume 30, Issue 4.

7 Haynes, P.L; Kelly, M; Quan, S.F; Krakow, B & Bootzin, R.R. (2016) Cognitive Behavioral Social Rhythm Group Therapy for Veterans with post-traumatic stress disorder, depression, and sleep disturbance: Results from an open trial Journal of Affective Disorders Volume 192, 1 March 2016.
Harper, N. J. (2009). The relationship of therapeutic alliance to outcome in wilderness treatment. Journal of Adventure Education and Outdoor Learning, 9.
Moler, CL (2008) The effects of Adventure Therapy on forgiveness in women. Regent University.

8 Pike, A (2016), Deployment to Employment: Exploring the Veteran Employment Gap in the UK
Biggar J, Simpson L (2015), Evaluation of Employ-Able Final Report, PoppyScotland.
Blake Stevenson (2009) Research into the Employment Needs of Disabled and Vulnerable Veterans in Scotland" PoppyScotland.
Farrell K, Soll E, (2010). Scoping paper on the nature of vulnerable veteran's employability and the adequacy of current provision, Project Compass, Crisis UK
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.

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 methodolgy	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

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	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, Personal attitude and capability/capacity (PACC) - driven outcomes, hard outcomes (for example obtaining one's own accommodation or 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 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. 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 criminal justice, veteran-centred policies, employability, housing and homelessness, and health and wellbeing.

To allow comparisons, this table summarises hard and personal behaviour impacts which were commonly used as reporting metrics. 21% 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
Early Service Leavers vs Longer Serving Veterans	Length of service
Criminal justice involvement vs no criminal justice involvement	Criminal justice
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 Early Service Leavers (ESL) and/or in the criminal justice cohort.

Individuals with both markers (ESL and criminal justice) 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 Longer Serving Veterans (LSV) and non-criminal justice cohorts.

The programme worked particularly well for veterans who:
● have been in the criminal justice system and/or
● were ESL 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

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.

---

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.

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 are 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.

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
Early Service Leavers and criminal justice	9	£80,878	1
Longer Serving Veterans, no criminal justice	18	£50,623	2
Longer Serving Veterans, criminal justice	16	£31,730	3
Early Service Leavers, no criminal justice	4	£10,754	4

The ESL and criminal justice 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-criminal justice 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-criminal justice 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 criminal justice 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.

Recommendations

Recommendations for the wider veterans' support sector

The lessons from Positive Futures suggest that the wider veterans' support sector should give serious consideration to adopting the following recommendations:

- 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

Replicating the Positive Futures model

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-wilderness[10]
  - 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 and 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 and 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 and capability: human resources, systems and 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

---

10 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.