
Gateway to Employment

Evaluation of Year 1 of the Programme

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Executive Summary

Background

Gateway to Employment is an employability programme which targets young people from areas of deprivation, who have offended or who are at risk of offending. It aims to build confidence, motivation and skills to support young people to move toward employment, training or education. The project uses the brand of Celtic Football Club as a motivational engagement tool to reach those most disengaged from the labour market.

The target was to recruit 12 people per cohort and to deliver 6 cohorts in year 1, a total of 72 individuals.

The Gateway to Employment model has become recognised by referral agencies and stakeholders - as evidenced by the increasing number of referral agencies, widening geographic pool, and the number of stakeholders who are involved in delivering inputs to the Programme.

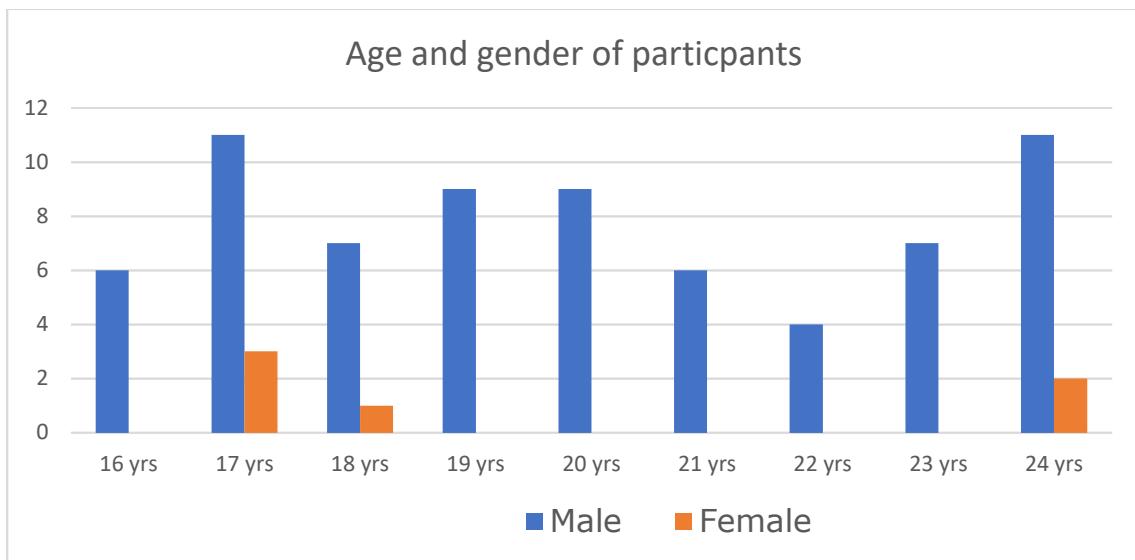
Recruitment

Gateway to Employment exceeded its recruitment target - 76 individuals participated in 6 cohorts. (one participant dropped out of cohort 2 then returned to cohort 6, so there have been 77 places)

Profile of participants

While the majority of participants come from the Glasgow area, the project is now recruiting from a wider geographic area, with 17 participants coming from Local Authority areas outside Glasgow.

The majority of participants (70 of 76) are male, but Celtic FC Foundation is working to develop relationships with agencies that support women offenders to increase the number of women in year 2.



Celtic FC Foundation collected data on other barriers. This highlights the multiple and complex barriers faced by participants in relation to achieving positive employability outcomes:

- more than half of the participants (40) had mental health issues
- 14 had disabilities
- 12 were homeless.

Targeting

The project is specifically targeted at young people who meet the following criteria

- Living in areas of deprivation (as measured by the SIMD 20% most deprived datazones)
- At risk of being involved in anti-social behaviour, offending or re-offending
- Unemployed, not in education or training

The data demonstrates excellent targeting on these groups, with most of the participants meeting two or all three of the criteria. Of the 76 participants:

- All 76 were previously unemployed, and not in education or training directly prior to their participation
- 57 (76%) residents of the SIMD 20% most deprived areas and were also NEET
- 57 (75%) previous involvement in the criminal justice system (and were also NEET)
- 43 (57%) were residents of the most deprived areas and also had previous involvement in the criminal justice system and were NEET (met all three criteria).

Celtic FC Foundation has developed positive relationships with a number of agencies that work directly with ex-offenders and with agencies which work with young people who are not in employment, education or training and are at risk of offending behaviours.

- 30 out of 76 participants were referred from agencies that work directly with ex-offenders (Wise Group Routes Out, Scottish Prison Services, Passport, and Glasgow Community Safety Partnership)
- The number of agencies referring to the project has expanded, reflecting the growing profile of the project.

The profile and performance of the Programme has also resulted in a very high number of self-referrals (14 of 76 participants self-referred).

Achievements against project outcomes

Gateway to Employment aims to deliver 7 key outcomes. The four mandatory CashBack outcomes:

- Outcome 1: Young people build their capacity and confidence
- Outcome 2: Young people develop their physical and personal skills
- Outcome 3: Young people's behaviours and aspirations change positively
- Outcome 4: Young people's wellbeing improves

Plus

- Outcome 6: Young people participate in activity which improves their learning, employability and employment options (positive destinations)
- Outcome 7: Young people participate in positive activity
- Outcome 8: Young people are diverted from criminal behaviour or involvement with the criminal justice system

Evaluation issues

There are some weaknesses in the collection of self-evaluation data.

- The self-evaluation tools to record evidence against each indicator have not been used systematically in year 1.
- For most indicators where self-evaluation data is required, the indicator has been deemed to have been attained by all except one or two participants (who dropped out of the Programme).

However, written feedback has been provided by 6 stakeholders which demonstrates that progress toward outcomes have been achieved. Interviews with participants also demonstrates that the outcomes have been achieved (see case studies).

Gateway to Employment has a strong focus on moving participants into positive destinations: Data for outcome 6 (positive destinations) has been collected and recorded. The data shows that Gateway to Employment has been successful in moving participants into positive destinations, but shows that 76% of participants have moved into a positive destination against a target of 85%.

Outcome 6: Young people participate in activity which improves their learning, employability and employment options (positive destinations)

Indicator	Target		Actual	
	No.	%	No.	%*
YP achieve positive destinations	61	85%	58	76%
YP will access learning (including staying on at school)	7	10%	8	11%
YP will progress to training	14	20%	18	23%
YP volunteer following completion of programme	10	15%	3	4%
YP will gain employment	28	40%	29	38%

Learning and recommendations

- Strategic positioning of Gateway to Employment in employability pipeline**

Celtic FC Foundation has been very successful in targeting recruitment at the CashBack priority groups. The programme has a high profile with agencies that work with ex-offenders and with young people who are not in employment, education or training and are at risk of offending behaviours.

- Many of the participants have multiple and complex barriers to progression – the capacity to address these barriers within a 10 week Programme is limited.
- The expectation of 85% positive destinations is a very ambitious target and is perhaps unrealistic for the participants with the current profile.

Recommendation

- Celtic FC Foundation should review the positioning of Gateway to Employment in the employability pipeline, and review the referral criteria to ensure 'fit' between the profile of the participants and the objectives of the Programme.

- Evaluation systems**

The tool for collecting evidence of outcomes were not used systematically in year 1, but as a result of changes in the staff team, Celtic FC Foundation has already started to make improvements to the new processes for collecting evidence from each participant (a personal action plan and journal) which will ensure that young people record their journey toward outcomes.

Recommendation

For year 2, there needs to be a review of the evaluation processes.

New staff should have an induction to ensure that they understand the CashBack outcome framework and reporting system:

- To clarify understanding of the CashBack indicators
- To review the measures for each indicator (what evidence they will collect to demonstrate the achievement of the indicators)

- To review the tools for gathering evidence
- To review the tools for recording data
- To clarify understanding of the reporting system and responsibility for reporting.

Recording of data on destinations needs to be more robust (it should identify the employer/training provider/type of job/training etc) and where destinations cannot be verified, it should be noted that destinations are not verified.

Referral forms should also be improved to provide more accurate profile information on participants.

Aftercare and tracking

Although a key strength of the Programme is one-to-one support which can continue beyond the end of the programme for participants, in year 1 there is no formal follow-up programme for participants or tracking of outcomes.

While there is no formal target to report on sustained outcomes, the description of the project in the Grant Offer letter from Scottish Government references 'support [to] young people in sustaining their positive destination by providing one-to-one support and tracking service, ensuring that any potential issues are addressed and relevant support is put in place.'

Recommendation

While it is recognised that after-care and tracking are difficult, due to the nature of the client group, Celtic FC Foundation should develop a clearer offer to participants (and the agencies who refer and support participants) in relation to after-care and tracking.

Celtic FC Foundation could also explore 'data sharing' protocols with other agencies (agree who is responsible for tracking post completion of the programme and agree to share tracking data).

Purpose of the evaluation

The purpose of the Year 1 evaluation is to review the project outcomes to identify the extent to which the project is achieving the outcomes set out in the offer letter. It will also review the delivery to identify the strengths and weaknesses and any learning which could influence the delivery of outcomes. The evaluation process involved:

- Interviews with delivery staff to review the delivery of the Programme and review of evaluation data
- Review and analysis of participant data
- Interviews with a sample of participants to explore:
 - What works/what doesn't in the delivery of the programme
 - The impact of the programme on individuals
- Development of case studies to highlight participant journeys
- Review of stakeholder feedback and interviews with a sample of stakeholders
- Analysis of qualitative data to extract key lessons

Project Description

Gateway to Employment is an employability programme which targets young people from areas of deprivation, who have offended or who are at risk of offending. It aims to build confidence, motivation and skills to support young people to move toward employment, training or education. The project uses the brand of Celtic Football Club as a motivational engagement tool to reach those most disengaged from the labour market.

The Programme is delivered over a period of 10 weeks. Young people attend for 2 days a week. They attend on a voluntary basis and do not receive a training allowance.

Over the three year period of CashBack funding, Celtic FC Foundation (CFCF) will deliver 18 cohorts of approximately 12 participants per cohort, engaging a total of 216 young people. In year 1, the target is to engage 72 young people from the target groups.

Referrals

Young people are referred to the Programme through a range of agencies that engage with those furthest from the labour market and those who are in the criminal justice system.

In year 1, CFCF has carried out extensive outreach work to increase the profile of the Programme to attract a greater diversity of referrals and increase the geographic reach of the Programme.

CFCF has developed strong partnerships with key referral agencies (See table 2). CFCF has also developed innovative partnerships to reach new groups of young people. In year 1, CFCF worked in partnership with Glasgow Community Safety Partnership (GCSP) to deliver Gateway to Employment to a group of young people who were involved in GCSP.

GCSP delivers a Cognitive Behavioural Programme to young people who have been involved in the criminal justice system. All participants are referred by the police, social work or on community payback orders. The Programme, which runs over six weeks aims to change their behaviour and attitude toward offending.

The pilot sought to bring together the 'behaviour change' programme delivered by GCSP with the motivational/lifestyle/employability support offered through the Gateway to Employment Programme.

The Programmes were delivered jointly, with participants attending the behavioural change programme (and receiving ongoing support from GCSP) at the same time as the Gateway to Employment Programme.

Although two of the participants are in employment (and have sustained that outcome) as a result of the programme, a number of the participants did not sustain the programme.

GCSP have reviewed the pilot and resolved that many of the participants were not 'ready' to consider moving towards employment. Many had very complex barriers to progression and were supported by a number of agencies. GCSP will continue to work with Gateway to Employment, but see the two programmes as different stages in the client journey. In future, GCSP will continue to refer those clients who are ready to consider employability as a next step in their personal journey.

Activities

The Programme provides a range of activities aimed at building confidence, motivation, and employability skills. The programme also aims to improve physical and mental well-being and provides participants with opportunities to engage in a range of physical activities.

The days are structured so that participants are involved in learning, training and employability support in the mornings and each afternoon they participate in physical activity.

The programme is delivered by Celtic FC Foundation staff, but also supported by a number of partner agencies who deliver a wide range of inputs to increase the learning opportunities and experiences available to participants. Inputs delivered by external partners include training (Health and Safety, Manual Handling), raising awareness of training and employment opportunities (employers, Colleges, SCVO etc), health and wellbeing programmes (e.g. smoking cessation), and life skills (for example money management skills).

Participants also get opportunities to participate in different learning experiences aimed at building confidence and skills – some cohorts work for a day at a foodbank, other deliver a community project, or volunteer at sporting events.

A key strength of the programme has been Celtic FC Foundation's success in developing the number and range of experiences and learning opportunities available to participants through its relationships with other organisations. The programme is flexible and inputs for each cohort can change over time. Key elements of the programme in year 1 have been:

- **Scottish Fire and Rescue Service**

A key contributor over the life of the Gateway to Employment Programme has been the Scottish Fire and Rescue, who delivered the Fireskills programme to participants. This was a popular and very valuable learning experience for participants. In the last year the Fireskills programme had been accredited, and participants were able to achieve an SVQF level 4 qualification. 15 participants achieved an SVQR level 4 award

Unfortunately, due to budget constraints, the SFRS will no longer be able to deliver the Fireskills programme to the Gateway to Employment Programme.

- **Training in Manual Handling and Health and Safety in the workplace**

A key element of the programme has been to provide training which is recognised in the workplace. Every cohort has had access to introductory training in Manual Handling and

Health and Safety in the workplace. 49 participants have completed both training sessions.

- **Police Scotland**

Police Scotland currently delivers an input to the programme on Hate Crime and Social Media. The partnership gives Police Scotland access to young people who are otherwise 'hard to reach' and provides opportunities to break down barriers between the Police and young people who have been/are at risk of involvement in offending.

In the next year, Celtic FC is looking to build on the partnership with Police Scotland. Police Scotland have a range of resources which could provide experiential learning for participants. In year 2, cohorts will visit Police Scotland facilities to learn about the various different elements of Police Scotland role experiencing new and varied environments:

- Mounted division to find out about the roles of people who care for the horses
- Learning about crime scenes and
- Using the sports and fitness facilities

- **Youthlink Money for Life Programme**

Money for Life delivers modules from its money for life programme to Gateway participants. This provides access to money advice and money management skills to participants, and provides Youthlink with access to a hard to reach demographic for the project.

- **Community project**

Celtic FC Foundation has developed a new activity aimed at developing leadership and teamworking skills. Each cohort is tasked with developing, organising and implementing an event which will benefit the community. One cohort developed a football tournament for local primary schools, and other organised a football challenge against another project. Participants have to work together to develop the idea and implement it. Participants have to take on role (phoning schools, organising catering which push them out of their comfort zone and support the development of new skills)

As a result of partnership working, future cohorts of Gateway to Employment will be able to access £400 from the Money for Life Community Challenge. The challenge provides youth groups with £400 to create a social action project in their local area.

- **Work experience**

There has been little use of direct work experience opportunities in year 1 of the Programme (although participants gained some experience through working for a day in Foodbank). In previous Programmes, Celtic FC and other employers have provided work experience which has given participants some real work experience and build their CV .

The staff are reviewing and developing more opportunities for work experience for year 2.

Outcomes

The ultimate aim of the project is to move young people into employment, or into other training or education opportunities. Young people are supported to set goals and to work towards these goals, and staff provide one-to-one support and mentoring to help young people to achieve these goals. Staff also provide a high level of individual support to address other barriers such as housing/homelessness, benefits/financial problems etc.

Celtic FC Foundation provides ongoing one-to-one support to young people after the end of the Programme to support them to achieve a positive outcomes.

While some young people maintain contact after completion of the project, there are no formal after-care or tracking arrangements in place to support sustained outcomes.

Achievement against project targets

Recruitment

The target was to recruit 12 people per cohort and to deliver 6 cohorts in year 1, a total of 72 participants in year 1.

After lower levels of referrals to the first cohorts, Celtic FC Foundation carried out a programme of marketing and outreach visits to agencies across the city to promote the programme. This resulted in an increased number of referrals to cohorts 5 and 6.

Table 1: Total numbers of participants

	Cohort 1	Cohort 2	Cohort 3	Cohort 4	Cohort 5	Cohort 6	Total
Target	12	12	12	12	12	12	72
Actual	11	10	13	11	16	16	77

*One participants dropped out of cohort 2 then participated in cohort 6, so there were 76 individuals, but 77 participant places over the 6 cohorts.

Table 2 shows the source of referrals into the programme.

Celtic FC has developed positive relationships with a number of agencies that work directly with ex-offenders and with agencies which work with young people who are not in employment, education or training and are at risk of offending behaviours

- 30 out of 76 participants were referred from agencies that work directly with ex-offenders (Wise Group Routes Out, Scottish Prison Services, Passport, and the Community Safety Partnership)
- The number of agencies referring to the project has expanded, reflecting the growing profile of the project.

The number of self-referrals (14 of 76 participants self-referred) reflects the growing reputation of the project among young people. Many of the self-referrals have heard about the project "from a friend".

Table 2: Source of referrals

Source of referral	Number of referrals
Self-referral	14
New Routes (Wise Group project for young men on short term prison sentences)	14
Community Safety Partnership (all participants of Cohort 2)	10
Skills Development Scotland (SDS)	8
Venture Trust	5
Scottish Prisons Service	4
Social work	3
16+ Activity Agreement Coaches	3
Passport (Young offenders from Polmont)	2
Job Centre	2

The following organisations referred one participant to the programme:

- GPMS Pollok
- Includem
- Jobs & Business Glasgow
- Links Project
- Pitstop
- Princess Trust
- Street League
- Tomorrow's People

Additionally, one participant was referred by a Community Psychiatric Nurse, one by a Housing Officer and one progressed from BT Sports Employability Programme delivered by Celtic FC Foundation.

NB. One participant in cohort 2 (referred by Glasgow Community Safety Partnership) dropped out, but self-referred to cohort 6. As a result, there are 76 individual participants but 77 places over 6 cohorts.

While the majority of participants come from the Glasgow area, Table 3 shows that the project is now recruiting from a wider geographic area, with 17 participants coming from Local Authority areas outside Glasgow.

Table 3: Recruitment by Local Authority area

Local Authority	Number of participants
Glasgow	59
North Lanarkshire	7
South Lanarkshire	2
Renfrewshire	5
East Dunbartonshire	2
West Dunbartonshire	1

Profile of participants

Table 4 shows the age and gender of participants. The majority of participants (70 of 76) are male.

Celtic FC Foundation is working to increase the number of women referred to the project, and is working towards delivery of a women only cohort in 2018/19. To achieve this, Celtic FC Foundation is working to increase its profile and awareness of the Programme with organisations that work with women offenders/young women at risk of offending e.g. It has recently started to develop a relationship with SHINE, the national mentoring service for women offenders.

Table 4: Age and gender of participants

Age	Male	Female	Prefer not to say	Happy to say	TOTAL
16 years	6	0	0	0	6
17 years	11	3	0	0	14
18 years	7	1	0	0	8
19 years	9	0	0	0	9
20 years	9	0	0	0	9

21 years	6	0	0	0	6
22 years	4	0	0	0	4
23 years	7	0	0	0	7
24 years	11	2	0	0	13
TOTAL	70	6	0	0	76

Targeting of participants

The project is specifically targeted at young people who meet the following criteria

- Living in areas of deprivation (as measured by the SIMD 20% most deprived datazones)
- At risk of being involved in anti-social behaviour, offending or re-offending
- Unemployed, not in education or training

The data demonstrates excellent targeting on these three groups, with most of the participants meeting two or all three of the criteria.

Living in areas of deprivation (as measured by the SIMD)

Table 5 shows the number of participants broken down by SIMD quintile.

There are 76 participants but postcode data is only available for 75, as one participant had no fixed address (homeless). The following data is therefore based on 75 postcodes.

The data shows that:

- 57 of 75 (76%) were resident of the most deprived 20% datazones.
- All of these participants were also unemployed/not in education or training

Table 5: Number of participants from areas of deprivation.

SIMD quintiles	Number of participants
0 to 20%	57
0 to 30%	62
0 to 40 %	66
0 to 50%	70
50 to 100%	5

(*based on 75 functional post codes)

At risk of being involved in anti-social behaviour, offending or re-offending

57 of 76 (75%) were involved in anti-social behaviour or offending of which 47 had custodial sentences.

- 43 of the 57 were also residents of the 20% most deprived communities
- All of these participants were also unemployed/not in education or training

Unemployed, not in education or training

- Only 5 were unemployed, not in education or training (and were not residents of the top 20% or at risk of offending)
- However, each of these young people had other risk factors:
 - 1 was leaving a secure unit
 - 1 was in foster care
 - 2 had health /disabilities which acted as barriers to employment
 - 1 had dropped out of school

Celtic FC Foundation collected additional data on the profile of participants. It highlights that many of the young people had multiple and complex barriers to progression.

In particular, over half of the participants (40 of 77) had mental health issues.

Table 6: Profile of participants - Barriers

Barrier	Number of participants
Homeless	12
Disabled	14
BME	4
Mental Health issues	40
LGBTI	0
Care Experienced	7
Young Carers	2
Young Parents	9
Refugees / Asylum Seekers	1

Achievements against project outcomes

Gateway to Employment aims to deliver 7 key outcomes. The four mandatory CashBack outcomes:

- Outcome 1: Young people build their capacity and confidence
- Outcome 2: Young people develop their physical and personal skills
- Outcome 3: Young people's behaviours and aspirations change positively
- Outcome 4: Young people's wellbeing improves

Plus

- Outcome 6: Young people participate in activity which improves their learning, employability and employment options (positive destinations)
- Outcome 7: Young people participate in positive activity
- Outcome 8: Young people are diverted from criminal behaviour or involvement with the criminal justice system

Evaluation issues

The data reported in this section has been extracted from Celtic FC Foundation's data recording system.

However, the tools to record evidence against each indicator have not been used systematically, so there is very little evidence to verify the attainment of indicators. In many cases the indicator has been deemed to have been attained by all except one or two participants (who dropped out of the Programme). This is not to say that the Programme has not achieved the outcomes, but rather that the evidence is not documented.

- Written feedback provided by 6 stakeholders demonstrates progress toward outcomes.
- Additional evidence was also collected through staff interviews and through interviews with participants which demonstrates that participants are progressing toward each of the outcomes.

In Year 2, the delivery team has already started to improve the systems for collection of evidence against each indicator. We provide further comment on the weaknesses of the data collection system and recommendations in the final chapter, but an overall

recommendation is that Celtic FC Foundation should review the use of tools that it now has and ensure that it is gathering evidence for each of the indicators.

Outcomes against targets

Outcome 1: Young people build their capacity and confidence

Indicator	Target	Actual
Young people report their confidence increasing	61	75
YP report they are able to do new things	61	75
Other stakeholders report increasing confidence in YP	85%	100%
YP go on to do new things after initial CashBack involvement	61	74

Effectiveness of indicator/measure

Celtic FC Foundation has used 'participation in new activities' as a measure for this indicator (i.e. if participants could take part in new activities, this is an indicator of increased confidence).

It is clear through observation and through interviews that for those who engage in the programme activities, a key outcome is increased confidence, however, Celtic FC Foundation should collect more robust data on each participant.

"I felt I was gaining in confidence every week" (Participant, cohort 5)

"What I've got out of it is confidence" (Participant, cohort 5)

Stakeholder feedback

The stakeholders survey asked stakeholders to rate the extent to which participants had increased confidence. (N=6)

As a result of participating in the programme, participants have increased their confidence.

Not at all	Slightly	Moderately	Very	Extremely
			1	5

All stakeholders provided examples which demonstrated increased confidence

"The general confidence of the young people I have referred has improved greatly as has their training and employment prospects as a result of the course"

"Having met her weekly after starting the programme it was obvious that her confidence was higher and more positive. Her appearance was better and the programme was having a positive effect on her mental and physical well being."

Outcome 2: Young people develop their physical and personal skills

Indicator	Target	Actual
Young people gain accreditation for learning and skills development	No target	49 attended Manual Handling 49 attended Health and Safety in the Workplace* 15 achieved Fireskills** (SCQF level 4)
YP report an increase in their skills	61	76
Other stakeholders report skills increasing in YP	85%	100%

* Non certificated training on Manual Handling and Health and Safety

** 9 of the 15 were resident in the 20% most deprived areas (by SIMD)

Effectiveness of indicator

In general, Celtic Foundation has used 'participation in training activities' as an indicator of increased skill. A review of the timetable for each cohort demonstrates that participants were involved in a range of learning and training activities:

- 49 participated in Manual Handling and Health and in Safety in the Workplace training
- All participated in other learning opportunities ranging from health and wellbeing to lifeskills and employability skills.
- Additionally, all participants are involved in physical activity sessions which build physical skills.

There is a range of evidence of increased skills but it is not documented. For example:

- coaches and participants can describe the increase in physical skills as well as changes in confidence and motivation, but this is not documented.
- Staff observation confirmed improved personal and social skills.

In interviews, participants could describe the increased skills and knowledge that they had as a result of participation in the Programme.

"Its taught me about getting into a routine, getting structure"

"I learned practical skills about getting a job – I feel I know a lot more about how to get a job "

There is a need to collect more robust evidence of increased skills for each participant.

Stakeholder feedback

Stakeholder were asked to rate the following statement

- As a result of participating, participants have developed new skills

Not at all	Slightly	Moderately	Very 2	Extremely 4
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All stakeholder surveys reported that participants had learned new skills. Most stakeholders provided examples of improved employability skill. Examples included:

"Attendance, Time Keeping, public speaking and self-belief have all improved"

"Communication and leadership skills"

"Having a better ability to engage in employment"

"Her ability to lead others"

Outcome 3: Young people's behaviours and aspirations change positively

Indicator	Target	Actual
YP report increased aspirations	61	75
Other stakeholders report increased aspirations in YP	85%	100%
YP positively change behaviours	61	75
Other stakeholders' report positive changes in YP behaviour	85%	100%

Effectiveness of indicator

Celtic FC Foundation has used participation in the Programme as the evidence of increased aspiration (i.e. participants are working toward the goal of employment or training or education which demonstrates increased aspiration).

Participation in the Programme is also used as the evidence for the indicator 'Young People positively change behaviours'.

Observation and interviews provided additional evidence that participants aspiration and behaviours had changed positively.

"now I've got goals – I want to get a job, I want to go on holiday – before I was just sitting around – no goals, no motivation."

"seeing the other community coaches, knowing that they started at the same place as me - it gives you hope, aspirations. That's my goal - to become a community coach"

Stakeholders

Stakeholders responded to the following statement

- As a result of participating in the programme, participants demonstrated positive changes in behaviours

Not at all	Slightly	Moderately	Very 1	Extremely 5
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Stakeholders provided examples which demonstrated that young people have changed their aspirations and behaviours.

"Generally the young people I have referred have a different outlook on life after the course as they are inspired to move on to other things"

"The young person referred demonstrated improved timekeeping to this and other commitments which has likely contributed to his success in his paid employment".

"I believe that the vast majority of young people who I have referred to the course have benefited tremendously from attending. They have used the experience to move onto other training, college or employment."

"The young person demonstrated commitment to gaining his CSCS card and gaining meaningful, paid employment, and has informed me he has joined a local football club and trains twice per week, motivated by his time at the gateway programme (previously had no pro-social leisure activities).

Outcome 4: Young people's wellbeing improves

Indicator	Target	Actual
YP reports improved wellbeing	61	75
Other stakeholders make positive comments about wellbeing against one of the relevant SHANARRI indicators	85%	100%

Effectiveness of indicator

Celtic FC Foundation has used participation in the Programme as the evidence of improved wellbeing:

- Healthy – participants are involved in sport and physical activity sessions
- Included – participants are less socially isolated and are more involved
- Responsible – participants attend voluntarily, so are taking responsibility for decisions which affect them (developing their employability skills)

Observation and interviews provided additional evidence that young peoples wellbeing was improving as a result of participation.

"lost weight, feel better about myself"

"I've got friends through being here" (young person with mental health issues and socially isolated)

Stakeholder feedback

All stakeholders (N=6) reported that young people's well-being had improved against several of the SHANARRI indicators. Examples included

"SAFE: the young person is less likely to become involved in negative, anti-social behaviours as a result of his new commitments in employment and pro-social pass times."

Outcome 6: Young people participate in activity which improves their learning, employability and employment options (positive destinations)

Indicator	Target		Actual	
	No.	%	No.	%*
YP achieve positive destinations	61	85%	58	76%
YP will access learning (including staying on at school)	7	10%	8	11%
YP will progress to training	14	20%	18	24%
YP volunteer following completion of programme	10	15%	3	4%
YP will gain employment	28	40%	29	38%

*Actual % = number of outcomes as percentage of 76 (the total number of participants)

The data on positive destinations shows that 76% of participants have moved into a positive destination against a target of 85%.

- The percentage moving into volunteering is significantly lower than the target (actual 4% against a target of 15%)
- The percentage gaining employment is very slightly lower than the targets (38% against a target of 40%)
- Of the 29 young people who moved into employment, 8 went into jobs funded by Community Jobs Scotland.

Table 7 shows the breakdown of positive destinations for:

- The total cohort (all participants)
- The participants from the 20% most deprived datazones
- The participants who had an offending background

Table 7: Breakdown of positive destinations

	Number of participants	Number of positive destinations	Number Into employment	No in employment of which CJS	Number into Training programmes	Number into learning	Number volunteering
Total cohort	76	58 76%	29 38%	8	18 24%	8 11%	3 4%
<20% SIMD	57	44 77%	23 40%	6	12 21%	7 12%	2 4%
Offending background	57	39 68%	23 40%	4	11 19%	2 3.5%	3 5%

Although the Programme is 10 weeks long, not all participants complete the programme:

- 41 participants did not complete the programme, but of these 28 left to move into a positive destination
- 13 did not complete the programme and did not progress into a positive destination (but one returned to cohort 6 from which he achieved a positive outcome).

Table 8: Number and percentage of participants achieving a positive destination

	Number of participants	Number of those who achieved a positive destination	% achieving positive destination
Number completing the programme	36	30	83%

Number who did not complete	41*	28	68%
Total number of participants**	77	58	75%

*This number includes person who dropped out of cohort 2, so total number of 77 attendances

**Total of 77 as this includes 1 person who attended twice.

Effectiveness of the indicator

This is an important indicator for Gateway to Employment, but it must be recognised that there are challenges in using this indicator as the sole measure of success of the Programme.

Challenges in using the indicator as a measure of success of the Programme

- High targets

The Programme has a very high targets. There is an expectation that 85% of all participants will complete the Programme and that every participant who completes the Programme will move onto a positive destination.

- Barriers to progression

Many of the participants have multiple and complex barriers to progression. It is not always possible to address the barriers within the scope of a 10 week Programme .

Barriers include:

- Previous convictions
 - Two young people were taken into custody while on the Programme as a result of historic charges (for crimes which they had committed prior to starting the Programme but had not yet been charged)
- Addictions/mental health/other conditions
 - Some young people are dealing with multiple and complex barriers which need to be addressed before they are able to engage in employment or training
- Poverty trap
 - One participant was offered a Community Jobs Scotland job (25 hours per week) but a 'better off' calculation showed that after paying his rent, council tax and fuel bills, he would be left with £7 per month to live on. So although his participation in the Programme resulted in him being offered a job (a 'positive outcome' for the Programme) his progression was blocked by an external barrier.
 - Gateway to Employment continued to work with this participant after the end of the Programme to source training so that he could find semi-skilled employment (with higher wage rate) so that he could get out of the poverty trap.

While Celtic FC Foundation cannot address barriers in the system such as the poverty trap, consideration of the other barriers to progression suggest that Celtic FC Foundation might need to reconsider the positioning of Gateway to Employment in the pathway towards employment, and review the referral criteria to ensure that participants are 'ready' to address employability issues in their lives.

Outcome 7: Young people participate in positive activity

Indicator	Target	Actual
Number of young people participating in the activity	61	76
YP are new to the activity	61	76

Effectiveness of indicator

There are two indicators:

- **Number of people participating in the activity**

This is simply a measure of the number of people who participate – it is not particularly effective as an indicator.

- **Young people are new to the activity**

This indicator is measuring numbers of participants. This is not a particularly useful indicator – many of the young people are/have been engaged in employability support, so the activity is not new, although they are new to this programme. Some of the young people are serial attenders of training/employability programmes.

The indicator would be more useful if defined as those who had not previously engaged in any employability support (and those who are participating directly after a term in prison) as this would demonstrate the impact of the programme in engaging/progressing those who had not previously engaged.

For those who had engaged before in employability support, this indicator would better demonstrate the impact of the programme, and help to identify where the programme sits within the ‘pipeline’ of employability support (for example, is the programme just adding to churn of young people who move around training providers or moving them toward employment).

Outcome 8: Young people are diverted from criminal behaviour or involvement with the criminal justice system

Indicator	Target	Actual
YP report reduction in their own antisocial/criminal behaviour	61	71

Effectiveness of indicator

Celtic FC Foundation has used participation in the Programme as the measure for this indicator (i.e. the assumption that if young people are participating, they are diverted from anti-social behaviour for the period of their participation).

This measure is not robust:

- there is no evidence that young people are diverted from anti-social behaviour outwith the time spent on the Programme
- not all of the young people have engaged in anti-social/criminal behaviour, so the indicator is irrelevant for some.

It would be more useful to:

- Identify those for whom criminal/anti-social behaviour is an issue
- Identify the number who have been diverted from these behaviours as a result of the programme.

Demonstrating outcomes: Case studies

The case studies demonstrate the impact of the Programme on young people .

Profile: Male, 23 years old, SIMD<20%, involved in criminal justice system but no criminal charges.

Although M had been in stable employment since leaving school, he had lost his job in the last year, a year which he described as ‘the worst year of his life’.

M has been involved in an incident which resulted in a criminal proceedings. Although he was not guilty of any charges, M was questioned by police on a number of occasions and also had to appear in court. M was very stressed by the event, which had an impact on his confidence, self-esteem and behaviours. As a result, he lost his job. Since losing his job, he had spent most of his time at home. He was depressed and had no motivation to get back to work.

"My life was in a mess. I had a court case hanging over me. I was just at home all the time – I'd lost my job, I was depressed, I'd lost my confidence and I'd put on tons of weight'

M heard about Gateway to Employment through a friend, who was also unemployed and applying for the programme.

"I realised I had to do something, and the fact that it was at Celtic – that's my team – I thought I'd give it a go"

In the past, M had always enjoyed sport but had given up all physical activity as a result of his depression and loss of confidence. He has enjoyed the physical activity sessions at Gateway to Employment

"It's got me back into doing more physical activity – I've started going to the gym with one of the lads after our session here, and I've got the confidence to play 'fives' again. I've started organising games of 'five asides' with friends again"

The Programme has also built his confidence and aspirations. As part of the physical activity session, he got involved in 'helping other people in the group'. He has enjoyed supporting others and gets satisfaction from seeing their progression. The programme has made him realise that he likes coaching and now wants to get involved in coaching as a volunteer.

"I realised it was something I could do - I'd like to do it as a volunteer – but it also made me see that there are opportunities.....that it could be a job in the future"

As a result of the Programme, M says that he "*understands more about the opportunities that are out there*" and with his increased confidence, he feels ready - and motivated - to get back into to work. In his own words he has '*lost weight, feel better about myself and got some of my confidence back*"

"It's the best thing I've done – I'm so glad I did it"

The biggest change for M is in his confidence and motivation.

"now I've got goals – I want to get a job, I want to go on holiday – before I was just sitting around – no goals, no motivation."

M had decided to look for work in the construction sector, and although he did not have a job at the end of the Gateway programme, he continued his job search activities after he left the programme. He has now found work as labourer on a construction site.

Profile: Male 19 years old, SIMD <20%, no criminal convictions.

D was referred to Gateway to Employment by his SDS Advisor. He was interested in getting into Football Coaching, and although he has previously attended Street League and had attended an introductory course at College, neither had worked out well for

him, and he had been unsuccessful on two occasions in his application to a sports coaching course at college.

He also had some work experience – he had worked in retail over the Christmas period, but had been laid off Christmas. As a result, he was suffering from depression and low motivation.

Although D was motivated by his desire to get into coaching, he had fairly low expectations of the Gateway to Employment Programme. He has participated in other training Programmes in the past and had not gained much from his participation. However, he decided to ‘give it a go’ to try to get some coaching experience which would help him to get into college.

“I thought it would be just like the other things I’ve done but it’s been the best thing I’ve done”

D commented that although he didn’t feel confident about starting the Programme, atmosphere at Gateway to Employment was so positive and welcoming that he felt able to participate.

“I wasn’t confident about coming – I wasn’t prepared, but they welcomed me with open arms – it’s a very welcoming atmosphere”

D says that he learned a lot through the Programme – he enjoyed the range of inputs from different agencies and organisations and the range of different experiences that he had on the Programme. He also says that he feels that he knows more about how to get into work. But perhaps the most important element of the Programme for D was the personal support and mentoring.

“They are easy to talk to. If you need help – you can just go to somebody for help. It’s the way they talk to you - they don’t talk down to you like at school and other training places - they talk to you as an equal, they find a common ground.”

The Gateway staff commented that D gave 100% commitment throughout the Programme and his confidence has grown considerably over the period. The staff also noted that he was very supportive to other members of the group.

When D completed the Programme, he was offered a job with Celtic FC Foundation as a Community Coach (funded through Community Jobs Scotland).

D now has a 12 month contract working as Community Coach. He is currently delivering coaching to children’s groups, and at the same time is working toward coaching certificates. Through his involvement in Gateway to employment, he was introduced to the Princes Trust, and D has recently been awarded a Development Grant to fund the cost of his Coaching Certificates.

He is committed to his further development, and is also getting more experience through volunteering. He recently volunteered at a sporting event for 300 school children. He also volunteers at Celtic FC and was also one of the team of volunteers involved in the pre-match display at Celtic’s recent cup final.

For D, Gateway to Employment has helped him achieve his goal of becoming a Football Coach.

“When I didn’t get into college to do coaching, I really thought that was the end of it for me – that there was no hope. I didn’t realise there were other ways to become a

coach – through working and volunteering. Doing this has opened up new options for me."

Profile: Male, 17 years old, in local authority care, history of offending behaviour.

S was 17 when he was referred to Gateway to Employment. At the time he was living in Local Authority care, and was referred by his residential social worker.

S had had some family problems which had impacted on his lifestyle and resulted in him being placed into a secure unit when he was 15.

"I had a lot of family problems, and I wasn't getting on with my parents. I was getting into trouble with the police. I sort of fell away from school a bit, then ended up getting not going to school."

When he was released from the secure unit, he was still in local authority care but was transferred to a residential unit. By this point (age 17) his life was a bit more stable and he started to think about his future. His residential social worker knew about his passion for Celtic Football Club and thought that the Gateway to Employment programme might be a good way to engage S in some employability training.

S was delighted when he was offered the opportunity to join the Programme at Celtic.

"Because I'm a Celtic fan, it seemed like such an opportunity to go on a Programme at Celtic Park, so I went in with good motivation. I just wanted to make the most of it."

"Because I didn't know anyone there, I didn't have to keep face or anything like that – so I really went for it"

"What worked for me was the routine – I had to get up every day and get myself over to Celtic Park. Every morning, they start with a half hour chat - talking to you about what you want to do – it really makes you think about what you want – self-reflect. It was a bit of a wake-up call for me"

After an information session from SCVO about Community Jobs Scotland, S thought that it sounded like a good way to get a start in the job market, and applied for a job through the CJS programme. (Community Jobs Scotland is a job training programme which provides opportunities for 12 months of employment with training in third sector organisations.)

S was successful and started work as an administrative assistant at Renfrew Carers Centre. Since starting at the Carers Centre, he has been motivated to take advantage of all of the training that is on offer. He has completed both an SVQ level 2 and an SVQ level 3 in Business Administration, and has participated in a whole range of other non-certificated training (social media training, Assist suicide prevention etc).

S is now coming to the end of his 12 month CJS contract, but has been successful in getting a full-time permanent job at Renfrewshire Council.

"I just kept at it, doing lots of training. I completed the SVQ level 2 really quickly, so I've done the SVQ level 3 as well. And because I had the level 3, I could apply for the

“job that came up at the Council. If I hadn’t worked so hard and got the level 3 , I wouldn’t have been able to apply”

The impact of S’s life is profound. He now has a permanent full time job, and is back living at home with his parents. His supervision order was terminated when he was 18 and he now has a ‘clean slate’.

“From being in care for a couple of years, now I’m back with my parents. I hadn’t been able to live at home before. There’s no arguing with them or anything now. My life is much more stable. I’m in a routine, I have to get up in the morning for my work.”

S says that going to Gateway to Employment has changed his life.
“It was like a chain reaction. I went to Celtic – I got a job – I’m in a routine - I’m back living at home..... It’s been the best year of my life”

Sustainability of outcomes

While the primary aim of the Programme is to support young people to achieve positive destinations, the Programme also aims to ensure that outcomes are sustained.

The project descriptions says:

“Celtic FC Foundation also seeks to support young people in sustaining their positive destination by providing one-to-one support and tracking service, ensuring that any potential issues are addressed and relevant support is put in place.”

The ‘offer’ of aftercare is not clear and while there is evidence that many participants continue to receive support after the completion of the programme, there are no formal aftercare arrangements in place for those who have achieved a positive destination.

There are no formal arrangements for tracking participants to measure the sustainability of outcomes.

How robust is the data on destinations?

Where participants move directly into employment with Celtic FC Foundation, it is easy to track progress, but for other ‘destinations’ there is very little data on sustained destinations. In some cases young people stay in touch after the end of the programme (sometimes coming back for more advice support). In these cases, Celtic FC Foundation can track their journeys post completion of the Programme. However, many young people disengage from support and do not respond to follow-up calls.

Follow-up tracking is particularly important to understand the impact of this Programme:

- Some young people move into casual or agency jobs, which are by nature often short-term.
- Some of the outcomes such as volunteering are steps in the pathway towards employment. There is no data to tell us if people sustained their volunteering or moved from volunteering into another stage in the pathway toward employment.
- A number of destinations were not verified at the end of the Programme (unclear if young person moved on or not)
- Some young people move into other training/learning opportunities, but it is important to understand whether they continue their progression toward employment, or whether they are merely being recycled around training providers.

- Two participants have been referred onto Celtic Foundation's BT Employability Programme which is aimed at those further from the labour market. This suggest that they were not 'ready' for Gateway to Employment.

While it is recognised that after-care and tracking are difficult, Celtic FC Foundation should develop a clearer offer to participants in relation to after-care and tracking.

Case studies

These are two case studies which track the impact of Gateway of Employment on the lives of young people who participated in the previous Phase of the Programme.

Background

Patrick joined the Gateway to Employment Programme in early 2016. Patrick was 23 years old and has just been released after an 8 month sentence in Barlinnie. He had heard about the programme through a friend who was participating.

Patrick had a long history of offending - he started getting into trouble with the police when he was about 14 and has his first custodial sentence at 15. Until starting the Programme, he had been in prison for much of his life since the age of 15.

Destination at end of Gateway to Employment Programme

After participating in the Gateway Programme, he was successful in getting a 12 month contract with Celtic FC Foundation as a Community Coach. The post was funded by Community Jobs Scotland.

Sustained outcome

By the end of the 12 month funded period, Patrick had demonstrated that he had turned his life around. He was in a routine, his life had structure and he had demonstrated his commitment to his job and to his own development. He had also developed his skills as a Coach, and with the support from Celtic FC Foundation, had achieved his coaching certificates (He now has certificates to level 1.3 in the Coaching pathway).

Patrick had become an asset to the Celtic FC Foundation's Coaching Team, and at the end of the CJS funding, Patrick was offered continued employment with Celtic FC Foundation.

He has continued to develop his skills and experience: He has worked as a coach on the Gateway to Employment Programme, where he also acted as a role model to young people, many of whom had had similar life experiences to his own.

He has also delivered the Schools programme in Primary Schools in Glasgow. Initially, he was delivering the sports coaching element of the Programme, but more recently has progressed to delivering the classroom based element of the programme (teaching children about health and nutrition).

He has also developed expertise in delivering to young people with disabilities through the Ability Counts Programme. Patrick is now the lead coach in the delivery of the Autism strand of the Programme – and in a recent development, has been chosen by Celtic FC foundation to help to set up a similar project in Dublin. Over the next months, Patrick will be flying to Dublin every week to help to deliver the Programme in Ireland.

Patrick describes his progress as 'small steps'.

"It's the staff there that have made the difference for me – they support you to develop. They are always there for you. They give you responsibility and you have to step up to the mark – it builds your confidence. They've supported me all the way – it's been small steps, but it's changed my life around"

Patrick is very grateful for the opportunity that he has had through Celtic FC Foundation. The biggest change that he sees in himself is his increased confidence. Patrick also says that his family is really proud of him.

Having a job has had an enormous impact on Patrick's life.

"If it wasn't for Gateway to Employment, and then my job at Celtic FC Foundation, I'd probably be back in prison right now."

"I've got a different group of people in my life now, I'm not hanging around with the people I used to see".

"Now I take each day at a time and just try to do the best that I can every day for the Club"

Background

Joe was 22 when he found out about Gateway to Employment through the Job Centre.

Joe has a physical disability, he was born without arms and has scoliosis.

"I wanted to play football, but because of my disability I couldn't play for a team, so the next best thing for me was coaching. At the job centre, they mentioned a course at Celtic and as soon as they said Celtic, I said – put me in for it. By my second day, I had asked them to give me a job."

Destination at end of Gateway to Employment Programme

After participating in the Gateway Programme, he was successful in getting a 12 month contract with Celtic FC Foundation as a Community Coach. The post was funded by Community Jobs Scotland.

During this period, Joe gained experience of working with children through the schools project, working with children with autism, children with Downs Syndrome, and working with Adults through the Football Fans in training Project. He has also coached young people through working with the Gateway to Employment project.

Joe was dedicated to developing his skills as a coach and with support from Celtic FC Foundation, has achieved 4 football coaching certificates.

He also recently qualified as a fitness instructor and has a certificate as a coach in Boxercise.

Sustained outcome

By the end of the 12 month Community Jobs Scotland contract, Joe had become a key member of the coaching team for Celtic FC Foundation and two years on, he continues to be employed as a community coach.

He has also developed his skills through volunteering with the SFA.

Joe describes his job at Celtic FC Foundation as his 'dream job'.

"This is a dream come true. I set myself a goal to become a coach and this is the happiest I've ever been because I've earned it."

Joe says that his job has given him a huge amount of confidence.

"It's really given me confidence – just speaking to people – before I was really quiet and couldn't speak to people "

From being a young man who found it difficult to talk to other people, Joe is now so confident that he can speak in public. He has spoken in front of the new Gateway to Employment Groups, he has given a speech to a staff group at Celtic, and recently spoke at the Scottish Parliament.

He also says that the Gateway Programme, and having a job have helped him to believe in himself.

"I had been for jobs before, but I had always been told that I couldn't do them because of my disability, so I just thought I'd never get anywhere in life. I even thought I'd be single all my life. But now I'm engaged and I've got a job that I love and I never thought that would happen for me"

"Now I believe I can get what I want in life"

Joe is keen to use his knowledge and skills to help others especially young people with disabilities. He now wants to become a motivational speaker.

"I always thought negatively about myself – but since I've been working here, I've started to thinking more positively. And I want to use that to help other people with disabilities – I want to let them know that they can do anything they put their mind to"

What made the Gateway to Employment Programme work for him? Joes says
"It's inclusive - They make you feel welcome – If you're the quiet one they bring you in. They [the staff] always support you. They believe in you"

Joe's life has changed immeasurably since starting the Gateway to Employment Programme.

He continues to be employed by Celtic FC Foundation and 'never wants to leave'.
"Celtic is my dream job"

"I'm really grateful for this opportunity – I live and breathe Celtic and I want to do my best for the club I support. "

Learning from the Programme

This chapter highlights the key learning points from the project. The 'key strengths' section highlights the factors which contribute to the achievement of outcomes. The challenges section identifies some weaknesses in delivery in year 1 includes recommendations where appropriate.

Key strengths

Targeting

Celtic FC Foundation has been very successful in targeting recruitment on young people from the most 3 CashBack priority groups.

- Living in areas of deprivation (as measured by the SIMD 20% most deprived datazones)
- At risk of being involved in anti-social behaviour, offending or re-offending
- Unemployed, not in education or training

Celtic FC Foundation has achieved this through developing relationships with projects/agencies that work with the target client group. The Gateway to Employment model has become recognised by referral agencies working with ex-offenders and those at risk.

Celtic FC Foundation has also worked to extend the network of referral partners, to recruit more young people from outside Glasgow and more young women.

The high profile of the Programme and the extensive outreach work means that the Celtic FC Foundation has exceeded its target numbers for the Programme in year 1.

The profile and performance of the Programme has also resulted in a very high number of self-referrals (self-referral is the biggest single source of referrals).

The Celtic Football Club brand continues to be a powerful hook for engaging with young people in employability support.

Strong delivery partnerships

Celtic FC Foundation has been successful in developing the number and range of experiences and learning opportunities available to participants through its relationships with other organisations.

Staff

Interviews with participants and stakeholders consistently mention the staff as one of the 'success factors' of the Programme.

Stakeholders comment on the energy, dedication and motivation of the delivery staff.

Many of the participants have been on other training/employability programmes, and highlight a key strength in the Celtic FC Foundation model '*the way they speak to you*'.

Participants mention '*feeling respected*', being treated '*as equals*', '*not being talked down to*', '*treating everyone the same way, no matter what your background*'.

These comments highlight the fact that '*how it is delivered*' rather than '*what is delivered*' makes a difference for participants.

Celtic FC Foundation as an employer /Use of role models

Celtic FC Foundation has made good use of the community Jobs Scotland Programme to provide employment training opportunities for participants within the Celtic FC Foundation organisation. Young people from the Programme have moved into jobs as Community Coaches, developing their own skills and getting valuable work experience.

However, participants also identified that the Community Coaches act as role models which helps to motivate them to succeed.

"When I see them in their Celtic kit, I know that they were just like me a wee while ago. They were on this programme too. I know that if they can do it, so can I"

Challenges

Disconnect between the Programme targets (positive for destinations) and the barriers/readiness of many participants.

We have already commented on the strength of the targeting on the CashBack target group and strong profile of the Gateway to Employment Programme with agencies that work with the most disengaged client group.

While this profile is a strength of the Programme, it has resulted in challenges for a Programme which seeks to achieve a positive destination for 85% of participants:

- The programme has become a recognised destination for young people who have complex issues and barriers – some are referred within days of leaving prison, some have outstanding charges and unspent convictions, some have issues relating to addictions, mental health, homelessness, etc.
- The number and complexity of barriers means that many of the participants in year 1 were not ready to move toward employment.
- 20 participants (26%) did not achieve a positive outcome:
 - of these 13 (17%) had not sustained their participation in the Programme.

The expectation of 85% positive destinations is a very ambitious target and is perhaps unrealistic for the profile of participants in year 1. Celtic FC Foundation may need to review the referral criteria to ensure that participants are 'ready' to address employability issues in their lives.

Recommendation:

Celtic FC Foundation should review the positioning of Gateway to Employment in the pathway to employment, and review the referral criteria to ensure 'fit' between the profile of the participants and the objectives of the Programme.

Staff changes

There have been recent changes in the team structure which have augmented the management and delivery resources for the Programme.

However, the team has also lost a member of staff after a period of illness – this has affected the collection and reporting of monitoring and evaluation data for Year 1.

Monitoring and evaluation

There have been weaknesses in year 1 in the collection of self-evaluation data.

As an employability project, with an aim and track record in moving participants into positive destinations, the achievement of this outcome (and recording of this achievement) has been a priority for the Programme.

However, gathering robust data on destinations is challenging – participants attend on a voluntary basis and can leave at any time throughout the programme. It is especially challenging to gather data on outcomes which participants who achieve after the end of the Programme. While some participants stay in contact with the Programme, others do not and there is no mechanism to ensure that they report destinations back to the project.

There has been a lower priority in gathering evidence of other outcomes, and an assumption that if a young person has participated in the programme, then they have achieved the softer outcomes.

The systems for collecting evidence of outcomes were not used systematically in year 1, but as a result of changes in the staff team, Celtic FC Foundation has already started to make improvements to the new processes for collecting evidence from each participant (a personal action plan and journal) which will ensure that young people record their journey toward outcomes.

Recommendation

For year 2, there needs to be a review of the evaluation processes.

New staff should have an induction to ensure that they understand the CashBack outcome framework and reporting system:

- To clarify understanding of the CashBack indicators
- To review the measures for each indicator (what evidence they will collect to demonstrate the achievement of the indicators)
- To review the tools for gathering evidence
- To review the tools for recording data
- To clarify understanding of the reporting system and responsibility for reporting.

Data on destinations needs to be more robust:

- Where participants progress in to employment, identify the employer and job role
- Where participants progress into training, identify the training provider/type/duration of programme
- Where participants progress into learning/education, record the course and level of course

Where destinations cannot be verified, it should be noted that destinations are not verified.

Referral forms should also be improved to provide more accurate profile information on participants.

Aftercare and tracking of outcomes

Although a key strength of the Programme is one-to-one support which can continue beyond the end of the programme for participants, in year 1 there is no formal follow-up programme for participants or tracking of outcomes.

While there is no formal target to report on sustained outcomes, the description of the project in the Grant Offer letter from Scottish Government references 'support [to] young people in sustaining their positive destination by providing one-to-one support and tracking service, ensuring that any potential issues are addressed and relevant support is put in place.'

Although there are recognised challenges in carrying out follow-up and tracking (young people change phones numbers/refuse to respond etc) Celtic FC Foundation should develop a protocol for follow up of all participants and tracking of outcomes.

Where young people progress into other training programmes (for example street League) or job training opportunities through Community Jobs Scotland, Celtic FC Foundation might wish to consider an information sharing protocol with other training providers (with agreement of young people), to streamline follow-up and tracking. Also, where young people have a support worker/key worker, Celtic FC Foundation should seek an agreement over tracking and information sharing.

Recommendation

While it is recognised that after-care and tracking are difficult, due to the nature of the client group, Celtic FC Foundation should develop a clearer offer to participants (and the agencies who refer and support participants) in relation to after-care and tracking.

Celtic FC Foundation could also explore 'data sharing' protocols with other agencies (agree who is responsible for tracking post completion of the programme and agree to share tracking data).