
Gateway to Employment

Evaluation of Year 2 of the Programme

June 2019



Arrivo | Consulting

Arrivo Consulting Ltd
42 Miller Street
Glasgow
G1 1DT
fiona@arrivoconsulting.co.uk

Contents

Executive Summary.....	2
Introduction to the report.....	7
Project description.....	7
Purpose of the evaluation	7
Review of delivery in Year 2.....	8
Recruitment of participants.....	8
Profile of participants	11
Targeting of participants.....	13
Barriers to progression	13
Programme activities	14
What has the Programme achieved in Year 2?.....	17
Achievements against targets	17
Demonstrating outcomes: Case studies.....	25
Learning from the Programme	29
Addressing the issues learning points from Year 1 evaluation.....	29
Disconnect between the profile of many participants and the Programme targets ..	29
Weaknesses in the monitoring and evaluation systems.....	31
The lack of formal aftercare and lack of tracking arrangements	32
Learning from Year 2 of the Programme	32

Executive Summary

Purpose of the evaluation

Gateway to Employment is funded for a period of three years under the CashBack for Communities Programme (2017-2020). This is the evaluation of year 2 of the Gateway to Employment Programme. The purpose of the Year 2 evaluation is:

- to review the extent to which the activities and processes have developed in response to the learning from the Year 1 evaluation,
- to review the project outcomes in year 2 to identify the extent to which the project is achieving its targets.
- to identify the current strengths and weaknesses in the Programme and identify and learning which could influence the delivery of outcomes in Year 3.

Review of delivery

Recruitment and targeting

The Year 1 evaluation highlighted the strength of the Programme in the targeting the CashBack client group and strong profile of the Gateway to Employment Programme with agencies that work with the most disengaged client groups.

In year 2, the Cashback Co-ordinator has continued to raise the profile of the Gateway to Employment Programme with agencies that work with the target client group and has been successful in recruiting young people from the CashBack target group.

- The target was to engage 72 participants. The actual number of participants in Year 2 was 75.

Profile of participants

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

- 49 of 75 participants (65%) were resident of the most deprived 20% datazones.

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

- 54 of 75 (72%) had previous involvement in the criminal justice system with 34 having served custodial sentences.

Unemployed, not in education or training

- All participants were unemployed/not in education or training

In Year 2, the Programme has also been successful in:

- Increasing the diversity of participants, and in particular increasing the number of women who participated in the Programme.
 - In year 1, 70 of 76 participants were male. Only 8% of participants were women.
 - In year 2, Celtic FC Foundation recruited 20 women (27%) of all participants.
- Increasing the geographic reach of the Programme.
 - 24 participants (a third of all participants) came from Local Authority areas outside Glasgow.

Issues and challenges in Year 2

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.

- Over 80% reported mental health issues (62 of 75 participants).

A review of the records and interviews with staff identified that there were other barriers (alcohol misuse, substance misuse, undiagnosed conditions) which were further barriers to progression.

Programme activities

The profile of the participants in year 2 again highlighted that many of the young people had multiple and complex barriers and the majority were not 'job ready'.

Changes to the Programme processes and content

A key strength in year 2 has been the development of new content which recognises that many of the participants will not move directly into employment, but seeks to motivate them to address barriers and sustain their journey towards employment.

- The Cashback Co-ordinator has developed new Programme inputs which focus on building confidence and motivation.
- There is an increased focus on one-to-one work to support participants to develop individual progression goals which are appropriate to their stage and capacities.

The number and percentage of participants who sustained their engagement in the Gateway to Employment has improved in Year 2:

- In Year 1, 36 of 76 (47%) participants sustained their engagement in the Programme.
- In Year 2, 51 of 75 (66%) participants sustained their engagement in the Programme.

What has the Programme achieved?

Outputs

The Gateway to Employment Programme has been successful in achieving its target number of participants (75 against a target of 72).

- Two participants attended twice so there were 77 attendances.

Of the 77 attendances:

- 51 participants of 77 completed the programme
 - of these, 39 achieved a positive destination (outcome 6)
- 26 participants did not complete the programme,
 - of these, 12 left to move into a positive destination (outcome 6)
- 14 did not complete the programme and did not progress into a positive destination
 - of these 9 achieved intermediate outcomes (Outcomes 1-4 and outcomes 7-8)
 - 5 left the Programme before achieving any of the intermediate outcomes

Outcomes

Gateway to Employment has delivered outcomes for participants and achieved key targets (except target for outcome 6) of the CashBack for Communities Programme.

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

- Gateway to Employment has exceeded its outcome targets for Outcomes 1-4 (achieved 70 against a target of 61)

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

- The data on positive destinations (outcome 6) shows that 51 participants (66%) have moved into a positive destination against a target of 85%.
- Actual performance fell below the target in the number of people moving in to employment (23 against a target of 28). This is not surprising given the previous comments about the multiple/complex barrier and distance from the labour market of many participants.
- There is evidence that some who did not achieve a 'positive destination' were supported to access other services to address barriers to employment.

Outcome 7: Young people participate in positive activity

- 75 individuals participated (target 61)
- 75 were new to the activity (target 61)

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

- The data shows 70, but this measure is not robust, as it assumes that all young people were involved in antisocial or criminal behaviour.
- 54 of 75 participants had a history of antisocial or criminal behaviour (target 61).

Learning from the Programme

Addressing the issues learning points from Year 1 evaluation

The Year 1 evaluation identified three key issues and made three key recommendations for improvements to the Programme.

Disconnect between the profile of participants and the Programme targets (to achieve 85% positive destinations)

A key challenge identified in the Year 1 evaluation was the disconnect between the profile of the participants (number and complexity of barriers to employment) and the aspiration to achieve 85% positive destinations.

The Co-ordinator has attempted to address the disconnect. The Co-ordinator made significant changes to the Programme in Year 2, to make the content and processes reflect the needs of the participants. This has increased the level of engagement in the Programme (a higher percentage of participants now sustain engagement). We would anticipate that, as this approach gets embedded, more participants will progress into positive destinations which support their journey towards employment (education, further training, volunteering etc).

Can the Gateway to Employment achieve its targets for 'positive destinations'?

Although the Programme content and processes have been developed to better meet the needs of the participants, delivery of the Programme in Year 2 has continued to highlight the challenges in moving young people with multiple and complex barriers toward the labour market.

- **Barriers which the Programme cannot address**

There are some barriers which affect participant progress which are beyond the capacity of the Programme to address. In year 2, barriers to progression have included:

- Previous convictions
- Poverty trap.

- **Scope/duration of the Programme is short**

The Gateway to Employment Programme is a relatively 'light touch' intervention. Many of the participants require longer and more intensive support to be able to address barriers.

In conclusion, while the Gateway to Employment is likely to continue to struggle to achieve 85% positive destinations (as defined by the Cashback Programme indicators) for the target client group, the Programme has been successful in motivating participants to consider employability and in supporting participants to address their barriers to employment. As such, the Programme has been successful in supporting participants' journeys towards positive destinations.

Weaknesses in the monitoring and evaluation systems

In the Year 1 evaluation report, we identified that the evaluation data collected by the Gateway to Employment was not robust and recommended a review/refresh of the evaluation processes.

In year 2, the Cashback Co-ordinator has worked with the external evaluator to review the data collection systems:

- The co-ordinator has had developed a 'goal setting plan' which all participants to record their personal goals.
- The tools and the process for collecting and recording achievement of indicators has been reviewed.

In Year 2, there has been an improvement in the quality of the evaluation data that Gateway to Employment collect and in the recording of data. The data is more robust than the data collected in Year 1.

The lack of formal aftercare and lack of tracking arrangements

The year 1 report identified a lack of a formal aftercare 'offer' and recommended that Celtic FC Foundation develop a clearer offer to participants (and the agencies who refer and support participants) in relation to after-care.

The changes in the delivery model in Year 2 - with a move toward more one-to-one work with participants - has led to a far greater level of 'engagement' with participants, and an increase in the number who continue to receive on-going support after the end of the Programme.

The level of staff resources has not allowed the Co-ordinator to carry out formal tracking of young people in Year 2. Celtic FC Foundation should increase the staff resource in Year 3 to enable a greater focus on tracking. This will provide valuable data on the sustainability of outcomes and the longer term impact of the Programme.

Learning from Year 2 of the Programme

Increasing diversity

Gateway to Employment has increased the diversity of the participants (more women and greater geographical spread of participants) while maintaining a strong focus on the CashBack target client groups. Celtic FC Foundation has achieved this through extensive outreach and developing relationships with projects/agencies that work with the target client group.

Celtic Football Club as the hook

The Celtic Football Club brand continues to be a powerful hook for engaging with 'hard to reach' young people.

Relationships are the glue

While Celtic Football Club is a significant 'hook' for young people to sign up for the Programme, it is the strong relationships with staff that have supported young people to sustain their engagement.

A significant number of participants identified that one of the best things about the Programme was 'making friends'. This highlights the levels of social isolation among many young people - especially those who have disengaged/slipped through the net of other services.

Employment opportunities created by Celtic FC Foundation

A key strength in the delivery of Gateway to Employment is the 'added value' that derives from the Celtic FC Foundation. Celtic FC Foundation has created job training opportunities for young people who have 'graduated' from Gateway to Employment through Community Jobs Scotland. In Year 2, Celtic FC Foundation provided six new and additional job training places for participants.

Implication on staff resources

There have been significant changes to the content and delivery processes in Year 2:

- increased focus on individual goals setting,
- increased provision of one-to-one support and
- the increased levels of after-care.

However, the Programme delivery is resource intensive and cannot be sustained with the current level of staffing. Celtic FC Foundation should consider increasing the level of staffing to continue to provide this level of support to participants and to start tracking in Year 3.

Introduction to the report

Project description

Gateway to Employment is an employability programme which targets young people from areas of deprivation, who are unemployed and 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 an engagement tool to reach those most disengaged from the labour market.

The Programme is delivered over a period of 10 week. 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 2, the target is to engage 72 young people from the target groups.

Purpose of the evaluation

Gateway to Employment is funded for a period of three years under the Cashback for Communities Programme (2017-2020). The project has recently completed the second year of operation in this phase of the Cashback Programme.

This is the evaluation of year 2 of the Gateway to Employment Programme. The purpose of the Year 2 evaluation is:

- to review the extent to which the activities and processes have developed in response to the learning from the Year 1 evaluation,
- to review the project outcomes in year 2 to identify the extent to which the project is achieving its targets,
- to identify the current strengths and weaknesses in the Programme and identify and learning which could influence the delivery of outcomes in Year 3.

The evaluation process has involved:

- Interviews with delivery staff to review the delivery of the Programme
- Review and analysis of participant data
- Review of evaluation processes and data collected by the Gateway to Employment
- 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
- Interviews with a sample of stakeholders
- Analysis of qualitative data to extract key lessons

Review of delivery in Year 2

This chapter reviews the delivery of the programme and comments on the developments of the Programme in Year 2.

Recruitment of participants

Issues identified in Year 1 evaluation

The Year 1 evaluation highlighted 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 groups.

In year 1,

- Celtic FC Foundation had built the profile of the programme beyond the Glasgow area and increased the number of participants from a wider geography
- The majority of participants (70 of 76) were male, but Celtic FC Foundation was working to develop relationships with agencies that support women offenders to increase the number of women in year 2.

In year 2, the Cashback Co-ordinator has continued to raise the profile of the Gateway to Employment Programme with agencies that work with the target client group.

Celtic FC Foundation has been successful in:

- increasing the number of referrals of young people from the target client group,
- increasing the geographic reach of the Programme, and
- Increasing the diversity of participants, and in particular increasing the number of women who participated in the Programme.

Promotion of the Programme

In year 2, the Cashback Co-ordinator has carried out extensive targeted outreach work to raise the profile of the Programme with agencies that work with the target client group

- Staff have carried out a programme of visits/awareness raising sessions with projects and programmes that engage the target client group. This has included targeted promotional sessions at Polmont Young Offenders, Barlinnie Prison and Cornton Vale Prison.
- The staff have also promoted the programme to local and regional organisations working young people who are vulnerable and at risk of offending. This has resulted in extending the geographic reach of the programme.
- Staff have also carried out promotional work in the local area (leaflet-drops) and have worked in partnership with the local job-centre (Information session delivered in partnership with Shettleston job centre) to promote the Programme to young people in the East End of Glasgow.
- Celtic FC Foundation also uses its extensive social media coverage to promote the Programme.

Recruitment

In response to high levels of 'no-shows' from referrals in Year 1, the Cashback Co-Ordinator has improved the recruitment process in year 2.

Celtic FC Foundation now delivers a series of open days which allow young people to come to Celtic Park with their support worker, to meet staff, find out more about the programme and try out an activity session. The process aims to build confidence and motivation of young people but also break down some of the barriers to attending (fear of the unknown, not knowing anyone etc).

The target was to recruit 12 people per cohort and to deliver 6 cohorts in year 1, a total of 72 participants in year 2. A total of 75 individuals participated in Year 2 (77 attendances).

Table 1 shows the number of participants per cohort in Year 2. Table 2 shows the source of referrals into the programme.

Table 1: Total numbers of participants

	Cohort 7	Cohort 8	Cohort 9	Cohort 10	Cohort 11	Cohort 12	Total
Target	12	12	12	12	12	12	72
Actual	14	5	15	13	17	13	77

NB Two participants attended the programme twice so the number of attendances is 77. The number of unique individuals is 75

Table 2: Source of referrals

Source of referral	Number of referrals
Projects/services supporting offenders (New Routes:17, Scottish Prison Service Throughcare:5 SHINE:1, Passport:1)	26
Self-referral/referred by friend	11
Social work	7
Job Centre	7
Women's Support Project	5
SAMH	3
Schools	2
Jobs and Business Glasgow	1
SDS	1
Barnardo's	1
Momentum	1
Achieve More	1
Link Project	1
Community Alternatives	1
Epilepsy Connections	1
Quarriers	1
Aspire	1
Princes Trust	1
Addaction	1
Pitstops	1
GEAAP	1
Includem	1
Glasgow City Council Supported Employment Service	1

The number and diversity of organisations who have referred to the Gateway to Employment in year 2 demonstrates the effectiveness of the outreach efforts;

- 26 out of 75 participants (35%) were referred from agencies that work directly with young people who are in prison/leaving prison or with ex-offenders (Wise Group Routes Out, Scottish Prison Services, Passport, Shine)
 - This compares to 30 in Year 1. However in Year 1, Gateway to Employment delivered one cohort in partnership Glasgow Community Safety Partnership. This meant that all 10 participants in a single cohort

were already working with/referred from Glasgow Community Safety Partnership

- Excluding this specific partnership project, Gateway to Employment has increased the number and percentage of participants referred from agencies that work with young people from offending backgrounds in year 2.
- There is a significant level of self-referrals (11 of 75). Most of these were people who had heard about the programme from a friend/ex-participant highlighting the popularity /value ascribed to the programme by previous participants.

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 24 (a third of all participants) participants coming from Local Authority areas outside Glasgow.

This shows a year on year improvement over year 1 when only 17 participants came from areas outside Glasgow.

Table 3: Recruitment by Local Authority area

Local Authority	Young people
Glasgow	*51
North Lanarkshire	9
Renfrewshire	2
East Ren	1
South Lanarkshire	8
West Dunbartonshire	1
East Dunbartonshire	3

NB this data is based on the number of individuals who participated (75)

Profile of participants

In year 1, the majority of participants (70 of 76) were male. Only 8% of participants were women. In year 2, Celtic FC Foundation recruited 20 women (27%) of all participants

Celtic FC Foundation has worked to increase the number of women referred to the project:

- outreach /awareness raising organisations that work with women offenders/young women at risk of offending
- Delivery of a 'women only' cohort in 2018/19.

Table 4: Age and gender of participants

Age	Male	Female
Under 16	0	2
16 to 19	23	6
20 to 24	25	10
Over 24	7	2
TOTAL	55	20

*based on total of 75 individuals

The age profile shows that nine of the young people were over the age of 24 (and therefore not eligible for CashBack programmes. However, seven of the nine were young people who were age 24 at point of referral.

Increasing the number of young women and girls

Gateway to Employment has struggled to recruit young women, and on occasions when young women did participate, they were often the only female in a predominantly male cohort. On occasions, this was challenging for young women, but even where young women did sustain their engagement, the programme was still very male dominated.

In Year 2, the Cashback Co-ordinator worked to recruit an all-female cohort, with the aim of creating a Programme which was tailored to the needs of young women.

The co-ordinator was successful in recruiting a cohort of young women. The group was very mixed in terms of age and experience (from 15-27 year old) and included people with a range of barriers - disability, severe mental health issues, offending backgrounds, care experienced young people, asylum seekers etc.

The co-ordinator immediately identified that the majority had significant barriers to employment, and most were 'a significant distance from the labour market'.

The Co-ordinator also recognised that many of the young people were very vulnerable and sought to create a 'safe space' for the young women to explore issues and develop personal skills while building motivation and aspirations.

The Co-ordinator developed a Programme aimed at building confidence and self-esteem and raising motivation and aspirations. The Programme involved taking part in a combination of sessions that involved inspirational speaking, relaxation, goal setting, teambuilding, and physical activity sessions.

Interviews highlighted the impact of the Programme on confidence and self-esteem, and on motivation and aspirations. At the end of the Programme one participant said

"This has been brilliant - before I was sitting about the house doing nothing. This is the first time I've got goals, first time I actually feel excited about doing something"

Of the 13 who participated:

- 12 sustained their involvement
- 1 did not sustain as she lost her 'right to remain' in the UK (asylum seeker).

As most of the young women and girls had considerable barriers, the co-ordinator recognised that few would be able to move onto employment, but worked on getting each to develop goals appropriate to their own stage and capabilities.

Of the 12 who sustained their engagement, 10 moved on from the programme into other positive destinations. The

- 1 moved into employment
- 2 were successful in securing trainee community coaching jobs at Celtic FC Foundation (CJS funded roles)
- 1 moved on to a college based learning programme
- 6 moved onto other training/personal development programmes

- 1 of the above completed the training programme then secure a CJS post with Celtic FC Foundation)

2 participants did not achieve an positive destination, but continue to be supported by the agencies who referred them to the Programme.

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. The data shows that:

- 49 of 75 (65%) 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%	49
0 to 30%	59
0 to 40%	64
0 to 50%	67
50 to 100%	8

(*based on 75 unique individuals)

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

- 54 of 75 (72%) had previous involvement in the criminal justice system with 34 having served custodial sentences.

Unemployed, not in education or training

- All participants were 'not in education, training or employment'

Barriers to progression

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.

Table 6: Profile of participants - Barriers

Barrier	Number of participants
Homeless or in housing need (e.g. in insecure housing)	18
Disability	18
BME	4
Mental Health issues	62
LGBTI	1
Care Experienced /currently in care system	9
Young Carers/caring responsibilities	4
Young Parents	12
Refugees / Asylum Seekers	4

Over 80% reported mental health issues (62 of 75 participants). The higher level of reported mental health issues may reflect:

- increasing number of referrals from agencies which support people with mental health and other associated challenges,
- a greater focus on mental health within the programme which has enabled young people to disclose their mental health challenges.

A review of the records and interviews with staff identified that there were other barriers (alcohol misuse, substance misuse, undiagnosed conditions) which were further barriers to progression.

Programme activities

The range and complexity of the barriers faced by participants continues to be a challenge in Year 2. In response, the Cashback Co-ordinator has developed new Programme inputs which focus on building confidence and motivation of participants, supporting participants to address barriers, and on working with the participants to develop individual progression goals which are appropriate to their stage and capacities.

A key strength in Year 2 has been the co-ordinator's success in developing the number and range of experiences and learning opportunities to reflect the needs/issues of the participants.

The Co-ordinator has sourced a range of new partners, many of whom are keen to work with Celtic FC Foundation as it provides access to a client group who are often 'hard to reach' for service providers. New partners in Year 2 have included:

- Quarriers- Oh Yellow Music Project

This project (delivered with funding from Cashback for Creativity) uses music to engage young people and build confidence and motivation. Participants have been involved in Music workshops including song writing, producing, recording and performing.

- Quarriers - Drug/Alcohol workshop

The drug/alcohol awareness workshop delivered by Quarriers is well targeted for the CashBack client group.

- SAMH- Let's Talk

SAMH have delivered their 'let's talk' Programme (workshops over 4 weeks) which promotes the encourages more positive conversations about mental health, tackles

stigma and discrimination for those experiencing mental health problems and provides signposting people to local support services

Some of the previous partnerships have continued in year 2:

- Youth Scotland- Money for Life

Money for Life provides young people with skills and confidence in dealing with their money and aims to make them 'financially capable'.

Participants have also been involved in the Money for Life Community Challenge - which involved developing and delivering a project in the community. The projects have provided an incredible opportunity for Cashback participants to be involved in decision making, in planning and delivering a project, but also 'giving back to the community'.

Delivering the Community Challenge

One of the cohorts decided to design a community event that would support the homeless community. Participants not only decided on the focus for the project, but also jointly planned and delivered the event. This involved participants in 'learning by stealth' as they had to take on responsibilities for planning, allocating tasks, delivering tasks etc.

Participants decided to work with The Wayside Club, an organisation which provides support and services to people who are homeless. The aim was to provide members of the Wayside Club with information about other community based resources which could support them.

CashBack participants organised a day at Celtic Park consisting of a tour of Celtic Park, an opportunity to learn more about Celtic FC Foundation, and a hot meal. Participants also compiled information about local resources in the community for homeless people.

Cashback participants also used their own networks to improve the 'offer'. They invited Glasgow North East Foodbank to the community challenge event to tell homeless people how they could access help from the foodbank, and as a result of the link that was made on the day, participants from the Wayside Club have gone on to volunteer with the Glasgow North East Foodbank.

The event also created other links for the Wayside Club. Celtic Football Club supporters donate money to a nominated charity at each football game. The Wayside Club was nominated as the beneficiary of the collection at the next Celtic Football match (25th August 2018) so benefited from a significant donation as a result of the link created by the Cashback participants.

While the delivery of the community challenge is very challenging for Gateway to Employment staff, it provides a valuable learning opportunity for participants.

- Participants have to decide together on the purpose and format of the community challenge
- They have to allocate tasks and take responsibility for planning and delivering of tasks
- Participants are wholly responsible for delivery of the project on the day, so have to take responsibility for the delivery roles.

- **Scottish Fire and Rescue Service**

A key contributor over the life of the Gateway to Employment Programme has been the Scottish Fire and Rescue Services, who delivered the Fire skills programme to participants. This was a popular and very valuable learning experience for participants

Unfortunately, due to budget constraints, the SFRS is no longer be able to deliver the Fire skills programme to every cohort of the Gateway to Employment Programme, but in year 2, was able to offer the Programme to 12 participants.

11 participants completed the programme and achieved an SVQF level 4 qualification.

- **Police Scotland**

Police Scotland have also provided an important input the Gateway to Employment over recent years. 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 year 2, the input from Police Scotland has been developed. Police Scotland now deliver a session on Hate Crime and Social Media. Police Scotland have also provided visits to the Community Safety Hub and participants are involved in a 'day in the life of a police officer' simulation. They get to see the issues and challenges that the police face on a daily basis and as part of the process, are encouraged to consider and discuss 'what they would do in a similar situation'. This aims to challenge their attitudes to the police by giving young people an appreciation of the issues and challenges the police face every day.

A very popular part of the engagement with Police Scotland has been a football match between the Cashback Cohorts and Police Scotland staff. Young people have enjoyed meeting Police Scotland on the playing field, and the Police Scotland representative also reported that Police Scotland staff have benefited from meeting young people - many of whom they would normally only meet when they were trouble - in a fun, social environment. Police Scotland reports that the social game helps to break down barriers and perceptions on both sides

Partnerships with CashBack Family

Celtic FC Foundation has continued to develop its partnerships with other projects within the CashBack family. In year 2, participants have benefited significantly from Personal Development Awards from the Princes Trust. As a result, participants have been able to purchase training and equipment which has helped them to build skills, qualifications and confidence in themselves.

- Several young people applied successfully to the Princes Trust Development Awards to fund SFA Early Touches Level 1.1 Coaching.
- One young person gained a Princes Trust Development Award to buy a laptop which he needed to progress onto college. The award also paid for a further training toward a coaching award.

What has the Programme achieved in Year 2?

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

- 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

The additional outcomes that Celtic FC Foundation have chosen are:

- 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

Achievements against targets

This section reviews the evidence against each of the indicators, and compares the Programme performance against targets for each indicator.

Summary of outputs and outcomes

Outputs

The Gateway to Employment Programme has been successful in achieving its target number of participants (75 against a target of 72).

- Two participants attended twice so there were 77 attendances.

Of the 77 attendances,

- 51 participants of 77 completed the programme
 - of these, 39 achieved a positive destination (outcome 6)
- 26 participants did not complete the programme,
 - of these, 12 left to move into a positive destination (outcome 6)
- 14 did not complete the programme and did not progress into a positive destination
 - of these 9 achieved intermediate outcomes (Outcomes 1-4 and outcomes 7-8)
 - 5 left the Programme before achieving any of the intermediate outcomes

Outcomes against targets

Gateway to employment has been successful in achieving outcomes for participants.

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

- Gateway to Employment has exceeded its outcome targets for Outcomes 1-4 (70 achieved against a target of 61)

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

- The data on positive destinations shows that 51 participants (66%) have moved into a positive destination against a target of 85%.
- Actual performance fell below the target in the number of people moving in to employment (23 against a target of 28).
- This is not surprising given the previous comments about the multiple/complex barrier and distance from the labour market of many participants.

Outcome 7: Young people participate in positive activity

- 75 individuals participated (target 61)
- 75 were new to the activity (target 61)

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

- The data shows 70, but this measure is not robust, as it assumes that all young people were involved in antisocial or criminal behaviour.
- 54 of 75 participants had a history of antisocial or criminal behaviour (target 61).

Outcome 1: Young people build their capacity and confidence

All of the young people who sustained their participation demonstrated improvements in confidence and capacity to do new things. This was demonstrated through:

- evaluation data collected by Gateway to Employment,
- interviews with participants, and
- feedback from stakeholders

Indicator	Target	Actual
Young people report their confidence increasing	61	70
YP report they are able to do new things	61	70
Other stakeholders report increasing confidence in YP	85%	100%
YP go on to do new things after initial CashBack involvement	61	70

All of the young people who were interviewed could identify improvements in their confidence.

In response to questions about their ability to do new things, most commented on their ability to 'get up and speak in front of people'

"I would never normally be able to talk in groups" (Participant, cohort 12)

"I feel better about meeting new people and trying new skills" (Participant, cohort 11)

Young people provided examples of new things they had done as a result of their participation. Some of the examples were things that they 'would never have had the confidence to do' for example:

- Volunteering at a Celtic Match,
- Taking the 60 second challenge.

Two young people who spoke at the Celebration event said

- *"If not for this course, I wouldn't have had the confidence to stand up here and speak - it's given me courage"*

Another spoke about his ability to get a job

"I've never had a job before, so I'm proud of myself" (Participant, cohort 9)

Stakeholder feedback

All stakeholders (100%) reported that participants confidence had increased.

Stakeholders provided examples of increased confidence and capacity to do new things:

"Our New Routes customers now have experience of attending interviews and have the confidence to feel comfortable during the interview process. Participating in the physical activities has also improved their confidence and self-esteem"

"This young person now feels much more confident in his ability to progress in terms of his work aspirations, and is now able to confidently mix socially in groups"

"X is a shy young person and this has helped her to be more confident in going new places"

"Both participants increased their confidence in communicating with peers and within a group. Both males had issues in confidence before attending and one in particular after 3 weeks had the confidence to speak to a group of people and present his experience so far. This was a great experience for him and gave him the motivation to do it again."

At the start of the course we supported X and assisted her by facilitating transport however by the middle of the course X was confident enough to self-travel across the city on her own to the course.

Outcome 2: Young people develop their physical and personal skills

There is considerable evidence to demonstrate the achievement of this outcome.

Evidence for this outcome has been drawn from:

- self-evaluation data collected by Gateway to Employment
- Interviews with participants
- feedback from stakeholders

Indicator	Target	Actual
Young people gain accreditation for learning and skills development	No target	11 achieved Fire skills* (SCQF level 4)
YP report an increase in their skills	61	70
Other stakeholders report skills increasing in YP	85%	100%

*The Partnership with Fire and Rescue services has enabled 12 young people participate in Fire skills. 11 of the young people sustained their Programme and achieved SVQ level 4 qualifications.

Feedback from Participants

In interviews with participants about the skills they had learned, most reported on the improvement in personal and communication skills - team working, meeting new people, speaking in groups were most commonly cited.

Some participants could also describe new knowledge that they had as a result of participation in the Programme.

"I've learned about money management"

"I've learned about interviews and how to get a job"

Stakeholder feedback

All stakeholder surveys reported that participants had learned new skills. The quotes below demonstrate improvements in personal skills and in employability skills.

"Both participants learnt what they need to improve in to become better versions of themselves, therefore they developed the skill to identify what they need to improve. They also increased their skills in reflection, learning from reflective exercises"

"Our New Routes customers usually have limited employment skills prior to going on the course but now know how to apply for jobs".

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

Evidence for this outcome has been gathered through observation, self-reporting and through interviews with young people. Stakeholders have also provided evidence.

Indicator	Target	Actual
YP report increased aspirations	61	70
Other stakeholders report increased aspirations in YP	85%	83%
YP positively change behaviours	61	70
Other stakeholders report positive changes in YP behaviour	85%	100%

Changes in aspirations and behaviours could be evidenced through observation. For example, young people who struggled to engage in the early part of the Programme were participating and often leading on tasks by the end of the programme.

Interviews with participants provided additional evidence that participants aspiration and behaviours had changed positively.

"I want to keep learning after I finish the Programme" (participant progressed into volunteering to continue learning journey)

"I just want to make my mum proud. This is the best I've ever felt and I just want to start working" (participant cohort 11, ex-offender)

Stakeholders

• Behaviours

All stakeholders (100%) reported that participants behaviours and had changed. Stakeholders provide examples of improvements in behaviour such as:

"The experience overall was very helpful for the participants outlook on challenging behaviours, they are more confident in dealing with situations with challenging behaviour. They also have the ability to deal with their own challenging behaviour and realise that they have to make positive changes to achieve success in their life, relationships and future work."

"Although her attendance hasn't been 100%, X has made huge improvements in getting up and motivated"

"X appears more confident when talking to other young people within the unit and now talks to them when they are in crisis"

"Our customers were disciplined with time keeping and attendance and even when they had disagreements within the group, they chose to resolve these in an appropriate manner which, coming from an offending background, was new to some of them."

• Aspirations

All stakeholders except one (83%) reported on improved aspirations:

"Through attending the course, our customers have realised they would like to gain employment even though they were not [initially] looking to get into work from attending the course".

Both participants left the program to take up new opportunities. One got a job with Wheel craft as an apprenticeship and the other needed support with his mental health but uses the experience of this project in his new volunteering role and in an interview he has in 2 weeks' time.

"The New Routes customers who did not gain employment from the course, for whatever reason, are still motivated to engage with services to help them get into a positive destination"

Only one stakeholder reported that there had been limited impacted on the participant's aspirations, but qualified the response by saying:

"X has real confidence issues - these courses help her believe in herself and gives her insight to what she would like to do as a career".

Outcome 4: Young people's wellbeing improves

Evidence collected by Gateway to Employment demonstrates that 70 of the 75 participants demonstrated improvements in well-being.

Indicator	Target	Actual
YP reports improved wellbeing	61	70
Other stakeholders make positive comments about wellbeing against one of the relevant SHANARRI indicators	85%	100%

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

Healthy

"One of the best bits has been the physical activity - at first I found it hard but I feel so much better now"

"The exercise has been good - I had played basketball till I was 16 but I've done nothing since"

"I want to keep active after this, because this had been great"

Included

It is interesting to note that a very large proportion of the participants not only commented that they 'had made friends' through their participation on the Programme, but also spoke about how important that was for them.

"I would never normally make friends, but I have here" (young man with autistic spectrum disorder)

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

Safe

Young people also reported that they felt safe at Gateway to Employment

"I get to be myself"

Respected

Participants reported on the way they were treated at Gateway to Employment as a significant factor in their capacity to sustain their engagement

'it's the way they treat you'

"they don't judge you"

"It's very relaxed, they treat you like adults"

Nurtured

Participants also commented on feeling included and nurtured on the Gateway to employment

"it's the first time I actually felt that someone cared about what happened to me"

"they make it very welcoming - it's a very comfortable, homely atmosphere"

Stakeholder feedback

All stakeholders reported that young people's well-being had improved against several of the SHANARRI indicators.

Individual stakeholders identified different area of well-being for different young people - for example one stakeholder specifically mentioned that participation in the Programme made the young person feel more included.

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

Of the 77 attendances, not all participants completed the programme:

- 51 participants of 77 completed the programme
 - 39 of these achieved a positive destination
- 26 participants did not complete the programme,
 - of these 12 left to move into a positive destination
- 14 did not complete the programme and did not progress into a positive destination
 - of these 9 achieved intermediate outcomes (confidence, physical and personal skills, changes in behaviours and aspiration)
 - 5 left the Programme before achieving any of the intermediate outcomes

The data on positive destinations shows that 51 participants (66%) have moved into a positive destination against a target of 85%.

The main area where the actual performance fell below the target was in the number of people moving in to employment (23 against a target of 28). This is not surprising given the previous comments about the multiple/complex barrier and distance from the labour market of many participants.

The other area where performance fell below targets was the number going into volunteering:

- Only 5 progressed into volunteering against a target of 10
- While this is significantly below the target, it is an increase on Year 1 when only 3 moved into volunteering and perhaps reflects the fact that young people do not 'value' volunteering as a destination.

Indicator	Target		Actual	
	No.	%	No.	%*
YP achieve positive destinations	61	85%	51	66%
YP will access learning (including staying on at school)	7	10%	9	12%
YP will progress to training	14	20%	14	18%
YP volunteer following completion of programme	10	15%	5	6%
YP will gain employment	28	40%	23	30%

*Actual % = number of outcomes as percentage of 77 (the total number of attendances)

Table 7 shows the breakdown of positive destinations for the Year 1 and Year 2.

Table 7: Breakdown of positive destinations (Year 1 and Year 2)

	Number of attendances	Number of positive destinations		Number Into employment		Number into Training programmes		Number into learning		Number volunteering	
Year 1	76	58	76%	29	38%	18	24%	8	11%	3	4%
Year 2	77	51	66%	23	30%	14	18%	9	12%	5	6%

Destinations for participants with history of offending

Of the 75 participants:

- 37 had offending backgrounds (custodial sentences)
- 15 moved into positive destinations (41%)
 - of which 10 moved into employment

A further 17 participants had offending backgrounds but not custodial sentences:

- 15 moved into positive destinations

Outcome 7: Young people participate in positive activity

There were 77 attendances, but 75 individuals participated in the activity.

(2 participants returned to the programme in year 2. In both cases young people had progressed into a positive outcome, but did not sustain the outcomes and returned for further support.)

Indicator	Target	Actual
Number of young people participating in the activity	61	75
YP are new to the activity	61	75

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	70

Interviews with young people and with stakeholders confirmed that some young people had reduced/been diverted from criminal behaviours as a result of their involvement

"This is the longest I've ever been out of prison" (participant)

"I'm now more focused and want to keep moving forward - I don't want any more convictions" (Participant , Male)

"[T] is no longer involved in offending behaviour which I think is due to him attending Gateway to Employment" (social worker)

While there is evidence that participation in the Gateway to Employment has a significant impact on diverting young people from antisocial or criminal behaviour, this indicator is not robust, as it assumes that all young people were involved in antisocial or criminal behaviour.

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,
 - 54 of 75 participants had a history of antisocial or criminal behaviour.

Demonstrating outcomes: Case studies

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

Profile: Female, age 16, unemployed with physical and mental health conditions

H is 16 years old.

H has physical and mental health issues which have affected her life chances. She has a rare genetic disorder which means that she has low muscle tone, and has little physical strength or stamina.

She also has very severe anxiety - prior to joining the programme, she was being treated by a CAMHS nurse and had been referred for further psychiatric help and medication.

H had been bullied at school and as a result had been unable to sustain engagement in school. She stopped going to school, and has no formal qualifications.

Her Mum says that H has no friends and never goes out. She spends most of her time 'in her bedroom'.

Her only interest in life is football and in particular Celtic Football Club. She only goes out of the house to watch the Celtic players arrive/depart from the training ground.

H was referred to the Programme by her SDS worker, who realised that H was a Celtic fan and thought that the opportunity to come to Celtic park would motivate H to engage in the programme.

H said that she came along '*because its Celtic.....I wouldn't have done it otherwise*'

When H joined the programme, she was exceptionally anxious and shy. Initially, her mother accompanied her every day.

H reported that she was very nervous about the physical activity as she had never done physical activity before, but reports that the culture at Gateway to Employment is very '*relaxed and understanding*'.

"I hated things like that at school because they made you do it. Here, they don't make you do things that you don't want to - you can step out at any time"

Because she hasn't felt 'forced' to do things, but rather supported to engage in different activities, H has managed to do things that she's never done before, and as a result, her confidence has increased.

She has made friends on the course and volunteered to hand out leaflets at Celtic match (with other Gateway to Employment participants). She played football at a charity match with people that she didn't know. She also participated in the 60 second challenge - this was a major achievement for H as it involved taking a goal kick in

front of thousands of fans at a Celtic Match. She was very nervous but glad that she did it!

She says that one of the best things about Gateway to Employment has been meeting new people.

"I don't usually make friends easily - but here it's been different. We are all interested in Celtic so it's been easy to connect with other people"

H also reported that being on the Gateway to Employment has increased her confidence in other areas of her life *'for example in shops..... I didn't like going shopping because I find it hard to speak to people, but now I find that a bit easier'.*

Although H was unsure what she wanted to do at the end of the 10 week Gateway to Employment programme, she has had on-going and intensive support from the Cashback Co-ordinator, who continued to support H for several months after the end of the Gateway to Employment programme.

H has a very supportive parent, but her parent was anxious about H's capacity to progress into further training or education (given her physical and mental health).

When H expressed an interest in photography, her parent was concerned that she 'couldn't cope with college' and dissuaded her from progressing. The Cashback Co-ordinator sourced a supported programme at Glasgow College which would offer additional support for students with additional needs. The Co-ordinator took H and her mother for a visit to the college and to speak to the course tutor. Although her mother was anxious about her capacity to sustain a course, H is confident and motivated. She starts college in August 2019.

Profile: Male, 24 with a history of criminal convictions.

'A' is 24 year old man. He has a history of involvement in the criminal justice system and has been in prison 6 times over the previous 6 years.

'A' was referred from New Routes and started the Gateway to Employment Programme just days after leaving prison. He was motivated to change his life and saw the Gateway to Employment Programme as an opportunity to find out about work and to get help in finding a job.

'A' reported that he had very little work experience and didn't know anything about getting a job. He has only ever having had two short-term casual jobs in his life. 'A' also wasn't sure what type of work he wanted. He didn't know much about the labour market and given that he has little work experience, felt that his options were probably limited to manual labour.

Participating in Gateway to Employment has helped 'A' to get some structure in his life - he comes to Gateway to Employment two days a week and goes to the Gym on the other days to keep himself busy.

He says that the Programme has built his confidence and his ability to work in a team. Staff report that A has natural leadership qualities and was good at motivating others in the group.

He has also found it useful that *'other agencies come in and tell you about opportunities'*. He also feels that he knows more about *'how to get a job'*. Participating in the Programme has also helped him to identify some new opportunities. He says he's been *'inspired by seeing the other coaches'* at Celtic FC Foundation and is now interested in coaching.

When a vacancy arose for a post as a Community Coach at Celtic FC Foundation (via Community Jobs Scotland), A was keen to apply. He was nervous about the application process (he had never applied for a job in his life and never had an interview) but was supported by staff to make his application.

'A' was successful at interview for the post.

However, during the process of doing background checks, it was identified that A could not work with vulnerable people as a result of his previous convictions. As a result, he could not be employed as a community coach.

This highlights the challenges/barriers to progression for participants in Gateway to Employment. Although the participants engaged well in the Programme, and Programme was 'successful' for the participant in that it built his confidence and motivation for employment, his previous convictions presented a barrier to employment.

Profile: Female, 15 years old, in local authority care and with history of involvement in criminal justice system,

X is 15 and is a 'looked-after' young person (in local authority care).

She has a history of absconding from care, and involvement in the criminal justice system. She has spent time in a secure unit.

X was referred to the Gateway to Employment to help her to prepare for moving forward into training/education/employment.

X's motivation for attending was her interest in Celtic. *'I'm a Celtic fan, that's why I came'*.

X says that she was nervous when she started the Programme *'.....meeting new people, having to speak in front of other people'* but she has enjoyed the Programme and has learned lots of new skills, her confidence has increased and she has enjoyed meeting new people.

While she was on the Gateway to Employment, X had the opportunity to participate in the Fire skills programme, and despite injuring her leg, X was motivated to sustain her involvement in Fire skills and achieved an SVQ award at level 4.

X says that what made Gateway to Employment work for her was that the atmosphere was very welcoming and that *'they make it fun, not boring'*.

She has developed new skills *'working in a team'* and has learned about getting a job. *'I've been learning about getting a job, about interviews and things that I didn't know before'*

X's keyworker noted the difference in X's attitudes and behaviours while she was on the Gateway to Employment. She was motivated to attend (getting up on time etc) and was showing increasing levels of maturity and ability to manage her own behaviour and reduce her risky behaviours.

X's keyworker reported that X has also been volunteering as an assistant coach at a children's football club. On one occasion, when one of the children was behaving badly, X came to her seek her keyworkers advice about how to manage bad behaviour. Her key workers reported that in seeking advice from her key worker, this demonstrated a huge change in X's behaviour, her attitude to 'authority' and her capacity to take responsibility.

Staff also reported on the increase in X's confidence and her ability to lead a team. Although she was the youngest in the group, she took a leading role in the organising the community event, and had the confidence to phone other organisations to invite them to the event.. She also had the confidence to speak in front of an audience of around 70 at the celebration event.

At the celebration event, X said that the things she had enjoyed most about the Gateway to Employment was the Fireskills course and she said she felt proud that she had faced her fears.

At the end of the Gateway to Employment programme, X returned to school, but her goal was to work with Celtic FC Foundation. She continued to volunteer to build her experience, and when she became 16, applied for a trainee community coach role at Celtic FC Foundation.

X is still living in local authority care and requires ongoing support from her keyworkers and staff at Celtic FC Foundation, but she is now employed at Celtic FC Foundation and is building her skills and experience as a community coach.

Learning from the Programme

This chapter considers the issues and challenges highlighted in the Year 1 evaluation, how Celtic FC Foundation has addressed the challenges and what has happened as a result. The chapter also summarises the lessons from the delivery of Year 2 of the Programme.

Addressing the issues learning points from Year 1 evaluation

The Year 1 evaluation identified three key issues and made three key recommendations for improvements. The three key areas of concern were:

- The disconnect between the profile of many participants (given the high proportion with complex barriers and distance from the labour market) and the Programme targets (85% positive destinations)
- Weaknesses in the monitoring and evaluation systems leading to concerns that the data was not robust
- The lack of formal aftercare and lack of tracking arrangements

Disconnect between the profile of many participants and the Programme targets

A key challenge identified in the Year 1 evaluation was the disconnect between the profile of the participants (number and complexity of barriers to employment) and the aspiration to achieve 85% positive destinations.

The Cashback Co-ordinator developed new content and processes to reflect the profile of the participants:

- The Programme content with a greater focus on building engagement, confidence and motivation.
- The Cashback Co-ordinator has increased the level of one-to-one support to address barriers
- Participants are encouraged to set individual goals which are appropriate to their stage in the journey towards employment.

As a result, participants have high levels of 'attachment' to the programme:

- the number of young people sustaining the programme over the full 10 weeks has increased:
 - in Year 2, 51 of 77 participants (attendances) sustained their engagement in the programme compared to 36 of 77 who sustained in year 1.

Table 8: Number of participants who sustain engagement in Gateway to Employment

	Year 1	Year 2
Number completing the programme	36 (47%)	51 (66%)
Number who do not complete	41 (53%)	26 (34%)
Total number of participants	77*	77*

*Totals equal 77

- in Year 1, 1 participant attended twice
- in Year 2, 2 participants attended twice

There is also evidence that young people are maintaining their connection with Celtic FC Foundation after the end of the Programme and returning for further support to sustain their employment.

One young person moved into employment at the end of the Programme , but after four months the job-broke down and she was again unemployed. At that point she came back to Celtic FC Foundation looking for support to find another job.

Can the Programme achieve the expected outcomes?

The Co-ordinator has recognised the challenges of working with a client group with multiple and complex barriers and has altered the Programme inputs and processes. There is evidence of increased engagement in the Programme (increased percentage sustaining) and as the approach gets better embedded, we would anticipate that in Year 3, we are likely to see more participants achieving 'non-employment' positive destinations (other training, education, volunteering etc). However, there are significant challenges in moving young people with multiple and complex barriers toward the labour market.

- **Complexity of the barriers**

The profile information demonstrates the types of barriers that participants have to address. This includes homelessness, experience of the care system as well as ex-offenders

Records also show a significant number with disabilities and conditions which act as barriers to progression (health conditions, autism/autistic spectrum disorders etc.) and the also prevalence of mental health issues. Interviews with staff and referral agencies also identified that some participants were also dealing with addictions, although this is not recorded in the profile information.

Many of the young people require intensive support (and/or specialist services) to address these barriers, and it must be recognised that Gateway to Employment is a relatively 'light touch' intervention:

- The Programme runs for 10 weeks
- Participants attend for only two days per week.

In the context of participants with multiple and complex barriers, it is unlikely that Gateway to Employment can provide the level and intensity of support to remove barriers to progression.

- **Structural barriers to progression**

It is also important to recognise that there are some structural barriers which affect participant progress (and which are beyond the capacity of the Programme to address). In year two, barriers to progression have included:

- Previous convictions
 - Some participants are referred within days of leaving prison, some have outstanding charges or unspent convictions which result in being taken back into custody for these 'historic' offences.
- Poverty trap
 - participants unable to take up employment because they are 'better off' on benefits
 - families discouraging participants from access training due to impact on family benefits.

- **Progression Vs. Positive destinations**

While some young people with complex barriers did not achieve a positive destination, it is evident that their participation on Gateway to Employment has motivated them to engage in employability services and supported them to reduce barriers to future employment.

For example, for some young people, participation on Gateway to Employment has given them the support and motivation to access specialist services to help them to address addictions or to manage serious mental health issues. While these participants have not achieved a 'positive destination' within the timeframe of the Gateway to Employment Programme, their participation in Gateway to Employment has moved them along the employability pipeline.

Stakeholders who work with young people in the prison system have also reported that although many of their clients have not achieved 'positive destinations' their participation in the Programme has supported their journey towards employment.

A Throughcare Officer from the Scottish Prison Service reported that his clients were unlikely to be job ready. In general they had little experience of the world of work and very little motivation for employment. The Throughcare Officer reported that his clients were unlikely to 'move into a positive destination' at the end of a 10 week Programme, but that '*engaging in positive activity*' was in itself an achievement for many of his clients.

Another referral organisation working with ex-offenders highlighted the role of the Gateway to Employment in raising aspirations for employment. He reported that while many of the ex-offenders had started the programme with no interest in employment, they had had developed goals as a result of participation.

"The New Routes customers who did not gain employment from the course, for whatever reason, are still motivated to engage with services to help them get into a positive destination"

In conclusion, while the Gateway to Employment will struggle to achieve 85% positive destinations (as defined by the Cashback Programme indicators) for the target client group, the Programme has been successful in motivating participants to consider employability and in supporting participants to address their barriers to employment. As such, the Programme has been successful in supporting progression towards positive destinations.

Weaknesses in the monitoring and evaluation systems

In the year 1 evaluation report, we identified that the evaluation data collected by the Gateway to Employment was not robust and recommended a review/refresh of the evaluation processes.

In year 2, the Cashback Co-ordinator has worked with the external evaluator to review the data collection systems:

- The co-ordinator has had developed a 'goal setting plan' which all participants to record their personal goals. The main purpose of the plan is to support participants to set goals and to motivate them to work toward their goals, but the plan also provides a record of their young person's journey and the achievement of intermediate outcomes.

- The tool and the process for collecting and recording achievement of indicators has been reviewed. The Co-ordinator is now using this tool, which provides an evidence base for the achievement of the Cashback indicators.
- The Co-ordinator is recording participant data and outcomes at the end of each cohort (rather than leaving the recording till the end of the year).

In Year 2, there has been an improvement in the quality of the evaluation data that Gateway to Employment collect and in the recording of data. The data is more robust than the data collected in Year 1.

We have also reviewed the stakeholder survey to try to encourage stakeholder to provide appropriate feedback (relevant to the indicators). Although the Co-ordinator has been diligent in sending out the Stakeholder Survey to referral agencies, a number of stakeholders have failed to return the survey. This is beyond the control of Celtic FC Foundation.

To improve the quality of feedback from stakeholders we have carried out interviews with a sample of referral agencies.

The lack of formal aftercare and lack of tracking arrangements

The Year 1 report identified a lack of a formal aftercare 'offer' and recommended that CFCF develop a clearer offer to participants (and the agencies who refer and support participants) in relation to after-care.

The changes in the delivery model in Year 2 - with a move toward more one-to-one work with participants - has led to a far greater level of 'engagement' with participants, and an increase in the number who continue to receive on-going support after the end of the Programme.

There are several examples young people who finish the Programme without positive destination, but who continue to receive support from the Cash-back Co-ordinator long after the official end of the Programme.

- The case study on page x highlights the level of input after the programme end to support a young person into a positive destination.

The level of staff resources has not allowed the Co-ordinator to carry out formal tracking of young people in Year 2.

Celtic FC Foundation should implement formal tracking in year 3. this will provide valuable data on the sustainability of outcomes .

Learning from Year 2 of the Programme

Increasing diversity

A key strength in Year 1 was the targeting on Cashback target groups. In Year 2 Celtic Football Club Foundation has increased the diversity of the participants (more women and greater geographical spread of participants) while maintaining the strong focus on the Cashback target client 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 outreach and 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.

- 26 out of 75 (35%) participants were referred from agencies that work directly with young people who are in prison/leaving prison or with ex-offenders (Wise Group Routes Out, Scottish Prison Services, Passport, Shine)

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.

- In Year 2, Celtic FC Foundation has been successful in increasing the number of women on the Programme from 6 to 20.

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

Celtic Football Club as the hook

Interviews with participants continue to highlight the extent to which the 'Club' is a significant factor in attracting 'hard to reach' young people onto the Programme. In interviews, some participants have said that they wouldn't have participated in a similar programme elsewhere and it was 'the Club' that made them interested in.

Relationships are the glue that

While Celtic Football Club is a significant 'hook' for young people to sign up for the Programme, it is the strong relationships with staff (and between participants) that have supported young people to sustain their engagement.

In Year 2, the Cashback Co-ordinator has invested considerable time in building one-to-one relationships with participants, and there are numerous examples of high levels of support to address issues and challenges. This has included home visits, accompanying young people to health, housing and other appointments to help them to address barriers as well as signposting to other services.

One participant reported that she 'came back' to the Programme after the Co-ordinator contacted her and visited her when she had 'dropped out' of the Programme

"it's the first time I felt like someone actually cares about what happened to me"

This highlights the critical importance of relationships in working with vulnerable young people.

However, the interviews with participants also highlighted the importance of the relationships that participants made with others on the Programme (and highlighted the level of social isolation among vulnerable young people).

The Cashback Co-ordinator has changed the programme content to provide more one-to-one support and more individual goal setting, but also developed content which encourages more group work and team activity 'getting them to speak to each other, to work with each other'.

In interviews, a significant number of participants identified that one of the best things about the Programme was 'making friends'. This highlights the levels of social isolation

among many young people - especially those who have disengaged/slipped through the net of other services.

Employment opportunities created by Celtic FC Foundation

A key strength in the delivery of the Programme has been the role of Celtic FC Foundation as an employer. Celtic FC Foundation has 'added value' to the Gateway to Employment Programme by creating real job training opportunities for young people who have 'graduated' from Gateway to Employment through Community Jobs Scotland.

- In Year 2 of the Programme, six participants have progressed into jobs with Celtic FC Foundation as trainee Community Coaches.
- Many of the young people who have been recruited into these posts would have been unlikely to secure employment through open recruitment.
- Celtic FC Foundation provides extra 'support' for young people in these posts, so provide a period of 'supported' employment for young people who need additional support in the workplace (and are unlikely to sustain their role in a less supportive environment).
- Young people get the opportunity for further training and development (sports coaching qualifications, volunteering opportunities etc) which make them more employable at the end of the 12 month CJS post.
- Many of the young people who have sustained their CJS post have secured further work with Celtic FC Foundation and with other employers after the end of their 12 month traineeship.

Implication on staff resources

The Cashback Co-ordinator has made significant changes to the content and delivery processes in Year 2 which made the Gateway to Employment Programme more focused on the needs of the participants. This has increased the retention rate of participants.

The focus on individual goals setting, the provision of one-to-one support and the increased levels of after-care have been significant factors in supporting participants on their journey towards employment.

However, the Programme delivery is resource intensive and cannot be sustained with the current level of staffing.

Celtic FC Foundation should consider increasing the level of staffing to continue to provide this level of support to participants, and to develop tracking in year 3.