
Gateway to Employment

Evaluation of Phase 4 Programme

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Executive Summary

Gateway to Employment (the Programme) is an employability programme delivered by Celtic Football Club Foundation (Celtic FC Foundation). The Programme is funded by the Cashback for Communities Programme. The Gateway to Employment Programme has recently completed the third and final year of delivery of Phase 4 of the Cashback for Communities Programme.

This report is the evaluation of the Programme over the three-year period 2107-2020 (Phase 4).

Programme achievements

The Gateway to Employment Programme has been very successful achieving its activity and output targets.

- The Programme reached or exceeded its target number of recruits in each year of the Programme.
- The data also demonstrates strong targeting, with all participants meetings at least one (and in most cases two) of the targeting criteria.

Number of participants

The target was to recruit 216 participants. The Programme was successful in recruiting 223 individuals over the three years.

Targeting

A key strength in the Programme delivery has been the focus on recruitment of young people in the Cashback target groups.

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

	Year 1	Year 2	Year 3	Programme Total
% of participants with history of anti-social behaviour/offending	75%	72%	50%	66%
% of participants from most deprived 20% data zones	76%	65%	65%	69%
%of participants who were unemployed, not in education of training	100%	100%	100%	100%*

*This includes young people who were still formally in education but had disengaged or were at risk of disengaging.

While maintaining a focus on the target groups, Celtic FC Foundation has increased the number and diversity of referral partners over the life of the Programme. This has increased the geographic reach of the Programme and the expanded the profile of participants.

Other barriers to employment

Celtic FC Foundation collected profile data which demonstrate that the majority of participants experienced multiple barriers to employment. Mental and physical health issues are particularly prevalent among the target client group.

Outcomes and impact

Personal development outcomes

The Cashback for Communities Programme has four mandatory outcomes which seek to develop young people's confidence, personal skills, aspiration and wellbeing.

Quantitative data from the Celtic FC Foundation shows that 95% of participants i.e. all who manage to sustain their engagement in the Programme demonstrate progress towards these outcomes. The quantitative data is supported by qualitative data collected from interviews with participants and stakeholders.

While the quantitative measures demonstrate that the Programme has been successful in building confidence, skills, aspirations and well-being, the qualitative data has provided useful insight into 'what progression looks like for' for participants of varying profiles. This data demonstrates that for many participants, progression is 'small steps' and emphasises the extent of the challenges and barriers faced by many participants, and their distance from the labour market.

To fully understand the impact of the Programmes such as Gateway to Employment, it is important to gather robust data on profile of participants (the starting point) and distance travelled against each outcome.

	Number of participants				
	Target	Year 1	Year 2	Year 3	Total
Outcome 1: Young people build their capacity and confidence	183	75	70	67	212
Outcome 2: Young people develop their physical and personal skills	183	75	70	67	212
Outcome 3: Young people's behaviours and aspirations change positively	183	75	70	67	212
Outcome 4: Young people's wellbeing improves	183	75	70	67	212

Progression into positive destinations

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

The Programme has had significant success in moving participants into positive destinations. 77% of all participants have progressed into a positive destination against a target of 85%.

The data on barriers demonstrated that many participants were not 'job ready'. As a result, the destinations show that a smaller percentage have moved into employment (34% compared to the target of 40%), and a higher percentage than the target have progressed into learning and training.

	3 Year Target	%	3 Year Actual	%
Outcome 6: YP achieve positive destinations	182	85%	171	77%
Breakdown:				
YP will access learning (including staying on at school)	21	10%	34	15%
YP will progress to training	43	20%	49	22%
YP volunteer following completion of programme	33	15%	12	5%
YP will gain employment	85	40%	76	34%

Increased participation in positive activity

As young people participate on a voluntary and unpaid basis, it is a significant achievement that Celtic FC Foundation has engaged 223 young people in positive activity, (against a target of 216). Many participants were not previously engaging on any other employability services.

Diverting young people from criminal behaviours

Qualitative data collected from participants and stakeholders confirmed that participation in the Programme has had helped to reduce or divert some young people from anti-social or criminal behaviours. For young people leaving prison, the Programme has helped to develop routine and structure in their lives. Feedback also points to the role of the Programme in building motivation and aspirations.

However, the quantitative indicator is not useful, as this indicator assumes that all participants are at risk of anti-social/criminal behaviours. The profile of participants does not support this assumption, and therefore quantitative measure is not robust. The indicator would be more useful if it could:

- 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.

	Target	Year 1	Year 2	Year 3	Total
Outcome 8: Young people are diverted from criminal behaviour	183	71	70	67	208

Issues impacting on outcomes

Profile of the participants

A key strength in the Programme delivery has been the focus on recruitment of young people in the Cashback target groups.

While maintaining a focus on the Cashback target groups, Celtic FC Foundation has been successful in diversifying the number and diversity of organisations referring to the Programme.

The increase in the number/range of referral agencies has increased the diversity of the participants and resulted in some changes in the profile of participants over the three-year lifespan of the Programme. The data highlights:

- A reduction in the overall percentage of participants with a history of offending behaviour (and in particular participants who had been in prison)
- An increase in the number of participants with other significant barriers to employment. The data highlights the very high numbers of young people affected by physical and mental health issues which affect their capacity for employment.

The data suggests that the changing profile of participants has impacted on the 'destinations' that the Programme has delivered.

To better understand the impact of the Programme on employability, it is important to understand the extent to which the variations in the 'destinations' reflect the different profile of the participants and the impact of the Programme in moving participants along the employability pipeline.

In future, to improve the learning from the Programme, it would be useful to provide a more robust segmentation of the participants (their profile and starting point) and their 'destinations' so that Celtic FC Foundation can better understand who the Programme is working for and the impact that it makes in moving participants toward the labour market.

Strengths in Programme delivery

Gateway to Employment is a dynamic programme which has been developed in response to learning. The Co-ordinator has made changes to the Programme content and processes which have improved the Programme delivery and the outcomes delivered.

The programme activities have been changed and developed to reflect the profile/needs of participants. The focus on activities is on building confidence, motivation and life skills.

Process improvements include:

- Improved recruitment process (to reduce the number of no-shows)
- Increase in the level of one-to-one support to participants which supports individual planning and support to address barriers.
 - The level of one-to-one support has been successful in building sustained engagement in the Programme.
 - While one-to-one support is a key strength of the Programme, it is also a key challenge. The Programme was designed to deliver group work support, so it has been challenging to provide the level of support required by the participants with the current level of staff resource available to the Programme.
- Increased level of aftercare, assisting participants to achieve positive destinations after the end of the Programme but also supporting young people to sustain outcomes.

Other aspects of delivery which have impacted on outcomes are:

- Relationships

The Co-ordinator has built trust-based relationships with participants, which have resulted in number of young people who sustain their engagement during the Programme and continue to get support after the end of the Programme.

- Use of the Community Jobs Scotland

Celtic FC Foundation has used the Community Jobs Scotland Programme to create a number of trainee community coach posts each year.

Celtic FC Foundation has used this vehicle to provide opportunities for a further 12 months of training and employment for young people, often recruiting young people who had additional barriers to employment and for whom longer periods of 'support' were required.

Challenges and learning from the Programme delivery

The Programme has been very successful in engaging young people with complex and challenging barriers. The delivery of the Programme has produced learning which could inform design and delivery of other Programmes which work with the same client group.

- Duration of support

The Programme has highlighted the intensity and duration of support required by young people with complex issues. For participants with multiple and complex barriers, Celtic FC Foundation has recognised that many participants will require more intensive support (and in many cases specialist services) to address the complex issues in their lives.

- Progression pathways are not linear

Evidence from the Programme demonstrates that progression pathways for young people with multiple and complex issues are not linear. Support organisations (and funders) need to recognise the need for long term support for these young people.

- Programme outcomes do not recognise 'distance travelled' by young people with multiple and challenging needs

While some of these participants have not achieved a 'positive destination' (an outcome recognised by the Cashback Programme) it is important to recognise the distance travelled by individuals and the personal outcomes achieved as a result of participating.

- Other barriers to achieving outcomes

It is also important to recognise that there are some barriers which affect participant progress and destinations which are beyond the capacity of the Programme to address.

- Outstanding charges or unspent convictions have resulted in a number of participants being taken back into custody during the Programme
- Poverty trap issues have meant that some participants have been unable to take up employment because they are 'better off' on benefits, and others have been dissuaded from taking up paid training due to the impact on family benefits.

Chapter 1: Introduction

Background to the evaluation

Gateway to Employment is an employability programme delivered by Celtic Football Club Foundation (Celtic FC Foundation).

Gateway to Employment (the Programme) is currently funded by the Cashback for Communities Programme (Phase 4). The current phase of the programme has been funded for a period of three years from 2017-2020.

Celtic FC Foundation commissioned Arrivo Consulting Ltd to carry out the evaluation of the Programme. Arrivo Consulting has produced interim evaluation reports at the end of year 1 and Year 2. These reports reviewed the outputs and outcomes of the Programme against the annual targets and analysed the issues which affected the delivery of outcomes.

The project has recently completed the third and final year of delivery in this phase (Phase 4) of the Cashback for Communities Programme. This report is the evaluation of the Programme over the three-year period 2017-2020 (Phase 4).

This evaluation builds on the annual evaluations which have been carried out at the end of Year 1 and Year 2 of the Programme. These reports are the key source of data on the data on the outputs and outcomes for Years 1 and 2 which have been used in this report.

The outputs and outcomes for Year 3 of the Programme are summarised in Appendix 1 of this report.

Purpose of the evaluation

The purpose of the evaluation is to consider the extent to which Gateway to Employment has achieved its target outputs and outcomes over the three-year duration the Programme. The evaluation also explores the issues which have impacted on the delivery of outcomes and considers the learning from the Programme.

The evaluation process has involved:

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

Evaluation issues

COVID 19 Outbreak

Celtic FC Foundation had completed delivery of the final cohort before the outbreak of COVID 19, so the pandemic has not affected the direct delivery to participants.

However, Programme activities which were planned for March 2020 were disrupted due to altered priorities as a result of the pandemic. Additionally, the Programme Co-ordinator was furloughed in March 2020.

The key impact has been the cancellation of two elements of the work programme:

- Follow up work with stakeholders and parents to collect further feedback on progress and outcomes for the last two cohorts (Cashback 17 and 18)
- Follow up work with all participants of Phase 4 to track destinations (find out if participants had sustained their outcomes) to better understand the impact of the Programme.

This has affected the evaluation in that there is no data on sustainment of outcomes.

A further issue for the evaluation of Year 3 is that some of the participant data for Cohorts 17 and 18 could not be accessed. Some of the participant data is held on paper files which could not be accessed after lockdown.

Report structure

Chapter 2 provides an overview of the delivery model for the Gateway to Employment Programme.

Chapter 3 reviews the performance of the Programme over the three years.

Chapter 4 identifies the impact and learning from the Programme.

The outputs and outcomes delivered by the Programme in Year 3 are summarised in Appendix 1.

Data on recruitment and sources of referrals over the three-year Programme is provided in appendix 2.

Chapter 2: Overview of the Programme

This chapter provides an overview of the delivery model for the Gateway to Employment Programme.

Project description

Gateway to Employment is an employability programme which targets young people from areas of deprivation, who are unemployed and with a specific focus on those 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 is delivered by Celtic Football Club Foundation (Celtic FC Foundation) and uses the brand of Celtic Football Club as an engagement tool to reach those most disengaged from the labour market.

Gateway to Employment aims to deliver 7 key outcomes. There are four mandatory outcomes for all projects and funded by 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

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

Over the three-year period of Cashback funding, Celtic FC Foundation aimed to deliver 18 cohorts of approximately 12 participants per cohort, engaging a total of 216 young people.

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.

Staffing

The Programme is delivered by a Programme Co-ordinator who is responsible for:

- recruitment and selection which includes promoting the Programme to referral agencies, carrying out outreach visits, delivering open days etc
- developing the Programme content
 - developing relationships with partner agencies who deliver inputs
- delivery of elements of the Programme (elements of group work: personal development and employability skills)
- one-to-one support to participants (goal setting, identifying challenges, signposting /supporting participants to engage with other agencies, supporting participants to explore and find progression opportunities)
- liaison with referral agencies, key workers etc
- maintaining records for monitoring and evaluation,
- reporting

There was a staff change early in Year 2 of the Programme, when a new Co-ordinator took up post.

The Co-ordinator is supported by a Physical Activity Coach who delivers the physical activity sessions.

Programme delivery

Recruitment

The Programme recruits via referrals from agencies that work with young people in the target client group. The Project Co-ordinator has carried out extensive outreach and promotional work to promote the Programme. The increasing number and diversity of organisations which have referred to the Gateway to Employment in over the life of the Programme demonstrates the effectiveness of the outreach efforts.

See Appendix 2 for full data on number and sources of referrals in each year.

In Year 1, recruitment was hampered by the number of 'no shows' (participants signed up for the Programme but did not show up). In response, the new Co-ordinator has improved the recruitment process to increase the take up/retention of referrals.

The Co-ordinator started to run open days where potential participants could come to Celtic Park with their referral agency, and meet the staff, find out about the Programme, and take part in 'taster sessions with the Physical Activity coaches. The aim of these sessions is to break down the 'fear of the unknown'.

The Co-ordinator has also developed a series of short video clips of previous participants talking about their experience of the Programme. The videos show relatable young people, which helps to build the confidence of potential participants that they will 'fit in'.

The Celtic Football Club brand continues to be a powerful hook for engaging with young people in employability support. Word of mouth has also been a powerful engagement tool – self-referral has been a significant source of referrals to the Programme.

Programme structure and content

The key elements of the Programme structure have remained constant throughout the three-year period.

- Participants attend for two days a week on a voluntary basis,
- The Programme structure is split into two sessions:
 - Morning sessions include a variety of inputs aimed at building confidence, developing personal and employability skills. Many of these sessions are delivered by partner organisations.
 - In the afternoon sessions, participants are involved in physical activity sessions aimed at building confidence, teamwork and physical fitness.

While the Programme structure is fixed, the Programme Co-ordinator has developed and adapted the Programme content to respond to the profile and needs of participants.

The evaluation after Year 1 identified that the profile of the participants (i.e. distance from the labour market) meant that the target of moving 40% of participants into employment was unlikely to be achievable.

In response, the Cashback Co-ordinator developed new content with a greater focus on building engagement, confidence, motivation and basic life-skills. This involved sourcing new delivery partners and trialling new content. The Co-ordinator assesses the effectiveness of each new element and the Programme has continued to evolve and develop.

Partnerships with Police Scotland and Scottish Fire and Rescue Services have been maintained and developed, and new partnerships have been developed with agencies who can provide a range of inputs on health, wellbeing and personal skills.

The Programme also raises participants awareness of the range of opportunities and organisations which can provide further learning, training and employment opportunities. Participants are introduced to organisations such as the Princess Trust, SCVO, Wheatly Group, Venture Trust, and Action for Children, Street Soccer as well as colleges and various employers.

The Cashback Co-ordinator also increased the level of one-to-one support to participants. Participants set individual goals and receive individualised support from the Co-ordinator to work towards their goals. Participants are also supported to address the barriers that they face which can involve referral to other agencies for specialist support.

Chapter 3: Programme achievements

This chapter summarises the achievements of the Gateway to Employment Programme over the three-year period 2017-2020 and compares the achievements with the Programme targets.

Outputs

Number of participants

The target was to recruit 12 people per cohort and to deliver 6 cohorts per year 1: a target of 72 participants in each year and a Programme total of 216.

The data in Table 1 shows that Celtic FC Foundation has achieved the target each year.

Table 1 - Number of participants in each year

	Year 1	Year 2	Year 3	Programme Total
Target	72	72	72	216
Number of participants attending each year	77	77	79	233
Number of unique individuals	76	75	72	223

Number of unique individuals is lower than number of participants as some participants attended the Programme twice.

Source of referrals

Celtic FC Foundation predominantly recruits through referrals from agencies that work with the target client groups. Celtic FC Foundation has increased the number and diversity of referral partners over the life of the Programme. This has increased the geographic reach of the Programme and the profile of participants. Data showing the source of referrals in each of the three years of the Programme is included in Appendix 2.

There is a significant level of self-referrals (15-20% of participants in each Year of the Programme). Most of these were people who had heard about the programme from a friend/ex-participant highlighting the value that previous participants attribute to the Programme.

Targeting

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

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

The data collected by CFCF shows that the Programme has been successful in recruiting young people from the target groups. All participants fitted at least one of the targeting criteria, but the majority were eligible under at least two criteria.

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

The Programme has been successful in recruiting young people who have a history of offending. However, in Year 1 and 2, approximately three-quarters of all participants had a history of offending. In Year 3, one half of participants had a history of offending behaviour.

Table 2 - Number of participants with history of anti-social behaviour/offending

	Year 1	Year 2	Year 3	Programme Total
Number with previous custodial sentence	47	34	17	98
Number with non-custodial sentence	10	20	19	49
Total	57	54	36	147
%	75%	72%	50%	66%
Total number of participants in Year	76	75	72	223

Living in areas of deprivation

Table 3 demonstrates that between two thirds and three quarters of participants in each year came from the most deprived areas of Scotland (top two deciles of the SIMD).

Table 3 - Percentage of participants from 20% most deprived data zones.

	Year 1	Year 2	Year 3
% of participants from most deprived 20% data zones	76%	65%	65%

Unemployed, not in education or training

All participants were unemployed/not in education or training. Although a small number of participants each year were still formally in education, these young people were accepted to the Programme because they had disengaged from learning or were at risk of disengaging.

Other barriers to employment

Profile data collected by Celtic FC Foundation demonstrates that participants experienced other issues which acted as significant barriers to employment.

Table 4 demonstrates the profile of participants in Year 1, 2 and 3 and shows the increasing prevalence of health and mental health issues among participants. The data also highlights that many of the participants had multiple barriers and case notes highlight that many were vulnerable and had complex challenges (adverse childhood experiences, addictions, living in chaotic families, parental substance misuse and/or mental health issues). Some had mental or physical health issues which affected their capacity for employment.

Table 4 - Barriers experienced by participants

Barriers	Year 1	Year 2	Year 3
Homeless	12	18	1
Disabled	14	18	28
BME	4	4	0
Mental Health issues	40	62	52
LGBTI	0	1	1
Care Experienced	7	9	9
Young Carers	2	4	2
Young Parents	9	12	8
Refugees / Asylum Seekers	1	4	2

Increasing diversity

The Gateway to Employment Programme 2017-2020 built on the success of the Gateway to Employment Programme delivered by Celtic FC Foundation in Phase 3 of the Cashback to Communities Programme (2014-2017).

In the previous phase of the Cashback Programme, Gateway to Employment had a specific focus on engaging young people who had offended or were at risk of offending.

Celtic FC Foundation had developed strong relationships with organisations working with ex-offenders which resulted in excellent targeting and 75% of all participants in that Phase of the Programme had previous convictions.

Year 1 of the current phase (Phase 4) saw a similar pattern of referral with a very high percentage of participants in Year 1 being ex-offenders or those at risk of reoffending.

- 47 of 76 participants (62%) had previous custodial sentence
- a further 10 had been involved in the criminal justice system but did not have custodial sentences.

In Year 2 and 3, Celtic FC Foundation has worked to raise the profile of the Programme and increase the diversity of the participants while maintaining the strong focus on the Cashback target client groups.

While the majority of participants come from the Glasgow area, the data shows that the project is now recruiting from a wider geographic area:

- In Year 1, 79% of participants came from the Glasgow area,
- In Year 2, 68 % came from the Glasgow area,
- In Year 3, 60% of came from the Glasgow area and 40% of participants came from out with Glasgow.

In recognition that the gender balance was predominantly male in Year 1 (only 6 of 76 participants were female), Celtic FC Foundation piloted a 'women only' cohort in Year 2 to encourage more young women to participate. This resulted in an increase the number of women on the Programme from 6 in Year 1 to 20 in Year 2.

Although it was challenging to recruit enough women to make a women-only cohort viable, the pilot was delivered successfully. However, it was not repeated in Year 3 as there was not enough demand to deliver a 'women only' cohort. However, the Co-ordinator continued to promote the Programme to agencies that work with young women in the target groups. In Year 3, 11 of 72 participants were women.

Outcomes

This section summarises the Programme achievements against the outcome targets.

The evaluation framework for Cashback for Communities Programme identifies a number of indicators for each outcome and there are targets for each indicator. This section summarises the quantitative data collected by Celtic FC Foundation against each indicator and compares the performance against the Programme targets. It also provides qualitative evidence collected through interviews with stakeholders and participants which demonstrate the achievement of the outcomes.

There are four mandatory outcomes for all projects funded by 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

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

Outcome 1: Young people build their capacity and confidence

Table 5 shows that the Programme outperformed its target for this outcome (95% of participants achieving the indicators against a target of 85%).

Table 5 – Number of participants achieving Outcome 1

Indicator	Target	Year 1	Year 2	Year 3	Total
85% Young people (YP) report their confidence increasing	183	75	70	67	212
85% of YP report they are able to do new things	183	75	70	67	212
85% of YP go on to do new things after initial Cashback involvement	183	75	70	67	212
Other stakeholders report increasing confidence in young people	85%	100%	100%	100%	

It is interesting to note that the vast majority of examples of 'increased confidence' given by participants relate to improved social confidence/ability to speak to others.

"the biggest thing for me has been social confidence – before I couldn't have spoken to all these people"
 "I can talk to people more than before"

All stakeholders reported that young people had improved confidence. Examples of 'improved confidence' were very varied and reflected the very different 'starting places' of participants on the Gateway to Employment.

"[he] now feels more confident about going on a work placement outside school, when only a few months ago he felt he 'wasn't ready'."

For one young person, who has a disability and is socially isolated, and example of evidence of improved confidence was that she could attend the Programme without support

'going somewhere alone, without support, is a great achievement for this young person'

Many stakeholders also highlighted development of social confidence

"Both participants increased their confidence in communicating with peers and within a group."

For other young people (ex-offenders) stakeholder provided evidence of increased confidence in relation to their employability

"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"

Outcome 2: Young people develop their physical and personal skills

Table 6 shows that 95% of participants reported an increase in skills against a target of 85%.

While some young people identified a specific skill (e.g. I know more about how to apply for jobs) the majority of participants highlighted improvements in social and communication skills.

“I can speak out in the group now”

“I’ve been able to make friends here”

This is perhaps to be expected given that the focus for Gateway to Employment in this phase has been on building confidence and motivation and life-skills.

All stakeholders reported that participants had gained some skills, but the qualitative information from stakeholders is more useful than the quantitative target. For example, while all stakeholders could report on increased skills, the comments and examples of increased life-skills were often ‘small steps’ (e.g. the participant was able to travel across the city on her own, able to attend a group without support). These comments reflect the profile/barriers faced by the participants and their distance from the labour market.

The quantitative data also under reports on the achievement of skills and qualifications in Gateway to Employment to some extent. A number of participants also sourced funding from the Princes Trust Development Fund to purchase learning/training. Some have achieved accreditation, but the number is unknown as young people access funding and carry out training after Programme completion, and do not always inform Gateway to Employment staff of qualifications achieved after they have left the Programme.

Table 6 – Number of participants achieving Outcome 2

Indicator	Target	Year 1	Year 2	Year 3	Total
Young people gain accreditation for learning and skills development	No target	15 (SCQF level 4)	11 (SCQF level 4)	5 (SCQF level 4)	30* (SCQF level 4)
85% of Young people report an increase in their skills	183	75	70	67	212
85% other stakeholders report skills increased	85%	100%	100%	100%	

* These qualifications were achieved by participants who took part in the Fire Reach Programme delivered by Scottish Fire and Rescue services.

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

Table 7 demonstrates that 95% of participants have achieved this indicator.

Table 7 – Number of participants achieving Outcome 3

Indicator	Target	Year 1	Year 2	Year 3	Total
YP report increased aspirations	183	75	70	67	212
YP positively change behaviours	183	75	70	67	212
85% of other stakeholders’ report perceived positive changes in behaviour	85%	100%	85%	100%	

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

Other evidence on increased aspirations has been collected through goal setting exercises - many participants reported goals for increased fitness, increased confidence and 'finding a job'.

For those participants who had been disengaged prior to participating in Gateway to Employment, a change in aspiration could often be demonstrated through their aspiration to continue engaging in learning or training.

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

All Stakeholders except one reported positive change in aspirations and behaviour in participants. Many of the stakeholders' examples of changes in behaviours related to improved motivation and commitment.

"He is so much more confident in his ability to express his desires for his future, and has real aspirations for his future now"

"He is so much more enthusiastic for his future"

A support worker for a young person in residential care reported:

'I've seen massive changes in [X]'s enthusiasm, commitment and motivation. In the past, the biggest struggle with X would be to get him up in the morning - he has consistently refused to get up for school - but he's up on time on the mornings he goes to the Programme'

As previously reported, the value of the 'quantitative measure' for this indicator is limited as much of the richness of the data comes from the comments and examples.

Outcome 4: Young people's wellbeing improves

95% of participants recorded improvements in wellbeing against a target of 85%.

The SHANARRI well-being indicators cover all aspects of well-being so all young people who participated in the Programme and all stakeholders could identify improvements in wellbeing against at least one of the SHANARRI indicators. (Some stakeholders reported improvements against every indicator, while others were selective).

Table 8 – Number of participants achieving Outcome 4

Indicator	Target	Year 1	Year 2	Year 3	Total
YP reports improved wellbeing	183	75	70	67	212
85% of other stakeholders make positive comments about wellbeing against SHANARRI indicators	85%	100%	100%	100%	

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

Table 9 shows the numbers of participants who moved into positive destinations (annual and aggregated) against the targets

Table 9- Number of participants achieving outcome 6

	Targets		Achievements			
	3 Year Target	Annual target	Year 1	Year 2	Year 3	Total
YP achieve positive destinations	182	61	58	51	62	171
Breakdown:						
YP will access learning (including staying on at school)	21	7	8	9	17	34
YP will progress to training	43	14	18	14	17	49
YP volunteer following completion of programme	33	11	3	5	4	12
YP will gain employment	85	28	29	23	24	76

Table 10 shows the percentage of participants who progressed into different destinations against the targets. Overall, 77% of participants have achieved a positive destination, against a target of 85%.

Only 34% of participant moved into employment against a target of 40%, but the Programme has succeeded in moving a higher percentage of participants into learning (15% against a target of 10%) and into training (22% against a target of 20%). 5% moved into volunteering against a target of 15%.

Table 10: Target and actual percentage of participants achieving positive destinations

	3 Year Target	%	3 Year Actual	%
YP achieve positive destinations	182	85%	171	77%
Breakdown:				
YP will access learning (including staying on at school)	21	10%	34	15%
YP will progress to training	43	20%	49	22%
YP volunteer following completion of programme	33	15%	12	5%
YP will gain employment	85	40%	76	34%

*Actual percentages based on total number of participants over three years =223

Outcome 7: Young people participate in positive activity

Celtic FC Foundation has outperformed its targets for number of people participating, and for the number new to the activity in each year of the Programme.

As previously reported, the data also demonstrates strong targeting, with all participants meetings at least one (and in most cases two) of the targeting criteria.

Table 11 – Number of participants achieving Outcome 7

Indicator	Target	Year 1	Year 2	Year 3	Total
Number of young people participating in the activity	216	76	75	72	223
YP are new to the activity	216	76	75	72	223

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

Table 12 – Number of participants achieving Outcome 8

Indicator	Target	Year 1	Year 2	Year 3	Total
YP report reduction in their own antisocial/criminal behaviour	183	71	70	67	208

This quantitative indicator assumes that all participants are at risk of anti-social/criminal behaviours. The profile of participants does not support this assumption – only half of participants in Year 3 had any history of involvement in the criminal justice system.

The qualitative data (comments collected from participants and stakeholders) is much more useful and confirmed that participation in the Programme has had helped to reduce or divert some young people from anti-social or criminal behaviours.

“[T] is no longer involved in offending behaviour which I think is due to him attending Gateway to Employment” (*Social worker*)

“I’ve stayed off the drink, so no more trouble for me” (Participant with history of offending related to alcohol use)

Chapter 4: Impact and learning from the Programme

This chapter summarises the impact of the Gateway to Employment Programme (2017-20) and identifies the issues which have impacted on outcomes and the learning from the Programme

Impact of the Programme

Developing soft skills

The Cashback for Communities Programme has four mandatory outcomes (outcomes 1 to 4) which focus on developing young people's confidence, personal skills, aspirations and wellbeing.

Quantitative data from the Celtic FC Foundation shows that 95% of participants i.e. all who managed to sustain their engagement in the Programme demonstrated progress towards these outcomes.

The quantitative data is supported by qualitative data collected from interviews with participants and stakeholders. However, some of the examples of progressions toward the outcomes included very 'small steps':

- being able to participate in a group/being able to attend a new place,
- being able to travel independently,
- being able to attend a meeting without a parent or support worker.
- being able to speak in a group.

While the measures demonstrate that the Programme has been successful in building confidence, skills, aspirations and well-being, the qualitative data suggest that the 'distance travelled' by some of the participants was relatively small. This data again highlights the extent of the challenges and barriers faced by many participants, and their distance from the labour market.

One referral partner commented:

"Some of the young people face great challenges, so even a small change in confidence or improved communication skills is a big step for them."

Learning point

The evaluation framework for the Cashback for Communities Programme has tried to quantify these soft outcomes. There are quantitative targets for all indicators.

While the framework has attempted to measure the change, it measures the number of participants who experience change, but does not measure the distance travelled. The quantitative measure is less useful in understanding the impact of the Programme than the qualitative data which provides a better understanding of the 'starting point' for participants and the scale and nature of the 'change' (distance travelled).

There is a quantitative target for stakeholder responses (target: 85% other stakeholders report skills increased/ 85% of stakeholders report increased confidence).

The value of the 'quantitative measure' for this indicator is questionable as much of the richness of the data comes from the comments and examples given by stakeholders. These have provided useful insight on the barriers faced by different client groups and 'what progression looks like for' for different participants profiles.

To fully understand the impact of the Programmes such as Gateway to Employment, it is important to gather robust data on profile of participants (the starting point) and distance travelled against each outcome.

Progression into positive destinations

As an employability Programme, Gateway to Employment seeks to move participants toward employment. (Outcome 6: Young people participate in activity which improves their learning, employability and employment options (positive destinations))

The Programme target was to move 85% of all participants into positive destinations of which:

- 40% move into employment
- 20% move into training
- 15% move into volunteering
- 10% move into learning (including staying on at school)

Given the extensive challenges facing the majority of participants, the Programme has had significant success in moving participants into positive destinations.

77% of all participants have progressed into positive destinations against a target of 85%. The data on destinations shows that the Programme has underperformed in its target for moving participants employment (34% against a target of 40%), but that the number/percentage moving into learning and training has exceeded the target. See table 13 below.

The variance between the target and the actual destinations reflects the profile of the participants. As noted in Appendix 1, the outcome destination in Year 3 show an increase in the number of young people progressing into learning. This increase is driven by number of participants (19 participants which represents 26% of all participants in Year 3) who were still at school /in educational facilities at the time of referral. 9 of these returned to education at the end of the Programme.

However, the destinations also reflect a shift in Programme delivery. As the profile data demonstrated that many participants had considerable barriers to employment and were not 'job ready', a key success in the Programme delivery has been the focus on setting individual goals which were appropriate to each participants stage in the employability pathway and building confidence and motivation to sustain involvement in their journey towards employment.

To fully understand the impact of the Programme in moving participants toward employment, it would be useful to track to track the journeys of those who moved into training/learning. This has not been possible in 2020 due to changing priorities for Celtic FC Foundation as a result of the COVID 19 pandemic.

Table 13 – Percentage of participants achieving positive destinations

	Target %	Actual %
YP achieve positive destinations	85%	77%
Breakdown:		
YP will gain employment	40%	34%
YP will progress to training	20%	22%
YP volunteer following completion of programme	15%	5%
YP will access learning (including staying on at school)	10%	15%

Actual percentages based on total number of participants over three years =223

Increased participation in positive activity

(Outcome 7: Young people participate in positive activity)

As young people participate on a voluntary and unpaid basis, it is a significant achievement that Celtic FC Foundation has engaged 223 young people in positive

activity, many of whom were not previously engaging on any other employability services.

Table 14 shows that over the three-year duration of the Programme, Celtic FC Foundation was also successful in increasing retention rates of participants. In Year 3, 77% of participants sustained their engagement in the Programme.

Table 14: Number of participants who sustain engagement in Gateway to Employment

	Year 1	Year 2	Year 3
Total number participating	77	77	79
Number completing the programme	36 (47%)	51 (66%)	61 (77%)
Number who do not complete	41 (53%)	26 (34%)	18 (23%)

However, it is important to recognise that other factors have affected retention rates:

- Some non-completers left early to take up jobs or training
- Some non-completers left for reasons which were out of the control of the Programme (e.g. return to prison)

Diversion from involvement in criminal behaviour

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

As previously reported, this indicator assumes that all participants are at risk of anti-social/criminal behaviours. The profile of participants does not support this assumption – in Year 3, only half of participants had a history of offending. A quantitative indicator would be more useful if it could:

- 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.

However, the qualitative data collected against this indicator is more useful than the quantitative data and evidence from stakeholders and from participants suggest that the Programme has diverted young people from criminal behaviour in a number of ways:

- Developing structures and routines

Referral agencies who work with ex-offenders highlight the importance of creating a structure and routines for young people coming out of prison. A Throughcare Officer from the Scottish Prison Service reported that getting young people to engage in a positive activity on release from prison was a significant factor in reducing re-offending.

“It’s helped me to get into a routine – I come here two days a week, and I go to the gym the other days, so it’s helping me to stay out of trouble” (Participant who joined programme directly after release from prison)

- Raising aspirations

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 motivation and aspirations for employment 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”

While Gateway to Employment has been successful in engaging with ex-offenders and in supporting their journey towards employment, it is important to note that some participants with histories of offending have long-term and complex issues associated with their offending behaviours (addictions etc) which require specialist services to address their barriers. The Gateway to Employment Programme is not a specialist addictions or mental health service and cannot address these issues. Some participants also started the Programme with outstanding criminal charges and returned to prison as a result. This 'outcome' is out with the control of the Gateway to Employment Programme.

Case studies

The case studies demonstrate the impact of the Programme on participants. We have chosen three case studies to demonstrate the different 'profile' of participants and their journeys.

Case study 1: 21-year-old male with history of mental health issues

A is a 21-year-old male. He had done some training programmes (Get Ready for Work) when he left school, but his mental health had deteriorated and for several years he had been as 'just sitting around the house all day, doing nothing'. He suffered from anxiety and was very socially isolated.

He was receiving treatment from the community mental team, who referred him to the Gateway to Employment Programme.

Despite his anxiety, A took up the referral and pushed himself to participate. During the Programme, he has participated physical activity sessions, tried out new activities (rock-climbing) and gained a qualification through the Fire Reach Programme. The immediate benefit of the Programme for him was that "it gets you out doing things, meeting people".

Impact of the Programme

A says that he has improved his fitness level (as a result of the physical activity sessions) but the biggest impact for A has been on his confidence and motivation.

" the biggest thing I got out of the Programme was confidence – confidence in myself to do things – and a sense of direction in terms of what I want to do".

Critically, he also gained social confidence: "Before this, I couldn't have spoken to all these people".

After 10 weeks on the Gateway to Employment, A recognised that he is not 'job ready' but he is keen to 'keep up his motivation' and continue to build his confidence and skills.

He has now moved onto a Programme with Venture Trust to continue his personal journey.

Case study 2: 27-year old women with history of mental health issues and recent diagnosis of autism

X is 27-year old women who previously worked in a supermarket café. She had considerable work experience – but had suffered from extreme anxiety and stress associated with the workplace. This resulted in a breakdown and she was forced to give up her work. At home and without work she lost confidence and became socially isolated and became depressed. She has recently been diagnosed with autism.

When she joined Gateway to Employment, she was very anxious – she would physically shake when she had to speak to people. She found it hard to participate with others and clung to the Co-ordinator. However, over time she found that the other people on the Programme really supportive and she was able to make friends with other participants. She started to regain confidence and was able to participate in the group activities.

X says that she has enjoyed trying out new things – she hadn't done much physical activity before, so she has enjoyed that, although the only activity she says she hasn't enjoyed is football!

For X, the most important element of the Programme was meeting new people – the staff were so supportive, and she has been able to make new friends. This has helped to rebuild her confidence and made her feel included. She says that it has 'definitely helped with her anxiety and depression'.

At the end of the 10-week Programme, X had said that she had 'much more confidence' and feels better about herself as she has made friends.

Although X wants to get back to work at some point, she (and her family) realise that she 'not ready' and the Co-ordinator has supported her to explore other training options to continue her personal development.

The Co-ordinator introduced X and her family to the Fair Start Scotland Programme (delivered by Momentum). The Programme offers 12-18 months tailored one-to-one support to help people find a job. It also offers job-coaching to support people in once they have found employment. (The Programme supports people who have additional barriers to employment).

With the support of the Fair Start Programme, X has been supported to continue her journey and explore employment options. She has been volunteering in a charity shop to build her skills and confidence, and recently found a part-time job working in an old peoples' home.

X continues to meet up with another young women with autism that she met through Gateway to Employment.

Her mother recently contacted the Gateway to Employment co-ordinator to update her on X's progress. She concluded

"She has come a long way since her breakdown and its down to you guys for building up her confidence again"

Case study 3: 19-year-old male, required multiple attendances at Gateway to Employment to be able to move into positive destination

B is a 19-year-old unemployed male who initially participated in the Programme in Year 2. He found out about the Gateway to Employment through a friend and self-referred to the Programme. Even although he had self-referred, his attendance was erratic and even when he did attend, he frequently refused to participate in activities. He also constantly challenged the Co-ordinator and was very disruptive in the group.

However, at the end of the Programme he approached the Co-ordinator and asked to 'come back' to Gateway to Employment. Despite his extremely negative behaviours, the Co-ordinator gave him the opportunity to participate again, as the Co-ordinator could see that he wanted to participate, but he couldn't.

He re-joined the Gateway to Employment Programme in May 2019 and although his behaviours continued to be challenging at times, the Co-ordinator continued to support him to participate. Over time, and with lots of patience, the Co-ordinator developed a trusting relationship with him, and he started to disclose personal challenges which were triggers for his behaviours.

He disclosed that he had ADHD and severe dyslexia, and that he had 'learned' behaviours at school to distract from the fact that he had difficulties with reading and writing. He explained that he had been so anxious about 'looking stupid' at school that as soon as he was confronted with a situation where he was required to read or write, he would 'behave badly' until he got excluded from the class rather than admit that he had problems with reading/writing. As a result, he had never got support for his dyslexia at school as his behaviour was always the presenting issue. He had experienced multiple exclusions and dropped out of school with no qualifications.

B also had challenges in his home life where he had caring responsibilities and very little parental support.

During his second participation in Gateway to Employment, with the support of the Co-ordinator, he managed to participate. His attendance improved and he participated in activities that he previously had refused to do. He participated in the Firereach Programme and achieved a qualification and improved his overall confidence and motivation.

During the Programme he had been introduced to the Venture Trust Cycle Change Programme, and with encouragement from the Co-ordinator, he signed up to join this programme at the end of Gateway to Employment.

However, he again struggled to participate and dropped out of the Programme.

At that point, he was not engaging with any other services, but as a result of the trusting relationship that he had developed with the Co-ordinator, he contacted her again and asked to 'come back' to Gateway to Employment.

The Co-ordinator recognised that he had the potential and motivation to progress, but he needed a huge amount of support to do so. He has very little support at home and did not engage with other agencies. The Co-ordinator also recognised that this was a critical point in his journey as he was at risk of disengaging completely.

B re-joined Gateway to Employment for the third time. He participated in activities and continued to receive one-to-one support from the Co-ordinator to help him to address the anxieties which often drove his behaviours. During the Programme, he had the

opportunity to attend a Jobs Fare (delivered by SCVO) where a number of third sector employers offered supported employment opportunities.

B was interviewed by the Wheatly Group for a place on the Changing Lives programme, a programme which provides job and training opportunities for young people who may need additional support to get into employment.

B was successful, and feedback from interviewing officer reporting that he did 'the best interview of the day'.

B is now on a one-year employment placement with the Wheatly Group. He is working with an environmental team involved in cleaning closes, cutting grass and hedges and maintaining common areas for a Housing Association. As part of the placement, he is also working towards a Chartered Institute of Housing level 2 qualification.

B continues to stay in contact with the Gateway to Employment Co-ordinator. He has contacted her several times since starting his new job to get her advice on how to manage situations in his new workplace. It is a testament to the trust he has in the co-ordinator that he continues to contact her to ask for advice.

Issues impacting on achievement of outcomes

Profile of the participants

A key strength in the Programme delivery has been the focus on recruitment of young people in the Cashback target groups.

While young people who have offended or who are at risk of offending or re-offending continued to be a target group for the Programme in Phase 4, the Programme also targeted:

- young people living in areas of deprivation
- young people who were unemployed, and not in training or education.

Celtic FC Foundation has been successful in diversifying the number and diversity of organisations referring to the Programme. Celtic FC Foundation has achieved this through extensive 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 with young people who face other significant barriers to employment.

The increase in the number/range of referral agencies has resulted in some changes in the profile of participants over the three-year lifespan of the Programme:

- In Year 1 of the Programme, 47 of 76 participants (62%) had been in prison,
- In Year 3 the percentage of those who had been in prison was 24% (17 of 72 participants)
- In Year 1, 75% of all participants had history of offending (custodial and non-custodial sentences)
- In Year 3 only half of the participants had a history of offending behaviour.

While many of the young people with offending backgrounds have multiple and complex barriers to employment, the Programme has also seen an increase in the number of participants other significant barriers to employment.

- The data highlights the very high numbers of young people affected by physical and mental health issues.
- In Year 3, 28 of 72 participants had a disability and 52 of 72 had mental health issues.

Interviews with staff and stakeholders highlight that many of the young people had significant (often unrecorded) issues and challenges which affected their employability. There were several participants on the autistic spectrum, and others with physical health conditions which acted as barriers to progression.

Other participants had very challenging backgrounds – many were living in chaotic families (parental drug or alcohol use, etc) or with parental mental health issues. Many disclosed adverse childhood experiences and/or trauma which required specialist support from other agencies.

In summary, the Gateway to Employment Programme is engaging with young people who have complex issues and barriers. The nature and extent of these barriers affects their capacity for employment, and therefore impacts the capacity of the Programme to achieve positive destinations.

Learning from the Programme

The data suggests that the changing profile of participants has impacted on the outcomes (destinations) that the Programme has delivered. To better understand the impact of the Programme on employability, it is important to understand the extent to which the variations in the 'destinations' reflect the different profile of the participants and the impact of the Programme in moving participants along the employability pipeline.

For example, in this Phase of the Programme (Phase 4) the Programme has delivered an increase in the number of participants who moved in to 'learning' as a destination.

This appears to be driven by a change in profile of participants:

- In Year 3 alone, 19 of the participants were still at school/educational facilities.
 - Of these 19, 9 returned to school after completing the Programme driving the increase in 'learning' as a destination.
- The increase in the number of young people with physical and mental health issues which act as barriers to employment

These results are in sharp contrast with the results from Phase 3 of the Programme, which exceeded its targets for moving participants into employment but has significantly fewer destinations into learning/training etc.

An excerpt from the evaluation of the Phase 3 Programme states:

'a higher percentage of participants than anticipated have progressed into 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 '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.' (Evaluation of Gateway to Employment (Phase 3), 2017, Arrivo Consulting Ltd)

To improve the learning from the Programme, and to better understand the impact of the Programme it would be useful to provide a more robust segmentation of the participants (their profile and starting point) and their 'destinations'. This would enable

Celtic FC Foundation to better understand who the Programme is working for and the impact that it makes in moving participants toward the labour market. This knowledge would support future planning – for targeting recruitment, developing Programme content and planning outcome targets.

Strengths in the Programme delivery

Developing the Programme content to address needs

The evaluation of Year 1 of the Programme highlighted the ‘distance from the labour market’ of many of the participants and the disconnect between the profile of the participants and the Programme targets (85% positive destinations with 40% into employment).

Over Year 2, the Co-ordinator developed new Programme content and processes to reflect the profile and needs of the participants:

- The Programme content has been developed to include a greater focus on building confidence and motivation to engage with services/address barriers.
- 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 (i.e. recognition that many will not move into employment and a positive progression is to sustain engagement in learning).

The Programme content has been changed to increase the range of opportunities and activities that participants are offered - song writing, music workshops, cooking, rock climbing, cycling and other sports. The activities have been presented as ‘fun’ but have helped to get participants engaged and build their confidence and motivation to ‘try new things’:

“It gets you out doing things and meeting people” (Participant with mental health/social isolation issues)

“I’ve enjoyed it [the Programme] more than I thought I would – I want to keep my motivation up” (Participant who initially refused to engage in any activities)

More sessions have been introduced to support participants to consider their health and wellbeing and support the development of life-skills.

However, in the context of participants with multiple and complex barriers, Celtic FC Foundation has recognised that many participants will require more intensive support (and in many cases specialist services) to address the complex issues in their lives.

One-to-one support

A key strength in the delivery of the Programme has been the level of one-to-one support provided by the Co-ordinator.

The Co-ordinator provides one-to-one support for individual planning - goal setting and sessions to explore progression routes. This can also involve accompanying participants to open days (at colleges/training providers) and interviews. The Co-ordinator also liaises with key workers, support workers and parents to support progression.

The Co-ordinator also provides one-to-one support to address barriers (individual support and assistance to access other specialist services such as mental health services, health services, financial/benefits and housing etc).

While one-to-one support is a key strength of the Programme, it is also a key challenge. The Programme was designed to deliver group work support, so it has been challenging

to provide the level of support required by the participants with the current level of staff resource available to the Programme.

The level of one-to-one support has been successful in building sustained engagement in the Programme. The Co-ordinator contacts participants who have 'dropped out' and on occasions has visited participants to encourage them to return to the Programme and supported them to address the issues affecting their participation.

Aftercare

The evaluation of the Year 1 Programme highlighted the lack of formal aftercare provided through the Programme.

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. As well as support after the official 'end' of the Programme, the level of engagement with the Co-ordinator has meant that some young people have returned for support after their original 'outcome' has broken down. Some have received ad-hoc support from the Co-ordinator to find another destination, and a few have returned to the Gateway to Employment Programme for a second time.

The evaluation report at the end of Year 2 recommended that Celtic FC Foundation should implement a tracking system in Year 3. Although this was planned for the final months of the Programme, the activity could not be implemented due to the development of the COVID 19 pandemic which resulted in a reprioritisation of activity and staff being furloughed.

Relationships

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

The trust-based relationships that the Co-ordinator has built with participants have also been a significant factor in the increasing number young people who sustain their connection with Celtic FC Foundation after the end of the Programme. On-going support has helped young people to sustain outcomes or navigate other services to support their progression.

The development of social relationships between participants has also been a factor in the success of the Programme, and underlines the levels of social isolation of many participants. Many participants reported that one of the best things about the Programme was 'making friends'.

"I've actually made friends here"

"Being able to meet new people is a big thing for me"

Use of Community Jobs Scotland to create longer term employment training opportunities

Celtic FC Foundation has used the Community Jobs Scotland (CJS) Programme to create a number of trainee community coach posts each year.

Celtic FC Foundation has used this vehicle to provide opportunities for a further 12 months of training and employment for young people, often recruiting young people who had additional barriers to employment and for whom longer period of 'support' was required.

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 help in the workplace (and would have been unlikely to sustain their role in a less supportive environment).

Young people also 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.

Some 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.

Challenges and learning highlighted by the Programme

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

- **Duration of support**

While the relatively short timescale and voluntary nature of the Programme has made Gateway to Employment accessible to young people, is a relatively light touch intervention (2 days per week for 10 weeks). There has been increasing demand for longer term support and an increasing number of young people seeking to repeat their attendance on the programme. The Programme has highlighted the intensity and duration of support required by young people with complex issues.

- **Progression pathways are not linear**

While many young people have made considerable progress from Gateway to Employment and moved onto jobs or training or learning, some have not sustained the progression due to the range of other issues in their lives. Some have come back to Gateway to Employment for further support. Evidence from the Programme demonstrates that progression pathways for young people with multiple and complex issues are not linear. Support organisations (and funders) need to recognise that many young people with chaotic lives will not make smooth transitions but will need long term support.

- **Programme outcomes do not recognise 'distance travelled' by young people with multiple and challenging needs**

The Programme has been very successful in engaging young people with complex and challenging barriers. Although not all of these young people achieved positive destination (an outcome recognised by the Cashback Programme), it is important to recognise that many achieved other personal outcomes.

Stakeholders reported that for some young people, being able to participate and sustain engagement in a programme was an achievement in itself.

A stakeholder from the Scottish Prison Service reported that many of his clients had very little experience or motivation for employment, and he did not expect them to be work ready at the end of a 10 week Programme but that '*engaging in positive activity*' was in itself an achievement for many of his clients.

For others, 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 an outcome which is recognised by the Cashback for Communities Programme, it is important to recognise the personal outcomes and distance travelled by individuals as a result of participating.

- Other barriers to achieving outcomes

The delivery of the Programme has identified that there were other barriers which affected participant progress (and which are beyond the capacity of the Programme to address).

For example, some participants started the Programme with outstanding charges or unspent convictions. This has resulted in a number of participants being taken back into custody for these 'historic' offences.

Outcomes have also been influenced by the 'poverty trap'. Some participants have been unable to take up employment because they are 'better off' on benefits, and others have been dissuaded from taking up paid training due to impact on family benefits.

Appendix 1: Summary of outputs and outcomes for Year 3

This section summarises the outputs and outcomes delivered in year 3 of the Programme.

Outputs

The Programme target was to deliver 6 cohorts of 12 participants (72 participants) in year 3.

The table below shows that there were 79 participants in year 3. However, seven participants attendee the Programme twice, so the number of unique individuals who participated in Year 2 was 72.

Number of participants

	Cohort 13	Cohort 14	Cohort 15	Cohort 16	Cohort 17	Cohort 18	Total
Target	12	12	12	12	12	12	72
Actual	12	17	15	13	12	10	79

NB Number of attendances = 79

Number of unique individuals = 72 (7 attended twice)

Sources of referrals to the Programme

The range and diversity of referral agencies in Year 3 continues to expand, reflecting the amount of outreach work carried out by the Project Co-ordinator.

It is interesting to note that only nine of the 72 participants (13%) were referred by agencies with a specific remit for supporting young people in the criminal justice system (New Routes and Social Work STARS project).

Referral Agency	Number of participants referred
Self/referral	14
Schools and educational centres	14
New Routes	7
SDS	7
Action for Children	6
Job Centre	5
North Lanarkshire Enterprises	5
Link Support Worker - South Lanarkshire HSCP	4
Social work	3
NHS - Youth Health Services	3
Social Work STARS (young people involved in criminal justice system)	2
Venture Trust	2
Momentum	2

Quarriers	1
NAS	1
Epilepsy Futures	1
Addaction	1
Staff at Celtic FC F	1
TOTAL	79

The geographic reach of the programme has also increased, with 40% of participants coming from Local Authority areas out with Glasgow.

	Number of participants	Number of individuals
Glasgow	49	43
West Dunbartonshire	5	5
North Lanarkshire	12	12
South Lanarkshire	6	5
Renfrewshire	6	6
South Ayrshire	1	1
	79	72

Profile of participants

Gender

The gender of the participants was:

- 61 (85%) male, and
- 11 (15%) female.

Unemployed, not in education or training

All participants were unemployed, but except 15 participants were still at formally in school (although had been referred because they had disengaged/ at risk of disengaging). Each of these young people were eligible under other targeting (involvement in criminal justice system or living in areas of deprivation).

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

Of the 72 individual participants, 36 (50% of participants) had previous involvement in the criminal justice system:

- 17 had custodial sentences,
- 19 non-custodial sentences.

Living in areas of deprivation (as measured by the SIMD 20% most deprived data zones)

51 of 79 (65%) of participants came from the 20% most deprived data zones.

SIMD Profile	Number of participants
Most deprived 20% data zones	51
Data zones in 20%-30% most deprived	7
Data zones in 30% - 40%	7
Data zones in 40% - 50%%	3
Data zones in 50% - 100	11
	79

Other barriers to employment

Data collected by Celtic FC Foundation highlights that many participants had multiple barriers to progression. The scale of mental health challenges is demonstrated in the data below with 52 of 72 young people declaring mental health issues. A further 28 declared a disability.

Barriers	Number of participants
Homeless	1
Disabled	28
BME	0
Mental Health issues	52
LGBTI	1
Care Experienced	9
Young Carers	2
Young Parents	8
Refugees / Asylum Seekers	2

Outcomes

In Year 3, the Gateway to Employment Programme has been successful in sustaining participant engagement, and in supporting participants to achieve Programme outcomes.

Of the 79 attendances,

- 61 participants of 79 (77%) completed the programme
 - of these, 54 achieved a positive destination (outcome 6)
- 18 participants did not complete the programme,
 - however, 8 did move into a positive destination after the programme (outcome 6)
- of the 10 who did not complete the programme and did not progress into a positive destination
 - two were returned to prison
 - one was sectioned under the Mental Health Act

Outcomes against targets

Outcome 1: Young people build their capacity and confidence

Indicator	Target	Actual
YP increased their confidence/capacity	61	67
YP report they are able to do new things	61	67
YP go on to do new things after initial Cashback involvement	61	63

Stakeholders provided examples of increased confidence and capacity among participants

“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”

“Can attend meetings without parents”

Outcome 2: Young people develop their physical and personal skills

Indicator	Target	Actual
Young people gain accreditation for learning and skills development	No target	5
YP report an increase in their skills	61	67

Young people frequently reported on their social and communication skills, saying that they were more able to make friends, speak in a group etc.

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

Indicator	Target	Actual
YP report increased aspirations	61	67
YP positively change behaviours	61	67

Evidence is collated through goal setting exercises - many reported goals for increased fitness, increased confidence and 'finding a job'.

Stakeholder provided a range of examples, many of which referred to increased engagement and motivation:

"their level of enthusiasm for it, the way they would light up when asked about how they were getting on and their overall sense of achievement was clear to see."

Outcome 4: Young people's wellbeing improves

Indicator	Target	Actual
YP reports improved wellbeing	61	67

All participants and all stakeholders could identify improvements against at least one SHENARRI indicator.

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

The target was to achieve 61 positive destinations. In Year 3, 62 of the 79 participants achieved positive destinations.

The data shows that 17 participants have moved into learning (against a target of 7)

The higher number of young people progressing into learning in Year 3 reflects the fact that there were 19 participants (26% of all participants) were still at school /in educational facilities at the time of referral. 9 of these returned to education at the end of the Programme.

Indicator	Target		Actual Year 3	
	No.	%	No.	%*of 79
YP achieve positive destinations	61	85%	62	78%
YP will access learning (including staying on at school)	7	10%	17	22%
YP will progress to training	14	20%	17	22%

YP volunteer following completion of programme	11	15%	4	5%
YP will gain employment	28	40%	24	30%

Outcome 7: Young people participate in positive activity

Indicator	Target	Actual
Number of young people participating in the activity	61	72
YP are new to the activity	61	72

Of the 79 participants in Year 3, 7 attended the Programme twice so the number of individuals participating was 72.

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	67

This indicator assumes that all young people were involved in or at risk of antisocial or criminal behaviour. As the profile of young people has altered over the life of the Programme, with a smaller percentage of participants coming from an offending background, this indicator less relevant.

- 36 of 72 participants in Year 3 had a history of involvement in criminal justice system (this includes custodial and non-custodial sentences).

Appendix 2: Number and source of referrals

Number of participants

Year 1

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

*One participant attended twice, so there were 76 individuals, but 77 participant places over the 6 cohorts.

Year 2

	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.

Year 3

	Cohort 13	Cohort 14	Cohort 15	Cohort 16	Cohort 17	Cohort 18	Total
Target	12	12	12	12	12	12	72
Actual	12	17	15	13	12	10	79

Number of unique individuals = 72 (7 attended twice)

Source of referrals Year 1

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

Source of referrals Year 2

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

Year 3: Source of referrals

Referral Agency	Number of individuals referred
Self/referral	14
Schools and educational centres	14
New Routes	7
SDS	7
Action for Children	6
Job Centre	5
North Lan Enterprises	5
Link Support Worker - South Lanarkshire HSCP	4
Social work	3
NHS - Youth Health Services	3
Social Work STARS	2
Venture Trust	2
Momentum	2
Quarriers	1
NAS	1
Epilepsy Futures	1
Addaction	1
Staff at Celtic FC F	1
TOTAL	79

Recruitment by Local Authority area

Local Authority	Year 1	Year 2	Year 2
Glasgow	59	51	43
North Lanarkshire	7	9	12
South Lanarkshire	2	8	5
Renfrewshire	5	2	6
East Renfrewshire	0	1	0
West Dunbartonshire	1	1	5
East Dunbartonshire	2	3	0
South Ayrshire	0	0	1
Total participants	76	75	72