
Gateway to Employment

Final evaluation

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EXECUTIVE SUMMARY

Gateway to Employment is a bespoke, 10-week employability and personal development project aimed at young adults aged between 16 and 25 who have offended, are at risk of re-offending, or live in an area with a high risk of crime. It is delivered by Celtic FC Foundation.

It is funded by the Scottish Government's Cashback for Communities Programme which money from the proceeds of crime to fund activities which support young people to move toward positive outcomes.

Celtic FC Foundation commissioned Arrivo Consulting to carry out an external evaluation of the Gateway to Employment Programme.

Achievements

The programme has been successful in engaging young people in the target client group, and in delivering outcomes which exceeded targets.

Outcome 1: Increased participation by young people who have offended or who are at risk of offending or re-offending.

Target:

- to engage 108 young people, with a focus on those who were offending or at risk of offending

Achievements:

- the Programme engaged 118 young people in total
- 75% of all participants had previous convictions
- 99% of all participants were residents of communities where there is a high risk of crime
- The retention rate was 60% across the programme (against a target of 75%) but this figure is mask the fact that a significant number of participants left early to move into jobs.

Retention rates alone are not a good measure of success. They should be viewed in the context of the other programme outcomes .

Outcome 2: Increased participation in positive activity

Target : 75% retention rate

Achievements:

- 118 young people engaged in positive activity through the Programme
- The retention rate was 60% across the programme (against a target of 75%) but this figure is mask the fact that a significant number of participants left early to move into jobs.

Retention rates alone are not a good measure of success. They should be viewed in the context of the other programme outcomes .

Outcome 3: Increased confidence and self esteem for young people who have offended or at risk of re offending.

Achievements: there is evidence that all young people who sustained their engagement demonstrated some increases in confidence/self-esteem.

Outcome 4: Young people who have offended or who are at risk of offending or re-offending develop new skills that support them on a pathway towards either volunteering, training or employment.

Target :

- All to demonstrate new skills/positive behaviours
- 80% of participants carry out work experience

Achievements: The Programme content changed and developed over time and the number and type of opportunities for skill development was different for each cohort.

- All participants who sustained their engagement demonstrated new skills or changes in behaviours.
- In cohorts 1 to 5, 49 participants (84% of completers) carried out work experience
- In later cohorts, there were less opportunities for work-experience placements but more opportunities for certificated training, with the addition of Health and Safety at Work and a certificated Fire Reach award.

The Outcome 5: Young people who have offended or who are at risk of offending or re-offending move into positive destinations, such as volunteering, education, training or employment

Target:

- 85% (69 participants) progressing into positive destinations, broken down as follows:
 - **25%** (20 participants) progressing into employment
 - **20%** progressing into Education (16 participants)
 - **40%** progressing into pre-employment training, volunteering or other personal development opportunities (33 participants)

Achievements:

- 83 participants in total moved into positive destinations at the end of the programme, exceeding the targets.
- 52 moved into employment, which outstripped the target by 32. The number of participants finding employment through Community Jobs Scotland has supported the achievement of this target. (Young people with an offending background are a target group for Community Jobs Scotland).
- Celtic FC Foundation has carried out longitudinal tracking of participants to explore the longer term outcomes of the Programme. While not all participants could be contacted at April 2017.

Outcomes	On completion of	After 12 weeks	At April 2017
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Programme			
Number in positive destinations	74	62	45
Percentage of all participants in positive destinations	71%	60%	42%
Unknown/No contact made	0	6	42

Based on data for cohort 1 to 8

The figures suggest that the number of people who sustain positive destinations reduces over time. This would be expected, as some of the participants moved into temporary contracts (for example, Community Jobs Scotland jobs etc). However, it is also important to note that some participants had moved from negative to positive destinations after 12 weeks (increasing the overall number of positive outcomes).

Critical success factors in the design of the Programme

The programme has been successful in engaging young people in the target client group and in supporting them to move into positive destinations.

The positioning of the GTE within Celtic Football Club (and the relationship between Celtic FC Foundation and the Club) has been central to the success of the Programme.

The Celtic Football Club brand has not only provided a powerful incentive for many of the participants to join, but also has a certain kudos which has made many of the participants value the opportunity.

The strength of the Celtic Football Club brand has levered inputs from significant employers, international footballers etc. which have added value to the Programme activities and provided additional opportunities and value to participants.

As a business/employer, Celtic Football Club has provided a huge range of job-tasters to participants and has real job opportunities (e.g. in the retail store) for graduates of GTE.

Celtic FC Foundation has also created job opportunities through the Community Jobs Scotland programme. It has provided 13 CJS posts in total. 2 CJS postholders now have permanent contracts with the Foundation.

Critical success factors in the delivery of the Programme?

A key strength of the Programme delivery has been the developmental approach of the staff team. The programme is reviewed and developed based on learning from previous cohorts.

Relationship management has been critical to the success of the programme.

- GTE has developed good relationships with referral agencies which has resulted in good targeting of participants.

- GTE has developed good partnerships with a range of providers which has increased the access to services for participants and provided pathways towards positive outcomes.
- GTE has developed positive relationships with participants, and participants feel valued and that they are involved in something valuable. These relationships have been critical to sustaining engagement, to supporting young people to progress.
- The skills and attributes of the GTE staff have been central to the success of the Programme.

Introduction

Background to the Programme

Gateway to Employment was an employability programme delivered by the Celtic FC Foundation. It is funded from the Cashback for Communities Programme, which is a Scottish Government Programme which takes fund recovered from the proceeds of crime and invests them in the development and delivery of activities which support children and young people to move toward positive outcomes.

The Gateway to Employment Programme was specifically aimed at increasing participation in positive activity by young people who are at risk of offending or re-offending. It uses the Celtic FC brand as an engagement tool and as a hook to motivate and engage with young people who may not engage easily with other service providers.

The purpose of the programme was to build confidence, self-esteem and develop soft and hard employability skills to support the young into positive destinations, such as volunteering, education/training and employment. Young people attend on a voluntary basis and did not receive payment or an allowance for attending. The Programme runs over two days a week for 10 weeks.

There are three key elements to the programme:

- The programme coordinator and APEX Scotland's support worker provide advice and guidance to participants throughout the Programme to identify options and develop their personal action plans.
- Young people develop new skills through training/personal development opportunities delivered by partners. Participants are also introduced to learning and training opportunities through visits from employers and training providers.
- A Celtic FC Foundation coach provides fitness training to the participants throughout the programme as well as diet and nutrition advice. This helps to increase health and fitness but also builds motivation and supports good lifestyle choices.

Purpose of the report

This is the final evaluation of the Gateway to Employment Programme delivered by the Celtic FC Foundation.

The purpose of the report is to review the activity and outcomes and to report on the extent to which the Programme has achieved its targets and outcome. Additionally, the evaluation summarises the key issues in the design and delivery of the Programme which have influenced the achievement of outcomes.

Methodology

- Review of monitoring and evaluation data
- Interview with delivery partners
- Interviews with participants to explore expectations and motivations for joining the programme and impact of participation.
- Interviews with referral partners to explore expectations of the programme and impact on young people
- Interviews with employers

Programme achievements

This chapter reviews the achievements of the Programme against the five key outcomes and targets.

The project outcomes are:

- Outcome 1: Increased participation by young people who have offended or who are at risk of offending or re-offending.
- Outcome 2: Increased participation in positive activity
- Outcome 3: Increased confidence and self esteem for young people who have offended or at risk of re offending.
- Outcome 4: Young people who have offended or who are at risk of offending or re-offending develop new skills that support them on a pathway towards either volunteering, training or employment.
- Outcome 5: Young people who have offended or who are at risk of offending or re-offending move into positive destinations, such as volunteering, education, training or employment

Attached at Appendix 1 there is a summary of the Programme outcomes and the indicators which Celtic FC Foundation has used to evidence progress toward outcomes.

Outcome 1: Increased participation by young people who have offended or who are at risk of offending or re-offending.

The Programme was delivered 9 times over a three year period. It engaged 118 young people and has been very successful in targeting young people who have offended or are risk of offending.

Table 1 below shows the number of participants in each cohort, the number with previous criminal convictions and the number from communities most at risk of crime (the 20% most deprived areas as defined by SIMD). This demonstrates strong targeting of young people who have been involved in offending behaviour (75% of all participants have previous convictions). It also shows that as the Programme has progressed, the percentage of young people who have previous convictions has become a greater percentage of all participants. This reflects the strong partnerships which Programme staff have developed with referral agencies, and in particular agencies which work with ex-offenders

Table 1 : Targeting of participants

Cohort Number	1	2	3	4	5	6	7	8	9
Number of participants	14	15	11	12	14	15	10	13	14
Number with previous convictions (including custodial sentences)	5	6	11	5	8	11	8	13	13
Resident in communities at risk of crime (lowest 20% SIMD)	14	16	11	12	13	15	9	13	14

It has also targeted other young people who are vulnerable and at risk. A review of the profile of participants showed that a number had other barriers/risk factors:

- Homelessness/living in supported accommodation
- mental health issues
- care-leavers.

Table 3 shows the number of referrals from different agencies, showing the role of strong partnerships in the capacity of the Programme to engage the target client group. The Programme co-ordinator developed relationships with New Routes (which supports young people in prison and newly release offenders) and Passport (which supports young offenders in Polmont Young Offenders Institution to prepare for release) has meant that the programme has provided positive pathways for young people leaving the prison system. A partnership with Glasgow Community Safety Partnership resulted in the delivery of one Programme specifically targeted for young people who had been referred to Glasgow Community Safety Partnership due to offending behaviour.

Other referrals have come from employability agencies (Job Centre Plus, Jobs and Business Glasgow and the 16+team in Glasgow) and from other third sector organisations who work with disengaged young people.

GTE staff maintain close contact with referrers throughout the programme, ensuring that each agency is supporting the participants towards the same outcomes.

Table 2 is based on referral data for 77 successful referrals (this data was collected only for cohort 3 onwards).

Table 2 Referral agencies

Referral agency	Number of referrals
New Routes (Wise Group)	28
Passport	9
Community Safety Glasgow	7
16+ Advisors	6
Job Centre Plus	5
Jobs and business Glasgow	4
Venture Trust	4
Social Work	2
Quarriers	2
Apex	1
Other third sector organisations/projects etc	11

Outcome 2: Increased participation in positive activity

The target was to engage 108 young people over the life of the Programme, with a target of 75% retention rates.

The GTE Programme is a voluntary programme, so participation in the programme itself reflects an increase in positive activity by young people. The project plan sought to deliver the programme 9 times over duration of the Cashback funding, with 12 participants per cohort.

Across the nine cohorts to date, the Programme has engaged 118 young people in positive activities, exceeding the target of 108 participants.

Within the Programme, participants have participated in to a range of new 'positive activities'. The opportunities available to participants have been different and varied over time, but have included Introductory Fire Fighter Training, opportunities to volunteer with sports charities and with a foodbank, and to participate in an art project.

Feedback from participants demonstrates that the programme has provided them with 'structure and routine' to their lives:

"The project was brilliant, it really helped me get back into a routine and the support was over and above what was expected." Participant, GTE 8

Some participants reported that that participation in the Programme had resulted in them being less involved in 'negative activities':

'I've got goals, I've got things to go for now – I don't go out so much at the weekend because I know I want to be here on a Monday morning.'

Table 3: Retention rates

Cohort	Number of young people starting the programme		Number of young people completing the programme	% retention rate
	Target	Actual		
Cohort 1	12	14	13	93
Cohort 2	12	15	14	93
Cohort 3	12	11	8	73
Cohort 4	12	12	8	67
Cohort 5	12	14	12	86
Cohort 6	12	15	3	20
Cohort 7	12	*10	4	40
Cohort 8	12	13	6	46
Cohort 9	12	14	2	18
TOTAL	108	118	70	60%

*2 found jobs prior to start of programme

The target for the retention rate was 75%, corresponding to a target of 81 people.

Overall the retention rate was 60% across the Programme. However, table 1 shows that retention rates in the early cohorts exceeded the target, but plummeted towards the end of the Programme (Gateway 6 and 9 had retention rates of 20% and 18% respectively.)

However, it should be noted that the drop in retention rates is mirrored by an **increase** in positive outcomes – which means that people were leaving the programme early to go into other jobs and training. For example:

- In Gateway 6, 11 of the 12 who did not complete the programme left to move into positive destinations (5 moved in to jobs, 6 into training opportunities)
- In Gateway 9, there were 11 early leavers, but 8 of these left the programme early to move into jobs or training (6 into employment and 2 into training).

This suggests that retention rates by themselves are not a useful target. Any target for retention rates need to be viewed in the context of the wider outcomes from the Programme.

Outcome 3: Increased confidence and self esteem for young people who have offended or at risk of re-offending.

There is evidence that participants (who sustained their involvement) could demonstrate improved confidence as a result of their participation.

Evidence of increased confidence has been gathered through self-evaluation, through staff observation, but also from interviews with referral and delivery partners and with employers.

“Without any doubt I have gained confidence and my self esteem has grown also.” (Participant, GTE 6)

“I feel I have gained confidence and I am ready to move on with my life.” (Participant GTE 7)

“For the first time in my life I was proud of myself and more importantly, I had made my family proud of me.” (Participant, GTE 5)

Comments from participants demonstrate that they are proud of their own achievements and feel motivated to continue to build their own futures. For some participants, the development of confidence and self-esteem has resulted in a ‘turning point’ in their own lives, with some participants also expressing the desire to use their experiences to support other young people to build a better future.

“I am much more confident, happier and in a better place in my life and looking forward to help others as much as I can in the future.”

“When I completed the project I felt brilliant..... I helped with the recruitment days and talked to the boys on the open day and that is just something I would never have been able to do.”

“When I started the project, I had no confidence and I never believed in myself..... My goal is to help others in the way the Celtic FC Foundation helped me.”

Outcome 4: Young people who have offended or who are at risk of offending or re-offending develop new skills that support them on a pathway towards either volunteering, training or employment.

Over time, Celtic Foundation has developed new partnerships which have increased the range of opportunities available to young people to develop new skills and to gain accreditation for their learning. These skills/qualifications build the participants' motivation, confidence, and resilience, and provide content for their CVs. As the Programme has developed, the content of the Programme has been developed as a result of new partnerships that Celtic Foundation has made.

Examples of additional personal development training that young people experience include:

- A two day Fire Reach programme delivered by Scottish Fire and Rescue has become a core element of the Programme. This programme builds teamwork and communication skills, leadership, health and safety and first aid, but also gives participants understanding of the dangers Fire Fighters face and develops understanding of the impact of anti-social behaviour.
- British Heart Foundation delivers 'Heart Start' training (certificated training in CPR and other emergency lifesaving skills).
- Education through Cashback has delivered conflict resolution training.

In GTE 7, participants engaged in an art project delivered by an artist in resident at Celtic Football Club. Participants learned new skills but also developed confidence and resilience through trying out new activities.

Young people also developed vocational skills through work experience tasters and through accredited training.

The Programme has been successful in working in partnership with other agencies to enable participants to access accredited vocational training:

- 5 participants in GTE 4 participated in Health and Safety in the Workplace training.
- 10 participants on GTE 5 completed the SFA's 'Early Touches' coaching training. This gives them a level 1.1 certificate in coaching children's football.
- 2 participants on GTE 4 received funding from the Princes Trust Development Awards to do SFA coaching certificates
- 4 participants on GTE 5 (and 2 on GTE 4) received funding from the Princes Trust to carry out accredited training in driving a digger/excavator.

"I got my digger license. It's the first qualification I ever got. I never thought I'd do that." (Participant, GTE 4, 25 years old)

- In GTE 9, 3 participants completed certificated training in Health and Safety in the workplace and 3 participants completed certificated training in Manual Handling.

- 15 participants from GTE 7, 8 and 9 achieved AVQ accredited awards for the new Fire Reach Programme.

In cohorts 1 to 5, 49 of the 66 participants carried out work experience tasters. This represents 74% of all participants and 89% of all completers (against a target of 80%).

In GTE 9 all participants carried out a work experience placement with North Glasgow Foodbank.

The Programme has also been successful in increasing participants' job search skills. All participants are supported to develop a CV and to supported to search for jobs.

"The course gave me a lot of confidence as I learned how to build my CV, fill in application forms and experience mock interviews." Participant GTE 6

" Different people came in everyday to offer opportunities, courses and many more. Celtic FC Foundation, helped me with my C.V and also helped me become more confident about myself. I loved every bit of the project, especially the Fire Reach [Fire fighter training]". Participant GTE 5.

Outcome 5: Young people who have offended or who are at risk of offending or re-offending move into positive destinations, such as volunteering, education, training or employment

The target for this outcome was to achieve 85% progressions into positive destinations, broken down as follows:

- **25%** progressing into employment
- **20%** progressing into Education
- **40%** progressing into pre-employment training, volunteering or other personal development opportunities

Table 4 shows the number of participants who progressed into positive outcomes at the end of their 10 week programme.

Table 4: Number of participants who progressed into positive outcomes at end of Programme

Positive outcomes	Target Percentage of those who (sustain engagement)	Target for Programme	Actual	Variance from target
Employment	25%	20	52	+32
Further or higher education	20%	16	9	-7
Pre-employment training or Volunteering	40%	33	22	-11
Total number of positive outcomes	85%	69	83	+14

These outcomes represent the destinations of participants at the end of the Programme (at the time of leaving).

It is interesting to note that a higher percentage of participants than anticipated have progressed in to employment, and a lower than anticipated percentage have progressed into education or training and volunteering.

This reflects, to some extent, the profile of the client group, which included a number of number of 'older' young people who had served custodial sentences. Many of these had previous work experience and were interested in moving into employment rather than more training or education.

In the later stages of the Programme, there was a also a very high success rate for young people moving onto CJS (Community Jobs Scotland) jobs.

Community Jobs Scotland (CJS) is funded by the Scottish Government and managed by the Scottish Council for Voluntary Organisations (SCVO). CJS provides funding for employers in the third sector to provide job training opportunities for vulnerable young people. Employers receive £10,000 to fund employee wages and on-costs. The funding enables employers to provide opportunities of up to 12 months, with the aspiration that young people will move into sustainable employment at the end of the Programme.

In 2014 a new programme of CJS was announced which was specifically targeted at providing job opportunities for young offenders.

CJS employers are third sector organisations, many of which have experience in employing and supporting young people who require additional support in employment.

Celtic Foundation recognised that CJS offered a viable route into employment for young people with convictions and has developed a strong working relationship with SCVO who manages the programme, and with employers in the third sector who provide CJS opportunities (see employers case study below).

The Celtic Foundation has also been proactive in creating CJS opportunities within its own organisation. It has created a total of 13 new posts through the CJS providing opportunities for participants to work within the Celtic Foundation as Community Coaches, delivering coaching to children, youth and adult groups in the community.

Two of the young people who were initially employed by Celtic FC foundation under Community Jobs Scotland contracts are now employed on a permanent basis by Celtic FC Foundation. (See case study 2: Longer term outcomes)

Case study 1: An employer's perspective

This case study was provided by a third sector organisation which has employed Gateway to Employment participants through the Community Jobs Scotland.

This organisation has been supporting young people into employment through Community Jobs Scotland for the last three years. Initially we recruited young people through an open process - young people applied through Job Centre Plus and Skills Development.

Two years ago, we began working more closely with referral agencies such as Celtic FC Foundation to source young people for Community Jobs Scotland opportunities. This has been particularly exciting as in my opinion this has raised the bar regarding the calibre of young person that we are now receiving interest from regarding employment opportunities.

The majority of young people coming through the Celtic FC Foundation have faced significant challenges in their lives, many having served a custodial sentences and dealing with homelessness or a background of living in in care. What is noticeable from the individuals being referred from Celtic FC Foundation is the level of support that has been put in place to get the individuals ready for facing an interview and indeed work.

I have now interviewed several young people from the Gateway to Employment programme for opportunities in this organisation, and the level of support that they receive through the Programme is evident from their presentation. In my experience, the young people present as confident, open and honest about their life experiences and can articulate why they are a good fit for the job.

It is also noticeable that the GTE participants have comprehensive CV's which list a range of skills and experiences that they have gained on the GTE Programme. The key thing that I have noticed is a determination from individuals that have experienced the Celtic FC Foundation employability Gateway courses - a determination to succeed - and a work ethic that is to be admired. I believe this comes as a result of the GTE programme.

We have also noticed that, when in employment with us, young people who have come through the Gateway to Employment Programme demonstrate a desire and enthusiasm undertake any vocational training that can be accessed. This is welcome, particularly amongst young people that have not typically achieved qualifications when in education. Again, we believe that this positive attitude towards learning and progression stems from the recognition and sense of achievement that young people gained through the Gateway to Employment Programme, where some of them achieved certificates and awards for the first time in their lives. The Celtic FC foundation has a unique way of celebrating achievement and success which generates pride and motivation in participants.

In total we have supported a total of five individuals that have come through the Celtic FC Foundation Gateway to Employment Programme.

Three are still in employment with us under the Community Jobs Scotland contracts, (until October 2017) and all of them have engaged in further training which will increase their employability. Two of the young people are working toward Modern Apprenticeship SVQ Level 3 Awards in Youth Work, and one is training toward an SVQ Level 2 in Health & Social Care. They have undertaken additional training resulting in a Gold Duke of Edinburgh Award and a Kayaking Instructors Course.

Of the other two, we have supported one individual into full time employment within the construction sector which was exactly where the individual wanted to be and another into further education – he is studying at college for an SVQ level 2 in Health and Social Care .

Longer term outcomes

Celtic Foundation has attempted to track participants to understand the longer term impact of participation in Gateway to Employment on their lives.

The staff team attempts to contact all participants after 12 weeks to find out if they have sustained their engagement in training/employment etc, or have moved into another outcome. Staff also carried out an exercise in April 2017 to assess the overall impact of the Programme.

Table 5 shows the destinations at the point of leaving the programme, 12 weeks after completion, and at April 2017. The figures are based only on cohorts 1 to 8 (104 participants) as cohort 9 completed in March 2017 and so data on sustained outcomes at 12 weeks is not relevant.

It is important to note that it was not possible to make contact with all ex-participants. After 12 weeks there were 6 young people with whom no contact could be made. By April 2017, the number with whom no contact could be made had risen to 42.

These are identified as unknown/no contact made in table 6.

Table 5: Sustained outcomes (based on data from cohorts 1 to 8)

Outcomes	On completion of Programme	After 12 weeks	At April 2017
Employment	47	36	32
Pre-employment training programmes	15	16	6
Further or higher education	6	6	5
Volunteering	6	4	2
Returned to custody	3	4	1
No positive destination	27	33	17
Unknown/No contact made	0	6	42
	104	104	104
Number in positive destinations	74	62	45

Percentage of all participants in positive destinations	71%	60%	42%
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The figures suggest that the number of people who sustain positive destinations reduces over time. This would be expected, as some of the participants moved into temporary contracts (for example, Community Jobs Scotland jobs etc). However, it is also important to note that some participants had moved from negative to positive destinations after 12 weeks (increasing the overall number of positive outcomes) for example:

- Some participants who had not found a destination at the end of the Programme were in work at the April 2017 tracking.
- Two people moved from volunteering into work and one moved from employment to volunteering at the 12 week tracking period.
- Tracking has also demonstrated that some participants have continued to progress after leaving the programme:
 - one participant in Gateway 1 moved into part-time employment in Celtic Superstore on leaving the programme. At her 12 week tracking call, she had found full time employment with another retailer. At April 2017 she had moved to another retailer to take up a supervisory role.

It is also important to note that 44 participants could not be contacted at April 2017—some of these may still be in employment/training, but the numbers in Table 6 reflect only those whose employment status could be verified.

Case study 2: Longer term outcomes

Y was 25 years old when he was referred to Gateway to Employment 4 by Routes Out. He had recently been released from prison.

"To be honest I had been getting into trouble mainly through alcohol"

He saw Gateway to Employment as an opportunity to get his life back on track. Y had carried out some training while in prison and was keen to get into work in the construction industry.

"The chance to gain work experience was the best part [of the Programme] for me as I had been out of employment for a while."

While on the Programme, Y was keen to build his CV and get skills that would make him more employable. He was given the opportunity to do a work experience placement in construction and also did training and achieved a license as a digger driver.

During the Programme, Y was successful in getting a job in construction, and started work with the company. However, it became clear very early that the job was not right for him, and he returned to the GTE Programme. With support from the Programme staff he reassessed his skills and decided to apply to College to improve his skill level.

Programme staff helped Y to find a suitable college programme, and Y was successful in securing a place.

At the end of the Programme , Y had clear goals for his future and recognized the impact that GTE had on him and his future.

"GTE gave me the chance to build my CV, work experience, digger license, Heart Start certificate, I had a job and I start college in August!"

When Programme staff contacted Y in April 2017 to track outcomes, they were delighted to find out that Y had completed his college course and was in full time employment .

Case study 3: Longer term outcomes

X is 23 years old and had a history of offending which started when he was a young teenager.

By the time he was 14 he was using alcohol and drugs and had a number of charges for street robberies and assault. He was given his first custodial sentence at 15, and spent the next two years in a secure unit.

On his release, he went to college and completed a six month tiling course, but difficulties in his home life resulted in him resorting to drugs and alcohol and, inevitably into further crime.

At 17 he was sentenced to three years in Polmont Young Offenders Institution. When he was released from Polmont, he says:

"I had no prospects or self-esteem and with nothing to do, I began drinking out of sheer boredom. This led me to getting into more bother and I was sentenced to eight months in Barlinnie prison for a police assault."

Barlinnie was a terrible experience, but the experience made X determined to break the cycle of alcohol, drugs and violence. On his release, he found out about Gateway to Employment from another friend who had also been in prison.

His friend was very positive about the Programme, so X approached Celtic FC Foundation and started on Gateway to Employment (cohort 6) in January 2016.

"The course gave me a lot of confidence and I learned how to build my CV, fill in application forms and did mock interviews."

X was very focused during the Programme and worked hard to build his skills. On the eighth week of the project, X was offered an interview for a CJS opportunity with Celtic FC Foundation in the role of a community coach.

X was successful in and was delighted to have been successful

"For the first time in my life I was proud of myself and more importantly, I had made my family proud of me"

As a community coach, X is working with children, young people and adults providing opportunities to build their physical skills and confidence. He is learning new skills all the time. He also acts as a role model for young people on other employability programmes delivered by Celtic FC foundation. He gives talks to new participants,

sharing his own experiences with and providing an example of how someone can turn their situation around if they are willing to change.

X has now completed his CJS job, but at the end of his contract, he was successful in gaining a permanent contract with Celtic FC Foundation, where he continues to work as a community coach.

“ I am so grateful, all I want to do is to continue the good work I’m doing – I have a real sense of purpose and absolutely no desire to go back to my old ways. This is the happiest I’ve ever been in my entire life. ”

Review of design and delivery of the Programme

The interim evaluation explored the design and delivery of the Programme in some detail. This section provides an overview of the key strengths in the design and delivery of the Programme

Programme design

The Programme is delivered by the Celtic FC Foundation in partnership with APEX. While APEX is an organisation with specialist expertise in working with ex-offenders, the Celtic Football club is central to the brand and marketing of the Programme.

The location of the Programme within the Celtic Football Club ‘family of businesses’ has been critical to its success.

- **The Celtic Football Club brand**

The Football Club has clearly been a hook for some of the young people, although not all are football fans and not all are Celtic fans. However, the ‘brand’ has not only provided a powerful incentive for many of the participants to join, but also has a certain kudos which has made many of the participants value the opportunity.

“I feel lucky to have been given this chance so I’m trying to live up to it”

- **Levering inputs to the Programme**

The strength of the Celtic Football Club brand has garnered support for the GTE Programme from a wide variety of partners who are keen to be associated with Celtic. The Programme has levered inputs from significant employers, international footballers etc. which have added value to the Programme activities and provided additional opportunities and value to participants.

- **Celtic as a provider of work experience opportunities**

Celtic Football Club also operates a large multi-faceted business and has provided a huge range of job-tasters from catering to painting and decorating to administration and retail. A number of young people from Cohort 1 moved into employment in the Celtic Retail outlet.

- **Celtic FC Foundation as an employer - creating jobs for graduates of the programme**

Celtic FC Foundation has created 13 posts in total through Community Jobs Scotland, thereby providing real job opportunities for 13 participants. 2 participants who were initially employed through Community Jobs Scotland were then successful in applying for jobs with Celtic FC Foundation, so now have permanent contracts with the Foundation.

Programme delivery

Partnership working

Partnership working has been a key to the success in the recruitment to the Programme, to Programme delivery and to the development pathways to positive destinations.

- Recruitment

The profile of participants has become increasingly targeted as the programme has developed strong relationships with agencies that support young offenders, and young people who are vulnerable or at risk due to their life experiences.

- Programme content

The Programme has made exceptional use of partnerships to develop opportunities for participants.

The quality of partnership working and the success of the programme has meant that partners are keen to work with the programme and to stay involved.

- The Scottish Fire and Rescue Service has been involved in delivering Fire Reach and more recently its new accredited programme to participants of Gateway to employment.
- A range of third sector and other providers regularly deliver training and support aimed at building employability skills and health and wellbeing. This not only builds participants' skills and experiences, but has also resulted in participants achieving certificates and accreditation. Additionally, it makes participants more aware of the range of services available in the city.

- Routes to employment

The programme has raised participants awareness of progression opportunities by bringing training providers and employers in to speak to participants. The power of the Celtic brand has been significant in creating access to some employers.

The Programme has also developed very positive relationships with SCVO as Manager of the Community Jobs Scotland and with third sector employers who can provide CJS job opportunities to participants. As previously noted, the CJS has been a particularly successful route for GTE participants.

Developmental approach

GTE is a dynamic programme which has been developed to respond to participant needs and to opportunities which arise.

- The staff have made changes to processes to reflect their own learning from the programme
- The programme activities have changed and developed to reflect the needs of different cohorts and to new opportunities that arise
 - In recognition that many of the young people struggled to develop CVs as they had no qualifications or experience, the Programme has introduced more training including certificated training to boost the young people's confidence and their CVs.

- The programme staff have been creative and taken risks in introducing new elements to the Programme, for example in GTE 7 participants took part in an art project. Their artwork was displayed at a Celtic FC Foundation showcase award and participants success was celebrated publicly.

Relationships with participants

One of the critical success factors of the Programme is the relationship between staff and participants.

“The staff make time for you – you get individual support.”

“They treat you with respect, they don’t judge you”

Participants clearly feel valued. This is due to the skills of the staff team, but also reflects the values of Celtic FC Foundation and of Celtic FC. Most participants had a sense that they were involved in something which was valuable.

A referral partners commented:

“On a programme like this, it’s not what they deliver – to be honest the content is available anywhere - it’s ‘how’ they do it. It’s about the relationships. They [participants] get a sense that someone is there for them – that the staff believe in them. They [the participants] feel valued, and feeling valued builds their self-esteem, builds their confidence.”

PROJECT OUTCOMES	CASHBACK OUTCOMES	INDICATORS	TARGETS
Increased participation by young people who have offended or who are at risk of offending or re-offending.	Increased participation by difficult to engage and equality groups (Cashback outcome 2)	Number of participants Demographics (post code and offending status)	108 engage
Increased participation in positive activity	Sustained participation in positive activities (Cashback outcome 15)	Sustained involvement in programme Re-engagement in other activities outwith programme e.g. joining sports club,	81 retained (75%)
Increased confidence and self esteem for young people who have offended or at risk of re offending.	Greater confidence and self-esteem among participants (Cashback outcome 8)	Increased confidence	All show some increase in confidence/self esteem
Young people who have offended or who are at risk of offending or re-offending develop new skills that support them on a pathway towards either volunteering, training or employment.	Participants demonstrate new skills and positive changes in behaviours Cashback Outcome 9	Identify skills needs from action plans Identify skills developed Increased motivation/attendance etc	65 do work tasters All demonstrate some progress in skills/positive behaviours
Young people who have offended or who are at risk of offending or re-offending move into positive destinations, such as volunteering, education, training or employment	More participants progress onto further learning, training, and personal development opportunities (Cashback outcome 20)	Number who progress into volunteering, training, education, employment after 2, 6, 12 weeks	33 into pre-emp training, volunteering or personal dev opps 16 into education 20 into employment

