

HighGround Rural Weeks Programme











Final Report from Weeks Three and Four completing Interim Report from weeks One and Two



INTRODUCTION

Following the Interim Report from Rural Weeks (RXW) 1 and 2 in August, we successfully delivered 2 more RXW's at Plumpton College in 2015 and a full programme of 5 further Rural Weeks in 2016. Dr Zoe Morrison has now analysed the data from 2015 which gives us a Final Report from 2015, and at the end of a very busy year as HighGround's first Careers Manager, Sami Choudhury has written a review of the 2016 Rural Weeks programme which can be found on page 8. When the data from 2016 has been analysed and a further report has been produced, we will of course share it with our Partners and Funders, without whom none of this would be possible.

The ongoing internal evaluation is being led by Dr Zoe Morrison from Aberdeen University and Professor Nicola Fear from King's College London and we are extremely grateful to them both for all their time and experience, so freely shared and given.

In 2016 we also updated our logo with a new strapline which we think is a more accurate reflection of what HighGround does – we hope you will agree!!

Copies of the 2015 Interim Report can be obtained by e-mailing anna@highground-uk.org

Anna Baker Cresswell.

January, 2017.



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THE WEEK PROVIDED ME WITH GREAT INSIGHT INTO EMPLOYMENT IN THE LAND BASED SECTOR, PARTICULARLY IN AREAS THAT I HAVE NOT CONSIDERED. ALL SUBJECTS COVERED WERE DONE SO IN GREAT DEPTH AND SPARKED MANY THOUGHTS AND IDEAS FOR MY EMPLOYMENT PLANS.

Neil, Royal Marines

HIGHGROUND'S CHARITABLE OBJECTS

To help restore and maintain the health and wellbeing of those who have incurred damage, both physical and mental, whilst serving in the Armed Forces, using structured, outdoor activity in a supported environment.

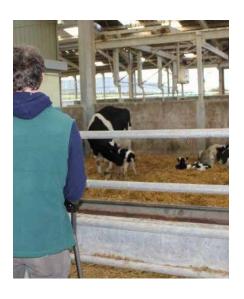
To enable or support their treatment, rehabilitation and ability to pursue a fruitful career

To provide insight into the range of employment opportunities within the rural economy for Service Leavers and the veteran community.

HighGround regards the concept Rural Weeks as intellectual property of the charity and will take any steps available to it to enforce such property if any other person or organisation seeks to copy it or to benefit from the goodwill associated with it

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THE OPPORTUNITY TO FOLLOW UP POTENTIAL EMPLOYMENT FIELDS AFTER FURTHER RESEARCH IS OF GREAT BENEFIT WITH THE LECTURERS OFFERING ADVICE POST COURSE. Alex. Parachute Regiment



RXW 3 AND 4 – SUMMARY AND FEEDBACK

We delivered RXW3 from September 6th to 11th and RXW4 from October 25th to 30th.

A wide range of participants joined us having been referred from Headley Court, the Officers Association (OA), BLESMA, Combat Stress, Future Horizons and we were joined for the first time by 2 Royal Marines, referred by The C Group, thus making HighGround genuinely tri-service.

We were blessed with excellent weather for both weeks and we reached more milestones when we were joined by the Head of Talent from Wyevale Garden Centres, who generously gave her precious time to come and talk to our participants about what she expects from an interviewee and his/her CV and covering letter.

Zoe Elliott from the British Horseracing Authority and Caroline Turnbull from the Thoroughbred Breeders Association came to talk to us about careers in the racing and breeding industry and once again, Colonel Richard Dorney's Resilience Training sessions were a revelation for many and are now firmly embedded into the RXW model.





BELOW ARE DESCRIPTIONS OF SOME OF OUR PARTICIPANTS ON RXW3 AND RXW4

An **RN officer** still serving, leaving in Nov 2016 who wanted to find out if his 'fantasy' of having a smallholding could become a financial reality. Outcome – when followed up, he said the week had confirmed to him that this was achievable and he is still 'Going for it'

An **RAF Weapons Technician** who wanted to completely reinvent himself and leave all his military experience behind him. After the RXW he decided he wanted to work in a vineyard and is hoping to get onto a Viticulture course at Plumpton in September 2016 when he leaves the RAF.

An **ex Sapper veteran** referred from Combat Stress who hasn't been able to hold down a job since he left the Army in 2001, came back after an RXW in the Spring to do a Principles of Vine Growing course at Plumpton, generously funded by the Worshipful Company of Vintners.

A **serving Army officer** being medically discharged in Feb 2016 following a training injury wanted to see "If I'm on the right lines" as he is from a farming family and his wife had told him he would never earn enough money in the land-based sector. After the RXW HG helped him to apply for management jobs in the agricultural shows sector where his leadership and management skills could be fully utilised.

A **Colour Sgt** in the Royal Marines joined an RXW after being told he would be medically discharged for hearing loss. This had devastated him and he needed confidence and a way to see a future for himself and his family. During the RXW he became very engaged with Forest Schools and is currently volunteering near his home in Somerset.

A **WO2** in the Intelligence Corps loves shooting and wanted to find out if he could make it into a career. He's currently working on an estate in Wiltshire for the shooting season and HG will continue to support him into employment once the season finishes on 1st February.

A **Captain in the Army** referred from Headley Court. Being medically discharged and wanted to see if he could make a living from Smallholding despite his injuries. The RXW has given him contacts and confidence and he has bought some land and HG has organised some lambing experience for him in Feb 2016.



THIS IS AN EXCELLENT
OPPORTUNITY!
BETTER PUT, THE
RURAL WEEK IS THE
BEST RESETTLEMENT
BRIEFING THAT I NEVER
HAD WHILST I WAS IN
REGULAR SERVICE.

Jade, Army Veteran







FEEDBACK

Anecdotal feedback from RXW3 and 4 was very positive with many participants commenting on the breadth of opportunities which exist in the land-based sector. The Resilience Training session provided a serving officer with the opportunity to talk about resilience in a closed group of people for the very first time and Alex and I learned that of all the sessions, Smallholding and Working for Yourself need dedicated, extra modules. The programme of evening speakers was well received and we will be expanding this in 2016. Having a social evening when invited guests can join the group at the College's local pub on the last night of the RXW has proved useful and appropriate which is very reassuring.

Dr Morrison's report which covers the whole 2015 RXW programme is available at Appendix C but amongst the comments from the recent RXW's, themes of learning how to network, and being amongst like-minded people who were all 'in the same boat' looking towards the land-based sector and not realising how well military skills and experience map into so many areas of the land-based sector were prevalent throughout.

RXW1 AND RXW2 PROGRESS

We are in touch with all the participants from the first 2 RXW's of 2015 and although some of them are still serving, of the first 2 cohorts, one has now left the Army and is about to start his Wildlife and Countryside Management course; one has been shortlisted for 2 jobs in the land-based sector and we found some Woodland Management work experience in Yorkshire for another participant.



PLUMPTON PERSPECTIVE BY ALEX HARDMAN

Working in collaboration with HighGround has been a tangible highlight of our academic year at Plumpton College. It's not often that an organisation can prove it continues to meet a mission statement set in the 1920's, to provide a service to the Nation's war veterans. Thanks to HighGround we have continued to make a real difference to people's lives in 2015.

We are unashamedly proud of having the opportunity to work with HighGround and all that this work brings. The work and commitment of HM Armed Forces is for many something that is viewed only on news reports in their living rooms; working with my Plumpton College colleagues on HighGround courses I have seen first-hand how staff go the extra mile to ensure HighGround beneficiaries get the most out of their Rural Week here at the College. Its makes me feel very proud of being a Plumpton College employee and excited for the continued potential of this position that Plumpton College and HighGround hold.

THANKS TO
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HAVE CONTINUED
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PEOPLE'S LIVES IN 2015.
Alex Hardman

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Alex Hardman

Programme Leader, Outdoor Adventure Department.



RURAL WEEKS TYPICAL TIMETABLE

LIFE BEYOND THE MILITARY

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday
	08:30 — 09:00 Breakfast	08:30 — 09:00 Breakfast	08:30 — 09:00 Breakfast	08:30 — 09:00 Breakfast	08:30 — 09:00 Breakfast
	09:00 – 10:30 Meet the College Principal and vehicle tour of the College estate	09:00 – 11:00 Short classroom session on the Game Management industry and Aquaculture industry	09:00 – 10:30 Classroom session on the Animal Care and Veterinary Nursing industry, followed by tour of Animal Care Unit	09:00 – 10:30 Classroom session on Resilience training	09:00 – 10:30 Classroom session: Self-employment workshop
		followed by either pheasant plucking (shoot dependant) and short walk on estate		10:30 — 11:00 Break	
	10:30 – 12:30 Countryside Management industry session classroom and outdoors	11:00-13:00 Short classroom session on the Agricultural Farming industry followed by a tour of the dairy farm and its facilities	10:30 — 12:30 Classroom session on and Introduction to the Equine Industry	11:00 — 12:15 Wheel chair basketball coaching session and game in sports hall	11:00 — 12:15 Networking session with College lecturers
	12:30 – 14:30 Forestry and arboriculture – short classroom session followed by machine Operation and tree climbing	13:00 – 13:30 Short classroom session on the Viticulture industry	12:30 — 15:00 Classroom session on Introduction to the Horticulture industry, followed by tour of the Horticulture unit and playing fields	12:15 – 13:15 Sit down table lunch, in College dining hall	12:30 Final address from Deputy Principal and end of course photo at front door of the College
16:00 — 17:00 Arrival and registration	14:30 – 17:00 Careers discussion on transferable skills	13:30 – 17:00 Forest school session in woodland; climbing wall session; interest lecture on Outdoor Education industry	15:00 — 17:00 Classroom session on introduction to Plumpton College Courses	13:30 – 17:00 Classroom workshop on Careers skills	Depart
17:30 — 18:30 Dinner Housekeeping brief	17:30 — 18:30 Dinner Review of the day after dinner	17:30 — 18:30 Dinner Review of the day after dinner	17:30 — 18:30 Dinner Review of the day after dinner	17:30 – 18:30 Dinner Review of the day after dinner	
Drinks in the College bar	18:00 – 20:00 Guest speaker, a visiting speaker giving an interest lecture relevant to industry	18:00 – 20:00 Guest speaker, a visiting speaker giving an interest lecture relevant to industry	18:00 – 20:00 Guest speaker, a visiting speaker giving an interest lecture relevant to industry	19:30 — 22:00 End of course 'swally', visit to the College's local — The Half Moon Pub	

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LOOKING FORWARD. AN OVERVIEW OF 2016

2015 at HighGround was a very busy year of listening and learning and we started 2016 with a fully costed and timetabled 'product' which has been well received by both participants and those who have referred them.

Thanks to the generosity of ABF The Soldiers' Charity and the Christie Foundation, we recruited our first dedicated Careers Manager, Sami Choudhury who joined us from Walking With the Wounded before Christmas. He brought valuable experience of the military transition and employment sector to this new role and was responsible for running our Rural Weeks programme and for providing advice and support for those Service Leavers and Veterans who know what they want to do in the land-based sector, and are looking for introductions and advice.

Our partnerships with Wyevale Garden Centres, the British Horseracing Authority, Thoroughbred Breeders Association and the Woodland Trust are hugely valuable to us and we have developed many new avenues for land-based employment in 2016 such as Viticulture, Forest Schools and Horticulture which have all proved to be so popular with our participants.

In 2016 we added the Railway Industry to the RXW timetable which included both heritage railways and the national railway industry which have many and varied specialist jobs needing ex military skills such as design, engineering and project management and we are very grateful to Peter Greenwood from the Royal Scot Trust who came to speak to one of our Rural Weeks about the heritage railway industry.

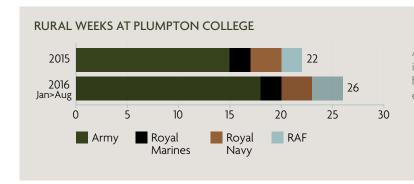
We are extremely grateful to all our funders, speakers and referral partners and of course to all the Service Leavers and Veterans who have joined us over the last 2 busy years.

In 2017 we will be delivering Insight Days for the Career Transition Partnership which will help people who are looking into joining the land-based sector when they leave the military to find out more about it during their resettlement phase which, we hope will help with their decision-making – the average age of the UK's rural workforce is currently 59. Yes, 59!!

Anna Baker Cresswell

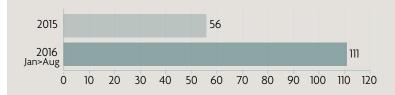
2016: A BUSY YEAR

This is a snapshot of our progress in 2016 and we have been extremely grateful to the Service benevolent funds and regimental associations who have funded individuals in 2015 and in 2016 Greenwich Hospital, Help4Heroes, the RAF Benevolent Fund and Lloyd's Patriotic Fund generously provided funding for our Rural Weeks and we are extremely grateful to all of them for their continued support.



After the arrival of the Careers Manager in December 2015 the profile of the land-based employment service has been raised exponentially.

INDIVIDUALS WHO HAVE CONTACTED HIGHGROUND



Of the 111 contacts in 2016 47% were still serving.

Of the 61 who required career guidance, vocational or employment support, 16 are now employed, 8 in voluntary work, 4 in further education and 1 started an apprenticeship. The remainder are on the Careers Manager's active caseload.

Self-employment is ideally suited to the land-based sector and so far we have supported 9 individuals with this.

OUR REFERRAL AGENCIES INCLUDE:































We welcome self-referrals.

HighGround is the specialist provider of land-based careers advice for the Officers' Association.





FINAL REPORT FOR 2016 RURAL WEEKS – SAMI CHOUDHURY

I was recruited as HighGround's first Careers Manager in December 2015, and am responsible for the running of the Rural Weeks programme.

In 2016, HighGround has delivered 5 Rural Weeks, all of which were delivered at Plumpton College in East Sussex.

The Rural Week is one of HighGround's core services and has been designed to give HighGrounders a greater understanding of the land-based sector and the opportunities within it. It is particularly suitable for those who know they want to be 'outside, and working' but simply don't know what they want to do, or could do in the sector.

The week's programme includes presentations by partners and subject matter experts about the many and varied industries within the land based sector. These cover what the industry is, the size & scope of the industry, job opportunities within it, the required qualifications, transferable skills desired by employers and details regarding organisations and agencies within the industry.

DEVELOPMENT

The 2016 Rural Weeks programme has seen a number of changes and processes which I have implemented in order to make it as relevant and useful as possible to our HighGrounders. We have seen Rural Weeks support a range of Service Leavers, Veterans and Reservists to meet their goals within the land-based sector. Our application process has meant we have been able to reach those who most require the service; the evaluation process introduced has led to further improvements to the service and much work has been done to tell the military cohort that Rural Weeks are available. Next year, this area will further develop with planned (Career Transition Partnership) CTP Insight Days to make direct contact with our target audience of Service Leavers whilst they are in their 2 year resettlement period, prior to leaving the military.

"

WHAT A FANTASTIC YEAR IT HAS BEEN FOR HIGHGROUND. I HAVE SEEN OUR CORE SERVICES DEVELOP AND GO FROM STRENGTH TO STRENGTH. MORE AND MORE SERVICE LEAVERS, VETERANS AND RESERVISTS ARE COMING TO HIGHGROUND FOR SUPPORT AND THERE HAS BEEN HUGE INTEREST IN ATTENDING OUR RURAL WEEK PROGRAMME. SO MUCH SO, IN 2017, WE ARE LOOKING TO RUN MORE TO HELP MEET DEMAND. Sami Choudhury, Careers Manager.







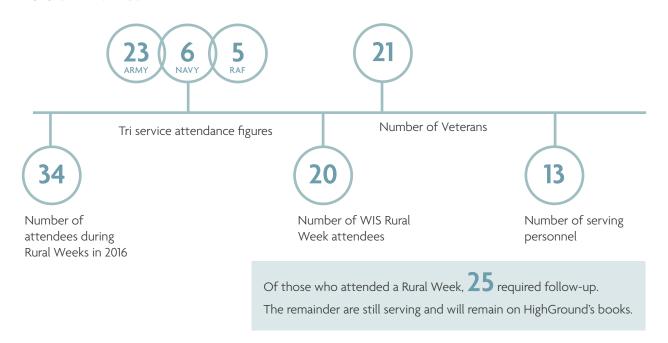
Referrals for Rural Weeks have come from a wide range of sources including Combat Stress, WWTW, Skiing with Heroes, RBLI, Step Forward, Headley Court, Stoll, Officers Association, Phoenix House/Tedworth House, Personnel Recovery Units, Sussex Partnership Trust, H4H, CTP/RFEA, London Veterans' Assessment and Treatment Service (LVS), RAF Learning Centre and The Royal Marines Charity.

Attendees of Rural Weeks have included Serving Personnel, Veterans and Reservists of all ranks and ages from the Army, Royal Navy, Royal Marines and the RAF. We have seen 34 HighGrounders attend a Rural Week, all of whom have been keen to find out more about the land-based sector and what opportunities it can offer.

HighGround Rural Weeks have supported a number of individuals with their career aspirations. We are not a recruitment agency and we don't measure our success by the numbers of people we get into employment. We do however, always aim to help people move closer to employment and will aim to maximise this further in 2017.

We feel the Rural Weeks have developed significantly this year with the support of Plumpton College and the follow-up service I provide complements this. Much work has been done to market the Rural Weeks and the HighGround profile is rising. We expect demand for Rural Weeks to continue to grow, and are continually developing our range of advice, information and support to be available to a wider reach of people.

2016 STATISTICS





METHODS OF SUPPORT

Having found HighGround, some people already know they want to work in the land-based sector and may just need some advice regarding their chosen field. Others will require more in-depth one to one support and will therefore go through a short application process before gaining support from the Careers Manager via the follow-up support service. Others will be much further away from transitioning into the land based sector and will go through an application process before attending a Rural Week. After this, they may access the follow-up support service if required.

The follow-up support service complements HighGround Rural Weeks and adds value and support for HighGrounders. I support everyone who is referred or self-refers to HighGround regardless of whether they know what they want to do and just need a couple

Number of HighGrounders requiring support:

of introductions, or they are starting from the very beginning and need a Rural Week and ongoing support to reach their preferred outcome, whether it be vocational or employment.

FOLLOW-UP AFTER A RURAL WEEK

For those who attend a Rural Week, the follow-up support service begins 5 working days after the Rural Week ends. 25 of the 34 who have attended 2016 Rural Weeks required follow-up support which can involve anything from careers advice, CV support, interview techniques advice, networking opportunities, advice on suitable qualifications, voluntary work opportunities, internships, apprenticeships, work experience and employment opportunities.

Current Live caseload

at 12th December 2016

LAND-BASED EMPLOYMENT ADVICE SERVICE

HighGrounders who do not attend a Rural Week are still able to access the follow-up support service and be supported into the land-based sector. The statistics below illustrate what HighGround has been doing during 2016.

of whom 34 had a Rural Week

Number of those who have gone self-employed

18

Once HighGrounders reach their preferred outcome, they are able to return to HighGround at any point if they require further support. Each individual's needs are different and we will always answer questions and communicate with individuals as quickly as possible as we understand how unfamiliar and confusing the pathway to new careers and opportunities can be.

Number of those on

an apprenticeship

Number of those

now in employment

APPENDIX A

DIVERSE AREAS OF WORK IN THE LAND-BASED SECTOR

LAND MANAGEMENT AND CONSERVATION	ENVIRONMENTAL (OUTDOOR) DESIGN, PRODUCTION AND LEISURE	animal care	
Covers all aspects of work on the land from management and administrative roles to practical, 'hands-on' activities which may use trades already held.	Covers careers available in areas where there is an end product or a service to people, there are opportunities for practical work or skilled craftsmanship. Many of the roles will offer the opportunity for direct contact with the customer and the general public.	Covers the care of all types of animals large and small, their welfare and in many cases training.	
Farming	Floristry	Equine – The Horse industry including thoroughbred racing and breeding Farriery Veterinary activities	
Agricultural Engineering	Horticulture		
Countryside and Environment	Landscape Design, Forest Schools, Adventure education		
Conservation (UK and abroad)	to canoeing, mountaineering		
Arboriculture	Viticulture/Cider making	Domestic and Companion Animals	
Forestry	Green Space Management	Zoos and Wild Life Parks	
Horticulture	Sports Turf Management		
Game Keeping and River Management	Aquaculture		
Small Holdings			
Heritage and Commercial Railway opportunities			

APPENDIX B

BACKGROUND AND OBJECTIVES

The partnership with Plumpton College and the delivery of the 2015 RXW programme has enabled us to fulfil our Charitable Object 'To provide insight into the range of employment opportunities within the rural economy for Service Leavers and the Veteran community' and this Final Report demonstrates how HighGround has achieved this.

With Sami's arrival as our first Careers Manager, not only were we able to bring more structure to the referral and selection process for Rural Weeks, but our reporting and follow-up also improved and we now have a much more effective way of communicating with our referral partners although nothing is ever perfect..!

We have also developed further the advice and support service based at our office in Westminster for those individuals who know they want to work in the land-based sector and have a good idea of which area they would like, and now need guidance with the right training course, or some work experience to complement the qualifications they have already gained.

HighGround is not a grant-making charity but we are able to use our contacts to help HighGrounders to access funding, and as we develop our relationships with the land-based sector via the Worshipful Company of Farmers, Landex, Agri Food Charity Partnership, the Country Land & Business Association and many others, we are able to arrange work experience opportunities all over the UK and overseas, which are the missing bit of the jigsaw to make these unique and very special people who bring such wonderful skills from their military careers, into the land-based sector.

We are extremely grateful to Dr Zoe Morrison of Aberdeen University and Professor Nicola Fear of King's College London for evaluating the 2015 RXW programme which can be found at Appendix C.





APPENDIX C







EVALUATION OF 2015 RXW PROGRAMME

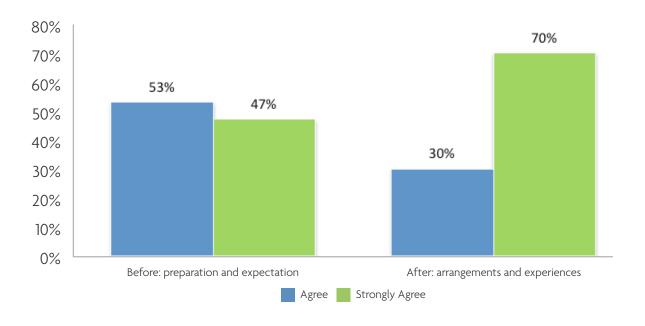
Our approach to evaluating HighGround's Rural Week is based upon understanding service users views on their expectations and experience of the therapeutic intervention. We do this by surveying beneficiaries views both before and after participation in a Rural Week on an anonymous and confidential basis. Beneficiaries are invited to participate in the evaluation on a voluntary basis and in 2015 all attendees chose to take part. Both questionnaires measure attitudes towards and expectations of the Rural Week in terms of training, planning, content and value. We analyse the data collected to provide an independent evaluation of each course and/or all courses over a time period to inform further development of HighGround's services. Here we consider service users' views on their Rural Week experience during 2015.

All participants were surveyed (34 attendees) and out of these 34, on average, there was overall agreement that they felt prepared for the Rural Week, were looking forward to it and expected to improve their knowledge of the land based sector as a result of the residential week. At the end of the week, on average, all 34 individuals expressed strong agreement that they had learned, felt supported, achieved their objectives, developed their interest in working in land based industries and had their questions answered in a positive and beneficial way. Three measures were derived from the findings:

- Overall Satisfaction: High (100%)
- Knowledge of land based work: High (97%)
- Readiness to take on a new employment challenge: High (85%).

Overall service user satisfaction was high (see Figure 1). HighGround achieved this by preparing their attendees well for the course and ensuring they were supported in an organised, friendly and informative way.

FIGURE 1: OVERALL SATISFACTION WITH THE RURAL WEEK

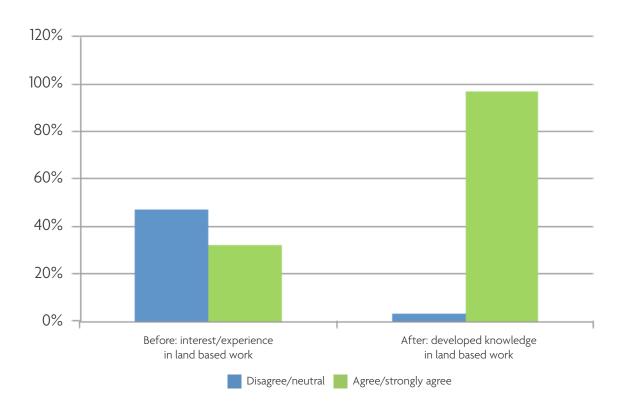


Knowledge of land-based industries was also found to be high following the Rural Week. To understand the learning undertaken during the Week, attendees are asked about their knowledge of the land-based industries at the beginning of the Week. In 2015, 11 (32%) attendees had not worked in land-based industries before, 5 (15%) chose to answer neutrally to this question, indicating perhaps that they had some experience but not much. 11 (32%) had some stronger experience of working in land-based industries. 18 attendees (53%) disagreed with the statement "I'm not sure if land based work is right for me". 14 (44%) felt neutral towards this idea and 2 (6%) agreed with it.

This distribution of responses indicates that although many people may feel quite familiar with land based work at the beginning of a rural experience week, they either feel quite confident about it as an option or could do with more experience and information to be sure. These responses indicate that the type of people who are likely to sign up to a rural experience week are typically those are drawn towards land based employment but could do with that initial "foot in the door" to be confident in navigating the industry. This is confirmed by the answer to "I'm already looking for land based employment" to which 18 people (53%) agreed, 12 (35%) were neutral towards and 4 (12%) disagreed.

At the end of the rural experience week all attendees agreed that they had a good understanding of work in land based industries and 32 out of 34 (94%) reported that the week had developed their interest in land based employment (Figure 2). None disagreed with this. The remaining 6% simply remained neutral towards land-based employment. Furthermore all attendees agreed that the week had helped them plan for future employment, barring 1, who remained neutral. In summary, Rural Weeks do very well at helping beneficiaries with an interest in land-based employment learn about and plan for their new career.

FIGURE 2: KNOWLEDGE OF LAND BASED WORK



Planning for a new career is an important aspect of transitioning out of military service and readiness to take on a new employment challenge is a key outcome of the Rural Week. Before starting the rural week, 46% of individuals strongly agreed to feeling ready to take on new employment. Many (40%) agreed to feeling ready to take on new employment. Some (11%) neither agreed nor disagreed with this statement, choosing rather to say they felt neutral towards taking on new employment. One individual (3%) disagreed to the statement. After the rural week, 47% of attendees agreed and 38% of attendees strongly agreed that they felt ready to take on new employment. 15% felt neutrally towards the idea and none disagreed with it (Figure 3)

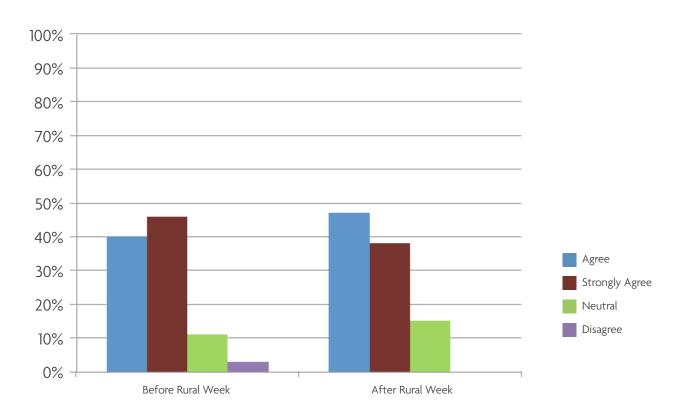


FIGURE 3: I FEEL READY TO TAKE ON A NEW EMPLOYMENT CHALLENGE

These findings suggest that most attendees of a HighGround rural week already feel ready to take on a new employment challenge. They indicate that perceptions of readiness are likely to change over the course of the week, suggesting that learning and re-appraisal may result from the intervention, stimulating informed career planning. This is demonstrated by considering the one individual who didn't feel ready to take on a new employment challenge, changed their response subsequent to the Rural Week, indicating that individuals who may need a bit more support gain confidence over the course of a Rural Week.

This brief overview of our evaluation demonstrates the efficacy of the Rural Week intervention from the service users' perspective. We have been working with HighGround since their attainment of charitable status in 2013 and will continue to provide independent evaluation of HighGround services moving forward. We recognise that the success of the Rural Week programme has been informed by close attention to service users views and commend the HighGround team for their evidence-based approach to service development and delivery.

Dr Zoe Morrison, Aberdeen University



LIFE BEYOND THE MILITARY — OUTDOORS

Please contact Anna Baker Cresswell for more information about how to follow, fund, refer or support HighGround. anna@highground-uk.org • 07951 495 272

www.highground-uk.org

Sign up to our quarterly newsletter Follow HighGround at Headley Court on Facebook







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