

Stepping Stones: How Future Pathways makes a difference

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FUTURE PATHWAYS

Scotland's In Care Survivor
Support Fund

**Matter
of Focus**
Evidence. Action. Change.

About Future Pathways

Future Pathways provides and coordinates access to resources, integrated care, and support to people who were abused or neglected as children while living in care in Scotland. Their work focuses on supporting people to achieve their personal outcomes so that they can lead full, healthy, and independent lives. Future Pathways is the first alliance partnership of its kind in Scotland and includes representatives from Health in Mind, Penumbra Mental Health, Scottish Government, and NHS Greater Glasgow and Clyde.

About Matter of Focus

Matter of Focus is a mission-led company and certified B Corp 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 provide tools and techniques to bring together evidence, data and evaluation to ensure that projects and programmes can meet their outcomes, are successful and adaptable, and can demonstrate that success to funders, service users and other stakeholders.

We have created an innovative and easy to use software tool, OutNav, that 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.

Matter of Focus is led by Dr Ailsa Cook and Dr Sarah Morton. Ailsa and Sarah are internationally renowned thinkers, well known for their ability to develop practical tools backed by robust evidence-based approaches, with extensive experience of delivering solutions for public service organisations.

This report

Future Pathways asked Matter of Focus to bring together and review selected evidence of impact that has been gathered by the service to produce an overview report. Our analysis has been closely informed by five years' experience of working with Future Pathways. We combined this analysis with a series of conversations and workshops with key, strategic stakeholders including people supported by the service, staff, leaders, and partners. Extra evidence was gathered where needed to further our understanding of the service impact. The close working relationship between Matter of Focus leads and Future Pathways was a key feature of the evaluation process leading to this report over 2022-2023. In our discussions, a series of feedback loops were initiated which meant that learning could be quickly applied, both for data improvement and service development.

The resulting report provides a high-level summary of the impact and learning of Future Pathways since its inception in 2016. More detailed sources of information are signposted throughout. The report considers impact at two levels: the experience of the supported person, and how Future Pathways contributes to the provision of effective, overall support for survivors. In the latter, we consider existing work, how the service has continued to flex and adapt its approach, and both purchased and mainstream supports for people who are registered with the service.

Foreword

Welcome to Future Pathways' second impact report, providing a comprehensive overview of the service since its inception in 2016. The report shines a light on the difference we make and allows us to better understand what really helps people to get the support that is right for them. It is a chance to recognise our progress but also to consolidate what we have learned into our approach in future.

The experience of childhood abuse or neglect in Scottish care settings brings with it lifelong impacts. Our aim is to directly reduce the impact of the inequalities associated with this. This is complex: each person's experience is different, and we must not make assumptions. Much has been learned about how it can feel to seek support. Despite much effort and goodwill, seeking help can feel relentlessly difficult. The system can feel impenetrable and insensitive.

Future Pathways offers something different: a relational approach that recognises each person's unique experience and seeks to tailor support around this. Above all we strive to build strong relationships – with people we work with, with our delivery partners and with the wider community of professionals and services. We want to understand what is most important to someone and weave resources around this, using every strand available. If there is one thing we have learned, it is that one problem may have many different solutions.

We have been working with Matter of Focus, who have encouraged us explore important questions in a robust and evidential way. They help us understand our contribution to the wider picture. Change ripples outward with support from Future Pathways interacting with and sometimes amplifying support from other services. Accessed at the right time, and coupled with continuity and shared expectations, multi-faceted support brings multi-faceted benefits.

However, we must also recognise the contextual factors influencing the shape of our work: the cost-of-living crisis, waiting lists and negotiating changes in support all have a significant impact. We have lived through a pandemic, which has affected people, ourselves and services profoundly.

As we look ahead, we are aware of the work we need to do to fill the gaps in our knowledge. For example, we are not yet able to draw out themes about what works at scale for individuals, and it is hard to know how well Future Pathways is reaching in care survivors in general. There is learning to be drawn out about how support can be convened around a person's needs, and how we, as an Alliance, continue to reflect on our own approach, keeping people's needs at the heart of Future Pathways and encouraging others to do their part.

Above all, I am so grateful to the time, energy and insight that has been offered. This report would not be possible without the assistance of people we support, staff members and delivery partners. I also thank Voices for a Better Future, who have shaped our evaluation work.

The outcome of this report is a call to sustain our ambition, curiosity, and commitment to enabling people, after a lifetime of inequality, to experience full, healthy, independent lives.

Flora Henderson, Alliance Manager for Future Pathways

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Briefing paper

This report provides a high-level summary of the impact and learning of Future Pathways since its inception in 2016.

Future Pathways began in 2016 and offers personal outcomes-focused support to survivors of in care abuse and neglect in childhood. It is the first service of its kind in Scotland.

Future Pathways asked Matter of Focus to bring together and review selected evidence of impact gathered by the service to produce an overview report. Our analysis has been closely informed by five years' experience of working with Future Pathways. We combined this analysis with a series of conversations and workshops with key, strategic stakeholders including people supported by the service, staff, leaders, and partners. The report considers impact at two levels; the experience of the supported person, and how Future Pathways contributes to the provision of effective, overall support for survivors.

The Matter of Focus approach¹ to mapping, tracking and reporting on outcomes has been applied at two levels, to a) embedded, formative self-evaluation by Future Pathways, and b) how this report is framed and constructed.

This report is likely to be of significant interest to both internal and external audiences with an interest in recognition and good support for survivors.

Key findings

What does this report say about experience of people who are supported by Future Pathways?

- Future Pathways was able to offer immediate wellbeing support during the pandemic which was widely taken up; however, increased levels of need and staff absence put pressure on the service.
- While the waitlist presents a barrier to accessing Future Pathways' support, when allocated, survivors have holistic, person-centred conversations about their needs and goals. The support offer is equally wide-ranging.
- While insufficient communication and perceived inconsistencies in access to support can prompt feelings of distrust for survivors, many report feeling cared for, seen and understood. The importance of this should not be understated in the context of survivors' past experiences.
- The impact of childhood abuse and neglect can be lifelong. Getting support at the right time is important, as are continuity, consistency and shared expectations. Transitions and endings can be hard. Future Pathways has learned much about providing trauma-informed support and navigating relationships in this space.
- People supported report having gained knowledge, skills and confidence to make changes in their lives. Accessing spaces and opportunities to reflect and learn about themselves and how trauma has affected them appears to be pivotal to these gains.

¹ <https://www.matter-of-focus.com/our-approach/>

- There are powerful stories of people who have benefited from Future Pathways' support combined with commissioned services matched to their needs. These show that the differences can spill over from one area of life into another. It is not currently possible to describe these differences at scale.
- There are blocks to experiencing some of those benefits such as contextual factors like the cost of living, waitlists for external support and negotiating changes in support level.
- This section of our report describes tensions between the assumption that a trusting relationship is foundational to success and the risks regarding building relationships in this space when brokering access to finite resources.
- Overall, there is good evidence related to support for people registered with the service. Further work can be done to assess the reach of the service relative to the population of survivors, and to capture more fully how and the degree to which people are more able to realise their entitlements to wider services as they are supported by Future Pathways. This last finding intersects with the second area of interest, below, regarding effective support.

What does this report say about how Future Pathways works to ensure that people registered experience effective support?

- Enabling effective support for survivors entails three intertwined layers of influence:
 1. Future Pathways' own work and continuous reflection and improvement (the inward focus);
 2. Services provided via contracted delivery partners;
 3. Wider services that people registered could benefit from (the outward focus).
- Future Pathways currently works with 62 delivery partners across a wide range of sectors, but does not currently map or evaluate relationships with other external agencies (beyond individual plans or reviews).
- Delivery partners report feeling supported to develop relationships with survivors but share that capacity challenges can hinder other services' ability to engage and provide the needed support.
- We are not yet able to determine whether Future Pathways makes trauma-informed support accessible more widely. As Future Pathways is not a powerholder in the wider system for providing that support, its unique contribution needs to be understood as being rooted in the people it directly supports and those coming together around them.
- There is evidence that people in receipt of services have safe and structured opportunities to share their view on areas for potential service development and that the service responds appropriately.
- There begins to be some powerful evidence of the role of the Support Coordinator in convening support around the person and encouraging others to understand the person's needs and to question their own processes and practices.
- Overall, the evidence base in this area requires further development. Future Pathways' role in modelling trauma-informed working may currently be underplayed.
- A mapping exercise to scope the extent and nature of Future Pathways' connections with wider services could help in setting expectations around the outward influencing aspects of their work.

Conclusion

In this report, we set out some key impacts of Future Pathways' support for people registered, and draw some more tentative conclusions on how Future Pathways influences the provision of effective support for survivors. We highlight the complex, rapidly changing and often contested social and political environment in which Future Pathways has developed its personal outcomes-focused model.

Many of the programme assumptions appear to be sound, and this speaks to the successes of the programme: there is time to build trusting relationships; the model is flexible and person-centred; and staff are skilled in supporting people. The way that supported people generally stick with the service is a key indicator that the model is working for them. Many of the risks to the programme initially identified have been present and have required careful management. Newer risks have emerged, in particular relative to waiting times for external support (particularly around mental health and wellbeing) and material deprivation associated with the cost of living crisis.

As well as highlighting key findings, we consolidate the learning from this evaluation process into a refreshed evaluation framework for the service. This ensures that different subjective viewpoints, including those of people supported and front-line practitioners, are reflected in the language and framing of the service outcomes.

We think there is an essential role for Future Pathways in disseminating its practices and service model, not only to ensure that survivors of in care abuse and neglect are supported to realise their human rights, but also towards its ambition of supporting the wider system to become more trauma informed. Going forward, while it will be important for Future Pathways to scope and test its sphere of influence, other services will also have to step up in providing compassionate and flexible support for survivors of past abuse.

Future Pathways has an important story to share, and we urge that these findings continue to be amplified.

Introduction

The purpose and significance of this Impact Report

From this Impact Report and the process leading to it, Future Pathways sought:

1. Synthesis of mixed data gathered by the service, to capture the key features of the impact of this work since the service launched in 2016.
2. Facilitated conversations with a number of stakeholder groups and in particular reconsideration of the service's evaluation framework and outcomes, a) to ensure collective understanding of these, b) such that collective experiences could shape them to be fit for purpose into the future, and c) to create space within these for newer and emergent areas of work.
3. To apply to this work, an understanding of the rapidly changing context.
4. To connect this process with other aligned pieces of work taking place within Future Pathways.

This report aims to provide a high-level summary. While illustrations of the data and evidence are provided, for the most part we signpost to other sources, focusing here on providing a high-level synthesis. This report rests on wide-ranging and extensive qualitative and quantitative data gathered by Future Pathways, in the form of interviews, experience reports, reflective impact logs and delivery partner feedback amongst others.

Future Pathways is the first service of its kind in Scotland. This report is likely to be of significant interest to both internal and external audiences with an interest in recognition, justice and good support for survivors.

Overview and timeline of the service

Future Pathways began in 2016 and offers personal outcomes-focused support to survivors of in care abuse and neglect in childhood. Future Pathways works in a relational and trauma-informed way, extending these principles across its work.² The service model includes a Support Coordinator who offers personal support as well as integrating supports around the person. The service is tailored to the person's goals, and additional services, most often mental health and wellbeing supports and access to care records, can be purchased from delivery partners. There is a discretionary fund which can be accessed for a wide range of purposes again matched to what matters most to the individual. In practice, support can focus on many areas of life such as housing and benefit advice, work and education and connection with community. Support Coordinators also advocate for people registered to help them benefit from other public services, dependent on whether they feel enough trust to do so.

The service aims to have an impact on individuals by:

- Raising awareness of the support available so people access the assistance they need.
- Enabling people to identify what matters to them now and in the future.

² See [Language used in this report](#) for working definitions.

- Facilitating access to a broad range of support.
- Supporting people to improve their lives by achieving their personal outcomes.

It also aims to have an impact more broadly on the services that survivors may access by:

- Ensuring all support and services they engage with meets quality standards.
- Optimising the resources that survivors access.

Figure 1 (page 13) visualises key points in and surrounding the development of Future Pathways to date. This includes acknowledgement of factors contributing to the establishment of the service, in particular sustained campaigning over many years by survivors.

An introduction to our learning partnership

Matter of Focus has worked collaboratively with Future Pathways since 2018. Learning partnerships have been described as structured processes to support learning between a defined number of organisations (here, Future Pathways), usually facilitated by a third-party organisation (Matter of Focus).³ They are a relational resource supporting capacity building around learning and improvement, providing a basis for reflexive practice.⁴ Our evaluation and learning partnership has been designed to support the long-term application of a theory of change approach in a complex and sensitive change programme. Within it we have clearly determined roles and the level of input from Matter of Focus has varied over time, dependent on the stage of evaluation. The work has been careful and deliberative. This kind of developmental evaluation⁵ is particularly well-suited to innovative programmes and complex environments and/or where the existing knowledge base is weak, providing close to real time feedback loops and guiding adaptation to dynamic realities.

Our method

The approach used for this work has been developed by Matter of Focus to help organisations working with complex, people-based change. Ours is a ‘theory of change’ approach, which aims to uncover not only if, but also how your intervention or initiative makes a difference. It does this by making explicit the ‘theory’ or thinking behind why you believe the work you do will make a positive contribution to the lives of the people or communities you care about. This approach involves two principal stages:

- The first stage involves working collaboratively with key stakeholders to understand the unique context of your work and then set out or ‘map’ how your work contributes to the intended outcomes.
- In the second stage this logic is tested and if necessary refined through various forms of data collection with participants and other stakeholders, to create a nuanced and well-evidenced account of the impact of the work (a contribution story).

³ <https://www.betterevaluation.org/methods-approaches/methods/learning-partnerships>

⁴ Hesselgreaves, H., French, M., Hawkins, M., Lowe, T., Wheatman, A., Martin, M., Wilson, R. (2021) ‘New development: The emerging role of a ‘learning partner’ relationship in supporting public service reform’, *Public Money & Management*, 41:8, pp. 672-675. DOI: 10.1080/09540962.2021.1909274.

⁵ Patton, M. (2010) *Developmental Evaluation: Applying Complexity Concepts to Enhance Innovation and Use*. New York, NY: Guilford Press.

The Matter of Focus approach applies a framework using six simple headings to structure a theory of change, creating rational threads connecting each level of change:

- **‘what we do’** (what are the key activities?)
- **‘who with’** (who is engaged and involved?)
- **‘how they feel’** (reactions and what is key to positive engagement?)
- **‘what they learn and gain’** (knowledge, skills, attitudes)
- **‘what they do differently’** (behaviours, practice and policy changes)
- **‘what difference does this make?’** (longer-term social outcomes)

Unlike other theory-based logic frameworks that use the language of inputs, activities, outputs and impact, (as we are concerned with people-based change) these headings keep the focus firmly on people throughout, including the foundational importance of feelings/reactions. The change processes that we plot across these six headings, usually brought together either by the people involved, outcome, audience or data sources, are termed ‘pathways to impact’. Each item that appears on a pathway can be thought of as a ‘stepping stone’ on the change journey, often expressed in a form of words that feels meaningful and true to the work.

Drawing from contribution analysis⁶, we aim to assess whether and how your initiative, amongst many other contextual factors, has contributed to outcomes, rather than making simplistic and reductive claims of cause and effect.

How this method was applied

The method described has been applied to creating this Impact Report at two levels:

- To ongoing self-evaluation taking place within Future Pathways, headed by the Impact and Evaluation Lead. An Interim Evaluation Report 2020-22 was produced by the Lead on this basis. This, alongside an earlier impact report, forms the basis of much of our analysis.
- By Matter of Focus in creating this synthesis of the wider work, structuring the facilitated conversations mentioned above and writing this Impact Report. Our work was iterative, whereby consolidation of existing data and reporting led to an understanding of gaps and findings to be tested or deepened, which then informed questions for the next step.

Matter of Focus engaged in two main phases of work prior to reporting. The first was to provide support and guidance to the Impact and Evaluation Lead as they worked on the Interim Evaluation Report. This included reviewing the work and probing gaps and any weaknesses, in the spirit of critical friendship. The understanding we gained through this phase informed the second: a series of conversations facilitated by Matter of Focus and assisted by the Impact and Evaluation Lead to invite wider perspectives on the learning and on the current theory of change. A key challenge here was to introduce the right amount of detail for each interest group to ensure their informed and

⁶ Mayne J. (2008) ‘Contribution analysis: An approach to exploring cause and effect’, *Institutional Learning and Change (ILAC) Initiative, ILAC Briefs*, 16. Available from: https://www.researchgate.net/publication/46472564_Contribution_analysis_An_approach_to_exploring_cause_and_effect

meaningful participation, balancing this with their time and capacity to engage. These conversations were with:

- Voices for a Better Future: a group of survivors with experience of Future Pathways support convened by Scottish Government (5 members alongside supporting professionals)
- Future Pathways staff team members (14)
- Alliance Leadership Team
- Action Learning Programme: delivery partners and Future Pathways staff, taking part in an action learning group (7)

We held two further sessions. One was a small team workshop to discuss our proposed amendments to the two pathways to impact, in line with the objectives of this work. These changes sought to capture more fully the expressed perspectives of survivors and staff on their experiences of providing or receiving support. There was also a dialogue workshop with wider staff members as above, who were invited to reconvene to respond to our findings and outstanding questions, to strengthen the analysis. We also engaged in a series of regular meetings with the steering group for this work comprising colleagues from Future Pathways and Matter of Focus.

It was important for us to ensure the highest possible ethical standards through all of this work and to create processes and information reflecting the specific sensitivities for in care survivors. Ethical assurance was managed through several different routes. First, we were provided with an expert briefing in trauma and trauma-informed principles and ways of working. In advance of meeting with people supported by Future Pathways via the Voices for a Better Future group, we held a detailed pre-meeting and provided the group with clear, written information communicating our purpose and the process for securing informed consent, arrangements for wellbeing support, as well as how we would apply the principles of a trauma-informed approach to our work. This was again described when we met with the group. One of our calls with the group was recorded and consent to participation and recording was given verbally/by gesture, given sensitivities around form-filling. We closed the feedback loop with the group at a later stage and discussed arrangements for making sure that everyone had the opportunity to check and approve how directions, quotations or stories might appear in reporting.

We did appoint ethics advisors for this work from other areas within Future Pathways and Matter of Focus; however, these routes were rarely needed. Some issues arose with regard to arrangements for debriefing for participants; however, these were raised and responded to.

How the context for this work has changed over time

The timeline below (Figure 1) highlights that Future Pathways was established and has since operated in a complex and rapidly changing political environment. The timeline we include here begins after many years' campaigning by survivors for acknowledgement and justice for historic abuse. This sets the context for the contested political environment into which Future Pathways came into being before arrangements for redress had been made. There have been challenges throughout but their nature has changed over time. A sense of continuous change was affirmed

during our more recent review of the context (2022)⁷ surrounding Future Pathways with a staff team group.

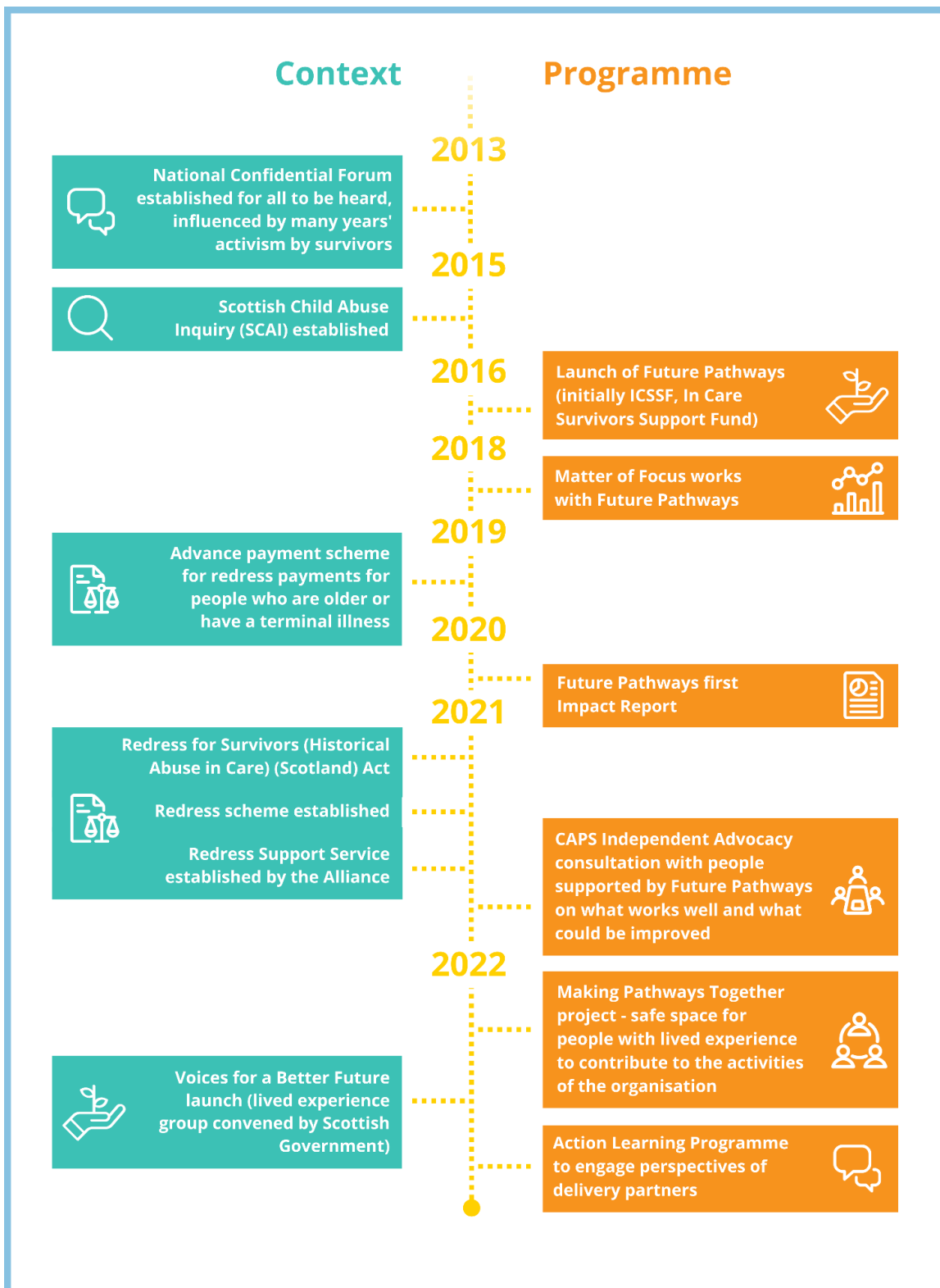


Figure 1: A timeline of Future Pathways

⁷ Structured using the ISM tool: <https://www.gov.scot/publications/influencing-behaviours-moving-beyond-individual-user-guide-ism-tool/pages/2/>

In the past few years, experience of the Covid-19 pandemic and associated lockdowns reduced people's access to supports and social networks and increased digital dependencies. Pressures on public services have led to longer waiting times for treatment around physical health and mental health and wellbeing, as well as delays in the justice system. Although these are generic issues, they may be experienced differently by survivors where there are particular sensitivities around trust. Future Pathways staff described the difficulties in "holding the work", i.e. supporting people to manage being unable to readily access the other services needed. As with many services and organisations, Future Pathways staff discussed needing to move forward from the "crisis footing" or "Covid mindset" that became the dominant way of thinking and being during the pandemic.

Scotland's Redress Scheme opened in 2021, following the Redress for Survivors (Historical Abuse in Care) (Scotland) Act, to provide recognition and acknowledgement of the harm experienced, through payments and formal apology. This was an important landmark in the policy area and for the community of survivors. Staff highlighted that although redress was "long awaited" and "welcome", negotiating the process of application impacted on people's wellbeing as they must tell their story again.

A second impact of the new scheme was that more people were seeking records of their time in care. This has always been an important part of the Alliance's work as records may be sought for a wide range of reasons beyond those connected to Redress – for example, to explore identity, find out more about one's past and to seek more information about family. Future Pathways' work over a period of years throws into sharp relief the difficulties and barriers that people may face in seeking such information. It is a complex area with record holders and people seeking their records experiencing many difficulties and barriers. The establishment of Redress means that more people are seeking information and that there is an increased urgency to obtaining it. Although the Alliance has scaled up its work with partners to facilitate access, people's experiences will depend on the response of record holders. Future Pathways can be supporting people in the hope of moving forward in some areas of life while they experience feeling stuck or frustrated in others.

Policy in care experience has also seen political scrutiny and rapid change and development over recent years, with the Independent Care Review leading to The Promise (based on extensive engagement and published in 2020)⁸ expected to bring about improvements in the care system which will shape people's experiences of living in, and after, care into the future. Also, Scottish Government has committed to investing in trauma training and a trauma-informed workforce, with the aim of improving the experience of support from public services of people with adverse childhood experience. While this capacity-building effort is absolutely relevant to the work of Future Pathways, it goes much wider, meaning that Future Pathways is one voice for trauma-informed working in a much busier environment where it is not always a powerholder.

In the past year, the cost of living crisis has impacted on the costs of resources for Future Pathways' own work and led to the service having to refocus on helping people to meet their basic needs. At a time of deepening poverty in Scotland,⁹ people supported by Future Pathways are

⁸ <https://thepromise.scot/resources/2020/the-promise.pdf>

⁹ See <https://www.jrf.org.uk/report/deepening-poverty-scotland-no-one-left-behind>

highly vulnerable to the impacts of the crisis given the complex and multifaceted impacts of their past life experiences. Staff members pointed to the flexibility and adaptation of the service to meet some of these contextual challenges, and Future Pathways has been proactive in beginning to build evidence around the impacts of the crisis.

Assumptions and risks of this work

In the Matter of Focus approach, we draw from the context analysis assumptions and risks which respectively drive change or work against the changes the programme hopes to achieve.¹⁰ The process of working with assumptions and risks is key to understanding the landscape within which impact can be assessed, bearing in mind the many influences on change. Assumptions and risks also show where attention needs to be focused to achieve success. Future Pathways has developed in a complex, rapidly changing and often contested space, adding weight to the importance of these assumptions and risks. They should be read alongside the pathways to impact as they provide insight into the influences that will allow the flow of changes across the headings, or that may inhibit progress and require adjustment, mitigation or further exploration.

Assumptions and risks worked with by the service between 2020 and 2023¹¹ are shown as Appendix 3 of this report, and we discuss those that continue to be relevant in the body of this report and through to the conclusion. Our overview of the context (above) begins to suggest the importance of additions, for example the assumption that *‘people supported have their basic needs met’* and the associated risk that *‘people supported cannot make progress in arriving at and pursuing their personal outcomes because they have urgent, material needs that are not met’*. It also highlights the importance of some of the assumptions identified currently, for example the assumption that *‘Other organisations and services have capacity to partner with Future Pathways and embed trauma-informed practices’* that underpin effective support from other parts of the system.

In our conclusion we extend this discussion of new assumptions to be explored and tested as the service model continues to flex and develop and new areas of work emerge, for example, peer approaches sitting alongside professional support.

How the rest of this report is structured

This report describes the ‘story’ of Future Pathways from early development to signalling ways forward for service development and evaluation into the future. Above (page 13) we have provided a visual timeline to help communicate key points in this complex work. In what follows, we begin by briefly considering the foundational phase of work to 2020, when the first impact reporting was delivered at scale. This communicated the relational model of practice that has become core to the service. We then present key impacts and learning points of Future Pathways’ contribution story, from 2020 to 2023, drawing on Future Pathways’ own Interim Impact Report and our process described above. This extends over two sections to capture the pathways to impact at two levels: the experience of the supported person; and wider efforts to secure effective support. We then consider what this work means for Future Pathways going forward. This includes priorities for

¹⁰ See <https://www.matter-of-focus.com/understanding-the-risks-and-assumptions-of-your-initiative/>

¹¹ These are italicised when cited in this report.

data improvement and more comprehensively, for how the service's theory of change can be adapted to capture more fully what has been described, in a thread running through this report, as 'the magic' of this work. Our conclusion highlights the contribution of the service to outcomes and discusses the assumptions and risks underpinning the service model, signalling new risks to mitigate or manage and new assumptions to be explored and tested into the future.

The foundation: 2016-2020

Learning in the early stages of service development

The story of the early development of the theory of change for the service¹² is substantially one of exposing and interrogating key assumptions about how the service would work. It was known that survivors of childhood abuse can experience significant difficulties across all areas of life, for example education, health, poverty and relationships.¹³ The service was commissioned to work with survivors in a person-centred way. Before the theory of change was fully articulated, there were some clear assumptions:

- That childhood trauma can have lifelong impact and that a trauma-informed approach was needed.
- That improved wellbeing was possible with the right support.

The scale and depth of need however were unknown, and it quickly became apparent that there was far greater uptake than expected, and people were coming to Future Pathways with substantial unmet need and often a history of other services having failed to engage them. This had clear implications for resourcing and the balance between giving people registered the support they need and the finite resources of the service.

Perhaps the most important learning point during this period relates to the assumption that trusting relationships between staff and people supported are necessary to the effective delivery of the service. This was articulated clearly during the workshops and has since been tested against the evidence. It speaks to the assumption that staff have the skills, capacity and time to build these relationships.

“ 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.”

(Excerpt from reflective impact log completed by a staff member as part of the theory development process in 2018)

Balancing the relational aspects of the service (the focus on building a trusting relationship between Future Pathways and the person supported) and the transactional functions (managing access to resources including purchased services and material support) is a tension that is always

¹² For more detail, see: Cook, A., Morton, S., Henderson, F. (2023) ‘Interrogating assumptions about the relationship between service providers and recipients: Learning from a new service for survivors of In Care Abuse’, *Evaluation and Program Planning*, 97. Available from: <https://doi.org/10.1016/j.evalprogplan.2023.102260>

¹³ Conway, E. (2012) *Uncertain Legacies: Resilience and Institutional Child Abuse: A Literature Review*. Scottish Government Social Research. Available from: <https://www.gov.scot/publications/uncertain-legacies-resilience-institutional-child-abuse-literature-review/pages/3/>

present in this work. There are also tensions to navigate around the boundaries between what Future Pathways can provide and what other services are resourced or mandated to meet and should be making every effort to provide in a trauma-informed way. Some survivors are understandably reluctant to seek the support of statutory services due to their past experiences. However, to meet the needs of as many people as possible it is also important that people are able to realise their entitlements and that wider services play their part.

Early findings

The first substantial impact report was produced in 2020, based on the initial theory of change discussed above. Future Pathways Impact Report 2016 to 2020¹⁴ highlighted some important learning about how the service model was making a difference:

- A growing number of people were registering with Future Pathways including through word-of-mouth referrals.
- Future Pathways' approach was found to be effective: there was good evidence that working in collaboration to set priorities and identify the right support helps people improve their lives.
- People highly valued the relational approach that Support Coordinators take and there was strong support for a personal outcomes-based model.
- Future Pathways provided support to 80% of the 1,289 people registered at that time, with evidence shown of positive change.
- Through a network of 70 delivery partners, a greater range of resources had been made available to people registered. However, barriers remained, such as some people not experiencing the level of control over their support that they wanted, and shortages of skilled staff in partner organisations, which affects the service provided.

The report also highlighted some existing limitations, including knowledge gaps:

- Future Pathways could do more to reach those who face additional barriers, such as people with learning disabilities or sensory impairment, or those who are affected by homelessness.
- It can be difficult to get the right support for people quickly and some partners were working around problems such as shortages of skilled staff.
- Working with delivery partners to reduce barriers was identified as a priority.
- It would be important going forward to make space for all the people who want to contribute to the service in meaningful and safe ways.

Findings confirmed that initial assumptions and risks regarding the importance of trust in the service, and challenges in building that trust, were sound. Findings helped to identify opportunities for the service to improve the way of working to further build and sustain that trust, as well as providing additional confidence in making the case for extra resources to scale the relational service model to the numbers of people who were registering. In terms of ongoing evaluation, it was decided to move forward with two pathways to impact with continued relevance: **Supporting**

¹⁴ <https://future-pathways.co.uk/impact-report-contents/>

people registered and **Enabling effective support**. The contribution story over 2020 to 2023, which follows, builds on this early work and learning.

The contribution story: 2020-2023

Supporting people registered with Future Pathways

Highlights

- The following findings are based on the Interim Impact Report 2022 combined with stakeholders' participation in this current work.
- Future Pathways was able to offer immediate wellbeing support during the pandemic which was widely taken up; however, increased levels of need and staff absence put pressure on the service.
- While the waitlist presents a barrier to accessing Future Pathways' support, when allocated, survivors have holistic, person-centred conversations about their needs and goals. The support offer is equally wide-ranging.
- While insufficient communication and perceived inconsistencies in access to support can prompt feelings of distrust for survivors, many report feeling cared for, seen and understood.
- The impact of childhood abuse and neglect can be lifelong. Getting support at the right time is important, as are continuity, consistency and shared expectations. Transitions and endings can be hard. Future Pathways has learned much about providing trauma-informed support and navigating relationships in this space.
- People report having gained knowledge, skills and confidence to make changes in their lives. Accessing spaces and opportunities to reflect and learn about themselves and how trauma has affected them appears to be pivotal to these gains.
- There are powerful stories of people who have benefited from Future Pathways' support combined with commissioned services matched to their needs. These show that the differences can spill over from one area of life into another. It is not currently possible to describe these differences at scale.
- There are blocks to experiencing some of those benefits such as contextual factors like the cost of living, waitlists for external support and negotiating changes in support level.
- This chapter describes tensions between the assumption that a trusting relationship is foundational to success and the risks regarding building relationships in this space when brokering access to finite resources.
- Overall, there is good evidence in support of this pathway. Further work can be done to assess the reach of the service relative to the population of survivors, and to capture more fully how and the degree to which people are more able to realise their entitlements to other services as they are supported by Future Pathways. This last finding intersects with the second pathway, **Enabling effective support**.

What we do

People find the service primarily through recommendation

Between January 2020 and November 2022, people have heard about Future Pathways in a range of different ways, most commonly from someone they know, a statutory body and the Scottish Child Abuse Inquiry. The growth in connection to the service via family and friends suggests that

people are more aware of the service and feel comfortable in recommending it to others. Most people now self-refer to the service, although some survivors tell us we could do more to increase public awareness of Future Pathways through advertising, to ensure that no one is left unaware. How representative the group registered with Future Pathways is of the wider population of need is discussed elsewhere.

Ensuring timely support is an ongoing concern

Due to the volume of people registering with Future Pathways, it has not been possible to start working with people soon after they register. This has been an ongoing issue around capacity, caused by high registrations over time and many people's extended engagement with the support (few people supported for longer than six months choose to end their support, although they may 'pause' it). People can be reluctant to end their support because they find other services inaccessible or unacceptable to them, or having built the trusting relationship with Future Pathways, they prefer to stay with the service. Experience of childhood abuse has lifelong impacts that are not readily *fixable* and may require long-term and varied support for recovery to be nurtured. Difficulties with the waitlist have been compounded by Covid-19 and its effect on people's support needs and staff absence, peaking at 375 people waiting for support between January and March 2022.



The complications of my life have lasted maybe 30 year and a year's support's not going to be adequate enough to start improving my life.”

- Member of Voices for a Better Future

Patterns of need have also changed since 2020. Between March and July 2020, Support Coordinators made almost 1000 wellbeing calls to people already registered to offer immediate support, which almost two thirds of those people required. Many people who had concluded their support returned to the service. Since the pandemic, supported people have been picking up personal goals they had been unable to pursue and requesting face-to-face time, which again has increased demand. Due to mitigations being put in place, the waitlist is now more contained, with no one waiting longer than six months for support.

Support is tailored and multi-faceted

When Support Coordinators start work with a person, they begin with guided conversations touching on different parts of life, in a way that flows naturally. They use a range of tools and documents such as: SHEER documents (Safety, Health, Emotional, Environment, Relationships), Risk Assessments, I.ROC and Support Agreements. Since 2021, Future Pathways has been using My Outcomes, a support planning and reviewing process which structured the personal outcomes-based approach. In 2022, a group of five Support Coordinators identified the following as integral to building relationships in a trauma-informed way, providing an insight into Future Pathways' distinct way of working and to the subtle processes in play when building relationships

with people facing considerable barriers to accessing support:

- Flexibility
- Taking our time with people
- Holistic scope of support
- Being guided by the person
- Being non-institutional
- Prioritising getting to know the person over processes
- Reliability and consistency
- Focusing on small steps
- Honesty
- Asking questions and offering choice
- Focusing on the person's strengths
- Having the budgetary autonomy to respond effectively and in a timely manner to support people's needs

The support offered by Future Pathways is tailored, with emerging personal outcomes guiding an individual plan. The support is individual because it depends on the person's starting point when they come to Future Pathways. Although support can often take the form of mental health and wellbeing inputs and care records search, the support and resources can address many areas of life.

“ It touches everyone so differently because of what they bring to us”
- Staff member

“ Everyone is different so we've all had different facilities and options from Future Pathways”
- Member of Voices for a Better Future group

The stories shared with us by Voices for a Better Future members highlighted the wide range of supports and resources that people can access over an extended period. This implies that the transactional elements might in practice sit within the context of a longer-term relationship. The stories also helped to show that in addition to providing direct and purchased support, Support Coordinators can have an important role in coordinating support around the person; in one story example, getting different people “around the table” to discuss and problem solve; and in another, communicating on behalf of the person during a time of crisis to avoid the person becoming homeless. This aspect of the service model requires to be captured more fully within evaluation.

Who with

1500 survivors have accessed Future Pathways' support

By November 2022, almost 2200 survivors were registered with Future Pathways and almost 1500 had accessed support since the beginning of the service. Around 1000 were actively receiving support at that time. While the rate of registrations has decreased since early 2022, the overall number of people registered has steadily increased. The average age of people registered is 52 and most people live in Scotland's central belt. People registered may be slightly more likely to be male, White Scottish, heterosexual, and to experience a disability or health condition. There is an association between disability and health conditions and experience of in care childhood abuse, although the precise nature of this merits deeper investigation.

Mental health is the key issue for many people registered

25 SHEER documents (see page 20) were reviewed by Future Pathways, covering the domains of home, people, wellbeing, safety and hope. Support Coordinators use this tool to have conversation with supported people about their presenting needs in each of these areas. The domain most likely to be highlighted as high or medium risk was wellbeing and in all cases, this was related to mental health challenges such as anxiety, PTSD and suicidal ideation.

This was confirmed in our conversation with Voices for a Better Future, where all of the stories shared with us emphasised mental health and wellbeing and the value of support. The lifelong impacts of childhood trauma were again underlined and the significant challenges that people have faced and overcome around the journey to recognition and justice, which have required great personal strength.

People supported develop a range of personal goals

In a similar exercise to that described above, Future Pathways sampled 25 My Outcomes Support Plans to explore people's personal outcomes. On average people agreed three outcomes, emergent through the conversations and the relationship. Patterns across these again show the importance of improving mental health and wellbeing. They also show that people who are supported have a wide range of personal goals related to different parts of life such as improving their home environment, developing relationships or reducing social isolation, improving physical health and wellbeing and education or learning.

Future Pathways can refer people to a wide range of delivery partners across a range of sectors, mirroring the widespread goals of people supported. They offer choice in support and develop partnerships based on survivors' evolving needs. The extent of Future Pathways' contact with partners with whom they do not have a commissioning relationship, as they work together to support the person, is not mapped or fully understood at present.

Future Pathways engages survivors in a range of ways including in service development and policy influencing

Future Pathways engages with survivors in a range of ways, including through social media, the website and newsletters. They receive mixed feedback around this communication with some

enjoying it and others feeling that it is less relevant to them. Future Pathways also commissioned a project called Making Pathways Together (2020-22).¹⁵ It was structured as a series of online engagement events, to find out how survivors felt about Future Pathways and generate ideas for service improvement. They also commissioned independent consultation of survivors from CAPS Independent Advocacy about people's experience of Future Pathways and hopes for its development.

Participants in the Making Pathways Together project called for better internal and external communication including by involving staff and survivors in creating the newsletter. Since 2020, Future Pathways has developed new and qualitatively different mechanisms for people's involvement – for example, the Voices for a Better Future group, chaired by the Scottish Government on behalf of the Alliance. This group provides those with lived experience the opportunity to feed back to Future Pathways about how they could improve and contribute to wider learning about how policy and other services can better meet the needs of this group, who tend to be under-served by existing services.

How they feel

Trust is key and needs careful nurturing

Having a trusting relationship is a foundational assumption of working productively with the service. It is also particularly difficult to gain given the life histories of people supported. This is reflected in the identified risk that *due to previous experiences, people we support have low levels of trust*. The reality of this work is that it takes place with the presence of both the risk and the assumption, and the assumption (nurtured trust) needs to hold, and the risk (historical distrust) needs to be managed, for the support to be successful. This means that relationships need to be nurtured once developed and that consistency and having enough contact are important, as well as being clear and transparent over expectations and boundaries. This brings context to the finding that supported people can feel mistrustful of Future Pathways if communication is insufficient or where access to support is perceived as inconsistent. Most of the critical feedback received from survivors by the service focuses on the impacts of insufficient communication, particularly in relation to waiting times before support. The Making Pathways Together project also reflected comments around being clear about what services can be offered and at what point in supported people's lives, as well as the need for consistency with Support Coordinators. As has been stressed throughout, as well as during this current work, longevity of support can be significant, with the thought of transitions and endings being very difficult and reducing people's sense of safety.

“ Having someone constant in your life helps you build trust when that's been broken from an early age. Consistent support staff is important as change diminishes trust.”

(Interview with person being supported by Future Pathways)

¹⁵ <https://future-pathways.co.uk/making-pathways-together-2/>

The small numbers of people fully disengaging from Future Pathways provides an indication that there are generally good levels of trust in the service. While it is hard to summarise data around disengagement, we do know it is rare for people to disengage completely. This suggests an insurmountable rupture in the relationship with Future Pathways from the perspective of the survivor and happens with approximately one person each quarter on average (in the context of roughly 1000 people receiving active support). Much more common is partial disengagement where someone typically feels they have realised their desired outcomes for the time being or where it has not been possible for the service to recontact someone on the waiting list. In such circumstances this disengagement is framed as a pause in support, indicating that it is important for survivors to feel they can reach out at any time for further support without having to wait.

Tensions need to be carefully managed to sustain positive feelings

A further tension here comes in balancing the transactional (for example, the things the service makes available to people) and relational (*how* practitioners offer support) dimensions of the service. People have shared with Future Pathways how difficult it is when a request for support is declined or proves difficult to access (for example because of other services' waiting times) and how this evokes the power dynamics. A small number of complaints were received over 2022-23 in relation to perceived unequal access to support. This tension reaches out to assumptions and risks surrounding the availability of compassionate services that meet people's needs.

One further tension relates to the assumption that *people's expectations are realistic and managed*. Tailored supports are necessarily differentiated; however, this can be difficult to understand when people observe different levels of support. Current evidence suggests that managing expectations around the scope of support remains a live risk and that greater transparency may be required.

It is important to feel seen and understood and for support to be tailored to the person

Many people have shared positive experiences of building trust with their Support Coordinator and feeling cared for by Future Pathways.



I feel validated and seen. I have assurance that the support is there, and you are approachable.”

- Survivor

Our conversation with Voices for a Better Future provided the opportunity for deeper and wider discussion of how people supported feel about the service. A common thread was that it is important to have a dedicated service that understands the needs of survivors and where they can be seen; one commented that Future Pathways had “a different understanding of me”, contrasting this with experience of other services. The sense of being known and understood by the Support Coordinator was implicit in several stories we heard, with people using expressions such as, “you could ask my Support Coordinator”. Participants observed their Support Coordinators reflecting

back things they had not noticed about themselves, such as talents or skills, and found this a powerful and helpful experience. Overall, it was clear that support was tailored to people's needs. The group spoke of "integrity", "purpose" and "professionalism" in describing Future Pathways, although it was clear that views can fluctuate at different points in time depending on where people are in their journey.



She [Support Coordinator] was my crutch, you know just holding me up”

- Voices for a Better Future member

What they learn and gain

There is good evidence of the knowledge, skills and confidence that people gain

Analysis of the evidence across multiple sources shows that supported people gain self-awareness, coping and relationship skills and that they experience shifts in mindset about themselves and possibilities for the future. They may gain self-knowledge and insight, as Support Coordinators reflect their observations back: “I haven't shared any goals, it's, on my journey, Future Pathways who pinpoint things” (Member of Voices for a Better Future).

Engaging with Future Pathways unlocks a range of resources for people, extending across a number of areas of life and sometimes over an extended timeframe. Case studies have helped to illustrate the very practical support that can be offered, alongside a voice for the person in accessing wider (non-commissioned) supports. They also shed light on the time-intensive nature of that support. For members of Voices for a Better Future we spoke with, the benefits of having engaged with Future Pathways directly were intertwined with the value of the supports that they had received through that route, counselling or other mental health services, so there was a combined influence. The importance of accessing spaces to reflect and heal was consistently highlighted. This is supported by a review of 50 My Outcomes reviews by Future Pathways, completed between January and June 2022, which emphasised the positive impacts of counselling, including being able to better manage challenging feelings such as anger and anxiety. Delivery partners providing counselling and trauma supports have also observed increased self-awareness amongst those receiving their support.

In a similar vein, the review of My Outcomes showed that for a small number of people, accessing education or learning inputs led to new opportunities, freedom, independence, pride and achievement. The power of the support being truly person-centred is embedded in the feedback from survivors, including the way these supports then connect to gains in other parts of life. For example, feeling safe and comfortable at home can improve sleep, or getting a bike or gym membership might create social connection.

Falling somewhat outwith the current impact pathway, two members shared a deep appreciation of the support of Future Pathways in their journeys towards seeking justice, including the role of the Support Coordinator in enabling them to get to a good enough place to cope with the experience of giving evidence.

What they do differently

Accessing appropriate support and resources makes a difference to people

As described above, the Future Pathways model provides a carefully scaffolded, supportive relationship within which personal outcomes and plans can unfold. Through the delivery partnerships, themselves evolving to meet changing needs, people are offered a range of supports which we know they are utilising. Matching the range of inputs, people's stories begin to highlight the ways in which this support can touch on many areas of life, including how this ripples out into other areas. An example of this, highlighted in staff reflection, is where people begin to reconnect with people they have perhaps lost from their lives or are struggling to connect with. People report that they take positive steps in their relationships and mental health. Some delivery partner feedback highlights differences observed in people's relationships such as keeping boundaries and building new relationships with communities or services (again this was linked to mental health inputs). Some people also materially benefit from having worked with Future Pathways – for example through being linked to finance advice or enabled to undertake a learning opportunity with discretionary funding.

Although stories and qualitative feedback provide powerful evidence at this level of change, analysis would benefit from having more codified information regarding people accessing the supports or services they need, and people taking positive steps towards their outcomes.

People may connect with external services with varying degrees of support

There is some evidence that engagement with Future Pathways can help people to navigate their relationships with other services, even when they may have previously been experienced as triggering. Many survivors share that they have been supported to develop skills enabling them to gain more from external supports, and in some cases to access support without Future Pathways.

It appears that survivors' confidence and success in accessing other services may be mediated by where they are in their own journey. Where people need more help, case examples show Support Coordinators providing people with a voice when engaging other services. The extent to which support coordination leads to an experience of improved and more integrated support requires further investigation. The change mechanisms that underpin this – whether through advocacy, supported routes into other services, supporting people's recovery and thereby enabling more independent service use, or a complex blend of these – could also be further explored. However, individual case studies provide strong examples of how this can look.



Future Pathways, they helped me with the Housing Association, they explained to them, 'cos they were harassing me and I couldn't take, I couldn't take the phone calls or even answer my door it was that bad. So Future Pathways did take my phone calls and deal with my Housing Association and they did help me out because I was getting evicted basically. I couldn't leave my house. I couldn't go near universal credit or anything."

- Member of Voices for a Better Future



I feel that a lot of the work of Support Coordinators is about acting as a catalyst to ensure the right information is conveyed to the relevant services. I like to take a hands-on approach to link people with the support they need, and to speed up the process of accessing support where I can.”

(Support Coordinator reflection)

Importantly, most people working with Future Pathways choose to continue with their support. Qualitative evidence suggests that this includes navigating difficulties or disagreements in the relationship, which again speaks to *stickability*. For people with a history of services having failed them, this sustained contact is a significant outcome.

What difference does this make?

Personal outcomes make a difference; however there are barriers

In a sample of My Outcomes review documents, the majority of people felt that the outcomes they had worked towards had had an impact on their life. A recent reflective exercise with Support Coordinators highlighted that Future Pathways has been able to support people to achieve beyond their initial expectations. They also reflected on what ‘aspiration’ means to different people and how subjective this is; small steps can be really important.

A programme risk was identified regarding the *barriers to engagement* people may face. This risk has presented in the form of people being unable to experience a meaningful impact on their lives due to wider circumstances such as the increased cost of living, in the view of Support Coordinators. Some mitigations have been put in place around this risk. Survivors also point to blocks such as the consequences of the pandemic, waitlists for external support and endings of support.

Stories highlight the scale of change that is possible

The scale of the changes seen in the lives of some people receiving support was highlighted in stories shared with us by some members of Voices for a Better Future. The impacts relate to people’s experience of housing, education, relationships, mental health and wellbeing improvements, and often across those areas within the same story, mirroring the multi-faceted nature of the support provided. The combined support of Future Pathways and commissioned services was described as “bringing purpose to my life”, “giving me a voice” and “feeling freer in my brain”, as well as going beyond “surviving” and “blocking everything out”. These stories are extremely powerful and show that Future Pathways’ support is capable of helping people restart their lives by addressing life-limiting coping strategies that have emanated from their past experiences.

Enabling effective support

Highlights

- The following findings are based on the Interim Impact Report 2022 combined with stakeholders' participation in this current work.
- Future Pathways currently works with 62 delivery partners across a wide range of sectors, but does not currently map or evaluate relationships with other external agencies (beyond individual plans or reviews).
- Delivery partners report feeling supported to develop relationships with survivors but share that capacity challenges can hinder other services' ability to engage and provide the needed support.
- We are not yet able to determine whether Future Pathways makes trauma-informed support accessible more widely. As Future Pathways is not a powerholder in the wider system for providing that support, its unique contribution needs to be understood as being rooted in the people it directly supports and those coming together around them.
- There is evidence that people in receipt of services have safe and structured opportunities to share their view on areas for potential service development and that the service responds appropriately.
- There begins to be some powerful evidence of the role of the Support Coordinator in convening support around the person and encouraging others, both to understand the person's needs, and to question their own processes and practices.
- Overall, the evidence base for this pathway requires further development. Future Pathways' role in modelling trauma-informed working may currently be underplayed.
- A mapping exercise to scope the extent and nature of Future Pathways' connections with wider services could help in setting expectations around the outward influencing aspects of their work.

What we do

This pathway speaks to different layers of influencing

Although this pathway to impact is currently more focused on external influencing, stakeholders participating in our process agreed that it needed to speak to the three levels:

- Future Pathways' own work and continuous reflection and improvement (the inward focus).
- Services provided via contracted delivery partners.
- Wider services that people registered could benefit from (the outward focus).

It was recognised that Future Pathways was not a powerholder in the wider system and that its influence is likely to be gauged meaningfully either a) through specific examples of collaboration or influencing work to which they have contributed or b) in relation to the work that takes place around people who are registered with the service.



We're an anchor for a lot of survivors"

- Member of staff team

There are examples to show Future Pathways' commitment to continuous improvement

This evaluation itself is a key action in terms of the continuous reflection and improvement. We have also reviewed the Making Pathways Together report (2022), which brought together survivors in a safe space with an external facilitator to consider priorities for service development from the point of view of lived experience. Staff participating in our process have highlighted the need for continued agility in their roles, for example flexing the delivery model during the Covid pandemic and responding to the cost of living crisis by more signposting people to their entitlements and processing hardship requests.

Future Pathways also developed an Action Learning Programme involving nine delivery partners across several sectors including counselling, education provision and trauma support work. Joining a session of the Action Learning Partnership (ALP), which brings together people from nine commissioned delivery partners with four Future Pathways staff members, provided us with valuable perspectives on the experience of being one part of what was described as a unique and “unprecedented” (ALP participant) approach to support.

Future Pathways aims to increase the accessibility of trauma-informed support

Future Pathways engages with a wide range of delivery partners to commission services that directly meet their needs, and which are additional to the mainstream services which either do not meet their needs or are unacceptable to survivors. It aims to make trauma-informed support more accessible to survivors of in care abuse and reduce barriers which prevent survivors from realising their entitlements to support. Future Pathways also aims to increase the accessibility of trauma-informed support for survivors across the wider sector, by sharing what they have learned about providing meaningful support to survivors in their own work, with delivery partners and with others. Learning has been shared through delivering workshops, creating opportunities for partners to collaborate, attending conferences, and contributing to research.

Future Pathways also contributes to and facilitates long term collaborative projects – for example, participating in the ongoing Right of Access working group which has been involved in work to create a publication about the experiences of Care Experienced people who attempt to access their records.

Who with

People registered are able to access a broad range of support through delivery partner referrals

Future Pathways has over 200 contracts with 62 different delivery partners, with an average contract lasting a year. Between January 2020 and November 2022 there were 1,148 total referrals to delivery partners. The highest number were for record searches (438, 38%), counselling/psychological support services (294, 26%) and to The Anchor, Glasgow Psychological Trauma Service, for psychological assessment (238, 21%). There is good evidence that people registered are able to access a broad range of support through delivery partner referrals.

There are relationships with external agencies; however these are not well-mapped

Future Pathways also has relationships with external agencies other than delivery partners. These include referral/signposting relationships with other organisations and learning partnerships such as local councils and research groups. Different members of the Future Pathways team including Support Coordinators, Practice Learning Managers, Delivery Team members, and the Partner Relationship Lead manage these relationships and there is currently no means of mapping and tracking these connections.

How they feel

Future Pathways works hard to establish positive relationships with delivery partners

During the ALP conversation, we heard from delivery partners how Future Pathways prioritises relationships over service processes and outcomes. There is also evidence that Future Pathways has worked hard to establish and nurture these relationships so that delivery partners feel supported. They felt that trust and respect were emphasised as well as the open exchange of ideas and honest disagreements. They described this as different to their relationships with other service commissioners. We know that these relationships take time and effort to establish and are helped by a clear understanding of respective ways of working. They also described clear communication and coordination between different providers and the sense that what was being provided to people was less “siloes” (ALP participant) as a result.

Future Pathways’ role in modelling a trauma-informed approach requires further exploration

There is some evidence that Future Pathways is modelling a trauma-informed approach with their delivery partners and wider services and as a result they see them engage more fully with the importance of trauma-informed practices. There is an intersection here with the **Supporting people registered** pathway to impact, relative to how people registered experience contact with other services where they have the benefit of Future Pathways’ coordination.

The development of the ALP has provided a useful opportunity to better understand how partners feel about their relationship with Future Pathways and what needs to be in place to support better outcomes for people. Such opportunities for reflection and shared learning should be continued and, if possible, expanded to gain stronger evidence of how wider partners engage and experience the approach.

What they learn and gain

Evaluation itself provides insights

This evaluation process has asked critical questions of Future Pathways about what is meant by **Enabling effective support**, including the intertwined internal and external journeys to influence. It has also underlined the importance of reviewing the information that is currently collected from delivery partners and the areas of focus when interviewing survivors about their experiences. For example, in what ways has accessing support with Future Pathways’ help differed from previous experiences? With a new Partner Relationship Lead in post, there is scope to better capture the

influence of working with Future Pathways on the knowledge, learning and practices of other providers.

There is a commitment to learning from people in receipt of support

Much was learned from a 2021 consultation exercise with people in receipt of support, undertaken by CAPS Independent Advocacy. The importance of continuing the holistic approach to providing support and placing a priority on recognising and responding to each person's unique needs were emphasised. Some areas for development were identified. These included better linking people to outside services and better sharing examples of high quality, trauma-informed support from the perspective of people with lived experience. There was also a strong emphasis on the need to build connections and community.

The 2022 Making Pathways Together project provided a further avenue through which people could share their views on Future Pathways. 23 people created proposed actions and future headlines to describe how they would like to see the service develop. Key themes included increasing wider awareness of Future Pathways, investing in connections across services and doing more to help people connect with each other. Survivors highlighted the need for support across the lifetime and opportunities to learn from older and younger generations together.

Support Coordination is central to the approach

From ALP participants we heard good evidence that delivery partners had built their understanding of how support can and does need to alter to meet the specific needs of survivors. The Support Coordinator role was highlighted throughout as central to the impact of Future Pathways. The role was variously described as “facilitator” and “advocate” and as providing a “safe base” for exploration and support.¹⁶ People referred by Future Pathways were considered more likely to engage with support than clients with similar backgrounds without the same support or information. Support Coordinators were described as combining consistency with a detailed understanding of people and their needs which allowed them to create the required space and flexibility so that people could be helped at the right time, while taking account of the significant ongoing challenges people experienced in their wider lives. This was contrasted with mainstream services, where the sort of flexible and person-centred approach that providers wanted to adopt and indeed aspired to was not possible as a result of commissioning approaches and diminishing resources.

“ The door is still open for them to stay connected. That’s the big difference. It doesn’t happen in other services. The fact that that person has a bit of leeway, it makes a big difference... It enables a pause, and it stops the revolving door... I don’t know anywhere else that happens. If you’re out, you’re out!”

- ALP participant

¹⁶ For one Support Coordinator’s perspective on their role in providing continuity across different agencies see the case study on page 25 of the 2016-19 Impact Report: <https://future-pathways.co.uk/wp-content/uploads/2021/09/Future-Pathways-Impact-Report.pdf>



It's having the flexibility and space to respond to people. Few services have that.”

- ALP participant

Continuity provides the foundation for effective engagement with other services

The continuity support provided by Support Coordinators was considered vital in building trust for people with commonly poor experiences of support prior to Future Pathways. For one delivery partner their role was described as a “pre-therapeutic relationship”, in that it lay necessary foundations for their subsequent intervention.

Support Coordinators might also be described as navigators helping people access outside support more quickly and, importantly, allowing wider support providers to focus on their area of expertise. This was a valued gain of working with Future Pathways, from the point of view of the delivery partner.

What they do differently

Delivery partners are flexing their practices to meet survivors' needs

We heard examples from delivery partners of how they were able to work in new and different ways with people as a result of the additional support from Future Pathways. For example, the breakdown of a therapeutic relationship need not be framed as a ‘failure’ or a reason to discharge a client; rather, it was framed as an opportunity to try a different approach to engagement.

Further exploration is needed

In addition to evidence from the ALP group we have seen examples of how contact with Future Pathways led wider service providers to respond positively to survivor needs. These examples included work with Cellfield UK, Community Brokerage Network and Police Scotland, and in combination provide tentative evidence of wider services responding differently to survivor needs. However, it was unclear to what extent working with Future Pathways and seeing trauma-informed approaches being modelled, led to them becoming embedded. The predominant feeling from the ALP was that the adoption of such approaches, which were described as a luxury, were not possible without the additional resource afforded by Future Pathways. While this might suggest that Future Pathways’ desire to influence wider practices towards survivors is being blocked, we have seen enough to suggest that there are grounds for optimism. Changes in policy and practice take time and effort and it may simply be too early in this process to assess such impact. We do however suggest further exploration of this with delivery partners and wider services.

Future Pathways has responded to feedback from people who have used the service

There is evidence that Future Pathways has responded to feedback generated from the independent CAPS consultation and the Making Pathways Together project. This has included putting a greater emphasis on communications, for example updating the website and other materials and responding to feedback in relation to community building. In response to a strong message on the need to enhance connection and peer support between people who have received

support from Future Pathways, an independently led co-design process will be started this year to explore and test options.

What difference does this make?

We heard from ALP participants about how they had been able to develop their practice but were frustrated at not being able to apply the same thoughtful, ethical and flexible approach to their wider work because it was commissioned differently and not as well-resourced. There was consensus in the group that the Future Pathways' approach represented good practice and reduced barriers to accessing help and support for survivors. It was described as a model of support fitted as far as is possible to the person's needs, their challenging life experiences and their consequences.

One ALP participant described the experience of having resource to exercise discretion and flex services to fit individual needs, as "a luxury and a pleasure". This reveals that these bespoke pathways into provision are highly valued, and that while they model the possible, they are not yet reflected in standard practices or funding models. The costs of this, relative to unsuccessful engagement with survivors, are implied but perhaps not fully understood or articulated; this could be an area for further probing. We saw evidence from delivery partners that they had learned from this way of working and that there are perhaps tentative examples of changes being made in their own organisations because of the experience. If systems change remains an aspiration going forward, additional means of influence should be investigated beyond direct exposure to Future Pathways' practices which, while important, will necessarily have limited ripples of impact.

Where data can be improved

One element of the [learning partnership](#) between Future Pathways and Matter of Focus was to review strengths and possible gaps in data relative to the 2022 Interim Impact Report. These observations often focused on achieving better integration with the pathways to impact, to make impact assessment and the contribution story yet more robust. This led to several recommendations for data improvement in the Interim Impact Report 2022 including:

- To increase uptake of the Equal Opportunities questionnaire (currently sitting at 12 per cent of people registered).
- To rework tools and processes facilitating delivery partner feedback, so that these capture their experience of Future Pathways, and critically, how this influences the support they offer to survivors within and beyond the purchased support.
- Overall, to ensure that the questions asked of people registered resonate clearly with the pathways to impact and the associated assumptions and risks.
- To begin to map relationships between Future Pathways and external agencies who are not delivery partners, to explore the boundaries of Future Pathways' sphere of influence. This will help bring further definition to the **Enabling effective support** contribution story.

Filling a knowledge gap around Scotland's population of survivors

The above learning has stimulated a significant piece of work by Future Pathways to consider how they can improve data on the demographic characteristics of people being supported and achieve

a better understanding of the population of survivors of in care abuse or neglect in Scotland. This is key to assessing the reach of the service, the extent to which Future Pathways is working with a representative population of survivors and whether there might be particular barriers to access. As a result, the Impact and Evaluation Lead undertook a review which used best available internal data and wider evidence.

This work has highlighted that Future Pathways does not currently, systematically collect a full range of demographic data (although both age and SIMD data are robustly gathered). Due to the secretive nature of childhood abuse and the lack of robust data gathering in Scotland, there is also a gap in our knowledge of the survivor population more broadly and this is approximated from available data. Based on the limited data available, it was found that while Future Pathways may be working with a broadly representative population in some respects, some groups with protected characteristics may not be reached. Analysis of the available information has begun to provide evidence of a clear link between being supported by Future Pathways and living in an area of multiple deprivation. There is potential to bring together more information describing the life experiences of people supported. Future Pathways is currently considering how this data-gathering can be approached in ways that feel safe and acceptable to survivors and compatible with the development of trusting relationships.

This is important work expected to be of significance to the service and more widely, for example for the purpose of collective advocacy. It is only by building a profile of the population and their experiences, that the case for support can be fully realised. From this and other examples, we see clear evidence that Future Pathways has had a strong and genuine commitment to continual learning and improvement. This has required both a significant investment as well as an openness to scrutiny and a willingness to refine approaches based on emerging evidence.

Refining the theory of change in conversation with people supported and people providing support: Into the future

A collaborative approach to shaping outcomes

A distinctive aspect of this evaluation process has been to involve several different groups in discussion and review of the current service outcomes and pathways to impact (Appendices 1 and 2). Existing pathways to impact were based on foundational work between Matter of Focus and Future Pathways in 2018 involving 27 staff members, leaders and stakeholders. Through this process, a 'good enough' version of the theory of change was produced and accepted, reflecting what was known and understood at that time.

In relation to this current phase of work, Future Pathways expressed a desire to hear from survivors about their understanding of the outcomes and which felt meaningful and truthful to their experience. Although some outcomes are determined by contractual performance indicators, others are amenable to adaptation. The refreshed pathways, once finalised, will be the cornerstone of the service evaluation plan going forward, and will influence both how the service model is understood and communicated via evaluation reports, but also crucially where attention is paid. This affords all those people involved in the dialogue that took place, including front-line staff and people registered, an important and empowering role in defining the terms of the conversation around impact. Below we say more about exactly how their inputs shaped our understanding.

Current and proposed impact pathways are shown as appendices to this report. It is commonly the case that a theory of change needs to be refined as evidence emerges, and that a more focused and robust story of impact can be constructed through a series of iterations. In a sense the 'gap' between the existing and proposed impact pathways tells the story of the collective learning of the service over time.

Supporting people registered

The aim of our work regarding refining this first impact pathway was to a) capture different subjectivities and b) reflect the realities of living with trauma and the journey to recovery, which is not straightforward.

Staff broadly agreed that the existing pathway for **Supporting people registered** was a little reductive and failed to fully capture the relational approach. In the balance of 'what' and 'how', it was felt that this needed to be tipped towards the 'how', giving a fuller sense how the service works and is experienced, and the qualities of the support and the relationships at the centre. It was felt that the themes of safety in and choice over support could be made more prominent.

Discussion also highlighted the realities of working with people with experience of trauma, which is often non-linear and where the pace is determined by the person supported. Some participants wanted to see a greater resonance with what is understood and theorised about the journey to trauma recovery.



Can we capture the magic a little more?"

- Staff member

Senior staff had initially expressed concerns that the existing final outcome for people registered was too aspirational (*'people are more able to live the life they want'*), and also did not quite reflect the emergent nature of personal outcomes. People may not arrive with a clear sense of what they want for themselves; rather, this can develop (and change) through the development of a supportive and trusting relationship.

Our workshop with the Voices for a Better Future lived experience group was pivotal to how we have reworked the first pathway. Across the board, people's stories called attention to the importance of accessing support of whatever kind around mental health and wellbeing. This led to inclusion of this element specifically within the pathway.

Participants also highlighted the value of having a dedicated service offering them understanding and acceptance of their experience in ways that others may not, and we reflected these qualities in the 'how they feel' column of the pathway. We heard from staff and survivors alike that being able to work through problems or mistakes and keep the relationship (stickability) was really important (and might set this relationship apart from past experiences with services), and so this was included. The emergent nature of personal outcomes and the forwards and backwards nature of 'progress' through support was confirmed by this group. This reinforced our decision to reframe the pathway in line with the idea that personal outcomes emerge and evolve through the support, rather than being set at the outset.

The group's input was particularly significant in defining the longer-term outcomes for people registered ('what difference does this make?'). They provided the language of 'freedom' and 'purpose' to speak to the difference the service had contributed to for them. The recovery journey was implicit throughout the conversations, and we chose to make this explicit in the new pathway. We suggested a new final outcome, *'Life is better for people supported and they have made progress towards personal outcomes they have set for themselves'* to replace, *'People are more able to live the life they want'*, again to reflect the language relatable to people with lived experience ('life is better') and to signify the importance of personal outcomes being something a person chooses relative to a particular point in time.

Enabling effective support

In general, the second pathway was felt to be too far-reaching, without the necessary steps being in place to lead to the final outcome ('there are less barriers to people accessing support'). It was also felt to sit too far beyond Future Pathways' sphere of influence, extending to the system as a whole. It was also felt to focus on the external influencing part of the work somewhat at the expense of other important processes – for example, how Future Pathways works responsively to improve its own service and adapt to changing circumstances and how it works relationally with delivery partners when contracting support, influencing their thinking and practices.

This pathway required reworking to highlight the different layers of influence in relation to ‘effective support’: the support that Future Pathways provides; contracted support; and the wider influence on public services that people registered are entitled to benefit from. All these layers might be relevant to a single person’s whole life experience. Stakeholders agreed, while Future Pathways is a key strategic stakeholder, its strongest external influence is via the direct support to people registered. As an example, staff identified that they, Support Coordinators in particular, have a key role in modelling trauma-informed ways of working to other providers. Although this is inadequately captured at present, as we described in the previous chapter, feedback from some survivors indicates that they may also have an important role in creating supported access to other mainstream entitlements.

Future Pathways told us that they are exploring newer areas of work, in particular involving people with lived experience in co-producing aspects of the work and investigating new forms of support (such as community-led approaches). It was important to create space within the new pathway to capture information about these as they are developed.

We have embedded all the above thinking in the proposed pathways to impact shown as [Appendices 4 and 5](#). That these pathways have been informed by multiple perspectives adds to their richness and validity, also ensuring that survivors’ experiences are front and centre.

Conclusion

Findings

In this report, we have set out some key impacts around how Future Pathways supports people:

- When allocated, survivors have holistic, person-centred conversations about their needs and goals. The support offer is equally wide-ranging.
- Many survivors report feeling cared for, seen and understood. The importance of this should not be understated in the context of survivors' past experiences.
- People report having gained knowledge, skills and confidence to make changes in their lives. Support to access spaces to reflect and heal appears to be pivotal to these gains.
- There are powerful stories of people who have benefited from Future Pathways' support combined with commissioned services matched to their needs. These show that the differences can cascade from one area of life into others.

We can draw some more tentative conclusions about the second impact pathway about **Enabling effective support** (whether directly or indirectly):

- Future Pathways currently works with 62 delivery partners across a wide range of sectors, facilitating access to support that people would not otherwise have.
- Delivery partners report feeling supported to develop relationships with survivors and there are interesting suggestions that Future Pathways adopts a relational approach to their contracting relationship.
- There is evidence of the important role of the Support Coordinator in convening support around the person and encouraging others, both to understand the person's needs, and to question their own processes and practices.
- A mapping exercise to scope the extent and nature of Future Pathways' connections with wider services could help in setting expectations around the outward influencing aspects of their work.

Interrogating assumptions and risks helps to make analysis of impact more robust and to shed light on the change processes at play. Many risks initially identified have been present: 'letting go' or ending support has proven difficult; there has been limited movement through the services and a waitlist; people supported do understandably have low levels of trust. These risks cannot be avoided and have required careful, ongoing management. Further risks around barriers to engagement and people who may not currently be reached are being explored through the work around demographics that we have described. We have also identified additional risks, not currently articulated in full; around accessing external supports for survivors, particularly around mental health; and material hardship, which inhibits higher aspirations. The presence of these risks helps to frame just how difficult a space this is to work within and makes the impacts described in the first pathway all the more notable.

Many of the programme assumptions appear to be sound, and this speaks to the successes of the programme: there is time to building trusting relationships; the model is flexible and person-centred; and staff are skilled in supporting people. The way that supported people generally stick with the service is a key indicator that the model is working for them. Other assumptions, around

people having realistic and aligned expectations of the scope of support, and the availability of wider, accessible and compassionate supports, have not been shown to be met.

Wider system change

We think there is an essential role for Future Pathways in disseminating its practices and service model, not only to ensure that survivors of in care abuse and neglect are supported to realise their human rights, but also towards its ambition of supporting the wider system to become more trauma informed. Without question, there is much to be shared.

Future Pathways is but one contributor to a dynamic landscape in which survivors' needs require to be met. There is widespread recognition of the importance of trauma-informed practices in Scotland and numerous players are promoting this way of working. The policy area of care experience has been under considerable political scrutiny in recent years. Scotland's promise to care experienced children and young people in the present time is that they will grow up loved, safe and respected and people across the system will have a role in fulfilling this promise. Going forward, while it will be important for Future Pathways to scope and test its sphere of influence, other services will also have to step up in providing compassionate and flexible support for survivors of past abuse. We know that using evidence to achieve change in complex, adaptive systems is not straightforward, and that it takes time and requires input at different levels, as well as being shaped by wider, cultural forces.¹⁷ The realities of effecting this kind of large-scale change will have to be reflected in the ambition and expectations surrounding this work.

Meeting the continued needs of survivors

Future Pathways faces something of a conundrum. By being flexible and consistent in their support, they are applying a trauma-informed approach, and we have seen strong evidence for how this consistency of support has allowed for sufficient trust to be built. This approach has created the time and space for people to reflect on their desired goals from a safe and consistent support base. However, Future Pathways' resource is finite, and capacity needs to be retained to allow for new people to benefit. How then can the service expand its reach while retaining sufficient, supportive connection with people who have already benefited? We are conscious that this is a live discussion within the Alliance, and from the evidence we have reviewed for this report we have no doubt those discussions are considered and deliberative.

During discussions with the Voices for a Better Future group, the anxieties and sensitivities around supports ending were most apparent, as was the importance of timing (support can come at the right time, but it can also end at the wrong time). We also observed the power of peer support within that group, whereby mutual support and understanding was immediately on hand. The importance of endings and the potential benefits of increased peer support were also highlighted by people registered with Future Pathways in the independent consultation undertaken by CAPS Independent Advocacy.

¹⁷ For discussion see for example: Bradstreet, S., Morton, S. (2022) 'Using evidence in healthcare systems: conditions and implications that support change and innovation', *IHDP* and *Matter of Focus*. Available from: https://www.ed.ac.uk/sites/default/files/atoms/files/drbradstreet_dr_morton_evidence-review-ihdp.pdf

Formalising peer approaches offers one means of ‘step down’ support but any such moves must be fully informed by wider evidence on implementation and best practice,¹⁸ given widely reported challenges around introducing lived experience roles into existing services.¹⁹ Any new assumptions made need to be closely followed and interrogated, while risks need to be identified, monitored, mitigated, or avoided. Survivors must be fully involved in defining the problem and exploring options to address it, in line with evidence and best practice in service development. The existing work to support safe spaces and groups for people with lived experience to come together and share their insights provides a good foundation for continued work.

Evaluation going forward

Through this work we have identified some critical questions, associated with gaps in knowledge at this time, to take forward into the future. These are relevant to both data improvement and service development:

- Can we say more about the demographics of people registered with the service and gaps in reach?
- Where Future Pathways has supported people to access wider services, can we say more about how this works?
- This report intimates the value of Future Pathways as a role model for other providers and in bringing together and influencing circles of support around the person registered. How can evaluation better capture this important contribution and how can that knowledge be shared to greatest effect?

We commend Future Pathways for their diligence and care in gathering data and evidence, and more crucially, taking the time to make sense of this and apply ongoing learning to their work. Going forward, we recommend that Future Pathways further develop as needed and secure agreement for the adapted pathways to impact proposed here. This should form the backbone of the 2023–26 evaluation framework and strategy, with data gathering tools being in close alignment.

This report outlines the contribution claims that can be made based on the current, available evidence. Reflecting carefully on this can enable prioritisation into the future, so that evaluation effort is directed towards those areas where understanding needs to be deepened. In general, this is likely to sit towards the final columns in **Supporting people registered** and across **Enabling effective support**. Identifying success criteria behind key stepping stones and prioritising assumptions to be tested and risks to be monitored, are useful approaches for focusing what needs to be gathered.

Future Pathways has an important story to share, and we urge that these findings continue to be amplified. As well as gathering data to support its own contribution story, Future Pathways is an

¹⁸ See for example: ‘Peer Support Workers: A Practical Guide to Implementation’, *ImROC*. Available from: <https://imroc.org/resource/7-peer-support-workers-a-practical-guide-to-implementation/>, accessed 05/05/2023.

¹⁹ See for example: Repper J, Carter T. (2011) ‘A review of the literature on peer support in mental health services’, *Journal of Mental Health*, 20(4), pp. 392–411. DOI: 10.3109/09638237.2011.583947. PMID: 21770786.

important strategic stakeholder and well positioned to bring together information about survivors' needs and experiences. We recommend that Future Pathways consider contributing to the formal evidence about their work.

Language used in this report

Subject area	
“Care”	Future Pathways works with people who have been in one of the following settings: residential care; boarding school; long-term stay in hospital; foster care; Young Offenders Institution (YOI).
“Co-production”	A relational approach bringing together lived and learned experience in a partnership to inform decision-making of some kind.
“In care abuse”	Physical, emotional, sexual abuse or neglect that happened when the survivor was in a care setting as a child.
“In care survivor”	People who were abused or neglected as children while they were living in care.
“Recovery (journey)”	Participants in this work spoke of Herman’s stages of recovery from trauma which unfold in three stages: safety and stability, remembrance and mourning, and reconnection. ²⁰
“Trauma”	Results from event(s) that are experienced by an individual as physically or emotionally harmful or life threatening and that has lasting adverse effects. ²¹
“Trauma-informed practice/principles”	A model that is grounded in an understanding of how trauma exposure affects people’s neurological, biological, psychological, and social development. The principles are: trustworthiness, choice, safety, empowerment and collaboration.

Method	
“Assumptions & risks”	Assumptions and risks are factors respectively powering or interrupting the flow of changes as you move through a pathway to impact.
“Contribution story”	Narrative and evidence showing how the things that you do are connected by logic to a series of outcomes. We use the word ‘contribution’ because in complex systems we contribute to change amongst a range of other factors.
“Outcome(s)”	The difference that your work makes.

²⁰ Herman, J. (2015) *Trauma and Recovery*. New York, NY: Basic Books.

²¹ <https://www.gov.scot/publications/trauma-informed-practice-toolkit-scotland/documents/>

- “Outcome mapping”** To help make explicit or ‘map’ the steps between the activities that you undertake and the outcomes you hope to achieve, we use an interactive approach called outcome mapping.
- “Pathway(s)” or “pathway(s) to impact”** Having mapped your outcomes, we then break this down by focusing on specific sets of stepping stones that link together to tell a story, e.g. of a particular area of work or point of view. We call these sets pathways.
- “Stepping stone”** Each unit in each column of the pathway is called a stepping stone and forms a reference point for data collection and analysis.

Data sources and data collection

Data sources

- Carista (CRM data storage system)
- Communications reports (Facebook, Twitter, Website, Newsletter)
- Sample of My Outcomes Support Plans
- Sample of My Outcomes Reviews
- Reflective logs/sessions with Q&I Manager,
- Reflective logs/sessions with Mentor Support Coordinators,
- Reflective logs/sessions with Practice Learning Managers and Depute Alliance Manager
- Reflective logs/sessions with Partner Relationship Lead
- I.ROC data
- Quarterly Returns – completed by delivery partners
- Interviews with Delivery Partners
- Interviews with Support Coordinators
- Interviews with Survivors
- Quarterly feedback reports (sources include complaints records, social media, engagement inbox, Partner Relationship Lead, quarterly returns from partners, Support Coordinators)
- Equal Opportunities form responses.
- Sample of SHEER documents (initial recorded conversations with survivors about their circumstances and needs)

Discretionary Fund data – SAGE financial report

Purchased services data – Carista

Data collection

Workshop with Voices for a Better Future (n=5)

Workshop with Future Pathways staff team (n=14)

Structured conversation with Alliance Leadership Team

Structured conversation with Action Learning Programme (n=7)

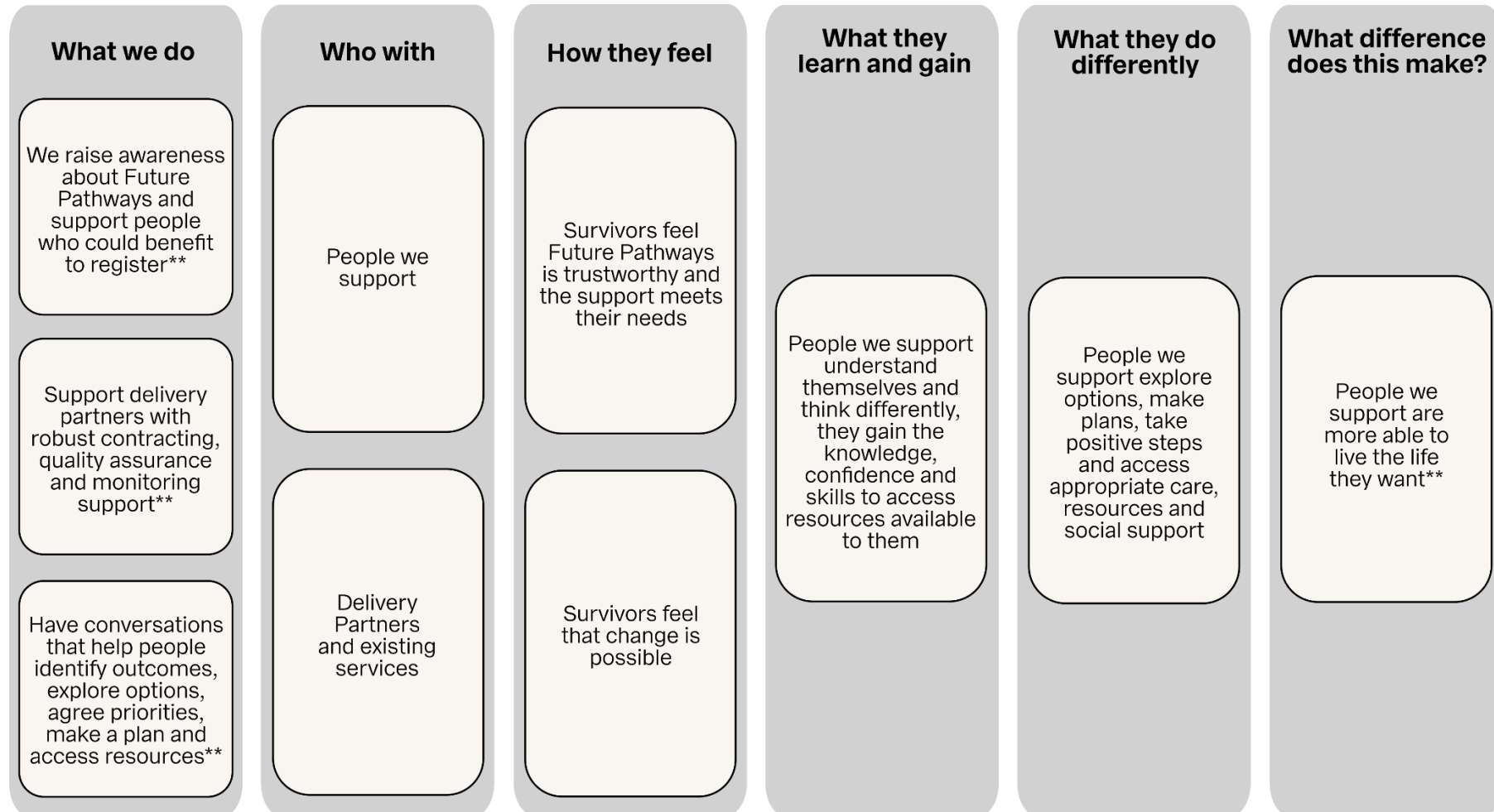
Workshop with staff to refine proposed changes to the pathways to impact (n=4)

Dialogue workshop with Future Pathways staff team (n=7)

Appendices

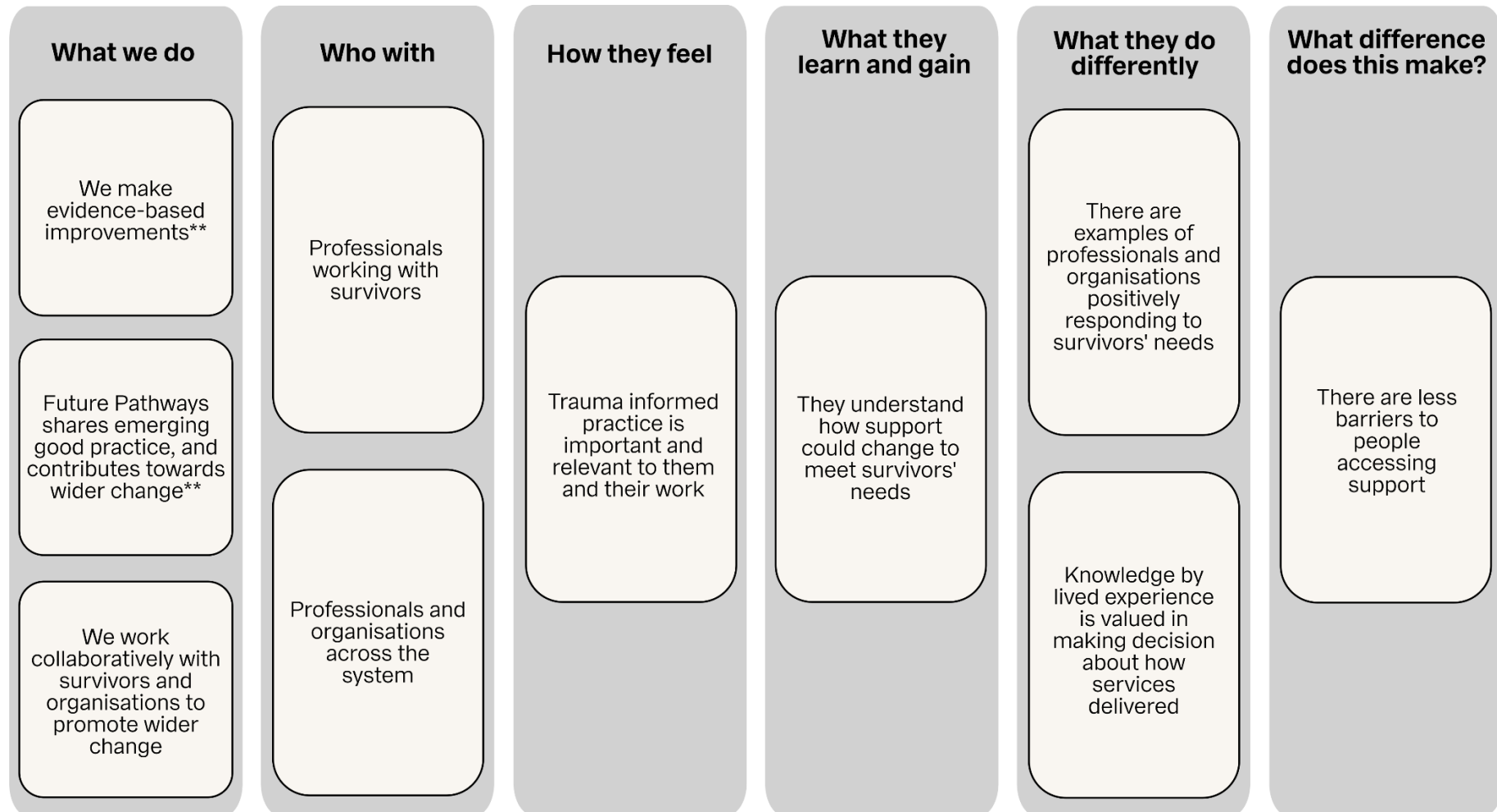
Appendix 1: Supporting people registered (current pathway to impact)

Stepping stones indicated with a double asterisks** are linked to Future Pathways' contractual performance indicators.














Appendix 2: Enabling effective support (current pathway to impact)

Stepping stones indicated with a double asterisk** are linked to Future Pathways' contractual performance indicators.












Appendix 3: Assumptions and risks underpinning the current pathways to impact

RISKS

-  People become attached and 'letting go' is difficult.
-  Due to high volumes of people in need of support, there is a large waiting list and therefore less movement through the system.
-  There is limited access to connecting with alternative services for people who are not registered with Future Pathways.
-  There are barriers to engagement and hard to reach groups e.g. homelessness, substance misuse, learning disability, deaf community.
-  Due to previous experiences, people we support have anxiety and low levels of trust.
-  There is contention about how best to support survivors, including who should do this.
-  People are being referred to Future Pathways without prior understanding and control over the decision.
-  There is a breakdown in communication so that not everyone who calls Future Pathways gets the information they need to register.
-  People use social media in ways that undermine the purpose and risk harm to registrants and staff.
-  May not be reaching those who are not coming forward to register with Future Pathways. Not everyone identifies as a 'survivor'.
-  Future Pathways is operating in a very political environment.

ASSUMPTIONS

-  There is time to build relationships with people in need of support.
-  Other organisations and services have capacity to partner with Future Pathways and embed trauma informed practices.
-  There is access to alternative support services for people in crisis.
-  Future Pathways is able to access the resources it needs.
-  Future Pathways uses a flexible and person centred model.
-  People's expectations are realistic and managed.
-  Other organisations and services see Future Pathways as credible.
-  Staff have appropriate training and skills to work with people who have experienced abuse or neglect in care.
-  The appropriate language is being used.

Appendix 4: Supporting people registered (proposed pathway to impact)

Stepping stones indicated with a double asterisk** are linked to Future Pathways' contractual performance indicators.

Stepping stones indicated with a hash# have been generated in response to feedback from supported people from the Voices for a Better Future lived experience group.

What we do	Who with	How they feel	What they learn and gain	What they do differently	What difference does this make?
We raise awareness about Future Pathways and support people who could benefit to register**	Survivors	Seen, understood and cared about	People registered gain a consistent and safe relationship with a service which understands their experience	People registered sustain their relationship with Future Pathways and other services, even through disagreement or difficulty#	Life is better for people supported and they have made progress towards the personal outcomes they have set for themselves#
We take a relational approach in all we do	People registered	Safe and that Future Pathways is trustworthy	They arrive at an awareness of their own strengths and abilities and the changes they want to make#	They take positive steps towards their evolving personal outcomes	People registered have a sense of freedom and purpose#
Over time and in collaboration with people registered, we surface and plan for their personal outcomes	Delivery partners	They feel hopeful that change is possible	People registered gain supported access to wide-ranging resources fitted to where they are now and where they want to go	They exercise greater choice and control in how they live their lives and experience more integrated support where they need it#	People have moved forwards in their journey towards trauma recovery#
We facilitate access to a range of resources tailored to the person	Existing services that can benefit people registered		Supported space to reflect and heal		

Appendix 5: Enabling effective support (proposed pathway to impact)

Stepping stones indicated with a double asterisk** are linked to Future Pathways' contractual performance indicators.

Stepping stones indicated with a hash# have been generated in response to feedback from supported people from the Voices for a Better Future lived experience group.

