

# Future Pathways Scoping Study Report

August 2018

Dr Ailsa Cook and Amy Grant, Outcome Focus



## Contents

About this report.....	3
About Outcome Focus .....	3
Executive Summary.....	4
Section 1. Background .....	6
Why Future Pathways.....	6
About this evaluation .....	6
What we know from previous research .....	7
Section 2. Methods .....	9
Approach to the scoping study.....	9
Engaging staff .....	9
Engaging registrants .....	10
Engaging providers .....	11
Analysis .....	11
Ensuring safe and ethical research practice .....	12
Recommendations for future research .....	12
Section 3. Contextual factors influencing the work of Future Pathways.....	13
Reflections .....	14
Section 4. The contribution of Future Pathways to improving outcomes for registrants .....	15
What we do.....	17
Who with .....	19
How they feel.....	19
What they learn and gain: .....	21
What they learn and gain: relationship .....	22
What they learn and gain: Flexible support and resources .....	23
What they do differently .....	24
What difference does this make? .....	25
Reflections .....	25
Section 5. Working with providers.....	27
Section 6. Conclusions and reflections .....	28
What is working well and what can be improved?.....	29
Recommendations and final reflections.....	29
Appendix 1: Reflective Impact Log.....	31

## About this report

This report presents findings of the Future Pathways scoping study. The study was carried out by Outcome Focus and commissioned by Future Pathways to enable them to get feedback from all of their stakeholders about the first phase of operations and to inform their plans for support going forward.

The report presents the findings from the research in six sections.

**Section 1** provides the background to the evaluation, including a short description of the work of Future Pathways and the aims and research questions for the scoping study

**Section 2** provides details on the methods used within this study, including the approach to the evaluation, the data collection process, the analysis and methodological considerations for future research that Future Pathways may carry out.

**Section 3** explores how the context in which Future Pathways is delivering support influences the way that this support is experienced, perceived and received.

**Section 4** explains Future Pathways contribution to improving outcomes for the people registered with the organisation, including detailed analysis of the outcome maps.

**Section 5** presents the findings from data collected from service providers and the potential ways in which Future Pathways can contribute to improving a wider system of support for survivors.

**Section 6** summarises what is working well and what can be improved within Future Pathways and makes recommendations for the future.

## About Outcome Focus

Outcome Focus is a mission-led company based in Edinburgh. We work with organisations, projects and programmes to explore, map, analyse and assess the outcomes that matter to them, the people and populations they care about, and their funders.

We have created an innovative and easy to use software product, Outcome Navigator, which enables public service organisations and funders to make effective use of their data and information to learn, improve and tell the story about the difference they make.

We provide tools and techniques to bring together evidence, data and information to ensure that projects and programmes can meet their outcomes, are successful and adaptable, and demonstrate that success to funders, service-users and other stakeholders. In doing this, we help projects clarify and achieve their strategic objectives and strengthen strategic partnerships enabling them to become more successful and sustainable.

# Executive Summary

## Background

Future Pathways was launched in September 2016 to provide support to people who had experienced abuse or neglect as children in care in Scotland. The organisation commissioned Outcome Focus to carry out a scoping study to understand the contribution that Future Pathways is making to improving outcomes for registrants, the factors that influence this and what they can do to improve. The scoping study engaged with registrants, staff, members of the management and leadership teams and provider organisations working with Future Pathways.

## Findings

### The importance of context

The scoping study found that Future Pathways is operating in a challenging context. Their ability to contribute to improving outcomes for registrants is affected by the following factors:

- the high level of demand for the service amongst survivors;
- the high levels of need experienced by those registered with the service;
- the social isolation experienced by many registrants, which means they are more reliant on formal supports;
- the lack of appropriate trauma-informed services and supports available to survivors;
- the ongoing and uncertain wait for justice experienced by many survivors, who are uncertain if they will ever receive redress;
- the pioneering nature of the service, which means that they are continually working to develop and refine systems and processes, whilst delivering support.

### The contribution of Future Pathways

Over the past two years Future Pathways has refined a personal outcome focused and trauma informed approach to supporting registrants. This involves working with registrants to understand what is important to them in life and then agreeing and implementing a plan of support to help them make progress. People we spoke to had benefited from a range of different kinds of support from access to counselling, support workers and befriending to funding for resources that would enable them to make progress towards their outcomes. These resources included laptops, home furnishings, money for trips or to participate in social activities.

At the time of publication Future Pathways has provided support co-ordination to 370 people. There are a further 403 people on the waiting list, many of whom have been referred to other services and supports whilst they wait to see a Future Pathways support co-ordinator.

We spoke to 24 registrants for this study, all of whom valued the model of support, particularly the flexibility and time allowed to build trust with the support co-ordinator and to understand what would really make a difference to them. Of the people we spoke to 21 felt they had a very good relationship with their support co-ordinator and were very positive about their experience of support. Three people were less positive and either felt that they weren't able to spend the time they needed with their support co-ordinator to properly address their needs, or that their support co-ordinator wasn't enabling them to access the support they needed.

People who had formed a good relationship with their support co-ordinator were successfully able to make progress towards outcomes and many people reported that their wellbeing was improved. It is clear that the model of support provided by Future Pathways does make an effective contribution to improving outcomes for people in many cases. Furthermore, many of the provider organisations working with Future Pathways reported that they valued the opportunity to work with this population and the flexible and longer term nature of the work.

Despite their own positive experience of Future Pathways many people we spoke to felt that there were improvements that needed to be made to the support offered to survivors. People were angry that having been offered support for life, there was only funding available for five years and that there were many people still waiting for support. People were unhappy that survivors had no say in how the fund to support them was being managed and some people felt that the support they had been promised was not being delivered. Several people we spoke to were personally affected by the long waiting list for support, for example as they knew people experiencing difficulties and unable to access the same support that they themselves had benefitted from.

### Conclusions and recommendations

Future Pathways is providing a valued and effective service to many people who have experienced abuse and neglect as children in care in Scotland. Over the past two years they have developed a model of support that enables them to make a meaningful contribution to improving the lives of people who have experienced significant disadvantage and face multiple difficulties in life. The main issue that the organisation faces is how to continue providing effective support to a much larger number of people with the same amount of resources. Diversifying the support they provide to include peer-support and community development work are possible routes to meeting the gap. As the organisation moves forward, it is important that they include registrants in developing solutions to these problems.

## Section 1. Background

### Why Future Pathways

Future Pathways launched in September 2016 to offer support to people who were abused or neglected as children while they were living in care in Scotland. The organisation is a partnership of four organisations who make up the Future Pathways Alliance, each bringing particular strengths and experiences to the work. Alliance members are: Health in Mind, Penumbra, Mental Health Foundation, and Glasgow City Health and Social Care Partnership. The organisation has been provided with funding from the Scottish Government for five years.

The Future Pathway Objectives are to:

- Raise awareness of the support available to people from Future Pathways
- Engage with people to identify what matters to them
- Enable people to access a broad range of supports and resources that responds to their needs
- Continuously improve all aspects of service, ensuring resources to survivors are maximised

Future Pathways has a vision that survivors can lead full, healthy and independent lives. The purpose of Future Pathways is to co-ordinate access to and the delivery of resources, integrated care and support so that survivors can achieve their own goals.

Future Pathways has a dedicated staff team of support co-ordinators based across Scotland who are fully trauma-informed. Support co-ordinators identify the Survivor's needs, what is important to them and the specific outcomes they want to achieve and agree a tailored package of support.

Future Pathways is a pioneering organisation, operating in new territory with little in the way of a formal evidence base to inform their work. In addition, there are significant gaps in knowledge about people who experienced abuse or neglect as children in care in Scotland, including how many people there are, where they are and what issues they are experiencing. It is important that the work of Future Pathways is underpinned by robust monitoring and evaluation. This will enable the organisation to continually learn and improve, as well as developing an evidence base to inform future work with this population, in Scotland and beyond.

### About this evaluation

Future Pathways is committed to the ongoing monitoring and evaluation of their work. This will enable them to deliver the best support possible for people registered with the organisation, as well as contribute to a wider understanding of the support needs and effective approaches to improving outcomes for people who have experienced abuse or neglect in care.

Future Pathways commissioned this scoping study to inform their ongoing monitoring work. This scoping study had four main aims:

1. To develop a shared understanding of the contribution of Future Pathways to improving outcomes for people who have experienced abuse or neglect in care.
2. To contextualise future evaluation by developing an in-depth understanding of the context in which Future Pathways operates and how this influences their work.
3. To gather early feedback from Future Pathways registrants, staff, providers and other partners on the contribution that Future Pathways has made to date.

4. To identify opportunities to embed outcomes-based monitoring and evaluation into the day to day work of Future Pathways to ensure that the organisation continues to learn and improve and makes a significant contribution to the evidence base around support for people who have experienced abuse or neglect in care.

The aims were met through addressing four research questions:

1. What is the context in which Future Pathways is operating? How do contextual factors shape the way their work is delivered, perceived and received?
2. How does the support provided by Future Pathways contribute to improving outcomes for survivors? Are there ways in which the delivery model can be improved to maximise outcomes for those in receipt of support and those waiting for support?
3. How does the work of Future Pathways contribute to improving wider supports for survivors?
4. What is the learning from this project as to how Future Pathways can use their funding to maximise outcomes for survivors?

The research questions informed the approach to data gathering, analysis and reporting.

## What we know from previous research

There has been very little formal research published addressing survivors of abuse or neglect in care and a distinct lack of research on institutional child violence particularly. In 2012, the Scottish Government published a literature review bringing together the relevant research that has been carried out.<sup>1</sup>

The following table summarises key messages from the literature relating to how an experience of abuse or neglect in care might influence a person throughout their life in individual, social and material ways. Evidence about factors that might mitigate against negative effects are also included.

---

<sup>1</sup> Conway, E. (2012) *Uncertain Legacies: Resilience and Institutional Child Abuse: A Literature Review*. Scottish Government Social Research ([www.scotland.gov.uk/socialresearch](http://www.scotland.gov.uk/socialresearch))

Table 1. Contextual analysis of literature on survivors of in care abuse and/or neglect

INDIVIDUAL	<ul style="list-style-type: none"> <li>• Belief in social order and stability may be eroded due to multiple levels of betrayal, affecting the person’s resilience.</li> <li>• The person being able to engage in and control the process of recovery and healing is linked to improved resilience.</li> <li>• The ability to disclose the abuse and have the knowledge and skills to externally attribute blame for the abuse is a factor contributing to resilience, enabling survivors to access support and reach acceptance.</li> <li>• Survivors may spend considerable efforts trying to avoid any reminders of the abuse. This may negatively affect daily habits such as avoiding places where the abuse took place e.g. schools.</li> </ul>	SOCIAL	MATERIAL
		<ul style="list-style-type: none"> <li>• Resilience involves a process from denial, to accepting the identity of a victim and towards identifying as a survivor. These transitions may occur over an unpredictable period of time.</li> <li>• Supportive relationships are crucial in reinforcing protective factors which contribute towards self-esteem and resilience.</li> <li>• Relationships throughout life are pivotal and can help to mitigate risks through support, which can potentially accelerate recovery.</li> <li>• When there is an absence of family members, relationships with adults out-with the family can be effective role models.</li> <li>• The background of many young people in care is disadvantaged and understandings can become shaped by <i>“deeply embedded social attitudes and associated structures of social injustice”</i>.</li> </ul>	<ul style="list-style-type: none"> <li>• There are higher chances of survivors of abuse to be living in poverty in adulthood due to possible coping responses, such as drug misuse and criminal behaviour, limiting access to resources.</li> <li>• Impacts of abuse can take years to surface, only emerging when the individual can contextualise the experience, meaning time plays a role in recovery.</li> <li>• Due to the differential experiences of survivors, impacts of abuse may continue to resurface over a period of time.</li> <li>• Because of this there is a need for ongoing, freely available, reflexive and responsive support services for survivors throughout their lifetime.</li> </ul>

This literature shows that an experience of abuse or neglect in care in childhood can have far reaching impacts on the person. This understanding of the multiple impacts of abuse and the need for freely available and responsive supports to offset this has been central to the development of the Future Pathways model of support. It has also informed our approach to gathering feedback from people registered with Future Pathways, which is described in the following section.

## Section 2. Methods

### Approach to the scoping study

The approach to this scoping study was informed by an approach to theory-based evaluation called Contribution Analysis.

Contribution Analysis (CA) is a process of evaluation which helps organisations delivering complex interventions to understand how their work contributes to making a difference. The emphasis of CA is on 'outcomes' rather than just accounting for what programmes deliver and produce (although inputs, activities and outputs are part of the process). The conceptual development and application of CA has been influenced by individuals such as John Mayne and Steve Montague, who have also described the process as 'results based management'.

The basic process is to develop a picture of the logic underpinning the programme and set this out as an outcome map. This helps individuals, programmes and organisations to define problems and identify the means by which such problems can be addressed, based on evidence and plausible theory – a theory of change. This theory of change is informed by a detailed understanding of the context in which a programme is taking place, so that it is clear from the start how contextual factors may impact on the work.

Using this approach, we worked closely with Future Pathways staff to develop a detailed understanding of:

- the context in which they are working, and
- the intended contribution of Future Pathways to improving outcomes for people who have experienced abuse and or neglect in care and through influencing the wider system.

We then engaged with a range of stakeholders, including registrants, providers and staff to gather evidence about their experiences of Future Pathways and supporting registrants. This enabled us to test out and refine Future Pathways' theory of change and to develop an understanding of the contribution that they make to improving outcomes for people who are registered.

### Engaging staff

The first part of data collection involved a workshop with 27 staff members to explore how the work of Future Pathways contributes to improving outcomes for people. This workshop took staff through a process of:

- exploring the contextual factors that shaped the way they did their job,
- understanding what success looks like for Future Pathways, and
- articulating how the work of Future Pathways contributes to success.

From this workshop, three outcome maps were developed which map out a shared understanding of the contribution of Future Pathways to improving outcomes for people who have experienced abuse or neglect in care. These maps were refined in conjunction with a core group of Future Pathways staff in two further workshops and then shared with staff for further discussion and final approval. The outcome maps will form a basis for ongoing monitoring and evaluation for the organisation.

Once the outcome maps had been agreed, our researchers attended meetings with both the Alliance Management and Leadership teams to gather further data on the contextual factors that influence the work of Future Pathways and the steps that they take to mitigate these.

To gain a more in-depth understanding of the work of support co-ordinators, each support co-ordinator was asked to complete one 'reflective impact log' describing a journey of support for one person that they felt had worked well. Reflective Impact logs (see Appendix 1) are a tool developed by Outcome Focus that enable staff to systematically reflect on their work in a way that enables it to be enrolled as evidence. A total of eight reflect impact logs were completed.

## Engaging registrants

The initial plan for engaging registrants was to invite registrants to participate in one of three focus groups, in Glasgow, Edinburgh and Aberdeen. Support co-ordinators were asked to identify people who had been supported by Future Pathways for some time and approach them to ask if they wanted to be part of the groups. Many of those asked were keen to have their say, however, several people were either practically unable or reluctant to participate in a group discussion. These individuals were offered a telephone interview instead. Advisory group members, who have all experienced support from Future Pathways were also engaged in a discussion session as part of their wider meeting.

In total we engaged with 24 registrants. The following table shows the breakdown.

<b>Approach to engagement</b>	<b>Number of registrants</b>
Focus group	9
Advisory group meeting discussion	6
Telephone interview	10

We did not take demographic information about participants but know that participants ranged in ages from early working age to retired with three people over 65. There was a good balance of men and women. Most people we spoke to had been supported by Future Pathways for some time, more than a year in many cases. People were located across Scotland and in England. In discussion with support co-ordinators it became clear that they had all taken slightly different strategies to approaching people to take part. In one case a registrant had heard about the meetings and asked to be involved. We are confident that the sample represents a wide range of Future Pathways registrants in terms of age, geography, circumstances, level of need and the kinds of issues they are dealing with. We have also captured a diverse sample in terms of people receiving more and less intensive support.

Considerable care was taken in setting up and planning the research to ensure that the research process would be safe and effective. The researchers were given training in trauma informed approaches before engaging with any registrants. This enabled them to reflect on how to adapt standard research processes to minimise the risk of registrants feeling vulnerable, judged or traumatised. Strategies included agreeing 'working practices' at the start of each focus group, having an independent safe guarder present at each group meeting so that people had someone to speak to should they get distressed and seeking verbal, rather than written consent for participation. Finally, space was created for people to share things with the researchers that they might not want to or feel confident doing so in a group setting. This included creating space for people to talk to the researchers alone during breaks and at the end of the meeting. Several people appreciated this opportunity.

Many people we engaged with were concerned with how the findings will be reported and used. It was agreed that a separate report containing registrant feedback will be produced and provided to all of those who took part in the study.

## Engaging providers

Service providers who are currently partnering with Future Pathways were included in the study in two different ways. Six organisations who work most closely with Future Pathways were engaged in interviews with Future Pathways staff to explore their experience of working with Future Pathways to date. The notes from these interviews were shared with the Outcome Focus team.

Outcome Focus then surveyed 42 provider organisations currently working with Future Pathways. 15 organisations responded to the survey.

## Analysis

The data gathered in these different ways was analysed using two different frameworks. Information on the contribution of Future Pathways was analysed using the Outcome Maps as a framework. These are presented in the following section. The 'ISM' model was used to analyse all of the data relating to context. The ISM model is based on a synthesis of more than 60 different behaviour change approaches (Darnton, 2008) and was developed by the Scottish Government and Andrew Darnton in 2013. The model identifies three important contexts when understanding a particular behaviour or set of behaviours, these are: Individual, Social and Material (shown in Figure 1).

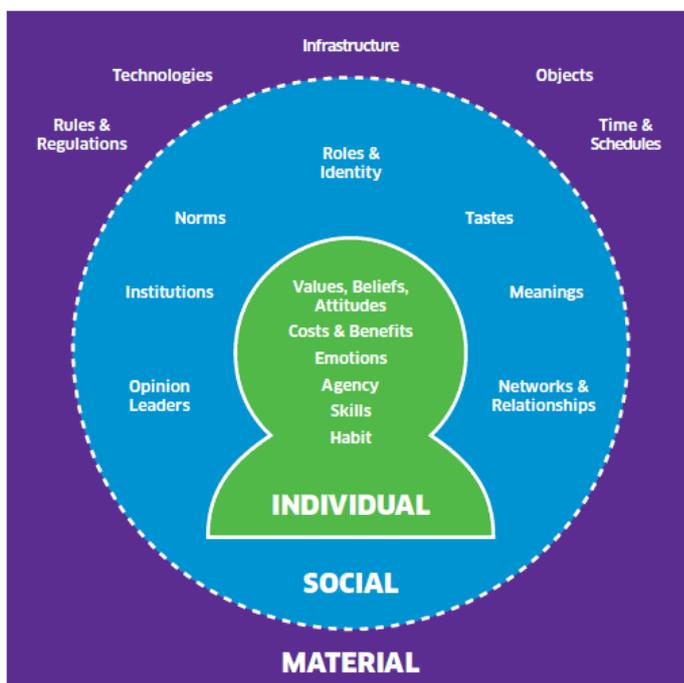


Figure 1: the ISM Behaviour Change Model

## Ensuring safe and ethical research practice

Outcome Focus gained verbal informed consent from everyone participating in workshops and interviews. Anonymity and confidentiality of all registrants participating in the process has been preserved. Clear guidance information was given to service providers completing the survey and support co-ordinators completing the reflective impact logs.

When carrying out research in small organisations it is not always possible or desirable to assure the anonymity and confidentiality of staff or partners who contribute to the process. These issues were worked through with Future Pathways staff before all engagement activities, agreeing on clear policies and protocols and ensuring that all informants were clear about how their information was used and any risks or considerations for them.

## Recommendations for future research

Registrants with Future Pathways appreciated the opportunity to have a say about the service. Many people commented that they would like to have more of a say in how the organisation is run. Taking a more participatory approach to future research would help this but is something that requires significant resources to do well.

The strategy used for this scoping study had the advantage of being a relatively quick way to engage with a diverse range of people in a way that felt safe for them, as they had been personally introduced to the process by someone they trusted. However, some support co-ordinators felt that this should not be their role and that people might feel unduly pressured to comply with their request. Furthermore, it was impossible to maintain a clear sampling strategy using this approach. Future research might consider different approaches, such as more purposive sampling to engage people with very different experiences of the service.

## Section 3. Contextual factors influencing the work of Future Pathways

Understanding context is an important first step when carrying out a theory-based approach to evaluation and the particular and challenging nature of the context in which Future Pathways operates soon became clear during the research. Early discussions with staff highlighted three high level issues the service was actively working with:



Over the following sections the ways in which these issues play out for Future Pathways are explored.

### *High demand for the service*

Since Future Pathways began in 2016, there has been an unprecedented demand for the service, showing both the level of need and number of people who have been affected by abuse or neglect in care. This level of demand was not foreseen, in part due to the lack of research into the survivor population. As it currently stands, 773 people are registered with Future Pathways, 403 of these people are on the waiting list. The current forecasted wait is over 12 months, with 24 people having waited over a year to engage with a support co-ordinator.

### *High level of individual need*

Almost everyone registered with Future Pathways that we engaged with was facing multiple difficulties in life. This included poverty, housing issues and homelessness, poor physical and/or mental health, family breakdowns, relationship breakdown and addictions. Our finding was echoed by the formal research and by the experience of support co-ordinators who confirmed that most people they engaged with experienced significant need. As one support co-ordinator stated;

*I've been supporting people for 25 years and I thought I knew what 'hard to reach' was. This job has taught me what 'hard to reach' is.*

(reflection from support co-ordinator)

### *Lack of supportive relationships with families and friends*

People who are being supported by Future Pathways discussed the lack of existing support they have in their lives. Many people we spoke to felt socially isolated with few supportive relationships including family and friends. This meant that the relationship with support co-ordinators was of huge value to individuals. For a lot of people, meeting Future Pathways had been the first-time they had disclosed their experiences of abuse and the first time they had someone to talk about it with. The significance of this was huge, particularly for those who were also dealing with emotions arising due to participation in the Inquiry<sup>2</sup>.

---

<sup>2</sup> The Scottish Child Abuse Inquiry, see [www.childabuseinquiry.scot](http://www.childabuseinquiry.scot)

*My support co-ordinator made me feel so calm and relaxed and so I could discuss things that happened.*

(Interview with person being supported by FP)

#### *Lack of support from services*

People also shared their difficulties accessing mainstream services that were sensitive to their experience and felt safe to use. This was a finding confirmed by Future Pathways staff. A number of support co-ordinators commented on the challenge of finding appropriate, trauma informed services for their clients.

#### *Uncertain wait for justice*

Many people told us that they felt justice had not yet been done. People were living with tremendous uncertainty about whether there would be any kind of redress, what form it would take and what it would mean for them.

Survivors collectively and individually lack power in relation to the decisions that are being made about their lives. Many people feel suspicion as a result of this and are dubious of the motivations and qualifications of those making decisions that affect their lives.

Finally, many people felt that they had been promised lifelong support and that Future Pathways was the vehicle for providing this. They feel that this is now uncertain which causes some people anxiety and a sense that they are being let down again.

#### *Future Pathways is breaking new ground*

A final contextual challenge faced by Future Pathways is that many aspects of the model of delivery are innovative and there are few tried and tested approaches they can draw from directly.

For example, at the centre of the Future Pathways approach is a flexible approach to personal outcome focused commissioning, which is firmly based on Self-Directed Support. However, at a national level there have been many issues in implementing this approach and not all potential partner organisations are ready to work in this way.

In addition, Future Pathways is an Alliance of organisations who do not routinely work together in this way, which has required a very conscious period of partnership building.

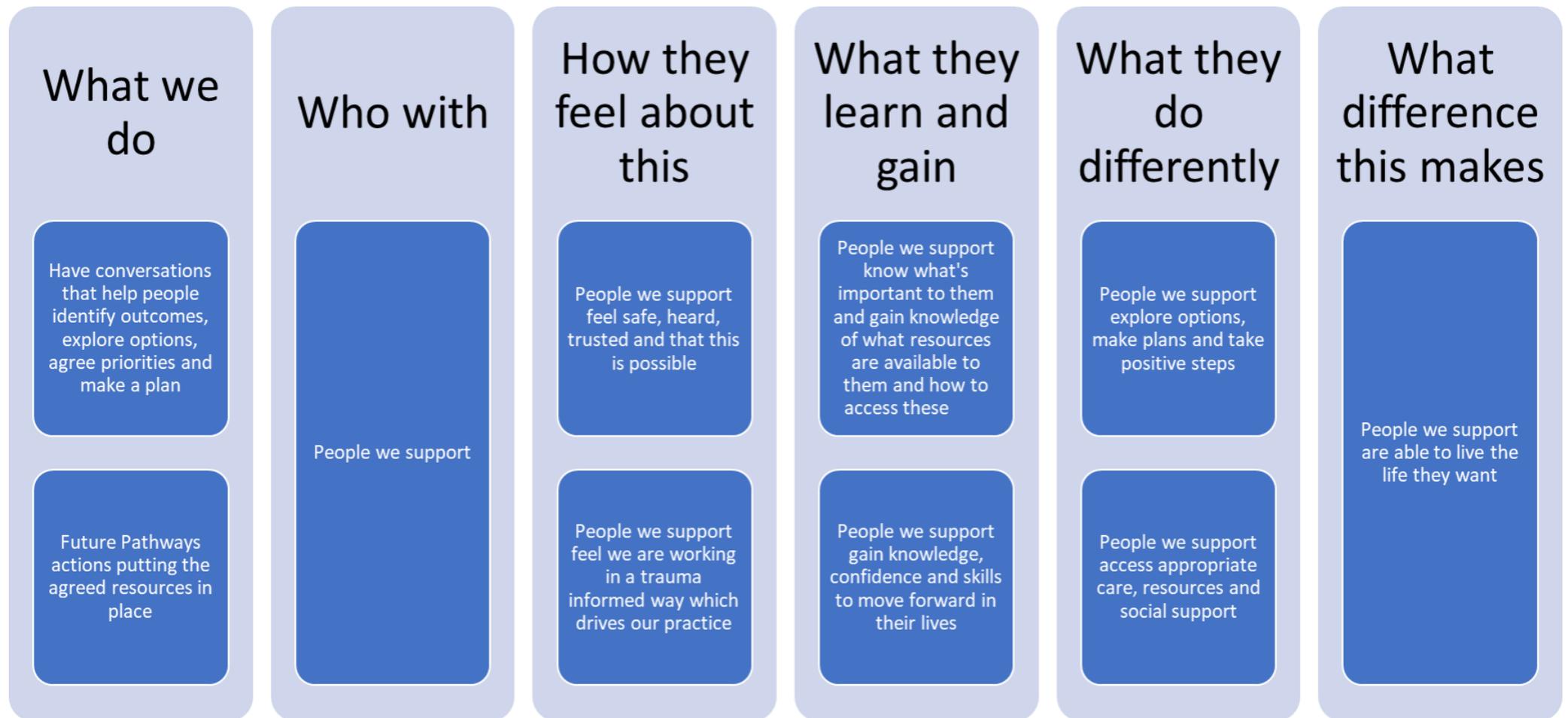
## Reflections

Future Pathways is operating in a challenging context. Not only does the organisation need to support many more people than anticipated, but those individuals have high levels of need and few other sources of support. This is not surprising given the previous research findings presented in Section 1. Furthermore, many of those registered with Future Pathways have waited a lifetime for this support and have had their expectations raised and then unsettled by the way that the Inquiry and ongoing process of redress has played out.

## Section 4. The contribution of Future Pathways to improving outcomes for registrants

As described in Section 3, key staff worked together over a number of sessions with the Outcome Focus team to develop the following high level outcome map that shows their intended contribution to improving outcomes for registrants and what needs to be in place to make this happen.

Figure 2. The contribution of Future Pathways to improving outcomes for registrants



The contextual analysis identified the following risks that could get in the way of Future Pathways making the contribution that the organisation intends:

- Future Pathways is providing a service to people who have been abused by services
- Future Pathways is providing relationship centred care with people who have been harmed in relationships
- People have experienced a life time stigma and discrimination
- People have unresolved trauma and attachment difficulties
- Some mainstream services are not safe or appropriate for registrants

This outcome map was used as a framework to analyse the findings relating to the support Future Pathways provides to registrants. This is summarised over the following sections.

### What we do

<i>Activities</i>	Have conversations that help people identify outcomes, explore options, agree priorities and plan. Future Pathways actions putting the agreed resources in place.
<i>Key Finding</i>	A positive, trusting relationship between the support co-ordinator and the registrant is central to making the process work.

21 out of 24 registrants we spoke to discussed having a good relationship with their support co-ordinator. Those who had positive experiences with Future Pathways, spoke about the initial meetings with support co-ordinators and the value these had. This was especially true when the support co-ordinator was responsive and was seen as someone they could reach out to when things were difficult.

The relationship between the support co-ordinator and registrant is central to making the process work. This takes time to develop and many people we spoke to said that they take time to trust new people. The findings show that an effective relationship with a support co-ordinator helps the person feel less stigmatised and more hopeful and acts as a gateway to the person accepting further support;

*I didn't know there were people out there who cared for you.  
I'd never had that experience before.*

(Interview with person being supported by FP)

People valued being given the time they needed in order to establish what is important to them and decide on their choices of support. One support co-ordinator commented on the importance of an initial face to face meeting in order to gain a full picture of an individual's needs;

*Having the time to explore with the survivor has been vital in my view, to help uncover and at times support the survivor to identify their possible outcomes and potential ways towards achieving them.*

(Support co-ordinator's reflection)

However, people may be vulnerable in this relationship as it could be their first time disclosing abuse and trusting a service. Small things that Future Pathways or a support co-ordinator did could make a big difference, both positively and negatively. For example, one person reported self-harming after a negative series of interactions with professionals, including their support co-ordinator. Being flexible and taking the time to build up trust with the registrant is crucial;

"She [support co-ordinator] wasn't around a lot, only met her three times which knocked my confidence. Felt trust was weak because she was not delivering. My support co-ordinator left without telling me. For a few weeks I was left alone to deal with difficult things."

(Interview with person being supported by FP)

If people do feel they have a good relationship with their support co-ordinator, even the small things stand out. For example, one person told us that a support co-ordinator had remembered that the individual had a dreaded appointment and their support co-ordinator had called to check how it had gone. This made them feel valued and cared for.

The Exchange Model of Assessment<sup>3</sup> (see Figure 3) depicts the process of negotiating support and highlights the need for everyone to be informed and confident for outcomes and support to be successfully negotiated. A lack of information makes the process more stressful and uncertain for all concerned. In interviews and focus groups several people discussed being anxious around issues such as length of time of support, asking for what they really wanted versus settling for something more achievable and the reasons why some things are agreed on and others aren't. The people who are most vulnerable are least able to engage in an informed negotiation of support and are at most risk of harm if they feel unheard and 'rationed.'

Figure 3. Exchange Model of Assessment



This finding highlights the need for support to be very flexible and person centred, so that those registrants who need most time to effectively negotiate outcomes get this. This requires an experienced and autonomous staff team who can make the decisions required to ensure that

<sup>3</sup> Developed by Smale and Tucson (1993) adapted by Miller and Barrie (2016).

everyone registered with Future Pathways has an equal opportunity to move forward in their lives, regardless of the extent of the issues they are dealing with and the capacities and capability they bring to this process.

### Who with

<i>Engagement/Reach</i>	People we support
<i>Key Finding</i>	Future Pathways is supporting people facing multiple difficulties in their everyday life, from a range of backgrounds. The high demand of the waiting list is negatively affecting the registrants who are receiving support from Future Pathways.

Future Pathways has been able to engage with people from a diverse range of backgrounds, many of whom are often harder to reach, within Scotland and further afield. The people being supported are facing multiple difficulties in their everyday life and Future Pathways is providing support to those who really need it.

773 people are registered with Future Pathways, of which 403 are on the waiting list, which is evidence of the level of demand for the service.

Many people who are currently being supported by Future Pathways have raised the issue of the waiting list and were distressed that there were people in their situation not getting help. Feelings included guilt, anger, helplessness and a sense of responsibility. Therefore, it is important to note the negative impact the waiting list is having on current registrants:

*There are people lying on a limb... you feel your own ineptitude*

(Interview with person being supported by Future Pathways)

### How they feel

<i>Awareness/Reactions</i>	People feel safe, heard trusted and that this is possible. People we support feel we are working in a trauma informed way which drives our practice.
<i>Key Finding</i>	The relationship is key to people feeling positive about engaging in support from Future Pathways.

The majority of people we spoke to felt positive about the support they were receiving from Future Pathways;

*When I started speaking to my support co-ordinator I trusted her as I believed she knew what she was talking about. I trust my support worker and Future Pathways with my life.*

(Interview with person being supported by FP)

However, for some people it took time to develop that trust and feel safe, which again emphasises the significance of the relationship with the support co-ordinator. The feelings around the support being offered ranged from being overwhelmed at the support being offered;

*I was afraid to mention anything to my support co-ordinator in case she offered to pay for it.*

(Interview with person supported by FP)

to people feeling angry and suspicious about inequalities among the people being supported;

*How did she get a car and I can't get a mobile phone?*

(Person who attended focus group)

These feelings of suspicion were raised much more often in the focus groups by participants who were actively involved in advocating for survivors. Many of these people felt that the promises made to survivors were not being kept. One person was concerned that the model of support delivered by Future Pathways was different to the one they had been promised. Other people mentioned the shifting promise about the timeframe for support, from for life to five years. However, these feelings were shared by some interviewees too, as one person said:

*We were told this is support for life, no longer for life, a one off. It feels like you are thrown a bone and then off you go. Just like social services. They are just throwing stuff at us...will that be taken from our compensation?*

(Interview with person supported by FP)

Most of the people quoted above said that once they began to build a relationship with their support co-ordinator their feelings changed.

Respondents reported feeling relief in receiving the time they needed to establish what is important to them and take time to review their choices of support. One SC commented on the importance of an initial face to face meeting in order to gain a full picture of an individual's needs;

*People often need to build a strong trusting relationship in order to feel safe enough to open up and free themselves in their thinking - to focus on what they truly feel is important to them and how they want their life to be like. Often people are not used to thinking about 'support' and 'wellbeing' in the way that we are meaning ...this can take time, especially in the context of this project and the wider landscape."*

The importance of choice was also commented on by support co-ordinators who felt that this was valued by people they supported;

*I think that the client has liked being able to try different supports without feeling that 'this has to be it!' ...They have felt in control and that the supports have been very much tailored to them – and that it has been the person's decisions and choices all of the time.*

(Interview with person being supported by FP)

People felt valued in the approach and that it was appropriate for people who had been in care.

*The way they deal with you is very important. It is a breath of fresh air after the way you are treated by police etc.*

(Interview with person being supported by FP)

### What they learn and gain:

<i>Knowledge, Attitude and Skills</i>	<p>People we support know what's important to them and gain knowledge of what resources are available to them and how to access these.</p> <p>People we support gain knowledge, confidence and skills to move forward in their lives.</p>
<i>Key Finding</i>	<p>People gain the experience of positive relationships and for most registrants this seemed more transformative than resources.</p> <p>People gained greater insight and understanding into their experience of abuse and how it has affected their lives and health.</p> <p>People gain more access to other forms of support.</p>

The majority of people we engaged with felt that they had gained confidence and skills to move forward in their lives. People spoke about their improved confidence and self-esteem which made daily life significantly easier. For example, being able to talk with strangers, being able to communicate with services and being able to leave the house;

*I can walk along a road and say I'm me. I'm not hiding from everybody.*

(Interview with person being supported by FP)

Support co-ordinators reflected on their clients improved understanding of their mental health and wellbeing and ways to manage it. This helped individuals, "learn to value themselves by addressing their mental health needs" (support co-ordinator). Individuals who have accessed trauma therapy through Future Pathways have learned about the complexities of the trauma they sustained and now understand the impact of their childhood on their behaviours.

*[You] can never take the pain away, but I understand why someone would do that, it helps to know how these people work*

(Interview with person being supported by FP)

Support co-ordinators also talked about the individual gaining hope for the future as a significant step towards gaining the independence to act on planning and taking control of their future. Future Pathways has also helped a number of people to realise that change is possible. This was reflected in the improvement of individuals' I.ROC scores and also feedback from individuals on their improved outlook for the future.

*I can smile again – even my friends have noticed the difference.*

(Interview with person being supported by FP)

Support co-ordinators commented on the importance of the in-depth conversation with registrants in order for them to really understand what was important. They noted that this could be the first time an individual has thought in this way and therefore time is needed for this process. One support co-ordinator stated that this can change from initial meetings and it is important to have in-depth

guided conversations that "unlocked" struggles that the individual was having and allowed for Future Pathways to provide knowledge around the supports.

Many people raised the prospect of things in life changing and needing more support in the future.

*We're not machines, you can't just turn us off.*

(Interview with person being supported by FP)

### What they learn and gain: relationship

For many people the relationship with the support co-ordinator was the aspect of the support they received from Future Pathways that they spoke most positively about. Many of the people interviewed for this study were very socially isolated, and for them building an effective relationship with their support co-ordinator showed them that they could have positive relationships and trust again.

Some people likened their support co-ordinators to a friend or family member;

*I talk things through with my support co-ordinator, it's like having a big sister.*

(Interview with person supported by FP)

Support co-ordinators themselves were very wary of this and described the many strategies they deployed to maintain clear and professional relationships with registrants, such as being clear about the time limited nature of the work and the process they would be following.

Most of the people we spoke to would have preferred more contact with their support co-ordinators, and because people genuinely cared for their support co-ordinators, they noticed when they were busy and tried not to be a burden.

*I don't like contacting her too much, Future Pathways have gone beyond.*

(Interview with person supported by FP)

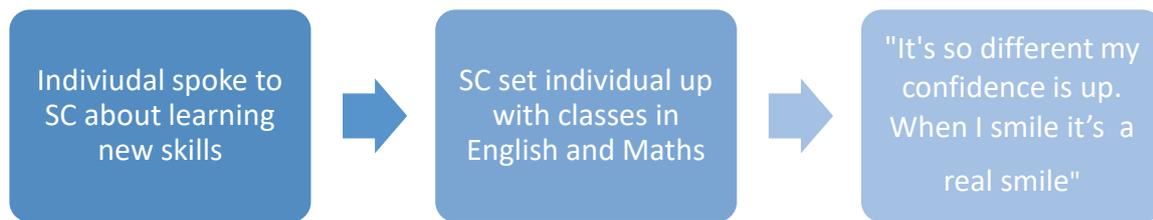
People felt differently about ending the relationship although most people wished the contact could have lasted longer. There was fear of being "abandoned" or having the rug pulled from underneath them. People were especially anxious about how they would deal with any future issues without having access to their support co-ordinator.

*I'm horrified at the thought that I might be passed onto someone else.*

(Interview with people supported by FP)

Several people described how close involvement and communication with their support co-ordinator brought dignity to the process of negotiating and gaining funding for material resources. For many people the act of choosing new things (e.g. laptop or sofa) was emotional and having someone to support them in the process felt very valuable.

## What they learn and gain: Flexible support and resources



One of the key findings around what people gained was choice and flexibility in their individual support. This was discussed by a number of individuals and their support co-ordinator as being a key value of Future Pathways. This meant that people were able to ask for what they really needed and what would make the most difference to their life;

*They are going to pay for floor coverings. It is a relief. Been great. I call my support co-ordinator Mary Poppins, Fantastic.*

(Interview with person supported by FP)

People discussed the journey to find the right kinds of support, in particular appropriate non-medicalised psychological therapy. The flexibility around services allowed them to take part in activities they would not have normally been able to. Future Pathways has been the bridge for survivors to experience new supports;

*I am a sole trader and working with Future Pathways gives me an opportunity to share my therapeutic skills in Yoga and Art with people who would undoubtedly have difficulty accessing such a service otherwise.*

(Comment from service provider)

Within focus groups in both Glasgow and Edinburgh, discussions around resources led to debate over the equality of resource distribution and the decision making regarding this on the side of the support co-ordinators. Individuals stated that they were unhappy about people receiving 'more' resources than others. Although some individuals understood that this was a fundamental part of the Future Pathways model, others felt they had been unfairly dismissed or had to 'beg' for resources;

*I'm told everything is not sustainable, as a reason for me not getting things*

(Comment from focus group)

Support co-ordinators also reflected on the importance of being transparent about what resources Future Pathways can offer individuals and managing their expectations around this when thinking about learning points for the future:

*Importance of keeping focused and managing expectations within demands of a changing project. Importance of knowing our limitations from the start as much as possible.*

(Reflection from support co-ordinator)

## What they do differently

Behaviour Practice Change	People we support explore options, make plans and take positive steps. People we support access appropriate care, resources and social support.
Key Finding	Through defining their personal outcomes, people supported by Future Pathways are able to independently take positive steps towards the future and explore their options.

After interactions with support co-ordinators, a number of individuals were then able to independently explore their options. For example, with the help of Future Pathways one individual was able to do some research into a potential new location to move to which fitted with their future goals;

*House with a front and back garden in a nice area. When I get the keys, I will have a cup of tea with my support co-ordinator and think that will be the end. But it will be a good end.*

(Interview with person supported by FP)

Another individual was able to plan the process towards getting a pet, including independently making calls to rehoming organisations, which they would not have been able to do without the initial support of Future Pathways.

Support co-ordinators described seeing marked difference among the people they were supporting, personal growth, such as tastes, and preferences were noticed as being changed as a result of support from Future Pathways;

*[She is] on a journey of self-discovery... what style she likes, what food she likes.*

(Reflection from support co-ordinator)

The ability of individuals to widen their social network has significantly helped them take positive steps and branch out of their comfort zone. Support co-ordinators reflected that this meant they were able to create "*new sources of support*" through their community. They also stated that individuals are now more connected with their community;

*The person now sees the benefit of having a wider social network of support and is keen to continue to build that network in many forms.*

(Reflection from support co-ordinator)

*I'm more out and about. I didn't go out before. Now I can go up the town, if there is someone with me. I can relax, I can say hello, though I am still very careful who I talk to.*

(Interview with person supported by FP)

## What difference does this make?

Final Outcome	People we support are able to live the life they want.
Key Finding	The majority of people who have been supported by Future Pathways feel it has made a significant, positive difference to their life. Those who do not feel this way are still dealing with significant issues in life which overrules everything else.

Almost everyone we spoke with is still dealing with significant issues in their daily life. However, Future Pathways has supported them in gaining more confidence and hope for the future and a supportive relationship with their support co-ordinator, which for many people has been the biggest value of the service.

*Future Pathways has given me my life back.*

(Interview with person supported by FP)

Of the people who didn't feel life was any better, some were dealing with significant issues that trumped everything else happening in their life. Others felt that they still had unmet need which should have been met with support from Future Pathways. One person stated her life was worse, due to the harm and distress caused by not having her needs met by Future Pathways.

The majority of respondents commented on the need to still have the ability to contact their support co-ordinators, even after their circumstances have improved. It is important for them to know there is support available for when they have low days or need help in the future. Individuals felt that it was hard to contemplate moving on in their lives without support from Future Pathways although they knew they would have to;

*I think there will be an ending, it will be hard, but it will be a good end.*

(Interview with person being supported by FP)

When support is still ongoing, but the support co-ordinator is meeting the individual less frequently, many individuals commented on finding this very difficult. The majority of individuals engaged in this research have truly felt that having a supportive relationship with their support co-ordinator to help them on their journey to a better life was very important to them.

Service provider interviews revealed that individuals using their service have been worrying about what will happen post-2021. Services also noticed the demand was much greater than expected. This issue was again brought up by a number of support co-ordinators;

*Due to this being perhaps one of the only positive experience with services there have been some issues in this person accepting that FP cannot provide support forever.*

(Reflection from support co-ordinator)

## Reflections

Future Pathways has developed an effective model of support that can contribute to improving outcomes for people, and also transform people's lives. It is important to note that this model of support has shifted since the organisation was initially planned. In many cases, support co-

ordinators have a larger role in people's lives than originally anticipated. This is because it takes time to build trust and the confidence of registrants to be able to accept other forms of support. The findings suggest that for some people supported by the organisation this process of intensive support can appropriately come to an end as people learn that they can have a safe and appropriate relationship with people who provide services and support. However, data from Future Pathways shows that so far only 22% of people they have worked with over the past two years have felt able to manage without support. This creates a real dilemma for the organisation as it seeks to meet the needs of those on the waiting list, whilst providing the extended support needed by those currently receiving support co-ordination.

## Section 5. Working with providers

Future Pathways works with a network of diverse provider organisations, from sole traders to national charities and the NHS. The provider organisations are identified and engaged based on the particular issues and support needs that registrants identify. For the registrants we spoke to, this was primarily done in close consultation with their support co-ordinator. In some cases this involves an extended process of negotiation in which the support co-ordinator plays an active role. People on the waiting list can also be referred to provider organisations. This typically happens based on a much shorter interaction, such as a phone call and with less ongoing involvement of a support co-ordinator.

Seven out of eleven provider survey respondents stated that the overall partnering experience with Future Pathways has been positive. They felt that the work with Future Pathways was important and they wanted to make a contribution to improving the wellbeing of registrants. This finding was echoed by those provider organisations interviewed.

Some provider organisations highlighted the challenges of working with this population, including the level of experience needed by staff, the difficulty contacting registrants and the level of Did Not Attend (DNAs). One provider described how they don't apply their normal policy - of three DNAs and the person is taken off the books - for people registered with Future Pathways, which leaves them with many missed appointments. Another organisation said that their staff appreciate the opportunity to work with people over a longer time period than is normally allowed for other client groups.

Providers found the level of flexibility required when working with Future Pathways a challenge, in particular, when resource planning and budgeting. However, they also appreciated the opportunity to be able to support people flexibly in their services, for example moving from complementary therapies to counselling.

Several providers said they would be interested in receiving more trauma informed training. Organisations had creative ideas about how this could be facilitated, for example by working closely with support co-ordinators and taking part in peer learning events.

A number of service providers felt that Future Pathways could have provided more clarity to the individual on the service they were providing. For example, one provider stated that their service provisions can be confusing to the participant if they are not informed of what it entails. They may not be aware of the distinctions between the differing supports, which can confuse people and cause conflict between the support they are receiving and the support they think they are getting.

## Section 6. Conclusions and reflections

The findings from this scoping study show that Future Pathways is operating in a challenging context with many factors influencing the ability of the organisation to make a positive contribution to the lives of registrants, as well as the way their support is experienced, perceived and received. The ability of the organisation to contribute effectively to improving outcomes for registrants is affected by the very high levels of need experienced by this population, their previous very poor experiences of services and the lack of trauma informed support available more generally.

From the perspective of the individual registrants we spoke to, Future Pathways has responded effectively to these challenges, with support co-ordinators having time to develop the trusting relationships with people that are essential for them to go on and accept other support as well as take positive steps for themselves. In that sense the relationships people build with Future Pathways are transformative, opening the door to new opportunities and social connections.

The consequence of this is that there are many people waiting for support. The waiting list and pressure felt across the organisation to reduce support for registrants currently working with a support co-ordinator is experienced by registrants and support co-ordinators alike. This was something that Advisory group members felt particularly strongly about as they felt that they had been making recommendations about the waiting list that had not been heard or paid attention to. In fact, the organisation is actively addressing the issue, speaking to everyone on the waiting list, prioritising them by need and referring people to other supports. More communication about this might help allay the concerns of registrants.

The continued lack of clarity about whether survivors will 'get justice' or redress also affects how they experience the support provided by Future Pathways. Whilst almost everyone we spoke to had a very positive experience of Future Pathways in terms of their own individual support, many registrants had concerns about how well the whole survivor population was being served by Future Pathways. Registrants we spoke to value the flexible approach to support for themselves, however, they had questions about why others had received different packages of support and were concerned about whether 'their fund' was being administered in a fair and transparent way. This is another area where more communication would be helpful so that everyone understands the Future Pathways model of support and what that means for everyone receiving support from the organisation.

## What is working well and what can be improved?

Two questions we asked all registrants we engaged with was what is working well with Future Pathways and what might be improved. The findings are shown below:

What is working well	What can be improved
<ul style="list-style-type: none"> <li>• The personal outcomes focused, relationship centred, trauma informed approach to support.</li> <li>• Non- judgemental approach, people feel listened to and safe with Future Pathways</li> <li>• Flexible provision of supports, including the ability to build up support over time as people become more confident in the service.</li> <li>• Team of committed, skilled and experienced support co-ordinators</li> <li>• Time available to build relationships and help people explore options.</li> <li>• Committed, open and honest management and leadership team who are consciously trying new things, taking risks and learning.</li> </ul>	<ul style="list-style-type: none"> <li>• Communication about the approach and what registrants can expect individually and collectively, in particular:               <ul style="list-style-type: none"> <li>○ the model of support and what this means for people,</li> <li>○ how resources are allocated and decisions made,</li> <li>○ level and frequency of contact with support co-ordinators, and</li> <li>○ the process for agreeing discretionary payments.</li> </ul> </li> <li>• Ensuring that there is regular communication with individual registrants and that staff are consistently reliable and responsive.</li> </ul>

## Recommendations and final reflections

Future Pathways is a progressive and pioneering organisation, in their approach to working with people who have experienced abuse or neglect in care, and also in their approach to working together and continually developing and refining their offer. As such the organisation is actively operationalising an approach to delivering that has the four pillars of public service reform at its heart: participation, partnership, personalisation and performance management (Christie, 2011)<sup>4</sup>.

Future Pathways is facing a real challenge in meeting the needs of all of those survivors who have come forward for support. At a presentation of this study's findings staff discussed different ways in which they might respond to this challenge, including through diversifying the work of the organisation, for example by enabling more peer support and through community development approaches. Based on the findings of this scoping study this strategy seems highly sensible. Registrants have built up a positive relationship with their support co-ordinators and Future Pathways, who are seen as a safe organisation and on their side. Several people highlighted their desire to spend more time with other survivors and to give something back after the great support they had benefitted from. There are clearly opportunities to expand the model, this would also enable people to move on from support co-ordination, knowing they are not on their own.

The organisation is working in a highly political environment, and indeed the creation of Future Pathways was an explicitly political act. A key challenge for Future Pathways is that some of those survivors who were most active in advocating for the organisation have ultimately had no power in the process. This has left them feeling vulnerable and suspicious. Ensuring there is meaningful

<sup>4</sup> Christie, C (2011) *Report on the Future Delivery of Public Services by the Commission Chaired by Campbell Christie*. Edinburgh: Scottish Government.

participation by registrants in future decisions about the support Future Pathways provides could help in a small way to rebalance power as well as ensuring that the service responds to the priorities of registrants collectively as well as individually.

## Appendix 1: Reflective Impact Log

### Capturing Impact of Activity: Case Reflection

The aim of this reflective log is to enable your project or service to capture the difference you make to the people you support. Please use this form to reflect on the support you and colleagues have provided to one person over time and the difference this has made. Please try to answer every question, (you may want to do this over several sessions). Try to keep your responses to the questions concise (no more than 3 pages in total) and include specific examples and evidence to strengthen your account.

#### About the Person

<b>Why does this person access support from the service or project?</b>
<b>How well do you feel you are able to provide this support?</b>
<b>How well does the person engage with you and the service? What, if any, issues do you face?</b>
<b>How does the person feel about the support the service provides? Has this changed over time?</b>
<b>Are there any learning points for the future in relation to the support you provided / the wider system?</b>

**Understanding impact**

**What, if anything, has the person learnt and gained through their engagement with your service or project?**

**What, if anything, does the person do differently because of their engagement with your project or service?**

**What difference has this made to their life?**

**What difference do you think the engagement with the service or project will make to the person in the future?**

**Other reflections**