



LOTTERY FUNDED

**venturetrust**



# “Next Steps” Programme Evaluation 2014 - 2017

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## Report to Venture Trust

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## March 2018

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# 1 The Venture Trust Next Steps programme

## 1.1 About the Venture Trust

Venture Trust aims to support people who because of their life experiences, have become marginalised and vulnerable and are experiencing chaotic and complex lifestyles. It aims to do this by supporting them to recognise what they need to change, and then to develop the confidence, motivation and life skills that they need to make those changes.

## 1.2 The Next Steps programme

The Next Steps programme is a programme for women who are engaged in a cycle of offending or who are at high risk of offending. It offers a programme of intensive and bespoke personal development support which aims to reduce participants' risk of re-offending and substance misuse and to support them to access services that will further improve their lives.

### 1.2.1 Who the Next Steps programme targets

The Next Steps programme is targeted to women of all ages from any area in Scotland who

- Have a history of (re-)offending
- Are subject to community disposals (e.g. Community Payback Orders, Restriction of Liberty Orders, Drug Treatment & Testing Orders)
- Are released into the community following custodial sentences
- Are at risk of offending and referred from other programmes e.g. those struggling to engage with drug/alcohol support services

### 1.2.2 Next Steps programme approach

In common with other Venture Trust programmes, the overall approach of Next Steps is based upon a combination of experiential learning (learning through reflection on doing), choice theory/reality therapy (a framework through which participants are helped to distinguish between what they can and cannot control, and to learn to try to control only the controllable) and pro-social modelling (staff demonstrate pro-social (positive) behaviours, rather than just telling participants what they are doing wrong). The key outcomes which the Next Steps programme aims to achieve are:

1. Women involved in or at high risk of offending have increased core lifeskills which helps them to better engage with services and social networks.
2. Women involved in or at high risk of offending have an increased sense of responsibility and accountability which helps to lead to a more stable lifestyle.
3. Women involved in or at high risk of offending have strengthened their employability skills and taken demonstrable steps towards the labour market.

### 1.2.3 Next Steps programme aims

The Next Steps programmes aims to achieve its goals of reducing the risk of re-offending and substance abuse by helping participants to:

- sustain and increase their self-confidence;
- increase their employability;
- improve relationships with those around them; and
- move towards or access employment, education, training and volunteering opportunities.

## 1.3 How Next Steps is structured

The Next Steps programme is delivered in 3 phases:

### 1.3.1 Phase 1: Assessment and Preparation

The outreach worker carries out a 'baseline' assessment of the woman's situation and needs. This forms the basis of each woman's personal record and goals, and is built on throughout their engagement with Venture Trust. In addition to establishing eligibility, the outreach worker works with each woman to determine her willingness, ability and commitment to participate in the programme. This includes identifying and working to overcome any barriers such as pending court dates, childcare issues, or work commitments. It is also important to establish that the participant has reached a point of sufficient stability where they are capable of maintaining their place on the wilderness-based element of the programme (phase 2).

The outreach worker engages participants on both a 1-to-1 and group basis to prepare them for the wilderness phase programme, helping them to identify changes they want to make in their lives, develop appropriate and realistic goals, and explore some of the concepts and ideas they will experience in the wilderness.

### 1.3.2 Phase 2: Intensive Personal Development in a Wilderness Environment

Following assessment and preparation, participants are supported to take part in a five day wilderness journey which uses experiential learning techniques to unlock potential and boost participants' confidence, motivation and core life skills.

The group is based at an outdoor centre where they collectively commit to a 'social contract', agreeing to engage with the course's content, to respect Venture Trust's alcohol and drug-free environment, to respect property and personal space, and commit to not entering into any exclusive relationships. This mutual commitment, collectively agreed and witnessed, creates a safe space where participants can really concentrate on their goals and needs, without the distractions often associated with their day-to-day lives.

The 5-day programme of outdoor activities and challenges is underpinned by group and 1-to-1 developmental support sessions. These introduce personal development concepts including



establishing trust, personal boundaries, problem solving, consequential thinking, responsibility and accountability, goal setting, barriers to change, reviewing and revising goals and giving & receiving feedback. The combination of 1-to-1 and group work is designed to allow the women to examine their own behaviour and actions, then to apply what they have learnt to group situations. Women are encouraged throughout to relate their learning to situations they face in their everyday lives, and to think about how they can apply their new skills to deal with these situations more appropriately.

The wilderness journey ends with each woman setting goals and preparing an action plan for the weeks and months following their return home. This action plan is designed to help them to evaluate the lessons learnt during the course and think about how they will apply this learning to their lives back in the community. There is also a strong emphasis on celebrating achievement, to positively reinforce what women have overcome and to appreciate the value of recognising success.

### **1.3.3 Phase 3: Community Links**

This phase provides flexible, responsive and individually-tailored support to participants back in their home communities. Using each participant's unique action plan as a foundation, personal development support is available to each woman for up to 12 months after completion of Phase 2. The outreach worker works with the participant and referral partners to ensure a dovetailing of support which focuses on ensuring women are accessing and sustaining their engagement with a range of local services including for example: health and social care services, housing, benefits, advice on moving forward into training, work experience, education, volunteering or employment. This support is designed to gradually equip women to become more independent and to seek out the services they may need to develop and maintain this.

## **1.4 Programme extension opportunities**

### **1.4.1 Women in Focus**

Each year a group of up to ten women was offered the opportunity to take part in a 'Women in Focus' programme. This programme made use of photography as a tool for reflective learning. It enables the women to use photography to 'tell their story' – recording their feelings before, during and after their wilderness journey, helping them to make sense of their journey and encouraging them to reflect deeply on the changes they are making – and would like to make. Cameras help women look more objectively at their everyday settings, actions and circumstances, and can help them evaluate decisions more effectively. The photographs the women choose to take help highlight the particularly important issues in their lives, and help shape 1-to-1 support sessions.

### **1.4.2 Peer Mentoring**

Some Next Steps participants had the opportunity to train as peer mentors, with the longer term aim of training them to provide 1-to-1 peer support to other women on the Next Steps programme. The training was designed to support women's ongoing desistance by becoming role models, whilst enabling them to help others to benefit as they progress through the Next Steps pathways. Mentors' training included:

- recruitment & selection;
- references and Protection of Vulnerable Groups;
- understanding of the role;
- ethos, values, personal boundaries;
- safety, confidentiality and child protection; and
- key skills such as goal setting, action planning, dealing with change and challenge, reviewing & evaluating.

## 2 The evaluation of the Next Steps programme

In March 2015, Venture Trust commissioned SMCI Associates to provide a formative and summative evaluation of the Next Steps programme from 1st July 2014 – 30th September 2017.

The evaluation of the ‘Next Steps’ programme (Next Steps) was designed to explore the impact of the programme on the personal and social development needs of the participants and to what degree the project outcomes have been achieved. In particular<sup>1</sup>:

1. To explore the impact of each part of the “Next Steps” programme on the lives of participants and to what extent the programme has delivered the short and medium term outcomes it set out to achieve.
2. To explore the impact of the “Next Steps” programme on women’s (re-)offending rates in the short and longer terms (i.e. beyond their period of engagement with the programme).
3. To explore the impact of the peer mentoring programme. This will include an analysis of the impact of the peer mentor training programme and the delivery of peer mentoring support.

The evaluation framework and methods were developed in consultation with the Evaluation Reference Group (see appendix A for membership). See table 3 for the evaluation framework.

The evaluation methods were designed to elicit the evidence detailed in the evaluation framework, and included:

- A review of the existing literature related to personal and social development in outdoor/wilderness settings, female offending in Scotland and approaches to reducing (re)offending
- Analysis of existing Venture Trust data
- Baseline stakeholder survey (2015)
- Final stakeholder survey (2017)
- Stakeholder interviews (nationally strategic, locally strategic, referrers)
- Next Steps participant interviews and focus groups
- Women in Focus focus groups
- Peer mentors focus groups

See appendix B for the evaluation tools. In addition, the following were developed:

- An information sheet and consent form for Next Steps programme participants to secure their consent to engage in the evaluation.
- An introduction to the evaluation for stakeholders.

See appendix C.

### 2.1 A note on analysis of Venture Trust data

The evaluation included analysis of Venture Trust data, which are extensive and relate to initial referral information provided by referrers, and Venture Trust staff assessments of programme

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<sup>1</sup> ITT document

participants development at 3 monthly monitoring points. It must be noted, that although available data were extensive, there are some limitations:

- There is no consistent shared taxonomy (and understanding) of presenting issues, with data on presenting issues is collated from initial referral information, and early discussions with the referee. A shared taxonomy, and effective and consistent recording of presenting issues at the baseline/enrolment stage would facilitate analysis of presenting issues by wilderness journey starters and completers, core life skills monitoring and positive destinations in order to analyse this in relation to the relative 'success' of the Next Steps programme for women with different presenting issues.
- Analysis of positive destinations was available in relation to number of 'positive destinations' (employment, education, training, volunteering), not number of individuals. Data were not available on the phase/point at which the positive destination occurred, or how long it was sustained.
- Baseline measurement of core life skills was inconsistent: it would be helpful if this measurement occurred at the point at which the woman was formally 'enrolled' on the programme. Currently, Venture Trust is developing its process to have a 'referral/engagement' phase prior to phase 1, which will be the point at which the person is formally enrolled on the programme.
- Core life skills data were available for 270 women, out of the 289 women who started the wilderness journey.
- Venture Trust collation of data on engagement began to be collated over the course of the 3 year evaluation, and as such are imperfect. Nevertheless, they provide an indication of the 'effort' that Venture Trust staff put into their work with Next Steps participants.
- Venture Trust participant data are collated mainly for the provision of reports for funders, rather than for evaluation purposes.

See also section 4 on development of referral vis-à-vis 'participant' data.

## **2.2 Process for engaging individual Next Steps participants in the evaluation**

It must be recognised that the nature of the Next Steps participant group means that it is challenging not only for Venture Trust staff to engage them in the Next Steps programme, but at a significantly further step removed, challenging for an unknown researcher to engage them in evaluation activities. As such, a considerable amount of time and effort went into achieving engagement. This is involved:

- Venture Trust Outreach Workers:
  - Identifying women who may be likely to talk to the evaluator; and if the woman has previously been engaged in the evaluator, trying to secure a follow-up interview.
  - Setting interview dates which work for the woman, the Venture Trust worker and the evaluator.
  - Introducing the evaluator to the woman.
- The evaluator:
  - Being available to interview women in places and at times that suit them.

- Attending Wilderness Journeys to develop a relationship with them so that they are more likely to agree to meet with the evaluator in phase 3.

In total 76 women were engaged in the evaluation over the three year period: more than one quarter (26%) of women who started the Wilderness Journey; with 5 individuals being interviewed twice, once during phase 1 and once during phase 2. See table 1.

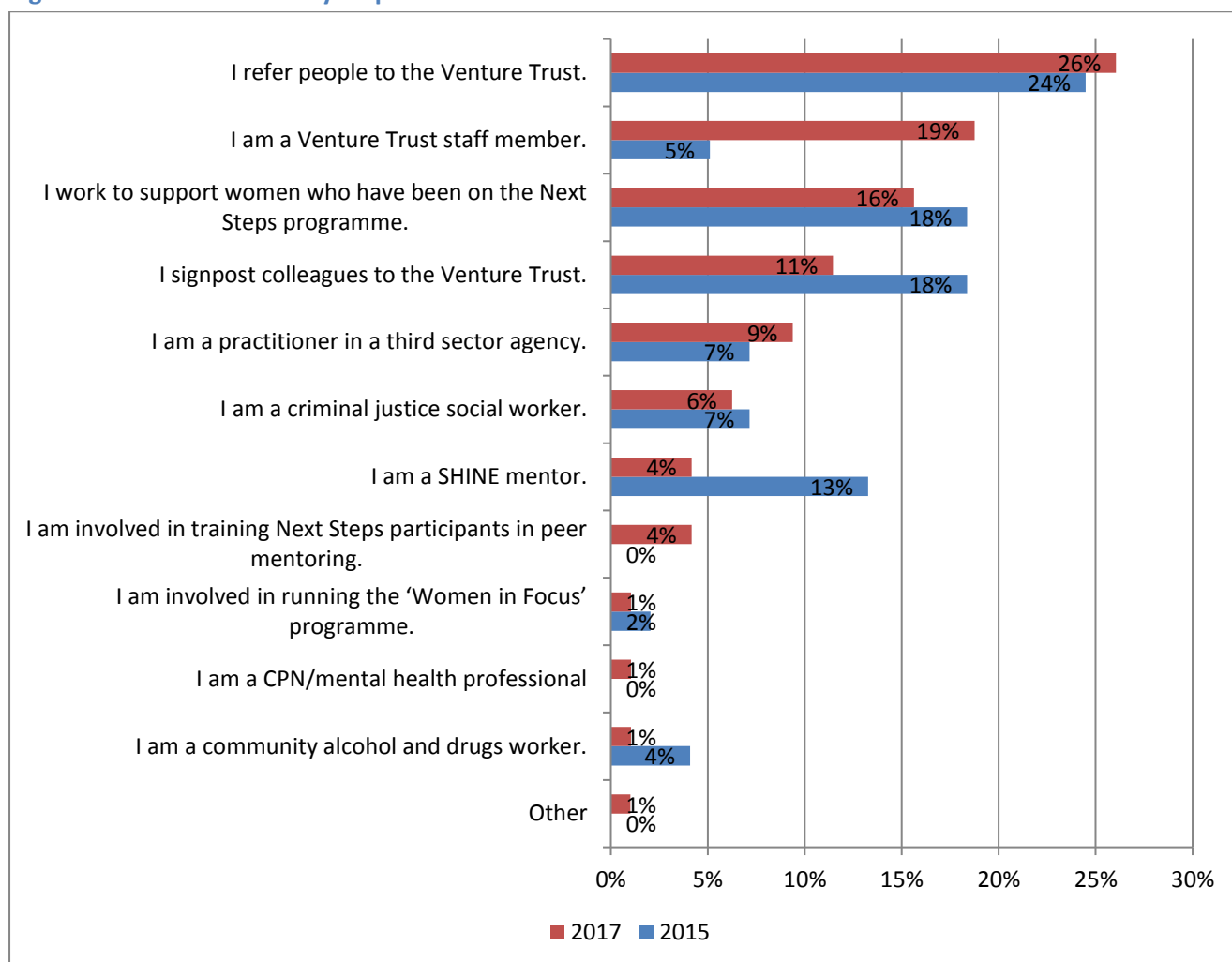
**Table 1: Next Steps participants engaged in the evaluation**

Individuals at phase 3 only	2
Individuals at phase 1 and phase 3	5
Wilderness Journey groups	3 groups (3 x 8 women = 24)
2017 focus groups	2 groups ( 4 + 12 women = 16)
2015 peer mentor training focus group	8 women
2016 peer mentor residential focus group	8 women
2017 peer mentor training focus group	4 women
2016 Women in Focus focus group	8 women
2017 Women in Focus focus group	8 women

## 2.3 Stakeholder engagement

The evaluation involved interviews with 22 stakeholders at national and local levels, see appendix D for details. It also involved a baseline stakeholder survey in the July – August 2015, and final stakeholder survey in August – September 2017. There were 33 responses to the 2015 survey, and 44 to the 2017 survey: a 33% increase, see figure 1 for details of response. There was a decrease of 9% in the response from SHINE mentors in 2017, with no response from members of SHINE Programme or Project Board, or lead contacts for Women’s Criminal Justice Centres. 18 Venture Trust staff members responded to the 2017 survey, up from 5 responses from Venture Trust staff in 2015. See table 2 for details.

**Figure 1: Stakeholder survey respondents**



Respondents were invited to 'tick all that apply'

**Table 2: Venture Trust staff who responded to the 2017 survey**

	#
Outreach Worker	12
Outreach Coordinator	3
Fieldworker (i.e. involved in providing the Wilderness Journey course)	0
Manager	3
Total	18

**Table 3: Venture Trust: Next Steps Programme Evaluation 2014-2017: Evaluation Framework**

Evaluation criteria for long term outcomes		
Objective (from 140819 Next Steps Logic Model)	Evaluation spec requirements (in addition to those covered in the objectives column)	Venture Trust monitoring framework
Scottish Government National Outcome 7: We have tackled the significant inequalities in Scottish society.		
Scottish Government National Outcome 9: We live our lives free from crime, disorder and danger	To understand the impact of Next Steps on women's (re)offending rates in the short and longer term	
<p>Next Steps BLF Programme Outcome: People who are homeless or offending and experiencing serious mental health or substance misuse problems access a fuller range of appropriate services<sup>2</sup>.</p> <p>BLF Stage Two application has three outcomes <b>specific to Next Steps</b>: Women involved in or at high risk of offending have:</p> <ol style="list-style-type: none"> <li>1. Increased core lifeskills which helps them to better engage with services and social networks</li> <li>2. An increased sense of responsibility and accountability which helps to lead to a more stable lifestyle</li> <li>3. Strengthened their employability skills and taken demonstrable steps towards the labour market</li> </ol>		
	To strengthen VTs understanding of the degree to which wider criminal justice stakeholders within the PSP value Next Steps as an integral part of the provision for women offenders, and the level of commitment which exists to upscale and embed Next Steps as a national service ... to ensure that Next Steps can develop sustainability within future criminal justice funding structures	

<sup>2</sup> BLF overarching objective

Evaluation criteria for medium term outcomes (3-12 months)		
Objective (from 140819 Next Steps Logic Model)	Evaluation spec requirements (in addition to those covered in the objectives column)	Venture Trust monitoring framework
Increased engagement with a range of support services		5: Making increased use of services and opportunities in their communities
Improved personal relationships with families, peers and community		4: Improving their relationships with others in their communities
Improved physical and mental wellbeing		
Built and sustained pro-social networks		4: Improving their relationships with others in their communities
Reduced or stabilised substance misuse	To understand the impact of Next Steps on women's (re-)offending rates in the short and longer term	3: Reducing their risk of re-offending/re-conviction
More stable lifestyle including housing, health, financial, social		
20 participants trained as peer mentors and 50% of these delivering peer mentoring	To understand the impacts of the peer mentoring programme	
30% of participants progress into education, training, volunteering and/or employment		6: Taking advantage of employment, education, training & volunteering opportunities

Evaluation criteria for Short term outcomes (post journey)		
Objective (from 140819 Next Steps Logic Model)	Evaluation spec requirements (in addition to those covered in the objectives column)	Venture Trust monitoring framework
Increased ability to deal with challenge		4: Improving their relationships with others in their communities
Increased self-confidence		1: Sustaining and increasing their self-confidence
Improved relationship building skills with peers and workers who support them		4: Improving their relationships with others in their communities
Improved inter-personal skills: problem solving, emotion management, communication skills		4: Improving their relationships with others in their communities
Developed understanding of impact of offending behaviour and increased pro-social attitudes	To understand the impact of Next Steps on women's (re-)offending rates in the short and longer term	3: Reducing their risk of re-offending/re-conviction



Evaluation criteria for Short term outcomes (post journey)		
Objective (from 140819 Next Steps Logic Model)	Evaluation spec requirements (in addition to those covered in the objectives column)	Venture Trust monitoring framework
Increased awareness of the impact of drugs & alcohol on ability to achieve goals	To understand the impact of Next Steps on women's (re-)offending rates in the short and longer term	3: Reducing their risk of re-offending/re-conviction
Increased motivation to change and engage with services		5: Making increased use of services and opportunities in their communities
Increased employability skills and awareness of employment & training opportunities		2: Increase their employability
Increased employability skills and awareness of employment & training opportunities		6: Taking advantage of employment, education, training & volunteering opportunities
Participation (per annum targets)		

### 3 Literature review

The evaluation included a review of the existing literature related to personal and social development in outdoor/wilderness settings, female offending in Scotland and approaches to reducing (re)offending<sup>3</sup>.

The following search terms were searched for articles published between 2012 and 2017 in the English language:

- Women
- Female
- Outdoor
- Wild\*
- Adventure
- Offend\*
- Crim\*
- Educ\*
- Personal
- Social

The following bibliographic databases were searched:

- ASSIA (Applied Social Sciences Index and Abstracts) (661 journals/sources)
- PsycARTICLES (117 journals/sources)
- Sociological abstracts (5318 journals/sources)

See appendix E for full details of search strategy and results

The search of the bibliographic databases resulted in 2148 items. After review, only one item was relevant (Bettman, Russell & Parry 2013), and this focused on wilderness therapy (it must be noted that Venture Trust does not offer wilderness ‘therapy’, rather ‘personal and social development’) with adolescents who misused substance, the majority of whom (66%) were young women. It was undertaken in Colorado, US. Bettman, Russell and Parry (2013) report on a study to discern the specific factors that may be responsible for change that occurs during wilderness therapy. They worked with a convenience sample of 41 clients admitted to an eight-week wilderness therapy programme. The programme involved the young people living in a wilderness environment with primary care staff. “A strong family component guided the treatment process and included the development of a detailed aftercare plan to help clients transfer their learning to their daily lives post-treatment and make the transition successfully back to family, peer and school environments.” Bettman, Russell and Parry (2013) found that:

- Wilderness therapy was effective in reducing mental health symptomology.
- Clients’ readiness to change was not necessary in order for wilderness therapy to be effective.
- The greatest predictor of client improvement was the ability of the programme to encourage clients to develop “abstinence-focused coping strategies”. The study identified the strong

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<sup>3</sup> Set out in the ITT

focus on supporting clients to “rebuild attachment relationships with family members and to develop healthier relationships with their peers” as the key factor in enabling clients to develop abstinence-focused coping strategies.

Google scholar was also searched. The same parameters and search terms were used, with searches for the words occurring ‘anywhere in the article’. The first ten pages (each containing 10 references) were reviewed (i.e. 100 results) for each search of combined search terms. See appendix E for details of results. The search of Google Scholar resulted in one accessible publication: Mitchell, Westphal & Higgins 2012: An Evaluation of Venture Trust’s Next Steps programme. This evaluation found that the Next Steps programme

- Increased participants “confidence, sense of belonging and identity”.
- Furthered an appreciation of more healthy lifestyles, including the proactive pursuit of outdoor activities.
- Enabled women to make positive life changes, including
  - Abstaining from alcohol
  - Desisting crime
  - Taking up (or trying to find) volunteer or paid work
- The female-only outdoor environment was “instrumental for in-depth contemplation about complex issues surrounding their complex lives at home”.

Clearly there is a significant dearth of literature exploring the effects of personal and social development in outdoor/wilderness settings on female offending.

## 4 Women reached by the Next Steps programme

### 4.1 Referrals

In total, between 1<sup>st</sup> July 2014 and 30<sup>th</sup> September 2017, the Next Steps programme reached 644 women, ranging from teenagers to 72 years of age. One third of referred participants were between 25 and 34 years of age; and more than a quarter (29%: 194) of referred participants were between 35 and 44 years of age. See table 4.

**Table 4: Age of participants**

Age group	#	%
15-19	38	6%
20-24	86	13%
25-34	222	33%
35-44	194	29%
45-54	100	15%
55-64	21	3%
64+	3 <sup>4</sup>	0%
TOTAL	664	100%

Source: Venture Trust data analysed by SMCIA<sup>5</sup>

#### 4.1.1 Presenting issues

More than three quarters (78%) of all referrals to the programme were offenders/had a criminal record; with 96% not in employment. Nearly one half of all women who completed the wilderness journey (44%: 112) had criminal justice orders. Of these, most (27%) were Community Payback Orders, with 10 women completing the journey (4% of total starters) having multiple Orders. See table 5.

More than three quarters (76%) of all women had mental health issues; 80% of all women had alcohol/substance abuse issues; and 28% had physical health issues. See figure 2. 63% of all women referred to the programme had five or more presenting issues.

In total 298 women started the wilderness journey (44% referrals); of these, 256 (89%) completed the five day journey, and 33 (11%) did not complete it, see table 5. Data are not available on journey starters and completers by presenting issue: this would be helpful in knowing what sort of women will benefit most from the wilderness journey aspect of the Next Steps programme.

Nationally strategic interviewees noted that referrals from areas where there are prisons are likely to be lower than other areas because these women *'are usually more chaotic and not ready for Next Steps'*.

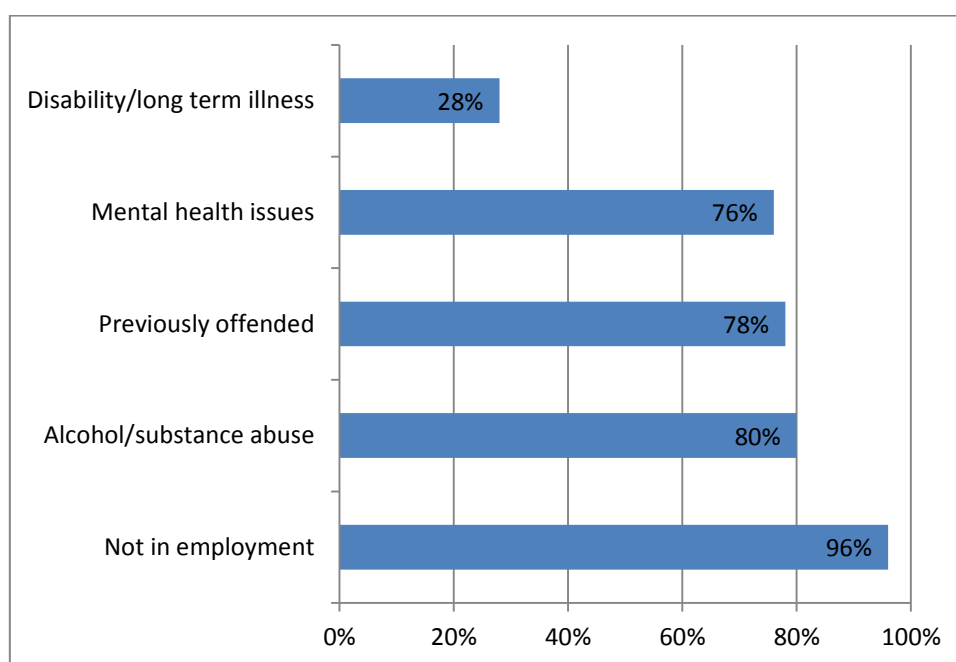
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<sup>4</sup> 68, 70 and 72 years old

<sup>5</sup> Provided on 13/10/17



**Figure 2: Presenting issues**



Source: Venture Trust data<sup>6</sup>

**Table 5: Wilderness Journey starters and completers by Criminal Justice Order**

Criminal Justice Order	Starters	Completers	% of starters with CJOs who completed	% total starters	% total completers
Community Payback Order	73	69	95%	25%	27%
Multiple Orders	10	10	100%	3%	4%
Probation Order	10	8	80%	3%	3%
Other order	8	7	88%	3%	3%
Deferred Sentence only	10	6	60%	3%	2%
Drug Treatment & Testing Order	4	4	100%	1%	2%
Home Detention Curfew	3	3	100%	1%	1%
Parole or other prison licence	2	2	100%	1%	1%
Supervised Release Order	3	1	33%	1%	0%
Restriction of Liberty Order	1	1	100%	0%	0%
MAPPA	1	1	100%	0%	0%
Non License Parole	0	0	0%	0%	0%
Voluntary Throughcare	0	0	0%	0%	0%
<b>Total participants</b>	<b>289</b>	<b>256</b>	<b>89%</b>	<b>100%</b>	<b>100%</b>
<b>Total participants with CJOs</b>	<b>125</b>	<b>112</b>	<b>90%</b>	<b>43%</b>	<b>44%</b>

Source: Venture Trust data<sup>7</sup>

<sup>6</sup> Provided at launch event on 21/11/17

<sup>7</sup> Provided on 24/10/17

#### 4.1.2 Geographical location

Referrals were received from most local authorities in Scotland, with the most referrals (22%; 144) from Glasgow City, see table 6.

**Table 6: Referrals by local authority**

Local Authority	Total Participants	
	#	%
Aberdeen City	28	4%
Aberdeenshire	6	1%
Angus	27	4%
Argyll and Bute	6	1%
Clackmannanshire	10	2%
Dumfries and Galloway	14	2%
Dundee City	38	6%
East Ayrshire	20	3%
East Dunbartonshire	1	0%
East Lothian	22	3%
Edinburgh City	25	4%
Falkirk	13	2%
Fife	39	6%
Glasgow City	144	22%
Highland	31	5%
Inverclyde	5	1%
Midlothian	7	1%
North Ayrshire	22	3%
North Lanarkshire	28	4%
Perth & Kinross	15	2%
Renfrewshire	13	2%
Scottish Borders	18	3%
South Ayrshire	17	3%
South Lanarkshire	60	9%
Stirling	9	1%
West Dunbartonshire	24	4%
West Lothian	22	3%
<b>Total</b>	<b>664</b>	

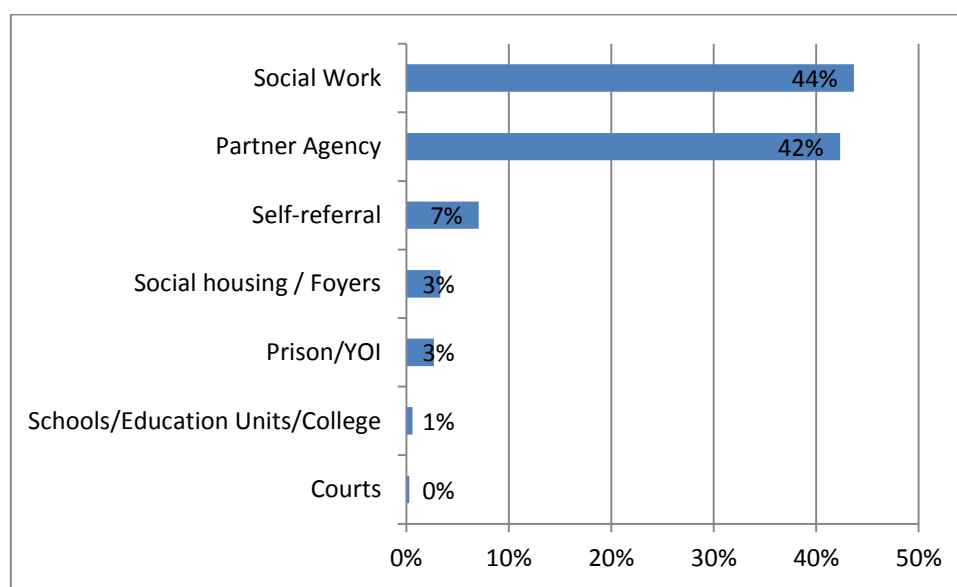
Source: Venture Trust data<sup>8</sup>

<sup>8</sup> Provided on 13/10/17

## 4.2 The Next Steps referral process

Most referrals came from social work (44%) and partner agencies (42%) – with 16% referrals from SHINE partners. See figure 3 and table 7. Social work made slightly more referrals of women between 55 and 64 years of age (52%) than of younger women (44% on average); and proportionally more older women self-referred to the programme (see table 8).

**Figure 3: Primary referral route**



Source: Venture Trust data analysed by SMCIA<sup>9</sup>

**Table 7: Referrals by primary and secondary referral route**

Primary Referral Route	Secondary Referral Route	Total participants	
		#	%
Social Work	CJT (Criminal Justice Team)	175	26%
	Glen Isla Project CJ Women's centre	19	3%
	Tomorrow's Women	19	3%
	Substance misuse team	18	3%
	South Lanarkshire Women's Project	14	2%
	DTTO (Drug Treatment & Testing Order)	11	2%
	(Other social work team not listed separately)	8	1%
	Community development team	5	1%
	Connections programme Aberdeen	3	0%
	Reconnect Women's Group (East Lothian)	3	0%
	Willow project	3	0%
	Fife CJ Women's Centre	2	0%
	Highland CJ Women's Centre	2	0%

<sup>9</sup> Provided on 13/10/17



Primary Referral Route	Secondary Referral Route	Total participants	
		#	%
	Restorative justice Bellshill	2	0%
	Aberdeen Women's centre	1	0%
	Activity Agreements	1	0%
	Children's Unit	1	0%
	Dundee CJ Women's Centre	1	0%
	Reconnect Women's Group (Scottish Borders)	1	0%
	TCAC (Throughcare/Aftercare)	1	0%
Partner Agency	SHINE	109	16%
	218	35	5%
	Addaction	23	3%
	(Other partner not listed separately)	21	3%
	Almond Project West Lothian	17	3%
	SACRO	14	2%
	Turnaround	12	2%
	Mungo Foundation	7	1%
	Women's Aid	7	1%
	Access to Industry	4	1%
	APEX Scotland	4	1%
	Action for Children	3	0%
	Turning Point Scotland	3	0%
	Barnardo's	2	0%
	Bethany Christian Trust	2	0%
	JobCentre Plus	2	0%
	Street work	2	0%
	Access to Employment	1	0%
	Cair Scotland	1	0%
	Circle	1	0%
	Crisis (homelessness agency)	1	0%
	Dundee Pipeline	1	0%
	Families Outside	1	0%
	Hostel	1	0%
	Jobs & Business Glasgow (JBiG)	1	0%
	MELD	1	0%
	Phoenix Futures	1	0%
	Princes Trust (incl Fairbridge)	1	0%
	Quarriers	1	0%
	SDS (Skills Development Scotland)	1	0%
	Who Cares? Scotland	1	0%
Self-referral		47	7%
Social housing / Foyers	BTHA (Blue Triangle Housing Assoc)	14	2%

Primary Referral Route	Secondary Referral Route	Total participants	
		#	%
	Other social housing/foyer not listed separately	3	0%
	CATH House	3	0%
	Greyfriars	2	0%
Prison/YOI	Cornton Vale	17	3%
	(Other prison/YOI not listed separately)	1	0%
Schools/Education Units/College	College	4	1%
Courts	CJT - from Sheriff Court	1	0%
	Sheriff Court	1	0%
TOTAL		664	

Source: Venture Trust data<sup>10</sup>

**Table 8: Referral route by age of participants**

Referrer	15-19	20-24	25-34	35-44	45-54	55-64	64+	TOTAL
Social Work	47%	47%	41%	45%	43%	52%	0%	44%
Partner Agency	34%	37%	44%	41%	49%	38%	67%	42%
Self-referral	8%	0%	8%	8%	7%	10%	33%	7%
Prison/YOI	0%	1%	4%	4%	0%	0%	0%	3%
Social housing / Foyers	8%	9%	3%	2%	1%	0%	0%	3%
Schools/Education Units/College	3%	3%	0%	0%	0%	0%	0%	1%
Courts	0%	2%	0%	0%	0%	0%	0%	0%

Source: Venture Trust data analysed by SMCIA<sup>11</sup>

### 4.3 Venture Trust work to reach potential participants

The key challenge in reaching potential clients is the very nature of the target client group.<sup>12</sup>

The following comment from a referrer is illustrative:

- Sadly I have no success stories because the women's lives are so chaotic that none of them have gone on the course. It's difficult to get women to engage – there are huge barriers: huge abuse, chronic additions, unresolved trauma and abuse. Our challenge is to get women to a place where they could benefit from the course.*

<sup>10</sup> Provided on 13/10/17

<sup>11</sup> Provided on 13/10/17

<sup>12</sup> Application to the Big Lottery Fund

Furthermore, women voluntarily engage with the Next Steps programme: there is no compulsion, such as being a requirement of a statutory order, as it can be for men. Three locally strategic stakeholders considered the potential to reach potential clients for the Next Steps programme through making it requirement of statutory orders – as completion of Venture Trust programmes can be part of the requirement of orders for men. They all considered that Next Steps should **not** be a requirement, but that Next Steps can be a very helpful support in completing their order, with the following comments being illustrative:

- *We try very hard not to have Next Steps as a programme requirement because we don't want to take a woman back to Court. We want it under the auspices of supervision. The more you can do on a voluntary basis in criminal justice the better – it keeps the pressure off fear of breaching the Order. And it would change the ethos of Venture Trust.*
- *Three women used the Next Steps course for their unpaid work requirement. This can be a real incentive for women to sign up to the course.*

#### 4.3.1 How women are chosen for referral to the Next Steps programme

When asked to describe the women who are the 'most appropriate to refer to the Next Steps programme', referrers who responded to the survey considered that:

- The criteria were very broad:
  - *As a matter of course I offer all clients the opportunity of referral. I make this offer when I begin working with them and have learned that you never can tell who will or will not take the opportunity.*
- It was particularly suitable for women with low self-esteem and lacking in confidence:
  - *Women with low self-esteem or poor self-image, particularly those who have a dependent or institutionalised mind set. People at the contemplative and action stages of change in their lives including those in recovery.*
  - *Clients who have experienced difficulties in their lives for example involved in the criminal justice system, those who have experienced abuse and those who lack confidence so much so that it is affecting their day to day lives. The most appropriate people to refer are those who have an awareness that there are things in their lives that they wish to change and are wishing to get support to help them with this change.*
- Women addictions/medications should be relatively stable
  - *Clients who have a degree of stability in their lives which would allow them to attend for appointments and who are able to meet the requirements in terms of stabilising their substance misuse.*
  - *Those who are stable in terms of addiction issues, have done some of the key offending awareness and mental health input to give some personal stability. This then ensures they are able to withstand the making of new relationships and face some of the challenges the programme offers.*

Referrers particularly welcome:

- The open door policy of the Next Steps Programme:
  - *If a referral fails first time, the Venture Trust don't close the door.*

- *There's a lot of agencies where it's three strikes and you're out. Venture Trust isn't like that.*
- *Women's failure to complete the programme is not a failure – the door is always open for them because of the open and transparent relationship that we have with Venture Trust.*
- The women-only nature of the programme
  - *It's important that it's women-only. A lot of the women have been in abusive relationships, so they need to build confidence.*
- The programme's openness to older women
  - *I really welcome the programme's openness to older women.*

The relationships and working practices which enable stakeholders and Venture Trust staff to work together to reach potential participants are discussed in section 5.4.

## 5 Women's Experiences of the Next Steps programme

### 5.1 Why women engage with the Next Steps programme

Next Steps participants emphasised the significance of hearing about the Next Steps programme from women who had done it or who were doing it:

- *I knew some people who did the [wilderness journey] and when they talked about it their faces glowed*
- *There was a woman who'd done the course and she was so excited and brought her DVD. I'd never heard of them till then – but I suppose that you don't hear of them unless you're involved with social work or something.*

They also emphasised that the nature of Venture Trust staff was significant, in particular:

- Their openness
  - *They're so youthful, so I thought that it was just for young people – but it's not at all! They were really open about it being open to everyone.*
  - *I met [the Venture Trust outreach worker] a couple of weeks after I got out of jail. We just talk about things – she's a friendly face that doesn't judge me for what I've done – everyone's judged me before. I don't go out because others judge me.*
- Being consistently there
  - *What makes it unique is the people are approachable, friendly and always there. If there's a hurdle they're there to help you think about how to do it.*
  - *They've got time for anything – nothing's too much trouble. They give you the chance to change – it can be very challenging.*
  - *She reassures me – she's different from the others, she doesn't know the full story. She's there when I need her. She's cheered me up the last couple of times when I've been depressed.*
- Their professionalism
  - *The support workers were very professional, but they also make use of their personal lives and experiences to support you.*

- *The staff are great, very experienced. I thought that they were sweet at first, but then I realised that they were very experienced.*

## 5.2 Experiences of Phase 1 (assessment & preparation)

Interviews with referrers indicated how flexible phase one of the Next Steps programme is, with Venture Trust Outreach Workers undertaking a wide variety of activities – but also that it's all about developing women's 'readiness' for the Phase 2: the Wilderness Journey:

- *[The Venture Trust Outreach Worker] does all the groundwork: shows videos, gets them mentally prepped; I'll keep them excited. I've supported some women to do shopping for it – they get really nervous even buying toiletries for it. I've taken some women to the station to meet [the Venture Trust Outreach Worker] to get on the train. And I reiterate the rules – like they're not allowed to bring alcohol. But I don't have a huge role in preparing the women – that's all [the Venture Trust Outreach Worker].*
- *She's very forward thinking, enthusiastic, thinking out of the box. She meets with the women, does whatever preparation work is needed. She becomes part of the journey with the women. She's a great role model. We get her to meet the woman early on, about two or three months before the journey, to build up a relationship with them outwith our more formal setting – to build trust. She tries to link the women up with other women doing the same course from other areas before they go – to help break down barriers.*

Referrers also note that they generally work together with the Venture Trust Outreach Worker during phase 1:

- *In phase 1 we work together to support the woman. I spend time talking about the course, and ensuring that the women trust that they'll be looked after when they come back from the course.*

Some referrers asked for clarification about the length of time that Venture Trust could work with women in phase one – this was perhaps particularly important for SHINE mentors as they have 6 months with each woman, and their exit strategy – which may include Next Steps – should be complete by the third month (SHINE Women's Mentoring Service Operational Guidance and Standards, November 2015)

- *I don't know how long phase 1 is – it would be helpful if it was clearer.*

### 5.2.1 'Readiness' for the Wilderness Journey

Both referrers and Venture Trust staff emphasise the importance of ensuring women's 'readiness' for the Wilderness Journey.

Interviews demonstrated how challenging it can be to judge when a woman is 'ready' to go on the Wilderness Journey. The following comment is illustrative:

- *I'm always very pleased when I identify a woman as ready for the Next Steps course. But I've got it wrong a couple of times – I'm not always sure what 'ready' is. I don't want to set them up to fail.*

### 5.2.1.1 Potential 'readiness' criteria

National and local stakeholders – including Venture Trust staff – stressed the importance of:

- **Timing:** women should not be encouraged to go on the journey too soon:
  - *Next Steps is valuable for our women because of the work done prior to the course: the 3-way conversations, bringing in other family members as appropriate to help support the mum to do the course. So we talk about the potential impacts for the woman. It can be a problem if we talk to the woman about Next Steps too early – the workers need to use their own judgement.*
- **'Stability':** women's ability to attend regular appointments/meetings is seen as an indication that they are 'ready' to go on the Wilderness Journey:
  - *It's mainly addiction driven – if their managing their addiction. The women have to take some responsibility before they go: they have to get to meetings with the Venture Trust Outreach Worker*
  - *For me, they're ready if they're not just out of prison, they need to have somewhere to live, have controlled meds, and a bit of control. They need to be in accommodation and have had a period of stability. They need to have their prescriptions sorted – not necessarily not using at all, but certainly not a £90 a day habit. They might still be dabbling a bit. But they have a bit of responsibility, can take instruction, are a wee bit more secure in themselves, a bit more confident. Not waking up every day in crisis. If it's clear to me that they're ready I'll mention it to them as something they could do, and if they're interested and a possible referral then I'll talk to [the Venture Trust Outreach Worker].*
- **Wanting to go on the Wilderness Journey:** women's keenness to do the Wilderness Journey was a key indicator – or 'criterion' of 'readiness' for phase 2:
  - *The main criterion is that they want to go, they are enthusiastic. If they really want to go, then we can overcome barriers.*
  - *They have to have a desire to do the course*
  - *The key step is the woman moving from saying 'I want to do the course' to 'I can do the course' – it's moving from 'want' to 'can'.*

However, it is important to note, that although everything may appear to be in place and the woman is well prepared and ready for Wilderness Journey, unanticipated factors can prevent them actually starting the journey:

- *Two women who were ready for the course, and had been invited. They had a level of stability, but then something tripped them up and they didn't go.*

### 5.2.1.2 Developing processes for ensuring 'readiness'

Interviews and surveys with referrers showed that, in some areas, quite detailed processes have evolved for joint decision making over a woman's readiness for the Wilderness Journey; for example:

- *If they express and interest in it then [the Venture Trust Outreach Worker] makes an appointment with the woman – at her request – to do an assessment and begin the pre-course work. The assessment can involve a three-way meeting with us [social workers], or not. It's all about making practical arrangements. Sometimes I have a meeting with him if a woman has*



*issues that I'm worried about and we'll discuss whether the programme is suitable for her. The assessment process is about three weeks, involving small group work about the purpose and values of the course, and about working out how their needs will be met, e.g. if they're on a script. Sometimes the women decide it's not for them, and sometimes Venture Trust will decide it's not suitable for them. They have great communication skills – and we need that kind of relationship: it's a big course, it's five days away. It's very important that we have that relationship with Venture Trust because of the risks for taking the women way – we need to have that trust.*

- *We do a pro-social activities programme with women for about 12 weeks, and link [the Venture Trust Outreach Worker] in with this. We assess which women the journey is suitable for, and then introduce them to [the Venture Trust Outreach Worker]. It's not as if there's a lot of women waiting to go on the journey – they're quite chaotic, and need to be stabilised before they go. We need to build them up, to break them into Venture Trust – they need to be ready. They're ready when they're feeling more in control of their lives – not doing the ostrich in the sand [about their addictions] – more in the driving seat. We need to get the woman to buy into it by saying 'now you're ready for a challenge', and they need to be prepared for the challenge – the group dynamics, feeling safe with exposing themselves a bit. We've evolved the process over the last three years: it's to do with having [the Venture Trust Outreach Worker] here, she has regular discussions, is very flexible – and has a great knowledge and skills base.*
- *All referrals to Venture Trust from statutory and voluntary sectors go through Iain to be checked, and then on to Venture Trust. Initially there were some wildly inappropriate referrals, so I've worked closely with the Venture Trust worker. You need to have an identified individual [staff member] to liaise with Venture Trust. I spend around 2 days a month working on Venture Trust – I really value it, but it's at a cost to the rest of my work.*

One referrer noted how challenging it can be to have joint decision-making and planning meetings which also involve the woman:

- *It would be great to always have three-way meetings in phase one – me, Venture Trust and the women. But it can be very challenging to get women to these meetings. We should probably build it into our programme so that expectations are clear.*

### **5.2.1.3 Key challenges that women need to overcome to start the Wilderness Journey**

Women, referrers, Venture Trust staff and other stakeholders all identified the following challenges that women face in order to actually start the Next Steps Wilderness Journey (phase 2):

- **Childcare/family/domestic responsibilities**
  - Professional perspectives:
    - *Staff said that some women would really benefit, but it all depends on childcare – it's difficult to find someone who can look after kids for five days*
    - *I heard that one woman was really put off the course because she was told that she couldn't have a quick phone call to check that her son was OK – it would help if they could have a couple of minutes phone call. I understand why Venture Trust doesn't allow this, but for women with children – or who are working on regaining contact with their children – this would really help.*

- *An issue is whether their husbands allow it. If there are men on the course – staff – then husbands might not allow it. Maybe the staff should all be women.*
- Participants perspectives:
  - *A part of dreading it was leaving my daughter in the house. She's 16... but then my other daughter is just 2 minutes away. She [my daughter] loved it [the time to herself] too...*
  - *I was due to go away [on the journey] before, but the time wasn't right – my [family] responsibilities. It's hard work. My family are very supportive about me going away next week.*

One nationally strategic interviewee discussed the (potential) inconsistency between the Next Steps programme which removes women from their community and their children – albeit for only five days – and other programmes/services which are working on the women achieving consistency with their children. Potential contradictions such as this emphasise the importance of effective communication between Venture Trust Outreach Workers and staff in other services to ensure a clear understanding of the nature of the Next Steps programme:

- *It's a challenge for women to engage with a service which removes them from their community and their children [i.e. Venture Trust], and we work with them on being consistent with their children – [Next Steps brings an element of inconsistency]. So we work with the Venture Trust workers and the women on their expectations.*

- **Negative relationships**

- Professional perspectives:
  - *Resolving the positive influences of the programme with the negative influences of their home life*
  - *Abusive relationships i.e.; partners, children, friends who don't want them empowered*
- Participant perspectives:
  - *I had to decline the course 2 weeks ago... my man emotionally blackmailed me. I had to text them at 5 in the morning. I felt so guilty, but [the Venture Trust outreach worker] was so empathetic, and helped me to work out how to do the course in October.*

- **Fear of the unknown/self-confidence**

- *Lack of self-belief resulting in fear of being unable to 'keep up' with the challenges of the programme*
- *Overcoming nerves/anxiety about the 'unknown' of the upcoming course*
- *Biggest challenge faced is stepping out of their comfort zones and challenging selves to join groups of unknown people as trust is a big hold back*
- *Joining a group of people they don't know, taking them out their comfort zones.*
- *Most participants have a fear of going to something where they don't know anyone. We try to address and minimise this fear by running groups in some Venture Trust offices the week before a course to help women manage their last minute nerves and identify any other last minute fears/worries/barriers/doubts.*



- **Travel**
  - Professional perspectives:
    - *Some women are daunted by needing to do the first part of the travel to Stirling by themselves. Many haven't ever done this journey before or aren't familiar with this.*
    - *Some women find travel even from Motherwell to Wishaw a real ordeal.*
    - *Some of the women have never used the train before... have had no experience of getting out of the Borders, or being away from home.*
  - Participant perspectives
    - *Some of the girls we met at the railway station were actually shaking. But I knew I was going away to a safe environment.*
    - *The train – that's really scary. I'm frightened of missing my stop. And meeting other girls on the course – that's nerve-racking in case they know about my past.*
    - *Five days was scary and exciting. Going to the train station and not knowing anyone.*

### 5.3 Experiences of Phase 2 (the Wilderness Journey)

It is clear that Next Steps participants tend to see 'the Next Steps programme' as the wilderness journey only (i.e. Phase 2) – the support of Venture Trust outreach workers before and after the journey tends to be experienced as part of the women's ongoing engagement with workers from a variety of other agencies.

The headline feature of the wilderness journey for the women was the outdoor, physical aspect, where they:

- Felt proud of their achievements:
  - *I'd never done abseiling before – and I'd never do it again, but I've done it! It was a big massive rock, 60 – 70 feet high. It was the leaning back... I got to the bottom in one piece – I was dead proud.*
  - *I thought I'd never walked so far... and it was only two miles! But it was all uphill!*
  - *I was worried about my health, but I exceeded what I was challenged to do, and I ended up doing the full walk. I was aiming only for the waterfall.*
  - *I learnt about not giving up – the hill walk was hard, but I persevered and it felt good.*
- Learnt about working together
  - *The canoeing I loved. It happened to be a lovely day, the scenery was beautiful, it was a great laugh. And we were learning to canoe together.*
- Learnt about trust
  - *The biggest challenge was abseiling – I hate heights. They didn't tell us. But I wasn't scared because I had eye contact all the time when I went over with [one of the workers]. I felt safe in the harness and with her in my eyes. I hadn't put my trust in anyone before – it's a big thing for me, I'm working on it. You have to have trust – and you get that over the first three days. It's all about trust. I actually enjoyed it [the abseil] – I'd do it again.*
  - *That night line thing – we had a giggle, we had to trust the other person.*

- *The canoeing was challenging – but I would have liked to do more. You need to put your trust in people and row as a team.*

Being away with women they did not know was also a key feature of the wilderness journey for women:

- Learning to be comfortable in a group
  - *It was the first time that I spoke out – it was I felt comfortable with a group of lassies.*
  - *It was such a leveller because no one knew each other. We didn't know anything about each other's problems – there were no addictions to follow you – we were just a bunch of women. It was very free-ing.*
  - *We were all a bunch of vulnerable people, and we did the rope thing, and because everyone's doing it, you do it too.*
- Learning to support and trust each other
  - *We had to support each other... the whole lot supported each other. Just sitting together, having a meal together. I'd never done anything like this before.*
  - *Trust was a big thing, and confidence. We've all trusted someone and been let down, and then to trust them with your life with the climbing and the blindfold walk. Doing the masks – trusting someone to touch you and put the stuff over your nose and mouth.*
- Inspiring each other
  - *It was great seeing the difference in each other – X didn't speak up at all, she was so quiet, and now look at her!*
  - *X [one of the oldest women] was an inspiration. It was great that we were all different ages*
  - *Just being with other lassies encouraged me.*

Some women kept in touch with each other after the wilderness journey:

- *I kept in touch with a few – just texting – but I'd like to think we'd meet up.*
- *Being with the group on the course was absolutely fantastic. I've got them all on Facebook, and all their numbers and we'll meet up sometime.*
- *I've stayed in touch with a few. We can use the Venture Trust Facebook page to stay in touch.*
- *The hardest part was meeting people – and then leaving people. At the end of the course we ended up just walking around Glasgow for hours greeting. We texted each other for a few weeks.*

Three wilderness journey cohorts involved women who had known each other for 3 – 5 weeks prior to the journey through the Women in Focus component of the programme (see section 5.4.2). In focus group discussions it was clear that they felt more comfortable about going away with a group of women that they already knew:

- *I was a bit anxious, I'm not good with a group of women – they can be bitchy. But it helped that we know each other a bit through Women in Focus.*
- *It would have been difficult if we didn't know each other. The games we played before we went helped our worries.*
- *We all knew each other – I wouldn't have been so confident in the activities if we didn't know each other.*

Women appreciated the structured nature of the wilderness journey:

- In facilitating group bonding
  - *The chores broke down the barriers and kept us active*
  - *We got to know all the women through the chores*
- In learning about time discipline:
  - *Most of the day was taken up – it was very structured. The latest you could get up was about 8. By 10.30 most people called it a day.*
- In taking responsibly
  - *You had a wee job everyday – like getting folk up.*
  - *And we had to do the cooking and cleaning – it was brilliant.*
  - *There's rules to live by, but good rules. Everyone had chores and roles.*
  - *I liked the chores and the roles – I liked being the motivator. Everyone did it 150%. I was the motivator on the walk day, and I had to motivate everyone to do the walk. I knew that some would struggle because of health issues, so I asked some girls to team up with them to help motivate them. It was a great experience – every single lassie finished that day. It's not a race – everyone's doing it for their own reasons, different reasons.*
  - *There were only problems with cleaning – a couple didn't pull their weight. But I was assertive: I didn't do it [clean the bathrooms] for her.*

Next Steps participants particularly valued the feedback that they received from staff during the wilderness journey:

- *Every few days another staff member [who wasn't your one-to-one worker] handed you a wee note: it was a real surprise. I read it and it was just lovely. You don't know that they're watching everyone and taking notes – we saw them taking notes, but we didn't know what for.*
- *The feedback from the support workers was lovely. The staff really put themselves out: they must be drained.*
- *You get wee notes from your key worker everyday – it was great to get that feedback.*
- *It was great to have your worker giving you a letter every night about what I'd done. It's really strange to be complimented. We had to read it out loud in the circle – and I burst into tears.*
- Developing self-understanding
  - *I found out about things about how I presented myself, my self-esteem. It was about finding my strengths; they make you believe that you can do it. You generally look at yourself very negatively. You don't take time out to look at yourself.*
  - *I tend to sit back and not say what I want to say – I put them first, and my support worker noticed straight away. I don't say no. One of the challenges they [staff and other women] gave me was to keep [Venture Trust fieldworker] out of the kitchen – he's very good at cooking, and I had to say no to him when he wanted to get into the cooking. I've always chosen not to be assertive – it's empowered me.*

Women emphasised the importance of the action planning aspect of the wilderness journey:

- *I still use the goals that I set on the [wilderness] course: now I have contact with my kids, and I will have a tenancy. And now I know how to set realistic goals.*
- *The action planning showed me other routes – education.*

- *The action plan was good – we had to think about daunting things, things that we needed to deal with. It was about thinking about things before we just do things.*

Finally, Next Steps participants noted the importance of having male staff on the wilderness journey:

- *On the [wilderness journey]X was my worker. I've never met a good man before. I put a lot of trust in him. And since then I've met a lot of other good men. I've always had men who battered me.*
- *The guys [Venture Trust field staff] helped us with the chores!*

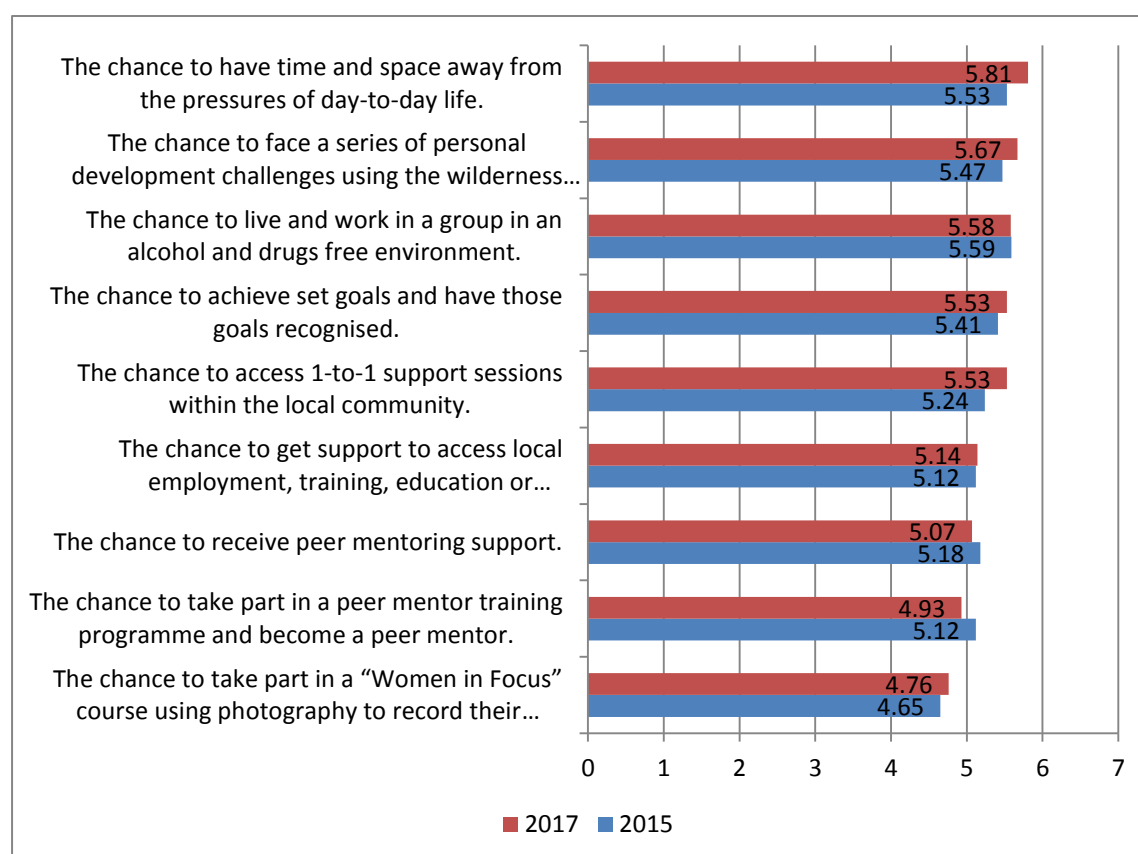
## 5.4 Stakeholders views of the Next Steps programme

Stakeholders who responded to the 2015 and 2017 surveys value all aspects of the Next Steps programme, in particular the chance for women to have time and space away from the pressures of day-to-day life, and the opportunity to face a series of personal development challenges using the wilderness as a medium for learning. Since 2015, stakeholders have increasingly valued the provision of 1-to-1 support sessions within the local community for women. The provision of peer mentor training and peer mentoring within the programme have become less valued since 2015. See figures 5 and 6.

In interviews and focus groups Next Steps participants emphasised the importance of phases 1 and 3 of the programme:

- *The important things are a week away and the support before and after. I couldn't have done it without the before and after support.*
- *They focus on that first week back [after the wilderness journey], and that grounds you and helps you to reflect on it all.*

**Figure 4: Survey respondents' views of different aspects of the Next Steps programme**

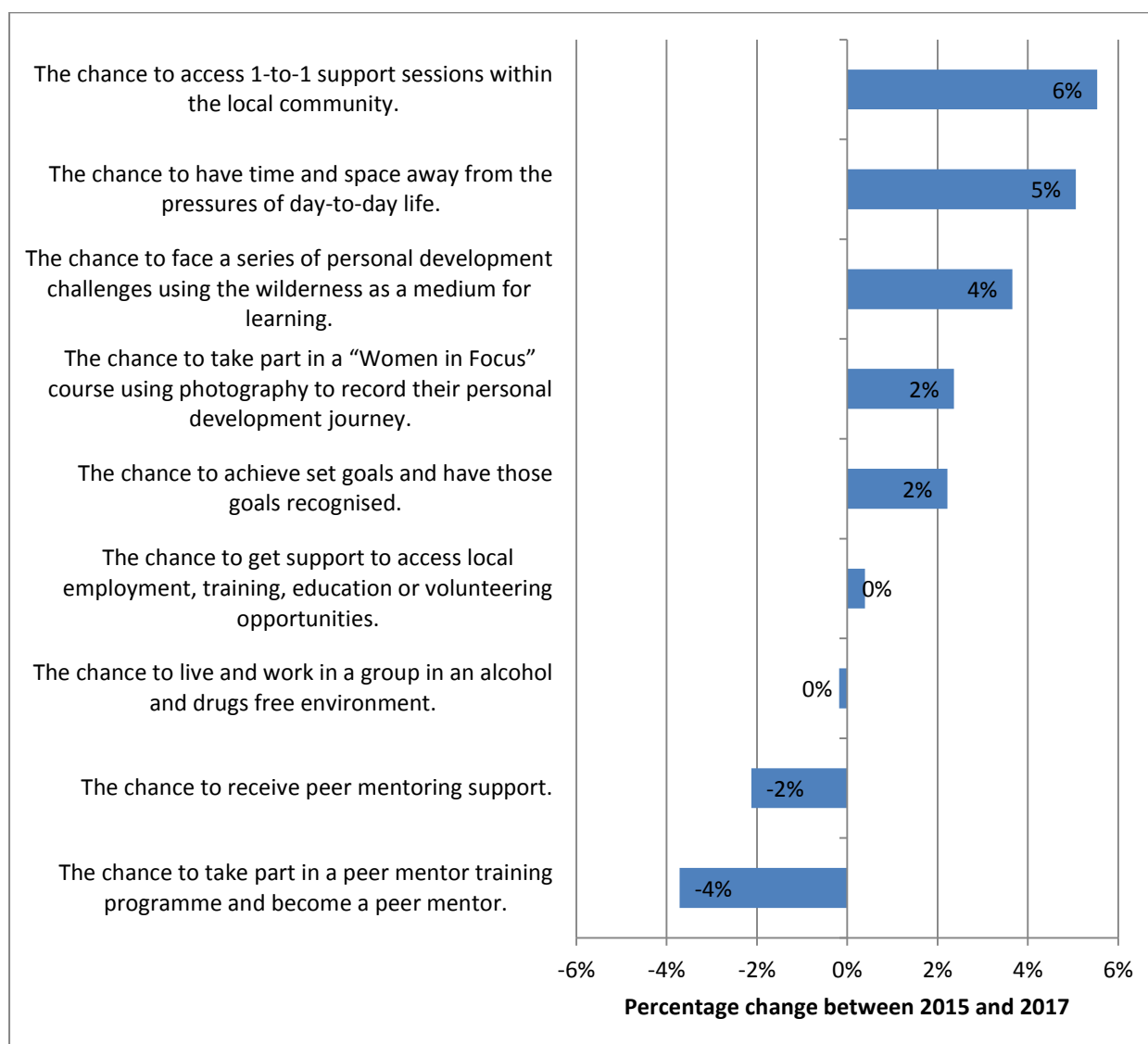


Source: SMCIA stakeholder surveys 2015 and 2017

2015 N = 33; 2017 N = 44

Average rating, using a rating scale of 1 – 6, where 0 is disagree strongly and 6 is agree strongly

**Figure 5: Percentage change in stakeholder views of different aspects of the Next Steps programme**



Source: SMCIA stakeholder surveys 2015 and 2017

2015 N = 33; 2017 N = 44

#### 5.4.1 Working with Venture Trust staff to reach potential participants

Strategic stakeholders and referrers welcomed how Venture Trust staff had addressed the challenges in reaching potential participants. This included:

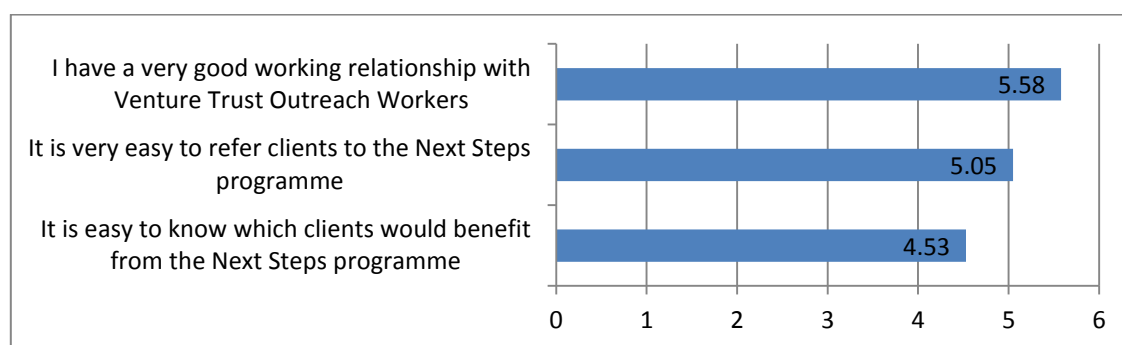
- The development of effective relationships with relevant local staff, and simply 'being there': locally strategic stakeholders noted the role that they play in facilitating Venture Trust access to staff. Key success factors are having the Venture Trust Outreach Worker
  - Regularly (based) in local offices
  - Attend relevant team meetings
  - Be visible to both staff and potential clients
- Local and national interviewees stressed:
  - The importance of Venture Trust staff simply 'being there':

- *We have a good relationship with Venture Trust, but it's probably been difficult for them because we've been moving. It would be helpful if they could come back and remind us about their offer, and keep it on the agenda. I've forgotten about phase 3 of the programme because it's a year since I met with Venture Trust – so they need to remind us about that. It's really important that the staff hear it from the Venture Trust workers themselves, and not just through me.*
- *Having the Venture Trust worker based here is really helpful: it's a big opportunity to get the women engaged. She's here two or three times every week, and reminds of the programme, and it's an opportunity to discuss its relevance to women. [The Venture Trust Outreach worker] now has protected time scheduled into each worker's diary – there's potentially 16 staff for her to see: 13 social workers, and 3 criminal justice officers – so having days scheduled here makes it easier. It's a prompt that the service is available for women. She also attends the multi-disciplinary team meetings which discuss the needs of each woman – there's about 50. That keeps everyone in the loop about each individual woman. The more face-to-face contact with Venture Trust the better – if she wasn't there I don't think that the referrals would be as forthcoming. It's great partnership working.*
- The nature and skills for Venture Trust staff:
  - *[The Venture Trust Outreach Worker] really fits in, she's such an engaging person. She hangs around and has lunch with them – not a lot of people do that, so the women and staff think she's wonderful. The women are absolutely her focus. She goes into our groupwork and engages with the women, so that they get to know her, and she manages to sell the Next Steps programme to them. And then the women come back and sell it to other women.*
  - *[The Venture Trust Outreach Worker] is fantastic. She has a really good understanding of addiction, and I can trust that she's a safe pair of hands. She's very supportive of the women whilst not being collusive. She has a very good bullshit detector, and challenges them. She's not wishy washy.*
- The need for ongoing promotion of the Next Steps programme:
  - Continuing to develop awareness of the Next Steps programme:
    - *At the start of SHINE we had a two day taster of the course, and met some Venture Trust Outreach Workers. That really helped, because if we're going to be referring women we need to know about it. I would probably have been just as likely to refer women, but I wouldn't have been able to sell it as well to them. We were pulled out of our comfort zone – with women that we didn't know, not wearing make-up etc. we did the group work that the women do. Also we had a presentation from Venture Trust where all our questions were answered. We have confidence that they [i.e. Venture Trust] understand the women that we're working with.*
  - Having formal prompts to consider the Next Steps programme, such as the SHINE operational guidance (November 2015) which had built in “referral to Venture Trust” as part of the “exit plan” for each mentee, which is developed



half-way through the mentoring plan, at 12 weeks. The aim was to get women to 'opt in, not opt out' of the relevant Venture Trust programme.

**Figure 6: Stakeholder perceptions of referral to the Next Steps programme**



Source SMCIA stakeholder survey 2017

N = 44

Average rating, using a rating scale of 1 – 6, where 0 is disagree strongly and 6 is agree strongly

## 5.5 Women's experience of programme extension opportunities

### 5.5.1 Peer mentoring

The Next Steps programme included the opportunity for some participants to train as peer mentors during phase 3, with quality assured training provided by Move On<sup>13</sup>. The original aspiration of Venture Trust was for the trained peer mentors to subsequently provide 1-to-1 peer support women during phase 3. This training, and opportunity to provide peer mentoring was designed to support mentors' ongoing desistance by becoming role models, whilst enabling them to help others to benefit as they progress through the Next Steps pathways programme.

Mentors' training was provided over 12 weekly sessions included the nature of the role; ethos, values, personal boundaries; safety, confidentiality and child protection; and key skills such as goal setting, action planning, dealing with change and challenge, reviewing & evaluating. During the training all peer mentors applied for PVG membership.

Move On trained Venture Trust staff in matching and supporting the mentors-mentees' relationship.

#### 5.5.1.1 Selection process

Venture Trust staff selected Next Steps participants to invite to attend a meeting to find out about the peer mentor training by observing them during phases 1 and 2 (the wilderness journey). Following the meeting, the invited women chose whether or not to apply for the peer mentor training. Selection criteria were:

<sup>13</sup> <http://www.moveon.org.uk/>



- The ability to listen and be sensitive to the needs of others
- Good communication skills and ability to build rapport
- An interest in the welfare of women offenders
- The flexibility/ability to volunteer for 1-3 hours per week for 12 months minimum.
- Willingness to learn, develop your own skills and accept constructive criticism
- Willingness to work within agreed boundaries
- Ability to rely on your own initiative
- Able to be supportive and encouraging, but challenge if necessary
- To be reliable and punctual.
- Ability to set goals and measure progress towards them
- Other attributes including:
  - patience
  - persistence
  - enthusiasm
  - warmth
  - empathy
  - being non-judgmental

In total 33 women were trained as peer mentors between 2014 and 2017, with two women being matched with mentees in late 2017. See section 7 for analysis of the outcomes and impacts of the peer mentoring programme.

#### 5.5.1.1.1 Perceived benefits

##### 5.5.1.1.1.1 Participants perspectives

In interviews and focus groups, women who had done the peer mentoring course:

- Really valued being selected for the course:
  - *I never thought that I'd get picked [for the peer mentoring course] – it's given me a big boost.*
  - *I felt flattered that I was chosen. I thought that they couldn't know about me and my problems, but of course they do. They know all about my meds and my problems.*
- Welcomed the opportunity to develop new skills
  - *Peer mentoring is like preparation for training to do a job as a drugs worker.*
  - *It was good for skills – I'd do anything to develop my skills.*
- Want to be able to help other women:
  - *The peer mentoring is all about women helping women. I couldn't imagine doing this last year. Then X from the course texted me and said 'you got me into hairdressing'. I'm the first peer mentor from here – I'm proud, I think that they [Venture Trust] picked me.*
  - *I've been on heroin since I was 16 and now I'm 37. I was resigned to it, till now. So I was excited to do the peer mentoring so that I could help other women to do it. You set goals, but who's going to make sure that you get to them ... if I had a peer mentor that would really help.*
- Noted that they hadn't yet started actually peer mentoring:
  - *You don't really know what peer mentoring is until you do it – it's not real yet.*

- *I'm nervous because I've never done it before. It's one thing to learn, and another thing to put it into practice.*
- Considered that they could apply peer mentoring skills more widely:
  - *I use my peer mentoring skills in other things – managing boundaries, encouraging others. And with my daughter – I've realised that I've been doing it right with my daughter.*

#### 5.5.1.1.1.2 Venture Trust staff perspectives

The Venture Trust staff who responded to the 2017 survey considered that the main **benefits** of the peer mentoring part of the Next Steps programme were:

- To build the confidence of the women selected for the peer mentoring training
  - *It allows the women to continue to believe in themselves, and gives them a focus on a positive future.*
- To develop the skills of the women selected for the peer mentoring training
  - *A fantastic opportunity for the women who have no previous work experience*
- To provide the opportunity for the women who have been selected for the peer mentoring training to 'give something back'
- To provide support to other women on the Next Steps programme
- To enable the women selected for peer mentoring training to 'feel valued' by Venture Trust
  - *The training is professional and women feel like they are treated like 'workers' - sense of pride.*

The Venture Trust staff who responded to the survey considered that the main **challenges** that Venture Trust has had in working to develop peer mentoring as part of the Next Steps programme have been:

- Venture Trust resourcing and expertise to support peer mentoring
- Development of effective procedures/protocols
- Logistical and travel issues

### 5.5.2 Women in Focus course

#### 5.5.2.1 Selection process

In each of the three years of the project, one group of 10 women was offered the opportunity to take part in a 'Women in Focus' programme provided by Theatre Nemo<sup>14</sup>. This added the innovative use of photography as a tool for reflective learning throughout phases 1, 2 and 3 of the Next Steps programme. Participants were selected by Venture Trust's partner agency, 218/Turning Point<sup>15</sup>, from the women that it was supporting.

#### 5.5.2.2 Description of the course

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<sup>14</sup> <http://theatrenemo.org/>

<sup>15</sup> <http://www.turningpointscotland.com/what-we-do/criminal-justice/218-service/>

Phase 1 sessions introduced participants to the media of photography and voice recording, and supported the women in using these as tools to evaluate their choices, actions, life circumstances and future aspirations.

*“It really fits with the Next Steps programme: it allows women to create a record of their wilderness experience, and to reflect on the changes that they’ve made. We don’t talk about mental health a lot, but our work has an impact on it e.g. developing confidence, sharing experiences, learning from others experiences so that they don’t feel so alone. Using art forms are less intrusive than talking about themselves, it becomes about telling stories.”*

Theatre Nemo manager

The Woman in Focus programme comprised 8 sessions of 2 hours, with five sessions provided before the women started the wilderness journey. These sessions were designed to build group support, and mentally prepare for the wilderness journey, including thinking through what photos they would take outwith the sessions, and then on the wilderness journey.

*“We see a huge shift by session 3: the women are performing, standing up in front of other people. And by session 5 they are all used to supporting each other. This is very important for the wilderness journey.”* Theatre Nemo manager

Unlike other cohorts, the Women in Focus groups went on the wilderness journey together, knowing each other before they started the journey. During the wilderness journey, the women used the cameras they had been given to take a photographic record. When they return from the journey, they had three further sessions with Theatre Nemo during which they were supported to edit their photographs to ‘tell a story’.

Each participant created a 10-15 minute presentation of their experience using their photographs, voice recordings and choosing a soundtrack. Finally they invite an audience to view their presentation to witness and celebrate their achievements.

#### **5.5.2.3 Perceived benefits**

In focus groups for this evaluation, Women in Focus participants commented on how the Women in Focus element of the Next Steps programme had:

- Helped them to develop confidence
  - *I was dead shy, but now I’ve been recorded, and spoken out like I’m doing now!*
  - *I used to find it really difficult to speak out – it’s such an improvement.*
- Better express themselves
  - *We’ve had an opportunity to use cameras so we can express ourselves in different ways.*

In total 28 women completed the Women in Focus course between 2014 and 2017. See section 7 for analysis of the outcomes and impacts of the Women in Focus programme.

## 6 Outcomes and impacts

### 6.1 Shorter term outcomes

The Venture Trust Participant Monitoring Framework (see appendix F) measures participants' core lifeskills at six monitoring points: baseline, immediately post-wilderness journey, 3, 6, 9 and 12 months after the wilderness journey in relation to:

- Self-confidence
- Employability
- Stability/reduced risk of (re-)offending
- Community bonds
- Use of local services and opportunities.

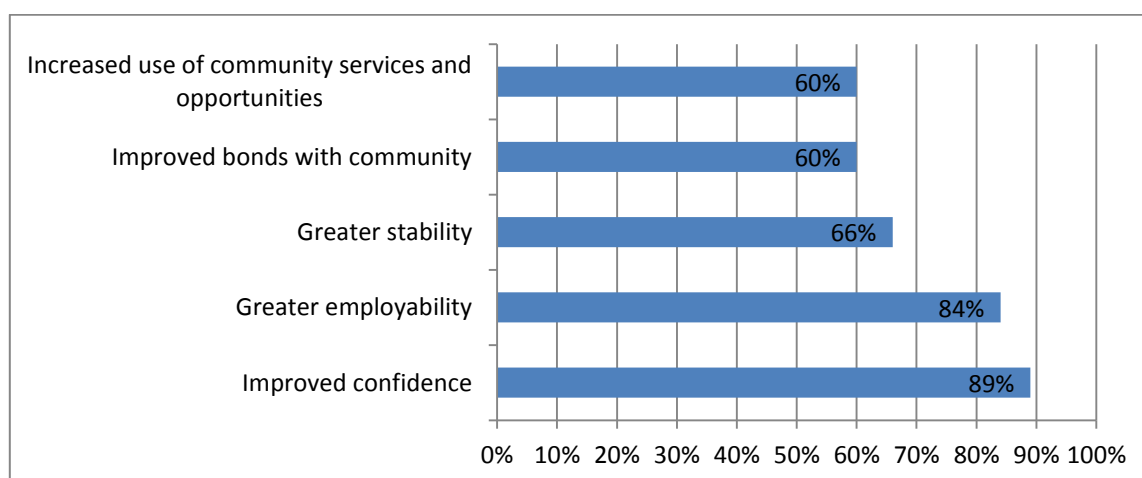
At the point of admission to phase 1 of the Next Steps programme, women will have a low average assessment across all measures.

#### 6.1.1 Core life skills improved by the end of the programme

Figure 7 shows that in relation to the pre-wilderness journey baseline measure, 89% of participants' confidence had improved, and 84% had improved their employability. Slightly fewer (66%) had become more stable and less likely to reoffend; and 60% had improved bonds with their community and increased use of community services and opportunities.

There is a 5% overall improvement on average across all measures between the immediate post-wilderness journey measure and the measure at 12 months following the journey. The greatest improvement is in relation to stability and reduced likelihood of re-offending (15% improvement since the wilderness journey, on average), with employability improving by 11% and self-confidence by 10%.

**Figure 7: Participants showing improvements since pre-wilderness journey baseline**



Source: Venture Trust data<sup>16</sup>, analysed by SMCIA N=270

**Table 9: Number of participants for figures 7, 8 & 11**

Latest monitoring point	Total participants	
	#	%
Post Journey	40	15%
3 Months	33	12%
6 Months	38	14%
9 Months	23	9%
12 Months	139	51%
<b>Total</b>	<b>270</b>	<b>100%</b>

Source: Venture Trust data<sup>17</sup>, analysed by SMCIA N=270

### 6.1.2 89% of participants' self confidence improved

Women on the Next Steps programme emphasised the difference they were experiencing in terms of feeling more confident and assertive, and stakeholders agreed:

- *I was very worried, I had not a lot of self-esteem. I'd do things for people even though I didn't want to. I was very scared. Before I was a yes person, doing everything for everyone and damaging myself. Now I say no – it's given me assertiveness. [Participant]*
- *I feel that my female clients have gained in confidence and self-esteem through attending this course. [Stakeholder]*

### 6.1.3 84% of participants improved employability

Both participants and stakeholders commented on women's increased motivation:

- *It's an achievement to accomplish the action plan – it's given me self-confidence. [Participant]*
- *When they come back they're buzzing. They always say 'I never thought I could do it' and 'if I could do that, climb that rock, then I could do anything – I could go to college, get a job...' It makes them appreciate what they've got. They're more motivated. [Stakeholder]*

Women were observed to be focussing on their next steps:

- *I'm liking myself – loving myself. And I'm getting on the right track. [Participant]*
- *[After the course] the women have increased confidence, more focus on the next steps. They've set goals ... like saying no to people who are making irrational demands, like getting to college, like managing to pay the bills [Stakeholder]*

<sup>16</sup> Using 171010\_ NSCoreLifeSkills – Course Starters Years 1 to 3 sent by HN on 13/10/17

<sup>17</sup> Using 171010\_ NSCoreLifeSkills – Course Starters Years 1 to 3 sent by HN on 13/10/17

#### 6.1.4 66% improved stability

Next Steps participants noted that they were better at looking after themselves since starting the programme:

- *I started getting up at 8 o'clock and going to bed at 9. I now know that I need to look after myself so that I can look after the others. [Participant]*
- *I'm no good at sleeping, eating – taking care of myself. But I'm better than I was last year before I was on the course. I'm more aware that I need to take care of myself. [Participant]*

And both women and staff talked about determination to keep moving forward, following the course:

- *Everything you do makes you stronger and you know you don't want to go back to that way of life. [Participant]*
- *The women I have referred who have completed the next steps programme, due to their increased confidence and skills, find that they no longer required our service and they have been able to move on and manage well in the community with the follow up support from Venture Trust. [Stakeholder]*

#### 6.1.5 60% improved bonds within their communities

Women talked about their improved relationships with their families:

- *I got my daughter and son back – and now social work are out of my life! I got them back and I feel so brilliant.*
- *My mum's got my son now, but now that I'm in supported accommodation I can see him. And our relationship is very good.*

#### 6.1.6 60% increased use of local services and opportunities

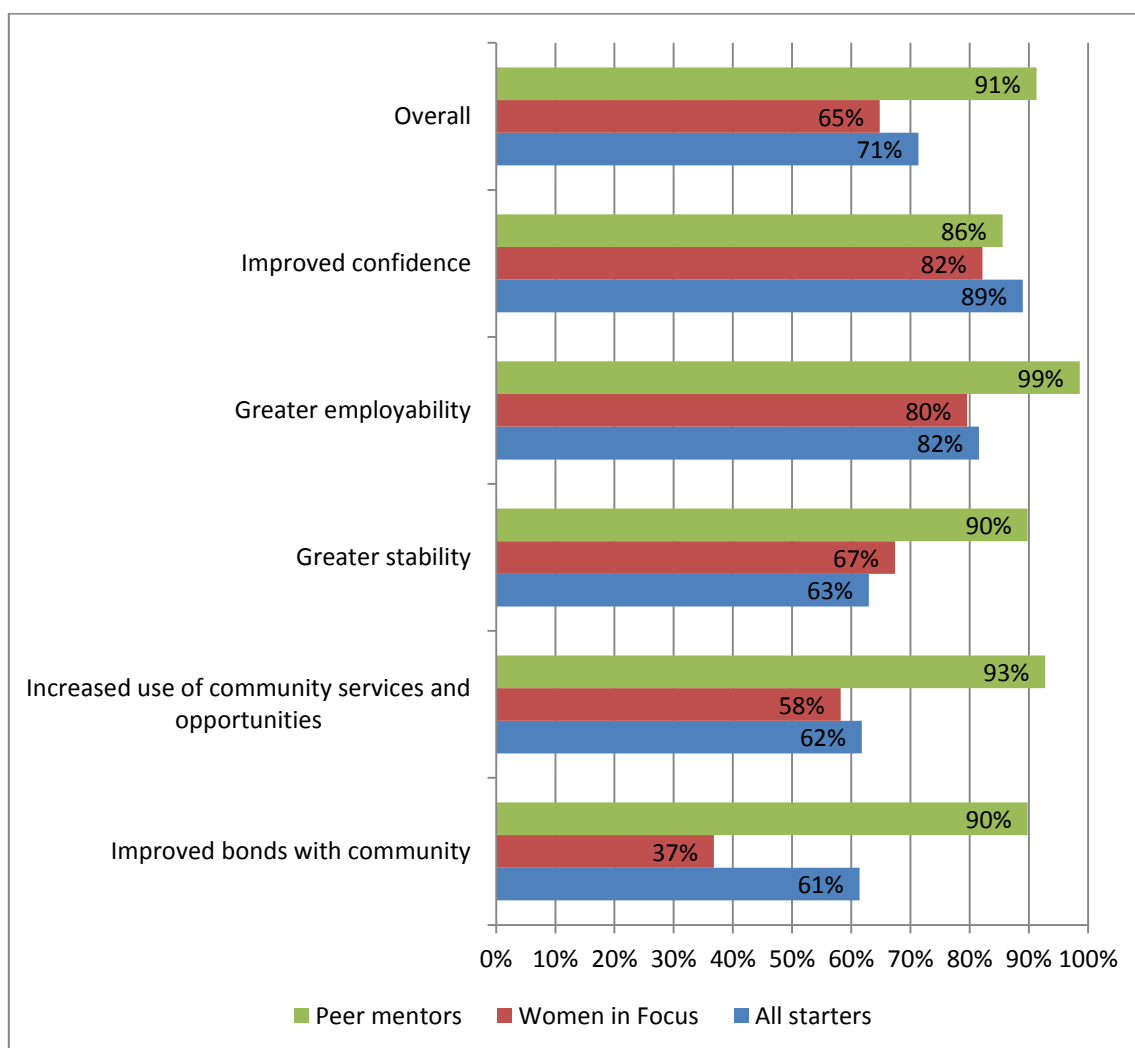
Following the Next Steps programme, women and the staff working with them reported improved take up of local services and activities:

- *I have a counsellor, have acupuncture, massage, go for a walk, do mindfulness. I used to come back from work and do my housework and then I drank. [Participant]*
- *They are supported when they come back, and have the opportunity to volunteer, so it's not just a temporary window on a new world. It's not a magic wand, but it's a huge part of that change. [Stakeholder]*

### 6.1.7 Core life skills improved following extension courses

When data are analysed in relation to the peer mentoring and Women in Focus cohorts (figure 8), it is clear that the peer mentoring group show most improvement – with an average improvement of 91% across all measures, and with the greatest improvement relating to their employability (99%). The Women in Focus cohort show least improvement, although they have improved more than average in relation to stability: 67% improvement in comparison with 63% improvement for all journey starters.

**Figure 8: All objectives: all starters, Peer Mentors, Women in Focus**



Source: Venture Trust data<sup>18</sup>, analysed by SMCIA N=270

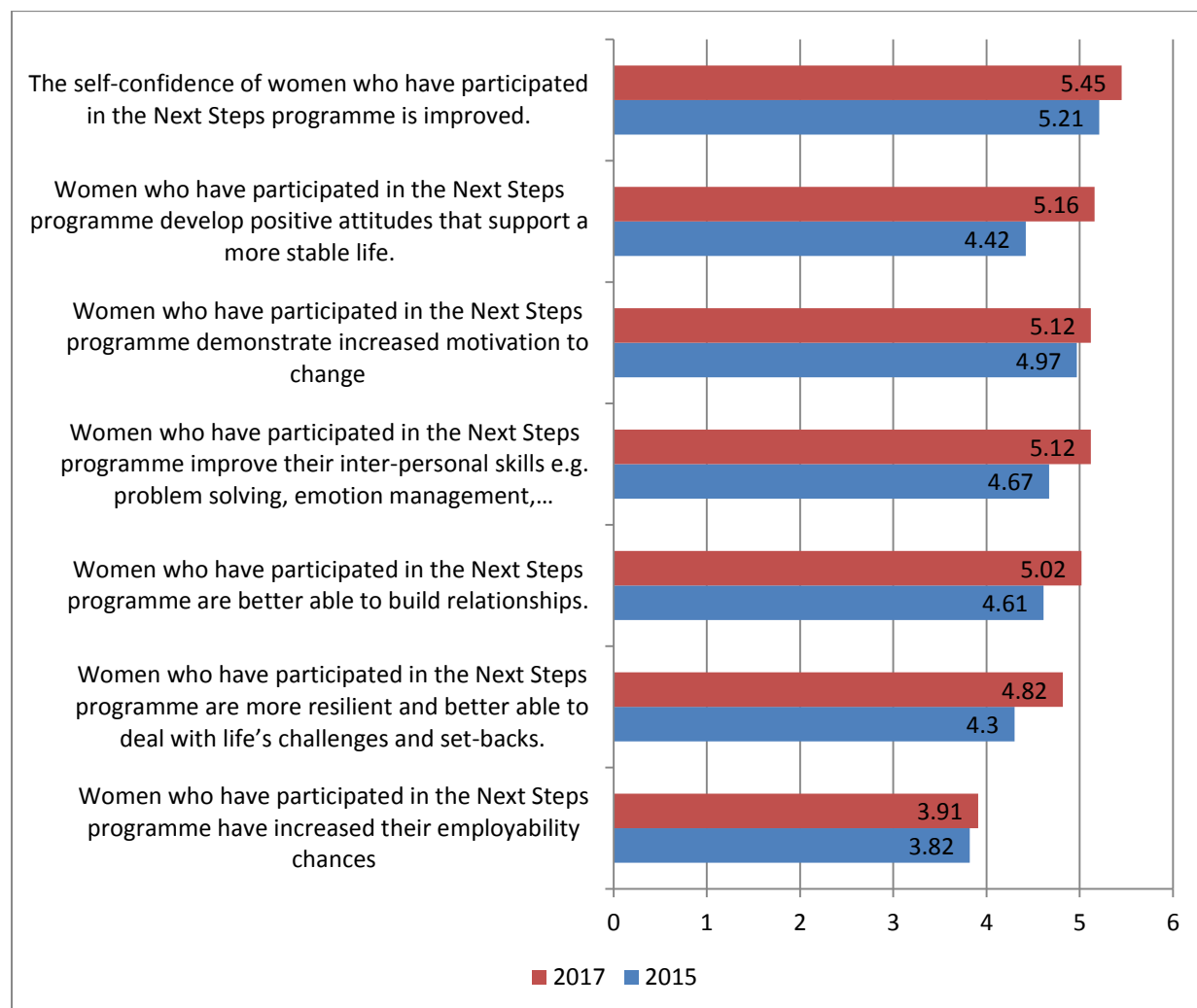
### 6.1.8 Stakeholder perspectives on improvement of life skills

Stakeholders who responded to the 2017 survey were slightly more positive than in 2015, with 7% increase (from an average rating of 4.6 to 4.9) on average in agreement about how much the Next

<sup>18</sup> Using 171010\_ NSCoreLifeSkills – Course Starters Years 1 to 3 sent by HN on 13/10/17, plus peer mentor data sent 30/10/17 and Women in Focus data sent 24/10/17

Steps programme achieves its short term outcomes. In particular stakeholders were more convinced that the programme enhances women's stability and resilience, see figures 9 and 10.

**Figure 9: Stakeholder perceptions of Next Steps achievement of shorter term outcomes**



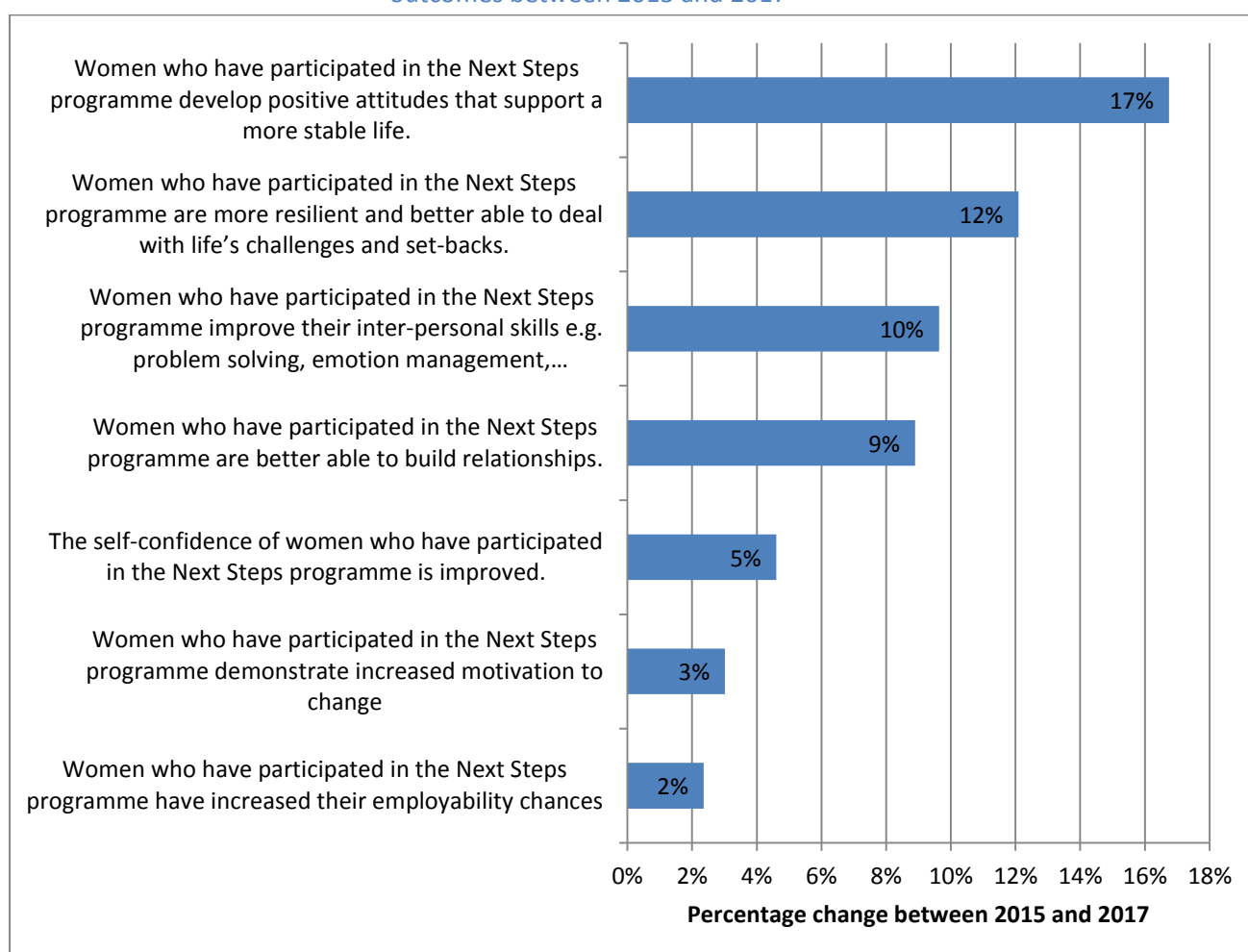
Source: SMCI survey analysis

2015 N=33; 2017 N=44

Average rating, using a rating scale of 1 – 6, where 0 is disagree strongly and 6 is agree strongly



Figure 10: Percentage change in stakeholder perceptions of Next Steps achievement of shorter term outcomes between 2015 and 2017



Source: SMCIA survey analysis

2015 N=33; 2017 N=44

Average rating, using a rating scale of 1 – 6, where 0 is disagree strongly and 6 is agree strongly

#### 6.1.8.1 Immediate impact of the wilderness journey

Strategic stakeholders and referrers – like participants – generally focused on the Wilderness Journey (phase 2) aspect of the programme as, erroneously, ‘the Next Steps Programme’. As such, their perspectives on the impact of the Next Steps programme tended to focus on the immediate positive impacts of the wilderness journey:

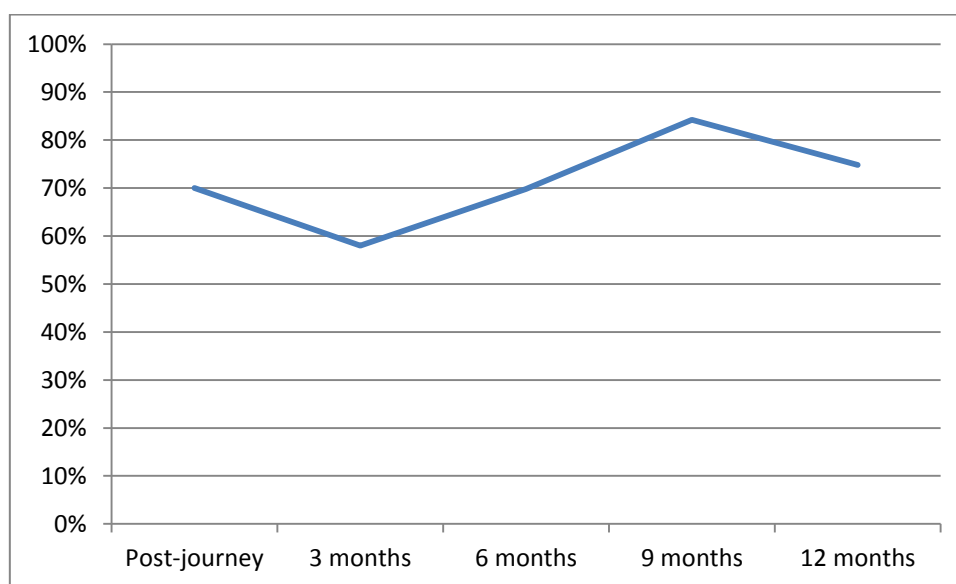
- *After the journey, they have a massive pride and sense of achievement. They're absolutely bursting to tell you how they've got on. But some are a bit flat when they come back – they've had to look at their lives. They can be quite emotional, but it teaches them that they're not isolated, not alone – that this is all a journey, and you're in control. A lot are used to a sense of failure all the time, but this gives them an achievement. They come back with an action plan, and we get feedback from the field-team – that's really helpful.*

### 6.1.9 Stakeholder perspectives on immediate journey impact vs whole programme

It's important to note that Next Steps participants tend to show the greatest improvement in core life skills immediately following the Wilderness Journey. They often take a dip as the effects of the journey fade and the realities of life reassert themselves. This emphasises the importance of Phase 3 (community support) of the programme to maintain the positive impact.

Figure 11 shows the general pattern in life skills development over all measures across the 12 month period following the wilderness journey.

**Figure 11: Core life skills change over time, on average**

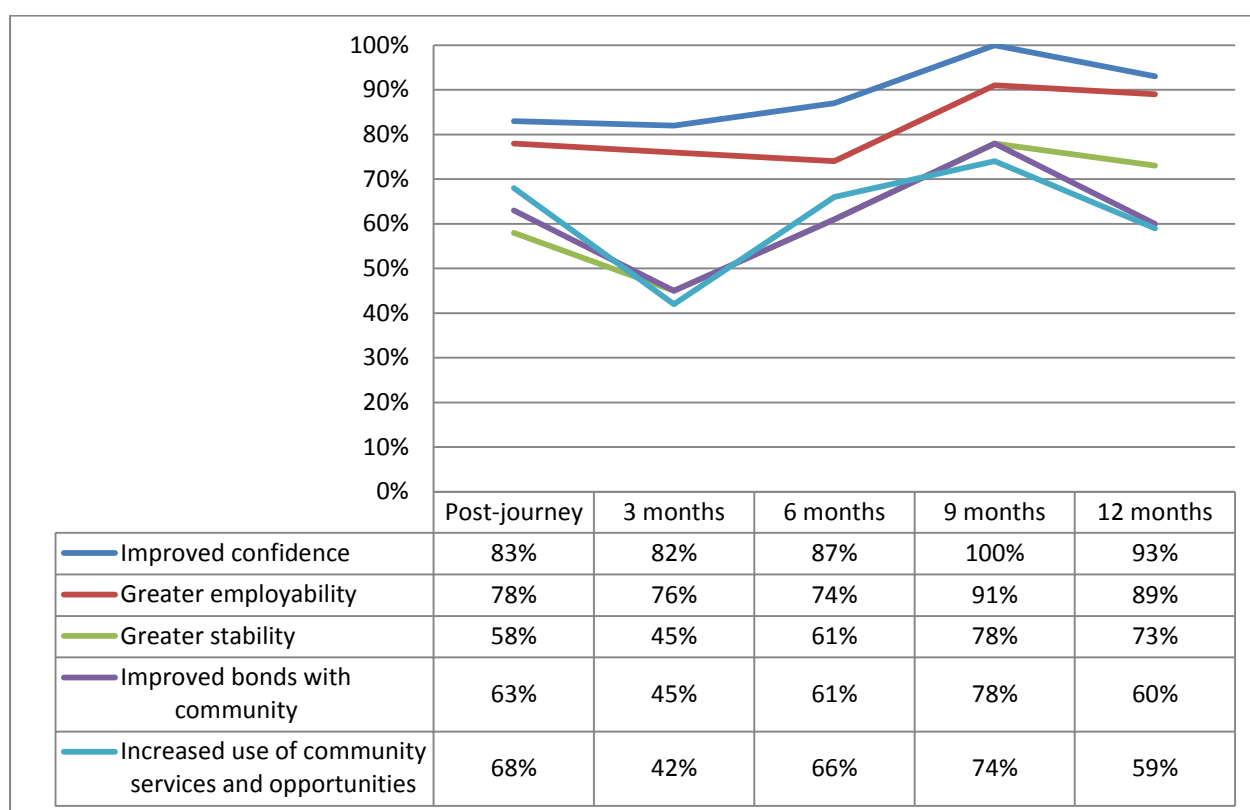


Source: Venture Trust data<sup>19</sup>, analysed by SMCIA N=270

Figure 12 shows a decreased improvement in all measures three months after the wilderness journey, with a very slight decrease in confidence and employability; but a more significant decrease in stability and community integration measures. However, within six months (i.e. nine months after the wilderness journey), on average, participants have improved to beyond where they were immediately after the journey, with this tailing off slightly by the 12 month monitoring point.

<sup>19</sup> Using 171010\_ NSCoreLifeSkills – Course Starters Years 1 to 3 sent by HN on 13/10/17

Figure 12: Core life skills change over time by objective



Source: Venture Trust data<sup>20</sup>, analysed by SMCIA N=270

#### 6.1.10 Importance of making the links between the different phases of the programme

Taking a holistic and formative approach to the evaluation (see section 2) facilitated analysis of the perceived importance of making the links between phases 1, 2 and 3 of the Next Steps programme (see section 1). Stakeholder interviews and surveys emphasised the importance of this, in particular in managing the transition from phase 2 (the 5 day Wilderness Journey) to phase 3<sup>21</sup>, to ensure that the impacts on each woman is sustainable:

- *I've had such success with a woman who's done the course – so I'm a real champion. It gets people out of their comfort zone, and out of the area that they live in. They come back buzzing, so we need to keep up the momentum. Their feelings of achievement can unravel very quickly if there's no plan in place – and if they're not properly prepared for the course. So social workers need to scoop people up when they plummet – and they need to understand that the course is one small part of a very long process.*
- *Venture Trust is interesting because it's more than the wilderness course, it's the follow-through to carry the learning back into their own communities and develop a pro-social way of life. The follow-through is the key thing, having that voluntary engagement with Venture Trust together with the statutory interventions.*

<sup>20</sup> Using 171010\_ NSCoreLifeSkills – Course Starters Years 1 to 3 sent by HN on 13/10/17

<sup>21</sup> Section 5.3.1 (readiness for the Wilderness Journey (phase 2) addresses specific issues in relation to the links between phase 1 and phase 2.

## 6.2 Medium to longer-term impacts

### 6.2.1 Positive destinations

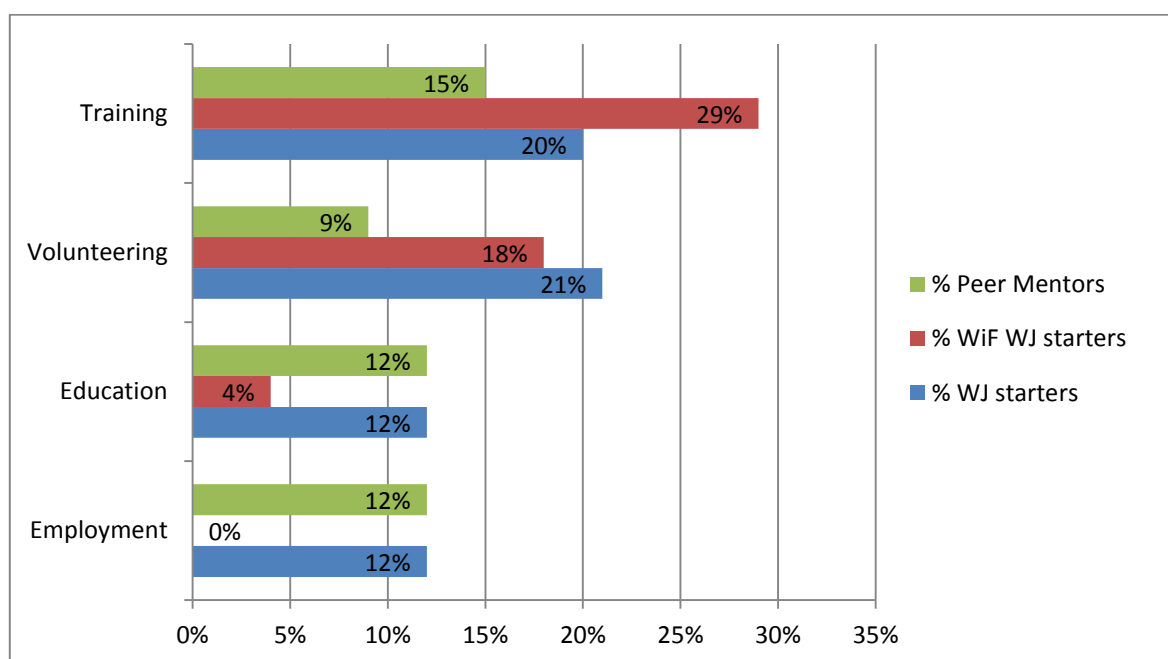
Venture Trust data indicate that almost half of all women who start the wilderness journey achieve at least one 'positive destination'. 12% entered education, 12 % achieved employment, 20% took up volunteering, and 21% entered training (see figure 13).

**Table 10: Positive destinations by WJ starter, Peer Mentors and Women in Focus cohorts**

	Participants	% WJ starters	WiF	% WiF WJ starters	PM	% PMs
Education	37	12%	0	0%	4	12%
Employment	35	12%	1	4%	4	12%
Training	63	21%	5	18%	3 <sup>22</sup>	9%
Volunteering	61	20%	8	29%	5 <sup>23</sup>	15%
TOTAL	143	48%	10	35%	20	60%
	298 WJ starters		28 WJ starters		33 PMs	

Source: Venture Trust data<sup>24</sup>, analysed by SMCIA NB Individual figures do not sum to total as some women achieved multiple positive destinations. The total is the number of women who achieved any positive destination.

**Figure 13: Positive destinations by WJ starter, Peer Mentors and Women in Focus cohorts**



Source: Venture Trust data<sup>25</sup>, analysed by SMCIA

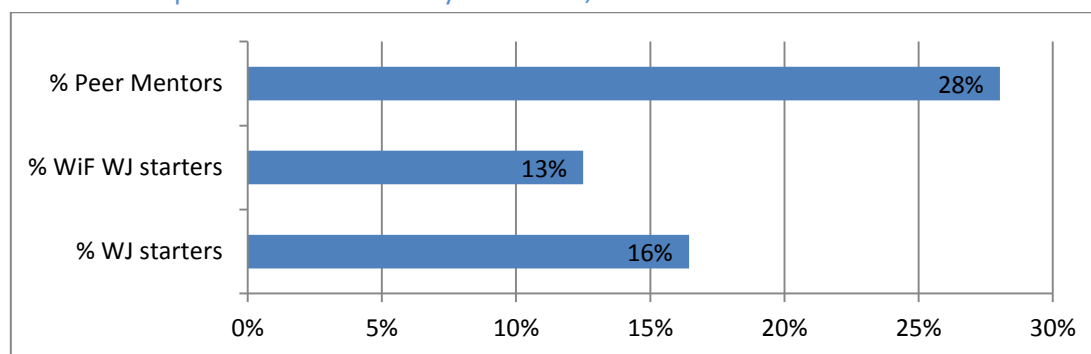
<sup>22</sup> Not including peer mentor training

<sup>23</sup> Not including peer mentor volunteering

<sup>24</sup> Using spreadsheet on positive destinations sent by HN on 13/10/17, and confirmed as accurate on 7/11/17; plus peer mentor data sent 30/10/17 and Women in Focus data sent 24/10/17

<sup>25</sup> Using spreadsheet on positive destinations sent by HN on 13/10/17, and confirmed as accurate on 7/11/17; plus peer mentor data sent 30/10/17 and Women in Focus data sent 24/10/17

Figure 14: Overall positive destinations by WJ starter, Peer Mentors and Women in Focus cohorts



Source: Venture Trust data<sup>26</sup>, analysed by SMCIA

## 6.2.2 Education achieved by 12% of participants

In interviews and focus groups Next Steps participants valued opportunities to gain qualifications:

- *I did a community development course in January to April and I had to go the uni to pick up my certificate! I'm ambitious. I want to learn, to know more. The Venture Trust certificate was the first one I've ever had – I want more certificates, I'm greedy!*

## 6.2.3 Employment achieved by 12% of participants

Women on the Next Steps programme demonstrated ambition to progress towards employment:

- *I'm doing a SVQ in Health and Social Care – I want to be a support worker. I could have got a job with my voluntary experience, but with the SVQ it'll double my chances of becoming a support worker.*

## 6.2.4 Training achieved by 21% of participants

Participants recognised the value of training to equip them for future opportunities:

- *I'm going to college – the last time I got [exam] results I was 15, and I got some this year. I like getting certificates for courses. But I'm not ready to go out to work yet – it's too scary.*

## 6.2.5 Volunteering achieved by 20% of participants

They were also keen to start doing voluntary work:

- *I'm hoping to become a befriender with Drinkwise Agewell – for people over 50. I'm dead excited about it.*
- *There's lots happening – they're trying to get me into things like volunteering. And I'm now doing volunteering for the healthy living network to deliver cooking courses. I'd like to stay involved, like training people in microwave cookery. Out of all of them Venture Trust has helped the most in ways of linking in – like through volunteering.*

<sup>26</sup> Using spreadsheet on positive destinations sent by HN on 13/10/17, and confirmed as accurate on 7/11/17; plus peer mentor data sent 30/10/17 and Women in Focus data sent 24/10/17

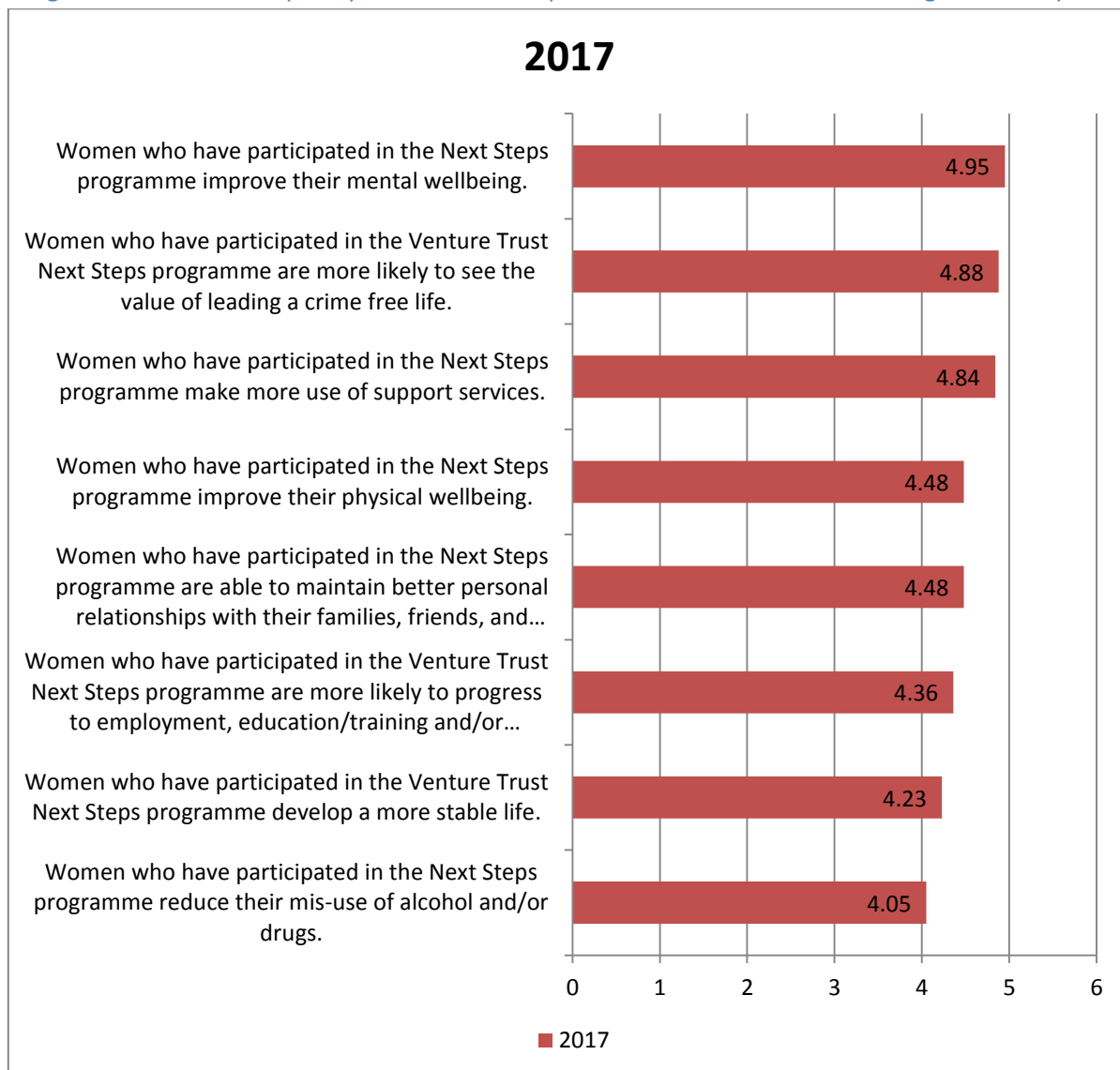
## 6.2.6 Stakeholder perspectives

As with shorter term outcomes, stakeholders in 2017 were more positive about Next Steps achievement of medium to longer term impacts, with a 6% increase (from an average of 4.3 to 4.5) agreement on average on their views in the 2015 survey. In particular, stakeholders are more convinced that the Next Steps programme reduces (re-)offending and enhances women's use of support services and progression to employment, education/training and/or volunteering. See figures 17 and 18.

Stakeholders' comments related to

- Making longer term positive life changes
  - *Self-belief increases and the time away from home environment can help women recognise what they want/need to change whether stop old habits and build new structure/routine or build new skills and set new goals.*
  - *Some women make a conscious choice to distance themselves from relationships that may be having a negative effect on their life which may be extremely difficult for them.*
  - *Women who have participated in the Next Steps programme are given hope that they can learn to live a new/better way of life and feel they are given a second chance to feel like a person without a label.*
- Improved health and wellbeing
  - *Service users advised an increase in their physical wellbeing*

Figure 15: Stakeholder perceptions of Next Steps achievement of medium to longer term impacts

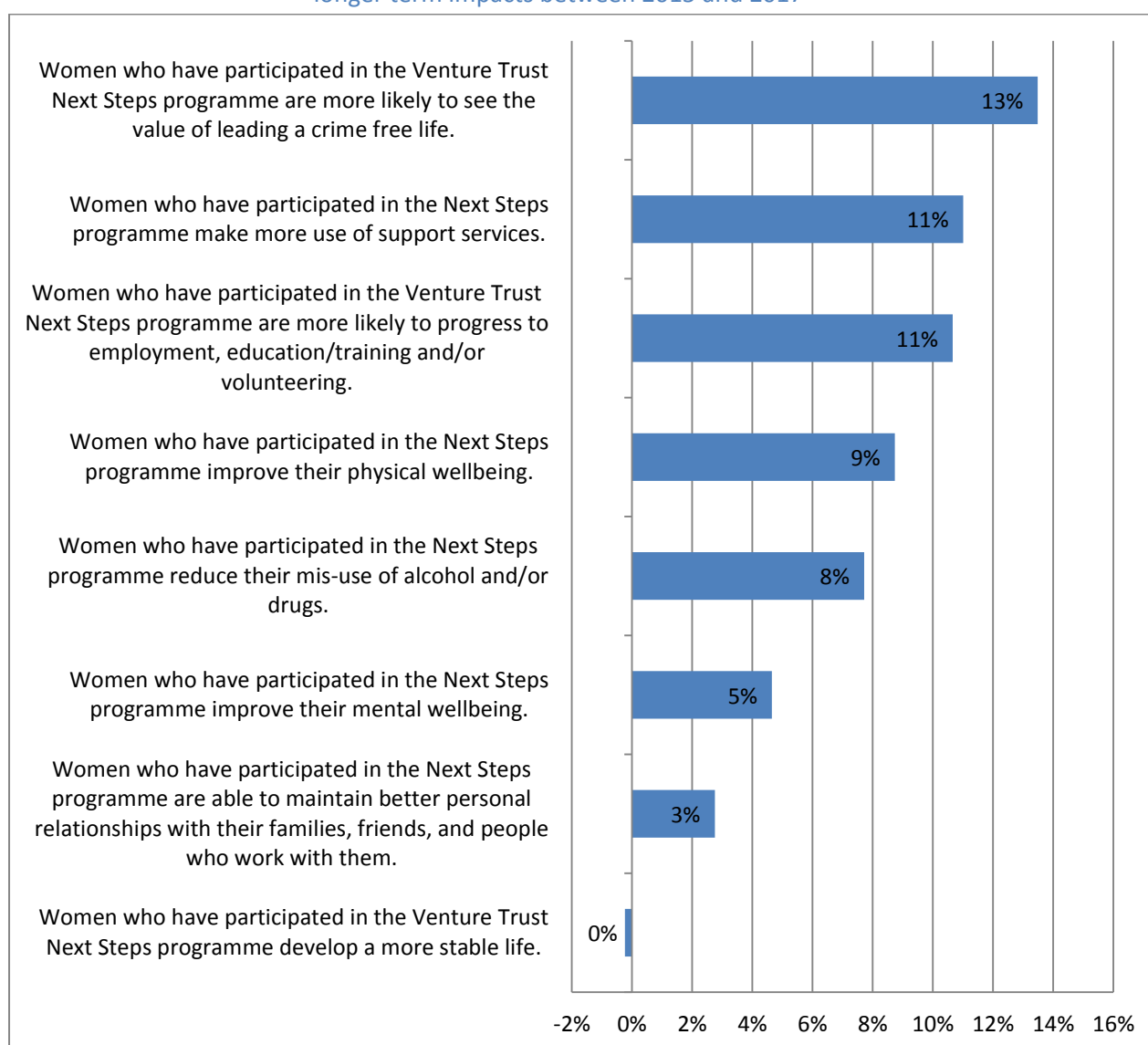


Source: SMCIA survey analysis

2015 N = 33; 2017 N = 44

Average rating, using a rating scale of 1 – 6, where 0 is disagree strongly and 6 is agree strongly

Figure 16: Percentage change in stakeholder perceptions of Next Steps achievement of medium to longer term impacts between 2015 and 2017



Source: SMCIA survey analysis

2015 N = 33; 2017 N = 44

Average rating, using a rating scale of 1 – 6, where 0 is disagree strongly and 6 is agree strongly

### 6.3 Venture Trust effort

Venture Trust data on 'engagement' began to be collated over the course of the 3 year evaluation, and as such are imperfect. Nevertheless, they provide an indication of the 'effort' that Venture Trust staff put into their work with Next Steps participants. More than two-thirds (67%) of all recorded engagements occur in phase 1, underlining the important of this phase in assessing and preparing the women to be ready for the Wilderness Journey (phase 2) (see section 5.3.1). On average Venture Trust staff have 8 face-to-face engagements with women in phase 1 who progress onto the wilderness journey, in comparison with an average of 5 engagements with women who were referred to the programme, but who do not progress to the wilderness journey. This supports stakeholders' perspectives that an indicator of women's readiness to go on the wilderness journey is their ability to engage with Venture Trust (and other) staff (see section 5.3.1).



The average number of engagements for each positive destination is 33 – significantly higher (313%) than the average number of engagements in phase 3 (8). See tables 11 to 13.

**Table 11: Average engagement by phase**

Women in phase 1	664
Engagements	4115
Average engagements per woman	6
Women who progressed to the wilderness journey	295
Engagements	2261
Average engagement per woman who progressed to the wilderness journey	8
Women who did not progress to the wilderness journey	369
Engagements	1854
Average engagement per woman who did not progress to the wilderness journey	5
Women in phase 3	247
Engagements	2051
Average engagement per woman in phase 3	8

Source: Venture Trust data analysed by SMCIA<sup>27</sup>

**Table 12: Phase 1 engagements**

Total engagements	6166
Total phase 1 engagements	4115
% phase 1 engagements	67%

Source: Venture Trust data analysed by SMCIA<sup>28</sup>

**Table 13: Engagements by positive destination**

	Education	Employment	Training	Volunteering
Number of engagements, on average	22	25	48	37

Source: Venture Trust data<sup>29</sup>

<sup>27</sup> Data provided in 13/11/17 email. Numbers relate to any face to face engagements, group work and any other including the courses.

<sup>28</sup> Data provided in 13/11/17 email. Numbers relate to any face to face engagements, group work and any other including the courses.

<sup>29</sup> Data provided in 13/11/17 email. Numbers relate to any face to face engagements, group work and any other including the courses. **As such, the number of engagements required to engage women in training is significantly inflated. This reflects the newly evolving nature of the collation of these data.**

## 8 The unique value of the Next Steps programme

Stakeholders noted the unique value of the Next Steps programme, in particular the residential wilderness aspects of the programme:

- *It's the outdoor experience and the range of supports that are provided to get women to the point that they can go on the course that marks Venture Trust out. I don't know of another organisation that can provide that kind of outdoor experience: it's the culmination of the work between the SHINE mentor, the Venture Trust Outreach Worker and the woman.*
- *I'd flipping miss it – it really is the next step, opening the door on something different. The women we work with don't have that vision, the imagination to think about how it could be.*
- *It would be a sad loss if Next Steps wasn't there – it's unique. It offers women-only courses, courses with other women from other areas and different backgrounds. It expands our services – and would limit it if it wasn't there. I'd be happy to speak up on their behalf.*

However, stakeholders are increasingly less convinced that the benefits of the Next Steps programme are well understood. Survey respondents' comments included:

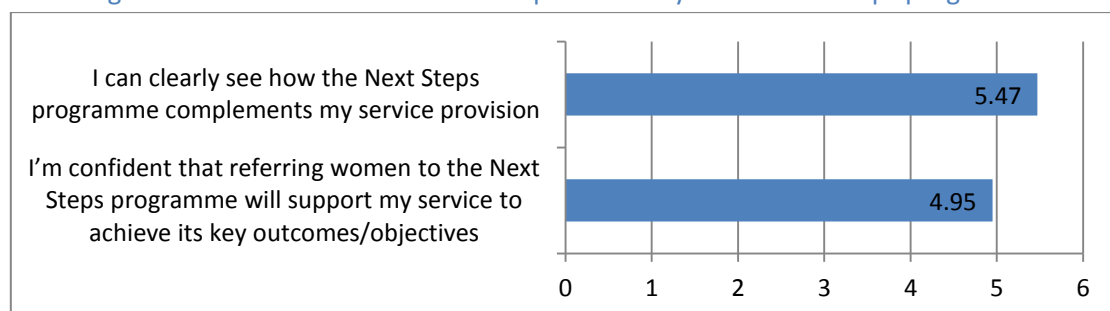
- *Needs essential funding as unique in what it provides. Info needs to be clearer what outcomes it achieves and criteria not as loose*

### 8.1 Complementarity

Referrers who responded to the 2017 stakeholder survey strongly agree that the Next Steps programme complements the service that they provide for women, see figure 17. Their comments included:

- *Always easy to do collaborative work with Venture Trust*
- *I feel the partnership we have with the service is excellent and this is due to [the Venture Trust outreach worker's] hard work and regular updates.*

Figure 17: Referrers views of the complementarity of the Next Steps programme



Source: SMCIA survey analysis 2017

2017 N = 44

Average rating, using a rating scale of 1 – 6, where 0 is disagree strongly and 6 is agree strongly

Despite some lack of clarity about the nature of phase 3 (i.e. what role Venture Trust plays in supporting women when the return from the Wilderness Journey) and the length of phase 1, all interviewees saw the Next Steps programme as absolutely complementary with their services and programmes.

- *Next Steps absolutely fits with our strategic objectives. We're a new service [3 years] and our women's outreach team is an alternative to custody. I see our relationship with Venture Trust (and others, including social work) as really important, especially for women with Community Payback Orders. We need to be better at presenting alternatives to custody to the courts – we know that custody for women doesn't work: there needs to be more creativity. We need to recognise the multi-faceted problems that women have and provide that whole wrap-around support. So Venture Trust is part of our objective to provide that. Next Steps is part of our support programme.*
- *Next Steps is very complementary to our offer – it takes people out of their own community and environment, and gives them that space for themselves. It's a huge boost for them. Often they forget that they're a person.*
- *Venture Trust fits very well with our objectives. It's about the women's self-esteem. It's the softer outcomes to do with shared living, dealing with hardship, feeling good about themselves. They all have a background of significant trauma. It's about broadening their horizons – we can't provide this.*
- *Next Steps adds something that we'd never be able to provide. It's definitely part of our offer.*

Interviews with referrers provided more detail about how Next Steps complements the services and resources that they provide, showing that the 'therapeutic', personal development and recreational aspects of the Next Steps programme are particularly valued:

- *[The Venture Trust Outreach Worker] has a different role to us – more therapeutic. She's very person-centred, she doesn't only work on specific issues, like housing. It's much more diverse – she asks us 'what else do you want me to do?' She's very clear about role boundaries; she's aware of the need for very tight communication about the women.*
- *Venture Trust gets them for five uninterrupted days and nights: I get them a couple of times a week, and they're often under the influence. My work is real crisis intervention, sorting out accommodation, benefits, calling ambulances. The five days gives a really good period of time when they're clean, have clear head-space, are motivated. Their relationships in the community are fleeting, materialistic, using, but Venture Trust makes real connections – it's like a bonding session for the women. And it builds confidence that they CAN do it, that they can build relationships; and that they matter, they're not just a problem. They can be themselves.*
- *Our raison d'être is to facilitate their change, and Next Steps is a really big part of that. It scoops them up and takes them out of their environment, and shows them a different environment. They need a different window on the world – a view of what their life could be like. And then they are supported when they come back, so it's not just a temporary window on a new world. It's not a magic wand, but it's a huge part of that change.*

### 8.1.1 SHINE partners

Strategic SHINE partners see the Next Steps programme as a key element of their exit strategy for women, and helps to provide longer term support:

- *SHINE is only for 6 months, so it's a challenge to support women to deal with a whole host of issues. It can take 6 months to build a relationship with a woman. But Next Steps is 12 months, so it can help in looking beyond the support that we can provide. It helps the woman to build community support – support within the wider family.*

- *SHINE is a 6 month programme with an exit strategy, and Venture Trust should be considered as part of that exit strategy – it's a really important resource. The mentors are frustrated with the notional 6 months: it can take three months or more just to get a woman engaged – and then they need to develop their exit plan. So using Venture Trust can really help with that*
- *When the women come back [from the Wilderness Journey] they continue their work with their SHINE mentor. Maybe we need to do more with Venture Trust on the exit strategy from SHINE. The women have generally all had horrific experiences, so it takes time for them to build up trust in their SHINE mentor. Then it is difficult to 'close' the case and pass on the women. The only person that a woman trusts might be her SHINE Mentor, and there's no way our staff would refuse to see her – it took such a long time to build up trust.*
- *We can be quite paternalistic, and hold onto people too long – worrying about what would happen if we let them go. But Venture Trust can let people go and explore resources in themselves, in the community: SHINE Mentors need to tap into this.*

Interviews with referrers provided more detail about how Next Steps complements the SHINE programme, showing that they have different, but complementary goals in working with women:

- *We [SHINE and Venture Trust] have different sets of goals in working with women: I focus on the practical things – housing, drug and alcohol use. They [Venture Trust] focus on positive destinations. We have different goals for the women, so we work together to meet the woman's needs.*
- *They need to be ready to move on from SHINE, so that I can step back a bit, but still provide support [i.e. in phase 3]. I'm sort of allowed to stretch the 6 months for the SHINE programme because here I have a lower case load than other SHINE mentors.*
- *We can provide only six months, but Venture Trust can provide a whole year.*

## 8.2 Integration with the wider criminal justice system

Senior Venture Trust staff responsible for the Next Steps programme are strategically engaged with the following groups:

### Public Social Partnerships - SHINE Women's Mentoring Service

Venture Trust has been a partner in the SHINE mentoring service through senior Venture Trust representation on the Programme Board (Head of Programmes/CEO) and the Project Board (Outreach Manager) and by continuing to strengthen referral partnerships at a local level. Venture Trust has continued to deliver the Next Steps programme to 20 women annually referred to Venture Trust from SHINE and also to refer women from the programme onwards to SHINE for mentoring support where they meet the criteria.

### Public Social Partnerships – NHS PSP, Glasgow

Venture Trust's Head of Programmes and Glasgow Hub Manager sit on the NHS "Elevate" PSP in Glasgow which is tasked with looking at employability for individuals in recovery from addictions. Venture Trust currently sits on both the Family and Personal Development work stream and the Training and Employability work stream.

### 'Women who Offend' Project board

Venture Trust (Head of Programmes) represents the Third Sector on this Board which aims to ensure the implementation of the Angiolini recommendations to develop and improve outcomes for women offenders at every stage of the criminal justice system. A key element of the role is to feedback on progress made, on recommendations and what the priorities should be going forwards. This Board informs the justice secretary annual reports to the Scottish Government.

### Criminal Justice Voluntary Sector Forum (CJVSF)

Venture Trust (CEO & Head of Funding) has been an active member of CJVSF, continuing to support its development as an increasingly influential body in the criminal justice landscape, providing increased visibility of both Venture Trust and the wider third sector contribution to reducing reoffending. Venture Trust was actively involved in the Scottish Government funded "Strengthening Engagement Transition" Project, facilitated by the CJVSF, to support effective third sector involvement in the redesign of community justice structures under the Community Justice (Scotland) Bill. Venture Trust also represented CJVSF on Scottish Government's National Performance Framework working group. In 2016-17 Venture Trust was utilised as an example of best practice in the launch of the Scotland's National Performance Framework for Community Justice and at awareness sessions for Community Planning Partnership stakeholders at Scottish Government hosted events.

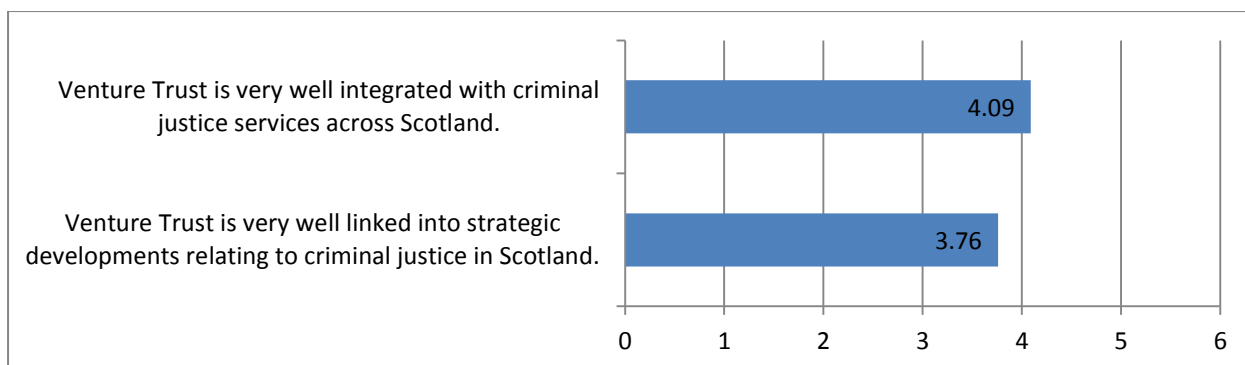
## **8.2.1 Stakeholder perspectives**

Stakeholders who responded to the 2017 survey agree – but not strongly – that Venture Trust is integrated with criminal justice services across Scotland; and less strongly that it's well linked into strategic developments relating to criminal justice in Scotland, see figure 18.

However, stakeholder were less convinced in 2017 than in 2015 that the Next Steps programme was valued as an integral part of criminal justice provision for women offenders (see figure 19) – with a percentage change of -3% between 2015 and 2017.

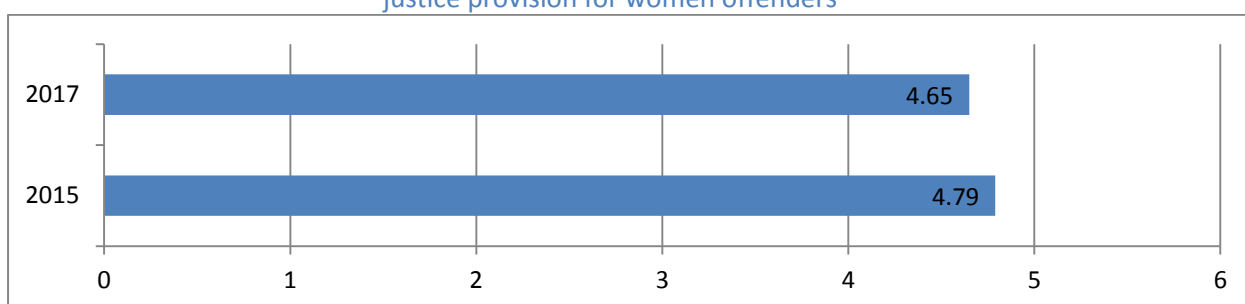
- Nationally strategic interviewees:
  - *We have an excellent relationship with Venture Trust at senior management level. Venture Trust is represented on the SHINE Programme and Project Boards, and regularly offer to attend events, teams meetings etc. I don't think that they could do more to promote it.*
  - *From the local authority point of view, the key would be for Venture Trust to contact the Criminal Justice Social Work Standing Committees to at least get Venture Trust on the agenda and into the minutes to raise awareness.*

**Figure 18: Survey respondents' views of the Venture Trust in relation to the wider criminal justice system**



Source: SMCIA survey analysis 2017  
 Average rating, using a rating scale of 1 – 6, where 0 is disagree strongly and 6 is agree strongly

Figure 19: Survey respondents' views of Venture Trust being valued as integral part of criminal justice provision for women offenders



Source: SMCIA survey analysis  
 Average rating, using a rating scale of 1 – 6, where 0 is disagree strongly and 6 is agree strongly

### 8.3 The importance of funding for the Next Steps programme

It is very clear that strategic stakeholders would find it very difficult – if not impossible – to pay for their clients to do the Next Steps programme: they would certainly miss it if it was not available, and this would be a loss to the women who could benefit from it. National stakeholders were particularly worried about the implications of the Community Justice (Scotland) Act 2016.

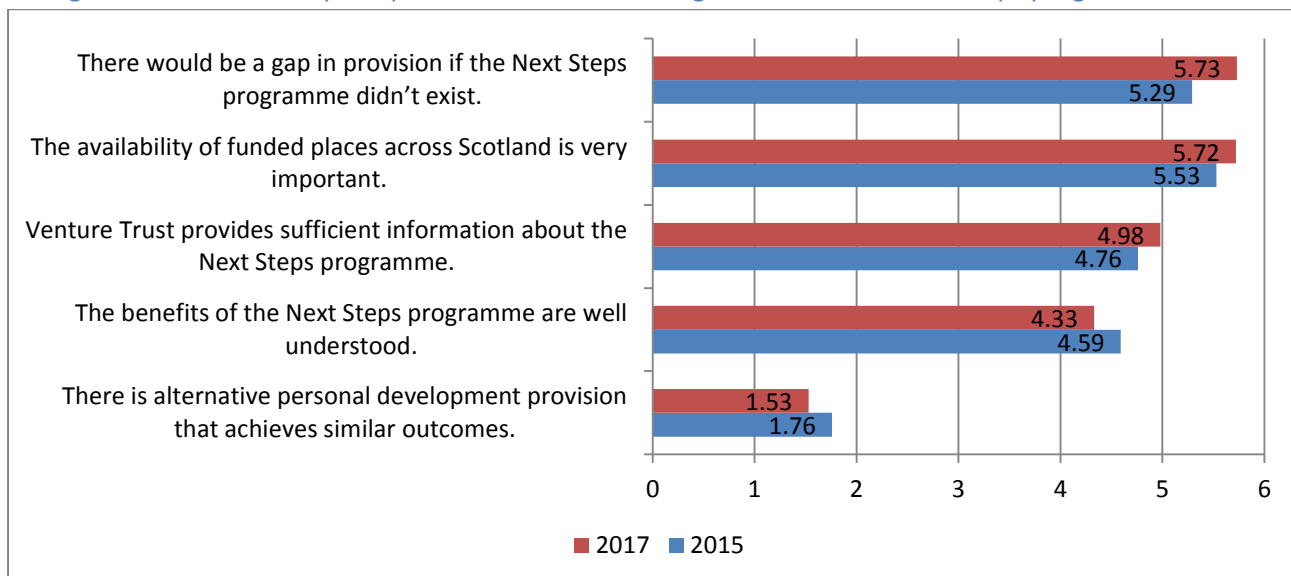
- *I'd miss having one less resource, if Next Steps wasn't there. I'd miss that really positive resource... but paying for it is the challenge for all of us. Specific funding for women from the SPS has gone to local authority criminal justice this year i.e. not specific to women.*
- *I'd miss Next Steps – whilst not every SHINE mentee is referred, for those that do it's really valuable. Paying for it would be difficult: spot purchasing is getting more and more difficult. My understanding of Venture Trust is that it's always been available at no cost to local authorities. It could have massive implications if local authorities had to pay for it, especially now we're moving from Criminal Justice Authorities to Community Planning Partnerships.*

Stakeholders who responded to the 2015 and 2017 surveys are very clear that there would be a gap in provision if the Next Steps programme did not exist, and that the availability of funded places across Scotland is very important (see figure 20); and this conviction has increased since 2015, see figure 21. They are also very clear that there is no alternative personal development provision that

achieve similar outcomes as the Next Steps programme, and again this conviction has increased since 2015.



Figure 20: Stakeholder perceptions of the reach and significance of the Next Steps programme

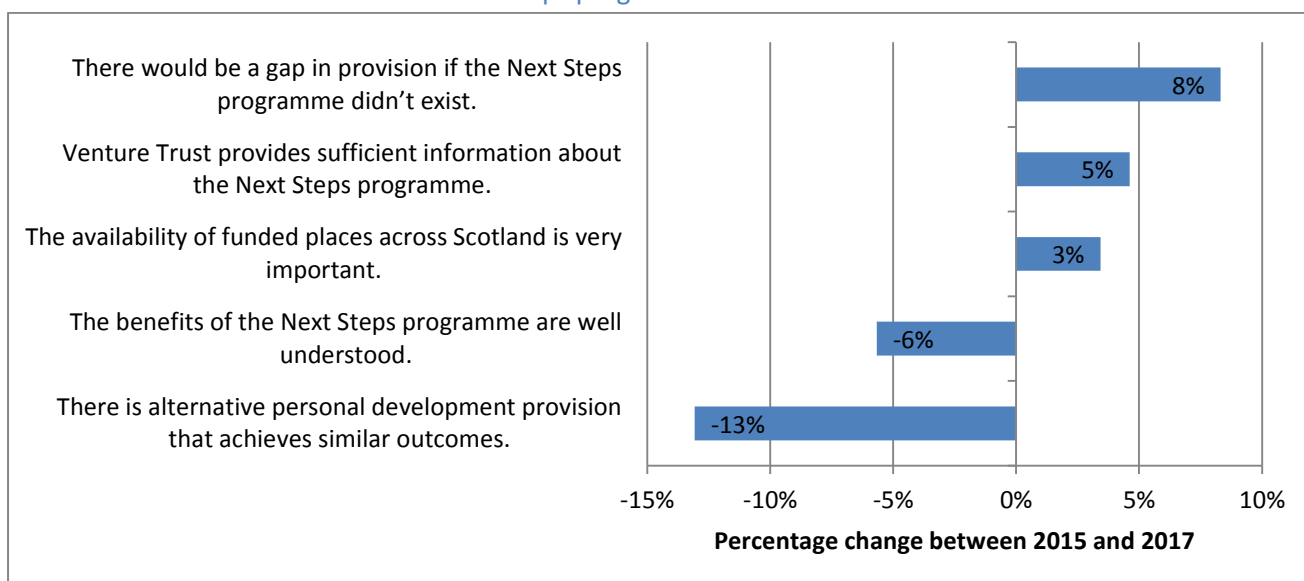


Source: SMCIA survey analysis

2015 N = 33; 2017 N = 44

Average rating, using a rating scale of 1 – 6, where 0 is disagree strongly and 6 is agree strongly

Figure 21: Percentage change in stakeholder perceptions of the reach and significance of the Next Steps programme



Source: SMCIA survey analysis

2015 N = 33; 2017 N = 44

Average rating, using a rating scale of 1 – 6, where 0 is disagree strongly and 6 is agree strongly



## 9 Perceived impacts, strengths and challenges

The 2007 stakeholder survey asked respondents to provide 3 words that describe the main impacts, strengths and challenges of/for the Next Steps programme. Figure 22 provides a word cloud that shows that confidence, motivation, empowerment, relationships and self-belief are considered to be the main impacts. Figure 23 shows that the key strengths of the Next Steps programme are considered to be its supportiveness, motivational and positive nature, its uniqueness in providing a safe and challenging programme. Figure 24 shows that the key perceived challenges for the Next Steps programme are predominantly in relation to funding, although its ability to engage is also noted.

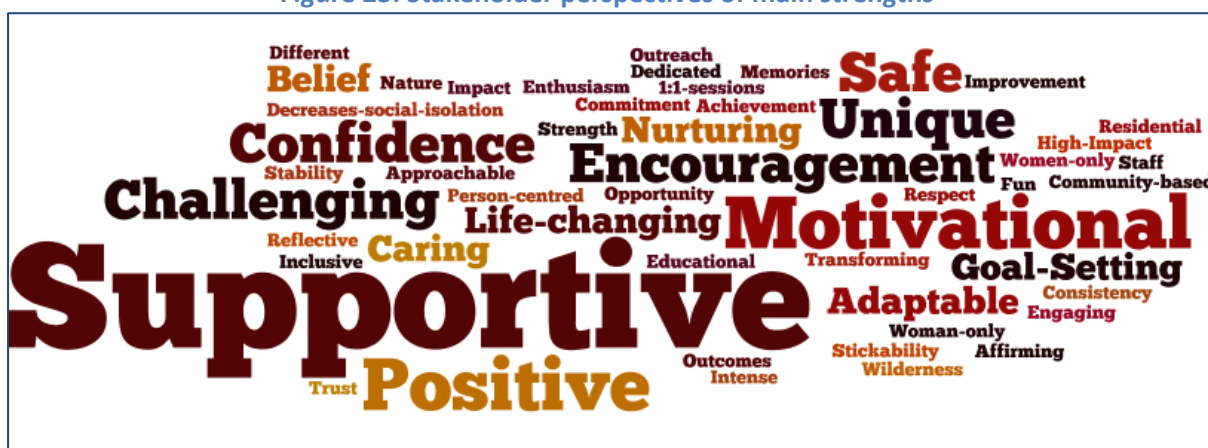
Figure 22: Stakeholders perspectives of main impacts



Source: SMCIA stakeholder survey 2017

N=25

Figure 23: Stakeholder perspectives of main strengths



Source: SMCIA stakeholder survey 2017

N=26

Figure 24: Stakeholder perspectives of main challenges



Source: SMCI stakeholder survey 2017

N=25

## 10 Conclusions and recommendations

The Next Steps programme has supported 644 women, of whom 256 successfully completed the five day wilderness journey and progressed into phase 3 of the programme. More than half of all women who completed the wilderness journey went on to achieve at least one 'positive destination' (education, employment, training or volunteering). Programme participants' self-confidence, employability, community bonds, use of local services and opportunities, and stability increased on average by 71% by the time they had progressed into phase 3; with the greatest improvements being in relation to stability and reduced likelihood of reoffending, employability and self-confidence.

Stakeholders value the proactive work that Venture Trust does to build relationships at operational and strategic levels. They note the unique value of the Next Steps programme, in particular the residential wilderness aspects of it. They are clear that there would be a gap in provision if the programme did not exist, with no alternative provision. Stakeholder also stress that the availability of funded places across Scotland is very important, with referrers being unable to pay for their clients to undertake the programme.

The Next Steps programme is seen as absolutely complementing other provision for women in the criminal justice system; in particular in providing an essential personal development aspect to other provision which generally focuses on immediate practical support e.g. stable accommodation.

### 10.1 Recommendations

In conclusion, the following recommendations can be made regarding the Venture Trust Next Steps programme.

#### 1. Funding

Stakeholders agree strongly that Next Steps provides valuable benefits and that nothing comparable exists from other sources. They also universally agree that they would struggle to pay for places were the current funding to end. Therefore it is vital the Venture Trust continues to seek sustainable funding for this unique programme.

#### 2. Programme extensions

The provision of the two programme extensions on trial during the period of this evaluation is still under discussion. It is recommended that Venture Trust review:

- a. the sustainability of peer mentoring as part of the programme; and
- b. the efficacy of the Women in Focus additional element.

#### 3. Referral/engagement phase

Baseline measurement of core life skills was inconsistent: it would be helpful if this measurement occurred at the point at which the woman was formally 'enrolled' on the programme. The Venture Trust is already developing its process to create a referral/engagement

phase prior to enrolment onto phase 1 of the programme, and it is recommended that this development continues.

#### **4. Programme data development**

There is currently no consistent shared taxonomy of presenting issues. A shared taxonomy (and understanding) of presenting issues, plus effective and consistent recording of them at the baseline/enrolment stage, would facilitate analysis of presenting issues by wilderness journey starters and completers, core life skills monitoring and positive destinations. This in turn would assist analysis of the relative 'success' of the Next Steps programme for women with different presenting issues.

It is recommended that the Venture Trust continues to develop programme data, including by:

- a. Developing a consistent taxonomy of presenting issues
- b. Continuing to develop data on engagement

## Appendices

### A. Membership of Evaluation Steering Group

The Evaluation Reference Group members were:

1. Dr Sheila Inglis, Lead Researcher, SMCI
2. Malcolm Jack, Head of Fundraising and Contracts, Venture Trust
3. Gordon Thomson, Programme Manager for Next Steps, Venture Trust
4. Heather Norris, Funding and Contracts Manager, Venture Trust
5. Jennifer Lambert, Board Member, Venture Trust
6. Andrew Russell, Head of Programme Performance and Impact, Venture Trust\*

\*Andrew Russell joined the Evaluation Steering Group in September 2017, following the creation of the Head of Programme Performance and Impact role at Venture Trust.

## B. Stakeholder Survey

### 11 Next Steps Programme Evaluation

Venture Trust has commissioned SMCI Associates ([www.smciassociates.com](http://www.smciassociates.com)) to evaluate the impact of the Big Lottery funded “Next Steps” programme (<http://www.venturetrust.org.uk/programmes/next-steps/>) on the personal and social development needs of the women it engages with, and to what degree the project outcomes have been achieved. In particular, the research will enable Venture Trust and its stakeholders:

1. To understand the impact of each part of the “Next Steps” programme on the lives of participants and to what extent the programme has delivered the short and medium term outcomes it set out to achieve.
2. To understand the impact of the “Next Steps” programme on women’s (re-)offending rates in the short and longer terms (i.e. beyond their period of engagement with the programme).
3. To understand the impact of the peer mentoring programme.

The evaluation will provide learning outcomes for Venture Trust, and other stakeholders interested in either issues surrounding reducing (re-) offending for women caught up in the criminal justice system or the use of wilderness/outdoor activities within personal and social development work with vulnerable groups.

This survey is designed to provide the external evaluator of the Venture Trust Next Steps programme with information about your views about it.

The questionnaire will take no more than 5 minutes to complete, and is completely anonymous. SMCI Associates is registered under the Data Protection Act 1998: registration number is Z1092649.

If you have any queries about the survey, or would like any further information, please don’t hesitate to contact Dr Sheila Inglis, Director, SMCI Associates [sheila@smciassociates.com](mailto:sheila@smciassociates.com), phone: 07894 337317.

1. Please tell us how much you agree with the following statements about the **short term outcomes** of the Next Steps programme.

	Please tick relevant box			
	Don't agree at all	Disagree a little	Agree	Strongly agree
Women who have participated in the Next Steps programme are more resilient and better able to deal with life’s challenges and set-backs.				
The self-confidence of women who have participated in the Next Steps programme is improved.				
Women who have participated in the Next Steps programme are better able to build relationships.				

Women who have participated in the Next Steps programme improve their inter-personal skills e.g. problem solving, emotion management, communication.				
Women who have participated in the Next Steps programme develop positive attitudes that support a more stable life.				
Women who have participated in the Next Steps programme have increased their employability chances				
Women who have participated in the Next Steps programme demonstrate increased motivation to change				

2. Please tell us how much you agree with the following statements about the **medium-longer term impacts** of the Next Steps programme.

	Please tick relevant box			
	Don't agree at all	Disagree a little	Agree	Strongly agree
The Next Steps programme is valued as an integral part of criminal justice provision for women offenders.				
Women who have participated in the Venture Trust Next Steps programme are more likely to see the value of leading a crime free life.				
Women who have participated in the Next Steps programme make more use of support services.				
Women who have participated in the Next Steps programme are able to maintain better personal relationships with their families, friends, and people who work with them.				
Women who have participated in the Next Steps programme improve their physical wellbeing.				
Women who have participated in the Next Steps programme improve their mental wellbeing.				
Women who have participated in the Next Steps programme reduce their mis-use of alcohol and/or drugs.				
Women who have participated in the Venture Trust Next Steps programme develop a more stable life.				
Women who have participated in the Venture Trust Next Steps programme are more likely to progress to employment, education/training and/or volunteering.				

3. Please tell us how much you agree with the following statements about the Next Steps programme.

	Please tick relevant box
--	--------------------------

	Don't agree at all	Disagree a little	Agree	Strongly agree
The availability of funded places across Scotland is very important.				
The benefits of the Next Steps programme are well understood.				
Venture Trust provides sufficient information about the Next Steps programme.				
There would be a gap in provision if the Next Steps programme didn't exist.				
There is alternative personal development provision that achieves similar outcomes				

4. How useful do you consider the following aspects of the Next Steps programme.

	Please tick relevant box			
	Un-necessary	Not very useful	Useful	Very useful
The chance to access 1-to-1 support sessions within the local community.				
The chance to have time and space away from the pressures of day-to-day life.				
The chance to face a series of personal development challenges using the wilderness as a medium for learning.				
The chance to live and work in a group in an alcohol and drugs free environment.				
The chance to achieve set goals and have those goals recognised.				
The chance to get support to access local employment, training, education or volunteering opportunities.				
The chance to take part in a peer mentor training programme and become a peer mentor.				
The chance to receive peer mentoring support.				
The chance to take part in a "Women in Focus" course using photography to record their personal development journey.				

5. Please tell us how you relate to Venture Trust (please tick all that apply)

I refer people to the Venture Trust.	
I work to support women who have been on the Next Steps programme.	
I signpost colleagues to the Venture Trust.	
I am a sheriff.	
I am a criminal justice social worker.	
I am a community alcohol and drugs worker.	



I am a CPN/mental health professional	
I am a practitioner in a third sector agency.	
I am a Venture Trust staff member.	
I am involved in running the 'Women in Focus' programme.	
I am involved in training Next Steps participants in peer mentoring.	
I am a SHINE mentor.	
Other, please specify.	

6. Please provide any comments about the Venture Trust Next Steps programme here.

**Thank you!**

If you want any further information about the Next Steps Programme please check the Venture Trust website <http://www.venturetrust.org.uk/programmes/next-steps/> or contact [gordon@venturetrust.org.uk](mailto:gordon@venturetrust.org.uk)



## 13 Next Steps Programme Evaluation

Venture Trust has asked SMCI Associates ([www.smciassociates.com](http://www.smciassociates.com)) to research the difference that the Next Steps programme makes.

Our researcher (Sheila Inglis) is keen to talk to women who are involved (or who have been involved) in the Next Steps programme so that we can find out more about your experiences of it. This would involve no more than 30 minutes of your time, and we could arrange:

A **visit** to see you in a place that you choose.

**OR**

A **telephone interview** with you, at a time convenient to you.

We may also talk with you at the end of your wilderness journey.

The discussion is completely confidential. This means:

- That no names will be used in the research report, and it will not be possible to trace any comment or point of view back to an individual.
- That Sheila will not tell any Venture Trust worker what any individual person said – only the general point of view of women involved with the Next Steps programme.

If you would like any more details about the evaluation, please contact Sheila Inglis, SMCI Associates, on 07894 337317, or by email [sheila@smciassociates.com](mailto:sheila@smciassociates.com).

## Participant consent

If you have read and understood this information sheet, any questions you had have been answered, and you would like to take part in the evaluation, please now complete the consent form:

### Title of Project: Next Steps programme evaluation

	Please tick box
I have read and understood the information sheet and this consent form	<input type="checkbox"/>
I have had an opportunity to ask questions about taking part	<input type="checkbox"/>
I understand that I do not have to take part in the evaluation	<input type="checkbox"/>
I understand that I can change my mind about taking part in the evaluation at any time without giving a reason	<input type="checkbox"/>
I agree to participate in this evaluation	<input type="checkbox"/>

Name:

---

Signature:

---

Date:

---

## D. Venture Trust Participant Monitoring Framework

### Increased self confidence

Share Ideas

Represent views in a positive manner

Give and receive feedback

Ask for help

Accept the opinions of others

### Increased employability

Dealing with challenge

Self care

Time management

Ability to set goals and work towards them

Motivation to attain/work towards goals

Motivation to learn new skills

Personal responsibility

### Reduced risk of reconviction / increased stability

Peer Influence

Substance misuse

Attitudes

Accommodation

### Improved bonds with community

Bonds with community stakeholders (family/friends/workers)

### Increased use of services within community

Use of services

### Employment/education/training/volunteering status

Employment/education/training/volunteering status