

# Evaluation of the CashBack Towards New Futures Programme 2021-22 (Year 2)

A Report for Rangers Charity Foundation

 *Social Research*

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 *Service Design & Innovation*

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 *Strategy & Collaboration*

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 *Evaluation Support*

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 *Social Impact Measurement*

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June 2022



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# 1. Introduction

This section introduces CashBack for Communities Towards New Futures programme and provides an overview of the research.

## Rangers Charity Foundation

The Rangers Charity Foundation is an independent registered charity (SCO47681) associated with Rangers FC. The Foundation aims to bring the club, supporters, staff and players together to make a difference to people and communities.

The Foundation’s mission is to be a force for good on behalf of the Rangers Family, showing compassion to those in need, tackling inequalities and creating opportunities for people of all ages to change their lives for the better.

This is the first time Rangers charity Foundation has been involved in the CashBack for Communities initiative.

## Social Value Lab

Social Value Lab is the national hub for social impact research, strategy, and evaluation. Our mission is to produce the evidence and ideas that support stronger, more effective projects, programmes and communities in Scotland.

Social Value Lab has been the evaluation partner for three programmes delivered under CashBack for Communities Phase 4 and is evaluation partner for five Phase 5 programmes.

## CashBack for Communities

CashBack for Communities, established in 2008, is a Scottish Government initiative that takes money seized from criminals under the proceeds of crime legislation and invests them in programmes and services for young people.

The programme is currently in Phase 5 and has committed £110 million to community initiatives since 2008. For Phase 5 £19million has been distributed through 24 organisations to improve the quality of life of young people across Scotland.

In Phase 5 there are six mandatory outcomes that projects must support delivery of:

- 
- Outcome 1: Young people build their confidence and resilience, benefit from

strengthened support networks and reduce risk-taking behaviour

- 
- Outcome 2: Young people develop their physical and personal skills
- 
- Outcome 3: Young people’s health and wellbeing improves
- 
- Outcome 4: Young people participate in activity which improves their learning, employability and employment options (Positive Destinations)
- 
- Outcome 5: Young people contribute positively to society
- 
- Outcome 6: Young people are diverted from criminal behaviour or involvement with the criminal justice system
- 

## CashBack Towards New Futures

CashBack Towards New Futures (TNF) is a bespoke employability programme that re-engages people with experience of the criminal justice system into the community and supports them to progress towards a sustained positive destination.

The programme is also focused on the personal development and wellbeing of participants through improving confidence and resilience, building personal skills and supporting young people to improve their physical and mental wellbeing.

Young people are recruited from four partnered prisons (HMYOI Polmont, HMP Addiewell, HMP Greenock and HMP Barlinnie), as well as community organisations (e.g. St Mary’s, Kibble, Action for Children) and other referral routes (e.g. Social Workers, Community Justice Glasgow, DWP).

Towards New Futures is delivered across four main themes:

- 
- **Engagement** – Utilising the hook of football, the Club and other stakeholders to engage participants within a fast-moving and individualised project that enhances confidence, motivation and self-esteem by providing them with the skills and experience required to re-engage positively with society.

- **Health & Wellbeing/Fitness** – A learning environment that allows young people to thrive and reach their potential by providing appropriate physical and mental health support through accredited fitness & football coaching sessions and mental health first aid. The Foundation also employs a full-time Trauma Counsellor who can provide specialised mental health and wellbeing support to young people.
- **Formal Accreditation** – Participants will greatly enhance their employability pathway and CV by achieving a variety of formal and industry-recognised awards (utilising the Foundation’s SQA Centre status), as well as gaining vocational work experience and improving their soft and core skills.
- **Post-programme Destination Support** – Participants will have continued support after completion of the programme to help them achieve their individual aspirations towards a sustainable pathway, including employment, further education, training and volunteering. The Foundation will utilise its current partnerships to support this process.

Towards New Futures is delivered for four days a week, over an eight-week period at the Foundation’s Learning Centre in Ibrox Stadium. Over the course of the programme, participants undertake a range of accredited awards, including: SQA Steps to Work Award; First Aid at Work; First Aid for Mental Health and; a range of Open University short courses.

Participants are also supported through the Foundation’s Youth Hub (delivered in partnership with the Department for Work and Pensions), giving them regular access to a Youth Work Coach from Jobcentre Plus.

The programme works with a range of employability partners, such as Access to Industry, Timpson’s and McTaggart’s Construction who will deliver workshops with young people and offer routes to employment following completion of the programme. Other delivery partners run workshops on issues relevant to participants – for example, on mental health, addictions or anti-social behaviour.

## Research methodology

The evaluation was undertaken throughout Year 2 of the programme and consisted of a mixed methodology:

### Surveys

To gather quantitative evidence of whether the CashBack outcomes had been achieved, three surveys were undertaken:

- **Participant self-evaluation survey** – online surveys completed by participants towards the end of each programme cohort. 34 responses from 3 cohorts.
- **‘Significant Other’ survey** – online surveys for people with close relationships to participating young people. Those eligible for this survey included parents/carers, partner/spouse, family members, friends, support workers and social workers. 17 responses
- **Referral/delivery partner survey** – online survey for programme partners. 16 responses.

### Qualitative Research

Social Value Lab researchers visited the project in March 2022 and conducted **individual interviews with 7 young people** taking part in the programme.

Between April and May 2022, **individual interviews with 4 programme partners** were undertaken (3 by phone/video call, 1 written response).

Section 2 of the report summarises the programme’s progress towards the CashBack logic model targets. The remainder of the report focuses on the programme’s impact in Year 2.

## 2. Cashback Phase 5 Progress to Date

	Target (Phase 5 overall)		Year 1		Year 2		Total number of YP in Phase 5 to date	Number of additional YP required in Year 3 to meet Target
	%	YP	%	YP	%	YP		
<b>Outcome 1: Young people build their confidence and resilience, benefit from strengthened support networks and reduce risk taking behaviour</b>								
Young people report their confidence increasing	80%	104	95%	33	100%	67	100	4
Young people feel able to do new things	80%	104	100%	35	100%	67	102	2
Young people feel more resilient	80%	104	100%	35	100%	67	102	2
Other stakeholders report perceived increases of confidence and resilience	80%	-	100%	-	97%	-	-	-
Young people report positive, supportive networks	69%	90	91%	32	100%	67	99	-
Young people report positive changes in their behaviour	80%	104	86%	30	91%	61	91	13
Other stakeholders report perceived positive changes in the behaviour of young participants	69%	-	100%	-	97%	-	-	-

<b>Outcome 2: Young people develop their physical and personal skills</b>								
Young people gain accreditation for learning and skills development	80%	104	100%	35	76%	51	86	18
Young people report their skills are increasing	80%	104	100%	35	100%	67	102	2
Other stakeholders report skills are increasing	69%	-	100%	-	94%	-	-	-

	Target (Phase 5 overall)		Year 1		Year 2		Total number of YP in Phase 5 to date	Number of additional YP required in Year 3 to meet Target
	%	YP	%	YP	%	YP		
<b>Outcome 3: Young people’s health and well-being improves</b>								
Young people report increases in feelings against SHANARRI indicators	80%	104	100%	35	100%	67	102	2
Other stakeholders report perceived increases in SHANARRI indicators among young people	69%	-	100%	-	90%	-	-	-

<b>Outcome 4: Young people participate in activity which improves their learning, employability and employment options (positive destinations)</b>								
Young people will achieve a positive destination	55%	72	100%	35	100%	67	102	-

<b>Outcome 5: Young people contribute positively to their communities</b>								
Number of participants going on to volunteer, coach, mentor, support or take a leadership role in community organisations	38%	50	*	*	*	*	*	*
Number of hours of volunteering contributed by participants	-	1560	*	*	*	*	*	*
Other stakeholders perceive that young people’s contribution, links and social interaction are improving	38%	-	75%	-	77%	-	-	-
Participants’ perception of their neighbourhood improves	38%	50	73%	26	97%	65	91	-
Participants have a heightened sense of belonging to a community	38%	50	76%	27	91%	61	88	-
Participants have increased motivation to positively influence what happens in their community	38%	50	82%	29	85%	57	86	-
Young people feel their contribution, links with communities and social interaction are improving	38%	50	95%	33	100%	67	100	-

	Target (Phase 5 overall)		Year 1		Year 2		Total number of YP in Phase 5 to date	Number of additional YP required in Year 3 to meet Target
	%	YP	%	YP	%	YP		

Outcome 6: Young people are diverted from criminal behaviour or involvement with the criminal justice system								
Young people report that their own participation in antisocial and/or criminal behaviour has reduced	80%	104	95%	33	100%	67	100	4
Young people feel less inclined to participate in anti-social and/or criminal behaviour	80%	104	100%	35	100%	67	102	2

\* Volunteer activities limited in Year 1 and 2 of the programme.

# 3. Programme Impact

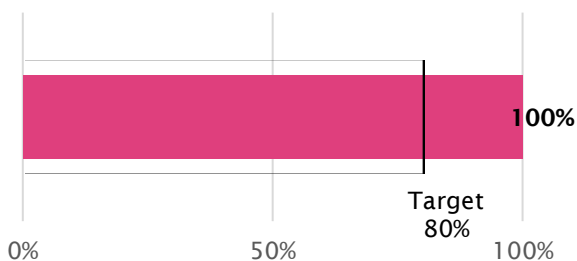
This section describes the impact of the programme in Year 2. The data in this section was gathered from surveys and interviews with young people and key stakeholders

## Outcome 1: Young people build their confidence and resilience, benefit from strengthened support networks and reduce risk taking behaviour

### Young People

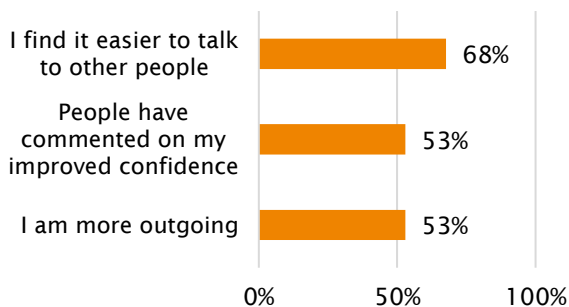
All young people reported increased confidence as a result of taking part in the programme, exceeding the target of 80%.

**Fig. 3.1: Young people report their confidence increasing**



Young people’s survey responses captured some of the ways they felt their confidence had improved (see Fig. 3.2). Most commonly young people reported more confidence in social situations.

**Fig. 3.2: Confidence - % of young people responding positively**



In interviews, young people commonly spoke about how the programme had taken them out of their comfort zone by putting them in situations that

were unfamiliar, and this meant that they were having to take part in activities or speak to people that they otherwise wouldn’t have. For some young people this has helped to take away the anxiety associated with these types of situations and given them more confidence about encountering them in future.

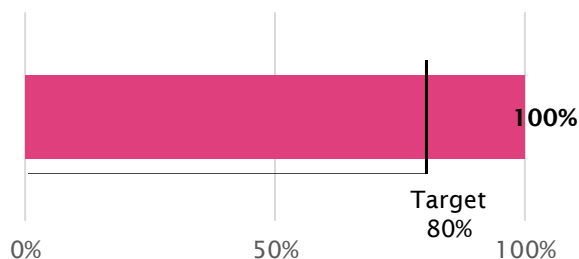
Young people reported feeling more confident in talking to new people, talking in front of people, and taking on new challenges. Some young people also mentioned that they were quite shy before coming along to the programme but the activities they had done had brought them out of their shell, which had helped them in their lives outside of the programme too.

*“It helps you to talk more.”*

Young person

All young people said that taking part in the programme had made them feel more able to try new things

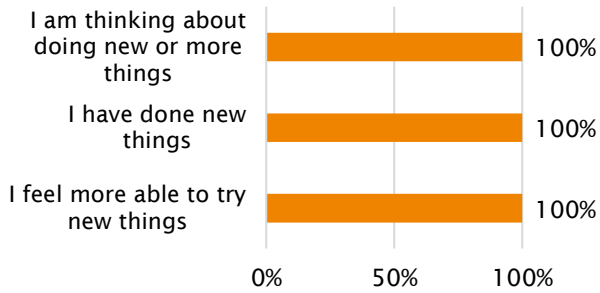
**Fig. 3.3: Young people feel able to do new things**



As well as feeling better able to try new things, all young people also reported that they had done new things and were thinking about doing other new things (see Fig. 3.4).

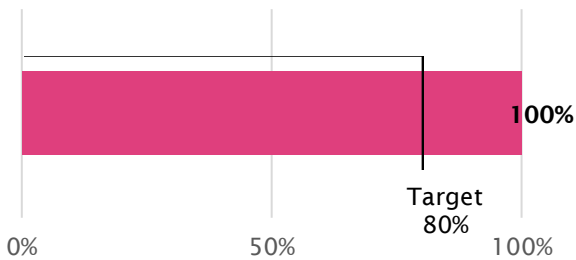


**Fig. 3.4: Doing new things - % of young people responding positively**



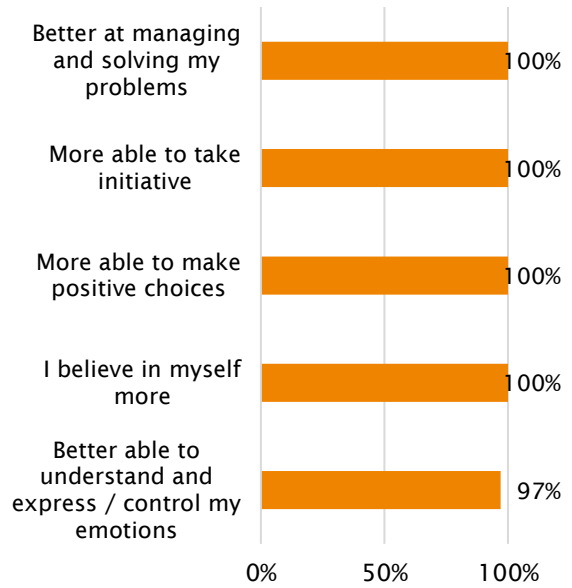
All young people also reported that taking part in the programme had led to increased resilience.

**Fig. 3.5: Young people feel more resilient**



Survey responses demonstrated that most young people feel their resilience has improved across a range of areas, including self-belief, dealing with their emotions and making positive choices (see Fig. 3.6).

**Fig. 3.6: Resilience - % of young people responding positively**



In interviews, in addition to increases in resilience listed above, young people mentioned improvements to their perseverance, focus and strategies for coping with difficult situations.

*“There was no talking sense to me before – I didn’t see my purpose. But this has given me a purpose.”*

*“[when people were rude or aggressive] I used to retaliate but now I just let it wash over me.”*

Young people

For all young people there was also a positive impact to their support networks as a result of the programme.

**Fig. 3.7: Young people report positive, supportive networks**

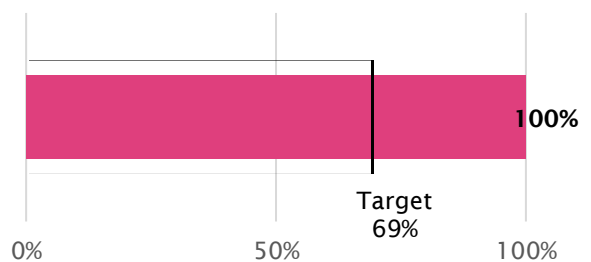
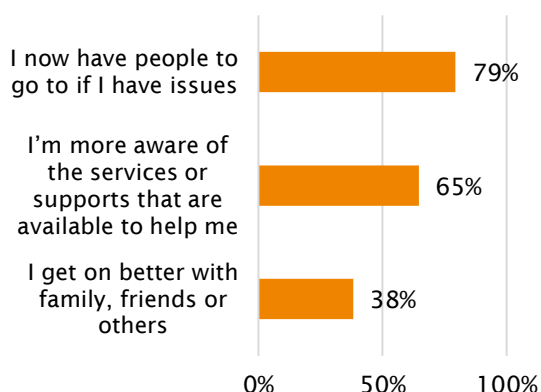


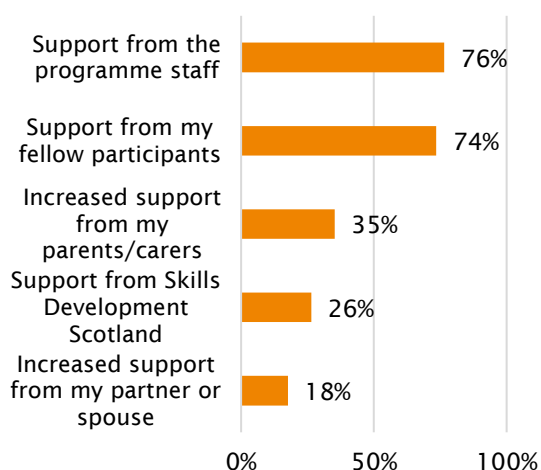
Figure 3.8 demonstrates the ways in which young people reported their support networks had improved.

**Fig. 3.8: Support networks - % of young people responding positively**



Young people were asked to indicate from whom they now had additional sources of support thanks to the programme. Fig. 3.9 shows that programme staff and participants were selected by the majority of young people, though some had also gained additional support from their families and in a professional capacity from Skills Development Scotland.

**Fig. 3.9: Additional support - % of young people responding positively**



In conversations with young people, the welcoming environment provided by the programme, the trust young people felt for staff and fellow participants and forming friendships were common themes.

Young people also commonly spoke about how they felt they could speak openly with programme staff and share their problems.

A couple of young people commented on how the progress they had made through the programme had led to improved relationships at home.

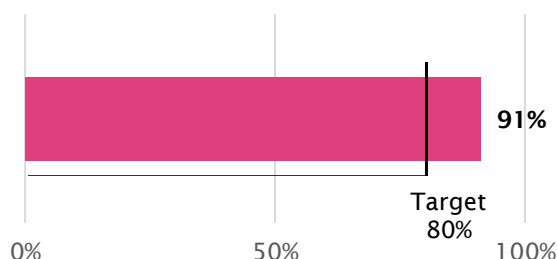
*"[On programme staff] They're approachable and you can talk to them. They're not just telling you what to do, they help you."*

*"I'm better with my mum and dad now."*

Young people

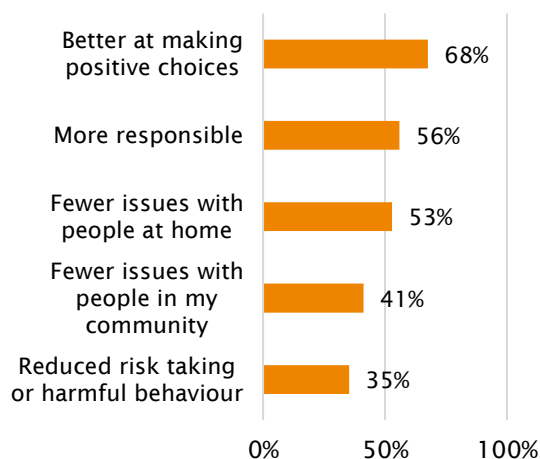
Most young people (91%) said that their behaviour had improved due to their participation in the programme, against a target of 80%.

**Fig 3.10: Young people report positive changes in their behaviour**



Most commonly young people reported improved behaviour through making better choices or taking more responsibility, though getting on better with people and taking fewer risks were also reported by a significant number of participants (see Fig. 3.11).

**Fig. 3.11: Behaviour - % of young people responding positively**



In interviews, young people provided many examples of how the programme had helped them to change their behaviour or how they had noticed a difference in themselves.

One young person commented on how programme staff encourage participants to acknowledge negative behaviour and take steps to deal with it, whereas previously this behaviour would have gone unchallenged.

Another young person explained that the programme was useful in putting negative behaviour in context – showing how the choices people make can affect other people, or their own prospects for employment.

For a few young people we spoke to, the programme had also clearly been beneficial in encouraging them to address aggressive behaviours. Young people said that the programme had helped them, for example, to be less argumentative, to not shout at people, or to lash out in anger less.

In addition to addressing negative behaviour, some young people noted how they had been able to develop positive behavioural traits through the programme, including patience, motivation and being more considerate of others.

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*“They point it [negative behaviour] out, so they get you ready for your job in that sense.”*

*“I used to get angry at nothing.”*

*“I used to punch walls – I don’t do that anymore.”*

Young people

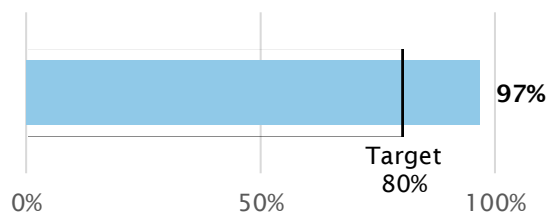
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### Other Stakeholders

For reporting purposes, ‘stakeholders’ encompasses the views of young people’s ‘significant others’ (e.g. parents, family members, partners) and project delivery/referral partners.

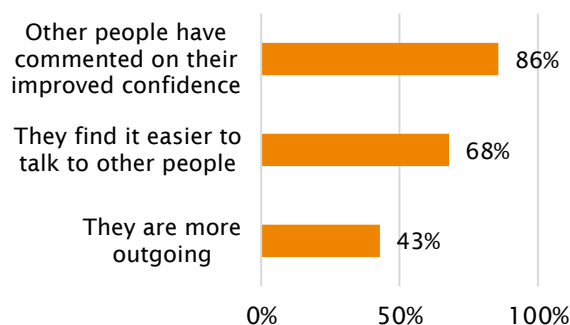
Almost all stakeholders (97%) observed an increase in young people’s confidence and resilience as a result of taking part in the programme – exceeding the target of 80%.

**Fig 3.12: Other stakeholders report perceived increases of confidence and resilience**



Most stakeholders had received feedback from others about improvement to young people’s confidence and had themselves observed young people acting more confidently (see Fig. 3.13).

**Fig. 3.13: Confidence - % of stakeholders responding positively**




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*“Being a distance away from home, she’s more confident with public transport, whereas before she wouldn’t travel alone.”*

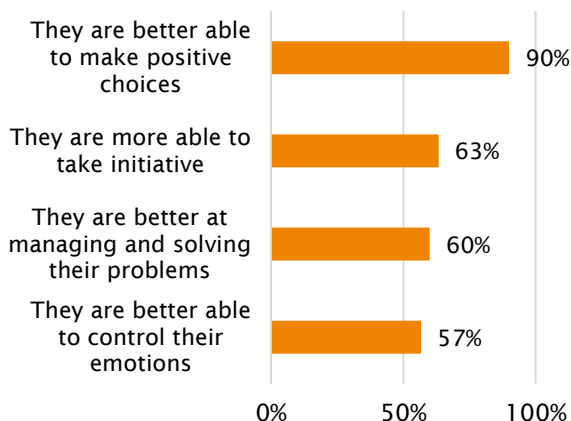
*“[my son] has become so much more confident and has grown up a lot since starting the course and seems to be a better person.”*

Parents

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For resilience, most stakeholders reported improvements in a variety of ways, though most commonly agreed that young people were better at making positive choices as a result of the programme.

**Fig. 3.14: Resilience - % of stakeholders responding positively**



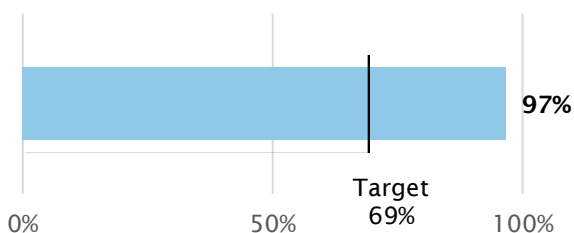
*"[my child] has become a more positive person in herself and speaks out when she's feeling down or having a bad day which I'm grateful for."*

*"He'd become introvert after traumatic experiences. Now he talks more about his issues."*

Parents

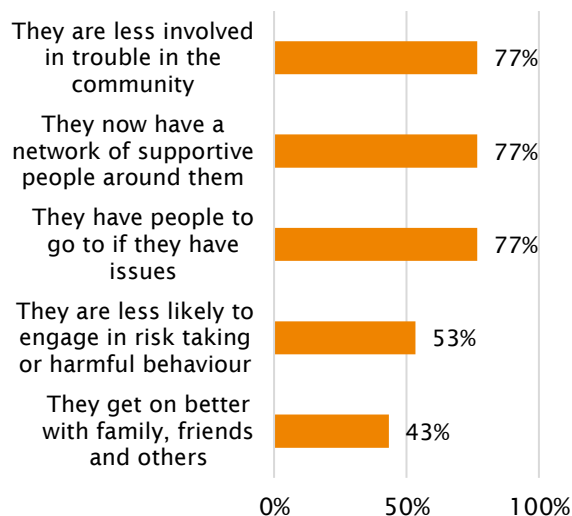
Almost all stakeholders agreed that the programme has had a positive impact on the behaviour of young people participating.

**Fig 3.15: Other stakeholders report perceived positive changes in the behaviour of young people**



As Fig. 3.16 demonstrates, stakeholders noted improvements in the behaviour of young people across a range of areas, and most agreed that positive changes in behaviour had been supported by improvements to young people's support networks.

**Fig. 3.16 Behaviour - % of stakeholders responding positively**



*"The Rangers course has been fantastic for my son as he seems more mature and knows what he wants to do."*

*"My boy now has a purpose."*

Parents

*"Supporting the development of young people's interpersonal skills, conduct and self-regulation skills strengthens their abilities to communicate and behave more responsibly in other settings."*

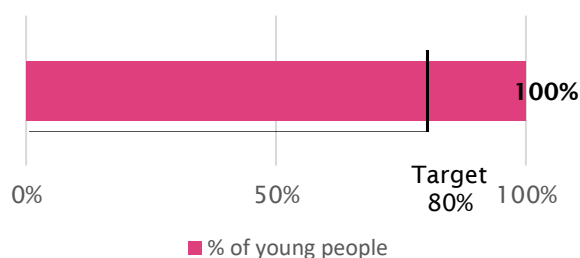
Referral partner

**Outcome 2: Young people develop their physical and personal skills**

**Young People**

All young people were able to develop their skills as a result of the programme.

**Fig 3.17: Young people report their skills are increasing**



As well as the skills specific to courses or workshops they had done on the programme (e.g. First Aid, Mental Health First Aid, Open University Courses), young people reported improvement to a wide range of personal skills (see Fig. 3.18)

**Fig. 3.18: Skills - % of young people responding positively**



**Fig. 3.20: Skills - % of stakeholders responding positively**



*"It makes a massive difference, not only for the ones that we hire, but for the guys there they're all learning something, or they're all at least in there trying something and getting support."*

Employment partner

*"It's enabled them to improve their planning skills and helped them to pursue new academic / skills courses at a more realistic pace and more suitable level."*

Referral partner

**Other Stakeholders**

Most stakeholders (94%) agreed that young people had increased their skills through participation in the programme, comfortably exceeding the target of 69%.

**Fig 3.19: Other stakeholders report skills are increasing**

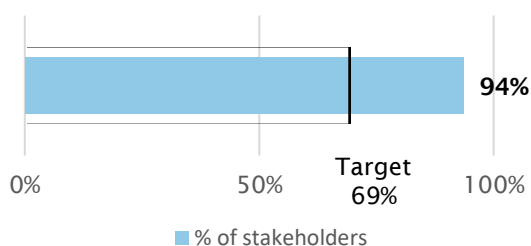


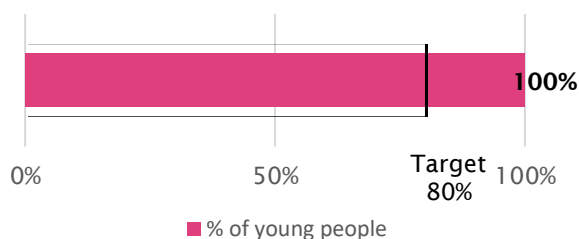
Figure 3.20 shows the skill areas that stakeholders had witnessed improvements in young people.

**Outcome 3: Young people's health and well-being improves**

**Young People**

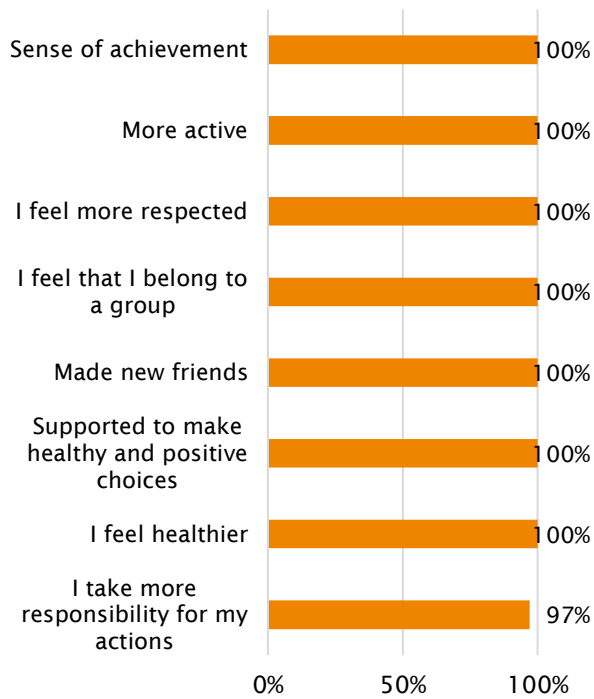
All young people reported positive changes in their wellbeing owing to their participation in the programme.

**Fig 3.21: Young people report increases in feelings against SHANARRI indicators**



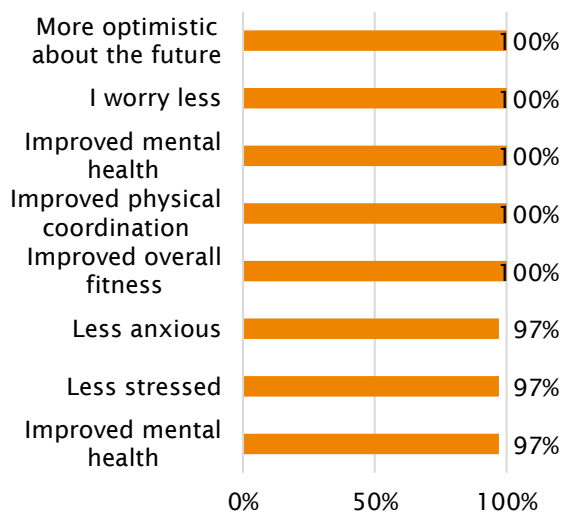
Almost all young people experienced improved wellbeing across the whole range of SHANARRI indicators (see Fig. 3.22).

**Fig. 3.22: Wellbeing - % of young people responding positively**



The programme has also been beneficial for the physical/mental health and wellbeing of the majority of young people (see Fig. 3.23).

**Fig. 3.23: Physical/mental health - % of young people responding positively**



In interviews, many young people spoke about how the programme had been a positive focus for them,

giving them a sense of purpose or a reason to be more active.

A few also mentioned the bonds they had formed with programme staff and participants or the welcoming environment which had made them feel part of something.

Having the opportunity to talk to people (and often share their problems with them) had also helped a few young people with their mental health and several commented on the happiness they got from attending the programme each day.

Young people were also appreciative of the opportunity to play football regularly as part of the programme. For some, this was their only chance of exercise in the week and/or had helped them get back into exercising after a long period of being inactive.

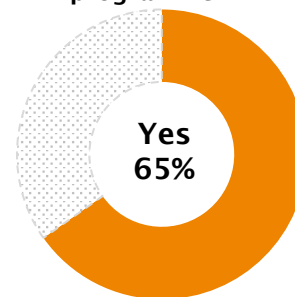
*"I get out more now."*

*"It gives me something to do, something to look forward to the next day."*

Young people

For around two-thirds (65%) of participants for whom it was an issue before, being part of the programme has had a positive impact on their own use of alcohol or other substances.

**Fig 3.24: If you have previously had issues with alcohol/substance misuse or addiction, have these improved as a result of the programme?**



Interviews with young people and survey comments indicated the reasons why the programme had made a difference for certain young people around alcohol/substance misuse. For some, learning more about the negative effects or talking about their lifestyle with programme staff had encouraged them to make a positive change. For others, the regular routine provided by the programme or sense of purpose it gave had enabled them to break previous cycles of daily alcohol or drug intake.

*“Having more information on the dangers and consequences of alcohol and drugs have made me want to stop.”*

Young person

*“This Cashback course has encouraged my friend to move on from their past to better themselves. It has helped them improve their mental health and make better life decisions.”*

Friend of participant

*“The difference in my son is remarkable.”*

Parent

### Other Stakeholders

The majority of stakeholders (90%) reported improved wellbeing for young people taking part in the programme.

**Fig 3.25: Other stakeholders report perceived increases in SHANARRI indicators among young people**

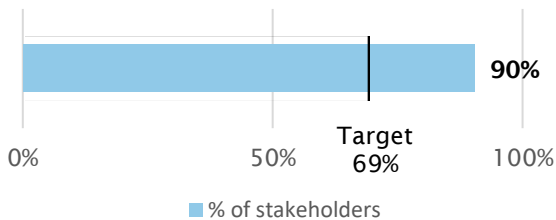
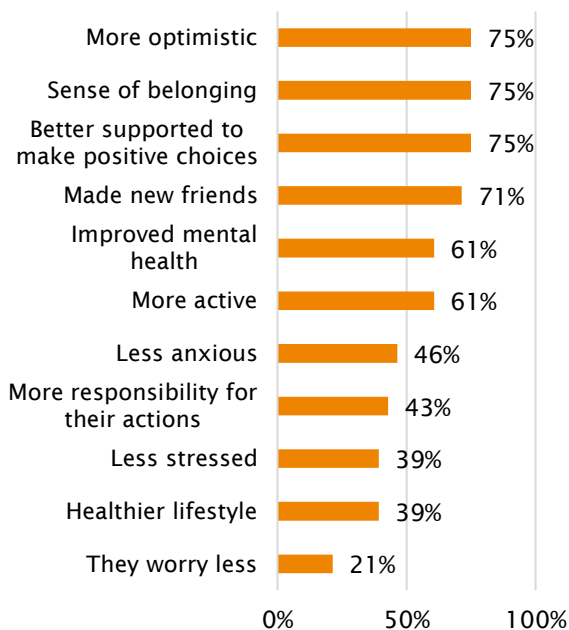


Figure 3.26 demonstrates the ways stakeholders felt young people’s wellbeing had improved, with most observing improvements in several areas.

**Fig. 3.26: Wellbeing - % of stakeholders responding positively**



### Outcome 4: Young people participate in activity which improves their learning, employability and employment options (positive destinations)

All young people reported progress towards a positive destination as a result of the programme.

**Fig 3.27: Young people achieve a positive destination**

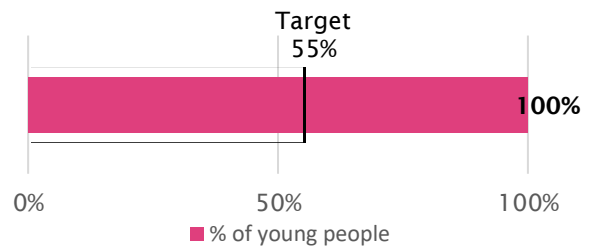
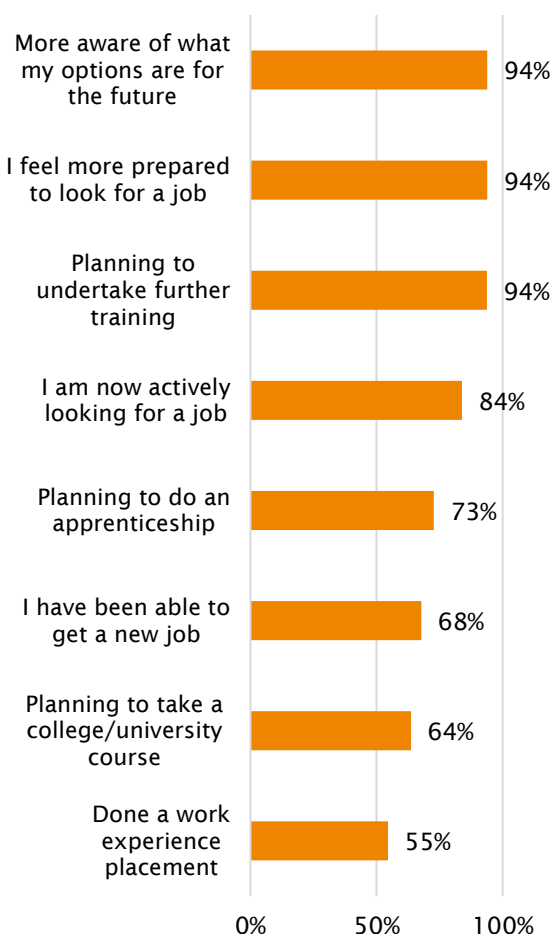


Figure 3.28 shows the ways in which young people report they have progressed towards positive destinations. As well as feeling better prepared or more aware of what they can do in future, most young people have also been able to experience some form of work experience or volunteering thanks to their involvement in the programme. There was also evidence of young people having secured employment or making plans to undertake further training.

**Fig. 3.28: Positive destinations as a result of the programme - % of young people responding positively**



*"The programme offers young people access to paid employment in organisations it would otherwise be more challenging for them to access and with salaries that are higher than the basic living wage, which provides motivation and increases their sense of personal value."*

Referral partner

In interviews, young people frequently spoke about how while attending the programme they had been supported to apply for jobs or training courses, often having been made aware of these opportunities by programme staff. Some also noted that they had placements lined up following completion with some of the programme’s employment partners.

A recurring theme in discussions with young people was that, even where young people hadn’t yet gotten as far as applying for jobs, the programme

had made them far more job ready. For some this was more job ready in a practical sense – knowing what jobs were out there, where to find them, or how to apply. For others, the programme had changed their mindset about taking next steps. For example, young people spoke about having a new desire to work where previously they had no interest in finding a job or revealed increased aspirations about the type of job or career path they felt they could pursue.

*"It's all stepping stones. I might not be ready for a job, but I'm closer."*

*"I used to not care about getting a job."*

*"If I didn't come here, I wouldn't have followed up on my [job] application."*

Young people

*"There's six of them now working for me, that I've basically got through contact with the program. So, it's been really beneficial."*

Employment partner

*"The opportunities this programme affords youths to secure employment is impressive."*

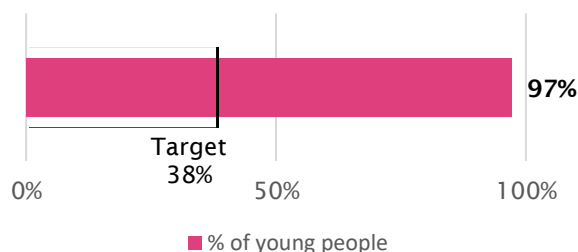
Referral partner

**Outcome 5: Young people contribute positively to their communities**

**Young People**

Almost all young people (97%) said that their perception of their community had improved due to their participation in the programme.

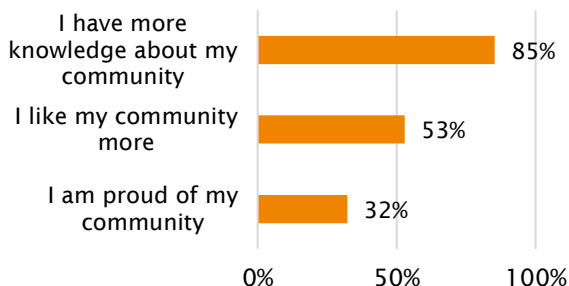
**Fig 3.29: Participants' perception of their neighbourhood improves**



For most young people, a more positive perspective of their community was as a result of learning more about their community through the programme (see Fig. 3.30).

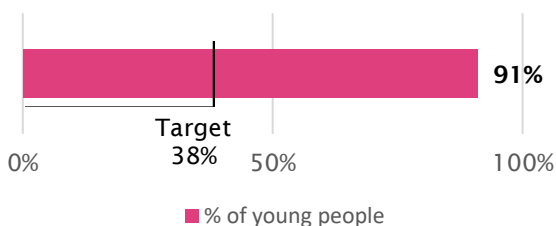


**Fig. 3.30: Perception of community - % of young people responding positively**



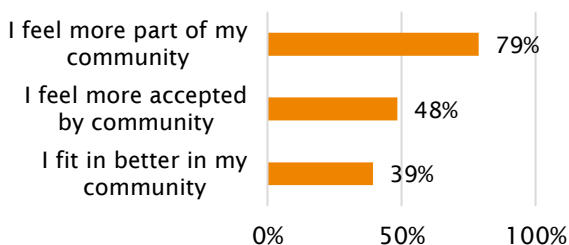
Most young people agreed that they felt a greater sense of belonging to their community through being part of the programme.

**Fig 3.31: Participants have a heightened sense of belonging to a community**



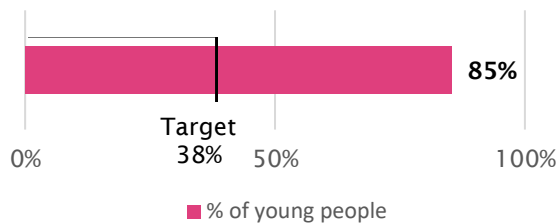
Most commonly, young people reported this heightened sense of belonging as being the result of feeling more part of their community (see Fig. 3.32).

**Fig. 3.32: Belonging to community - % of young people responding positively**



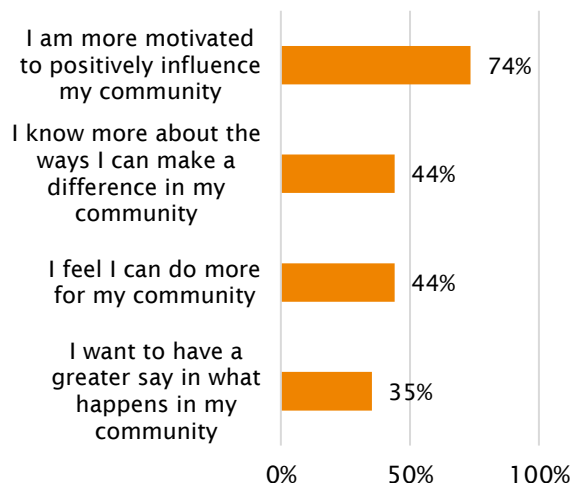
More than four-fifths of young people (85%) agreed that they felt more motivated to positively influence their communities.

**Fig 3.33: Participants have increased motivation to positively influence what happens in their community**



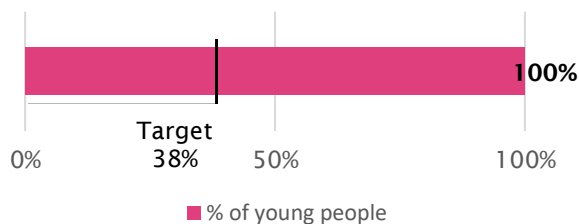
This increased motivation was measured by young people responding positively to at least one of the statements shown in Fig. 3.34.

**Fig. 3.34: Motivation - % of young people responding positively**



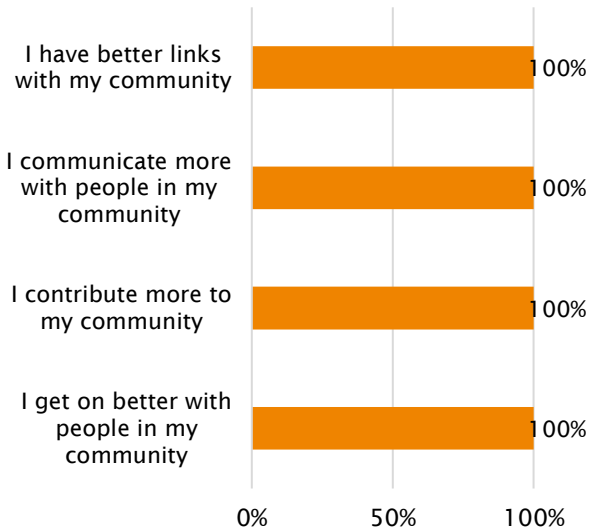
All young people reported that their contribution to, links with and social interactions in the community had improved as a result of the programme.

**Fig 3.35: Young people feel their contribution, links with communities and social interaction are improving**

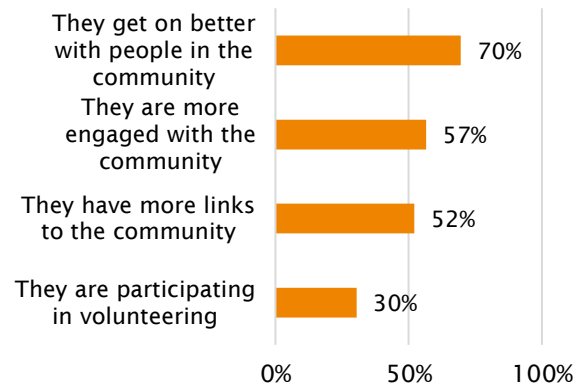


As Fig 3.36 demonstrates, all young people reported improvements across all indicators for this question.

**Fig. 3.36: Contribution, links and social interaction - % of young people responding positively**



**Fig. 3.38 Contribution, links and social interaction - % of stakeholders responding positively**



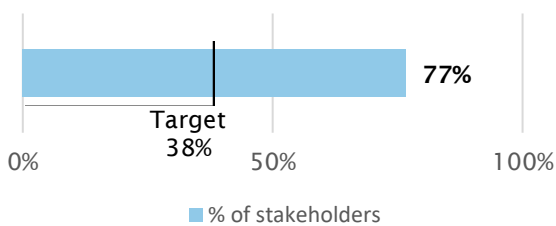
*“Until you’ve worked in these areas, you don’t realise how removed [from the community] some of these young people are.”*

Employment partner

**Other Stakeholders**

More than three-quarters of stakeholders (77%) agreed that young people’s contribution to, links with, or social interaction with their communities had improved as a result of the programme – well above the target of 38%.

**Fig 3.37: Other stakeholders perceive improvement in YP contribution, links and social interaction**



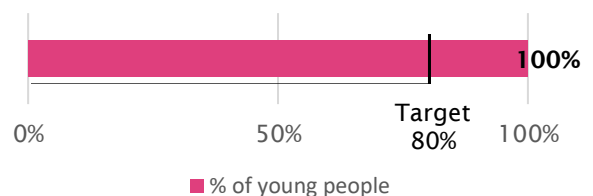
For most stakeholders, improvements under this indicator were demonstrated by young people getting along better with people in the community (see Fig. 3.38).

**Outcome 6: Young people are diverted from criminal behaviour or involvement with the criminal justice system**

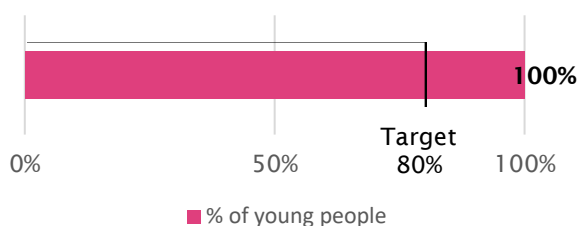
**Young People**

All young people reported that they had reduced their involvement in anti-social or criminal behaviour and that they were less inclined to take part in this kind of behaviour in future.

**Fig 3.39: Young people report that their own participation in antisocial and/or criminal behaviour has reduced**



**Fig 3.40: Young people feel less inclined to participate in anti-social and/or criminal behaviour.**



For many of the young people we spoke to, the programme had encouraged them to reflect on the behaviour that would previously get them into trouble. Learning about the risks and consequences around certain kinds of behaviour (e.g. through the Police-led workshops) or having programme staff talk to them about their behaviour had helped some young people to be more considered in their decision making.

One young person also highlighted how being physically present at the programme meant they were not out on the streets or elsewhere getting into trouble.

Resultingly, several young people commented on how they had cut down on anti-social/criminal behaviour out in the community, been cautioned by the police less or stopped associating with people that had been a negative influence.

*“It’s made me want to put that life behind me and just move on.”*

Young person

*“You see people are trying to engage, they’re trying to learn, they’re trying to improve themselves. They know they’ve made mistakes.”*

Employment partner

*“The programme helps increase young people’s awareness of risk, harm and consequences and contributes to their abilities to act more responsibly, which has resulted in reducing offending in the longer term.”*

Referral partner

### Programme Delivery

In interviews, delivery partners were positive about the management of the programme overall.

Programme staff have developed good relationships with referral partners and employers and all of those interviewed spoke favourably about the quality of the communication they have received from Rangers CF. Interviewees mentioned receiving regular updates about the programme, being kept informed about future plans, how responsive programme staff were to requests or queries, and the cordial nature of communications.

One referral partner also commented on the efficiency with which referrals are processed and the transparent decision-making process when young people are not eligible for the programme.

A few partners highlighted the commitment of programme staff towards the young people taking part, supporting them to participate and, where possible and appropriate, helping them with any personal issues outside the programme. Interviewees mentioned, for example: their willingness to understand what is happening in the lives of participants and how this informs their behaviour; the persistence of programme staff in maintaining communication with young people (regular phone calls and text messages) and; the lengths they go to involve other professionals when required.

*“It’s remarkable how committed they are to the young people - to get them to start, but also to get them to continue.”*

Referral partner

One employment partner spoke about how well the programme manages the expectations of young people. Whilst recognising the strong outcomes the programme achieves around positive destinations, they said that for those young people not quite ready to move into employment, staff are good at putting things in context and showing them that it’s the first step in a process.

*“They broaden horizons but in a realistic way”.*

Employment partner

Several partners commented on positive aspects of the setup of the programme, including:

- The flexibility of the programme in being able to tailor activities to suit the needs of the young people that are there (needs will differ between young people and between cohorts). Also appreciated by one partner was the continual learning demonstrated by the

programme, tweaking activities or approach after each new cohort.

- 
- One referral partner reported that the employment partners the programme works with were well suited. As well as being appropriate potential employment options for the young people based on their skills and qualifications, they said that the employers involved had demonstrated a patience and understanding of the types of young people the programme works with.
- 
- The programme benefits from its association with Rangers Charity Foundation and its physical setting in Ibrox Stadium, as the hook of football can be a powerful motivator for a lot of young people.
- 
- The independence of the programme from similar employability programmes run through statutory services (e.g. DWP courses) can be helpful in ensuring buy-in from young people. Often there will be suspicion of traditional services from young people which is not felt in the same way for third sector organisations (particularly with the added familiarity of the football club setting).
- 

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*“Employability programmes are much better when delivered in recognisable settings.”*

*Employment partner*

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Though partners were wholly positive about the programme, a few offered minor suggestions for future development.

One interviewee suggested setting future workshops/sessions up in smaller groups to allow for them to be more focused and to work with groups of young people at similar stages of development together. However, this person also commented that changes have already been made to allow one-to-one time with individual young people following sessions, which had been a positive step.

One employment partner said that it would be beneficial to include even more interview training in the programme, covering topics like: what to wear at interviews; interview language and phrases and; body language and eye contact.

One referral partner hoped that future cohorts could be expanded to allow for even more young people to take part, though realised this might not be possible.

One interviewee suggested that future cohorts could give particular focus to certain groups that may be marginalised or face additional barriers to employment, e.g. BAME groups.

## 4. Case Studies

This section describes the experience of young people who have taken part in the Towards New Futures programme and the difference it has made to them. Participant's names have been changed.

### Ashley's Story

#### Background

Ashley, 18, was unsure about what she wanted to do with her life. She was regularly getting trouble in the community and her anti-social behaviour brought her to the attention of the police on several occasions. It was during one of these interactions that the police told her about Towards New Futures. Ashley thought the programme looked interesting and (despite being a Celtic fan) decided to give it a go.

#### Behaviour

Ashley credits the programme with changing her perspective on her own behaviour and how it can affect other people. Before, she wouldn't really reflect on the negative choices she was making but she says the programme has opened her eyes and made her think more about her behaviour in the context of what she might want to do in future.

The mutual respect and trust Ashley has with programme staff has also been a factor in the positive changes in her behaviour. Having these messages reinforced by people with whom she has developed such a positive relationship has helped Ashley to take them on board.

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*"I used to think my behaviour was fine until [staff member] sat me down and talked to me about it."*

---

Ashley reported that since taking part in the programme she is getting in trouble a lot less. She is not hanging around with some of the people who might previously have been a negative influence and a curfew she has as a result of her anti-social behaviour has not been broken once.

#### Support Network

The relationships Ashley has formed with programme staff and her fellow participants have been central to her experience of the programme. Ashley credits programme staff with taking an interest in her and really listening to her and she has developed strong friendships with other participants. As a result, the network of supportive people Ashley has around her has grown

significantly since taking part in Towards New Futures.

These new relationships mean that Ashley now has more people she can talk to about any difficulties she might be having – something that was lacking before. Ashley was also positive that these relationships would endure even after the programme had finished.

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*"You can talk to them [programme staff] about your issues...we'll definitely keep in touch after the end of the course."*

---

#### Skills

By her own admission, Ashley was lacking in many key personal and employability skills. This was partly the reason she was interested in Towards New Futures and the programme has more than met her expectations in terms of developing her skills.

Participation in the programme has given her purpose and a reason to get out of the house in the morning. This has helped Ashley to improve her timekeeping and organisation.

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*"Because I've got a place to be now, I'm up on time."*

---

Ashley said that she had very little experience of looking or applying for jobs. However, through the programme she has been able to learn about job searching, CV writing, cover letters and job interviews and has been given opportunities to practice her skills in these areas. Ashley says she is now much more confident about looking for work.

---

*"Finding a job, CVs – I didn't have a clue about any of that before."*

---

Ashley also spoke about her improved communication skills and how she has been able to gain qualifications for specific skills she has learned on the programme, including first aid and mental health first aid.

## Positive Destinations

It was while completing the first aid course on the programme that Ashley realised she got a lot of satisfaction from helping people. She talked about this with staff on the programme, who suggested some possible career paths that might be of interest. One of these jumped out at Ashley and, supported by programme staff, she has now applied to begin training as an army medic.

## Jennifer's Story

### Background

Jennifer, 20, has been out of work for a long time and had experienced some difficulties in her personal life. She had been applying for jobs but not getting anywhere and felt there was a lack of opportunities out there for her. Through doing a different employability course with the Department of Work and Pensions, Jennifer was told about Towards New Futures and decided to take the opportunity to try and improve her readiness for work.

### Skills

Though Jennifer had come to Towards New Futures from another employability programme, she felt that it had not been the best environment for her to develop. The other course had been shorter and she said it had felt too rushed for her to be able to build her skills properly. Conversely, the time and attention given to participants on Towards New Futures has enabled Jennifer to develop at her own pace and gain skills she was previously lacking.

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*"They've helped me to do stuff I would never have been able to do otherwise."*

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In particular, Jennifer has built up her IT skills and is much more confident in using word processing software and using the internet to search for jobs. Her CV and application writing skills have also come on significantly and, though Jennifer admits she still has things to learn, she feels much better prepared in her search for work.

---

*"I just wouldn't answer the cover letter section before, but now I give it a go."*

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### Wellbeing

This more positive attitude towards finding a job is reflected in the improvements to Jennifer's mental health as a result of the programme. Being out of work for an extended period and seeing little in the

way of opportunities had taken its toll on Jennifer's wellbeing.

---

*"I'd been out of work for ages, my anxiety went through the roof."*

---

However, thanks to the personal development she has achieved and the enjoyment she has had from being on the programme, Jennifer feels she is in a much better place with her mental health.

This has also had implications for Jennifer's activity levels as well. While previously she would often sit in the house, think about doing things but ultimately not do them, the programme has given her the desire to get up and do things.

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*"It motivates me to make the most of the day."*

---

Additionally, her involvement with the programme has helped Jennifer to cut down on her use of alcohol, which had been problematic in the past. Before, Jennifer said she was drinking most days but that coming along to Towards New Futures had given her a reason not to.

### Support Network

Jennifer is extremely grateful for the help she has received, particularly from programme staff. She says she has benefited from having people to talk to, get advice from and tell her things that, though difficult, are what she needs to hear.

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*"They're going to be a lot more honest with me than some people."*

---

Though not trained counsellors, the programme staff have provided a listening ear for Jennifer and drawn on their own life experiences to help her make positive choices. This was especially valuable to Jennifer when during her time on the programme she briefly experienced a period of homelessness and was supported to resolve her housing situation.

Jennifer feels that the approach of Towards New Futures towards supporting its young people goes beyond other services or organisations she has experienced, which has been very beneficial to her.

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*"You're not getting chased away at 1 o'clock, we can hang about afterwards. It's kind of a safe zone for a lot of the people here."*

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## Jake's Story

### Background

Jake, 19, felt his life was a bit aimless. He wasn't working and, when he wasn't out getting in trouble with the police, he would spend a lot of his time not getting out of bed. He found out about Towards New Futures through his local Jobcentre and thought it sounded like the kind of thing that might give him a bit of purpose.

### Behaviour

Part of the reason Jake found himself involved in anti-social behaviour at times he said was that he just didn't care about things. He didn't care about making positive choices for himself and wasn't concerned with the consequences of his actions.

However, taking part in the programme, particularly hearing from some of the speakers who came in to deliver talks, has opened Jake's eyes to how harmful his past behaviour could be and what steps he could take to improve on it. Thanks to this Jake now thinks a lot more about the choices he makes and reports that he is getting in trouble with the police a lot less now.

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*"I don't hang about with the people that used to get me into trouble and my behaviour is much better now – I used to not care."*

---

### Confidence and Resilience

Doing things that he might not previously have done and trying to break negative behavioural habits has taken Jake out of his comfort zone. This, he says, has allowed him to build confidence in new areas. He reported that he is less intimidated to try other new experiences now and has improved his confidence in social situations.

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*"It's forced me to talk to people I wouldn't normally – now I know I can do it."*

---

Jake also feels that participating in the programme has helped him to open up more and become better at communicating any difficult feelings he might be having.

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*"Usually, I wouldn't deal with my emotions and just block them out. I talk about things more now."*

---

### Skills

Jake says that his communication in general has also improved and he has developed other personal skills thanks to the programme. For example, he commented on how much better he is at listening to other people and working in a team.

He has also developed some practical skills around budgeting and managing his money which he says have been very useful already.

However, in terms of skills, the most significant impact the programme has had on Jake is the improvement to his knowledge of applying for jobs. Prior to taking part in the programme Jake knew very little about how to approach finding work, having taken little interest in doing so before. Now he feels much better equipped to look for the work that is out there and make an application.

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*"I didn't even know what a CV was before I came here."*

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### Positive Destinations

Though he has not yet secured employment or further training, what the programme has done for Jake is to raise his aspirations about his future. From not being interested in pursuing anything, Jake is now motivated to do something with his life.

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*"I used to not care about my future, now I do. Now I want a job."*

---



## 5. Conclusions

This section summarises the key findings from the evaluation and highlights the key lessons learned.

### Outcomes

1. The programme has comfortably exceeded almost every target in the CashBack logic model in Year 2
2. The programme has a significant impact on the confidence of participants. As well as developing their social confidence, young people have been supported to grow more confident in their own ability to handle unfamiliar situations and try new things.
3. All young people taking part in the programme have been able to build up their own resilience as a result of taking part in the programme, reporting improvement across several areas, including, Increased self-belief, perseverance, ability to handle difficult situations, and greater control over their emotions.
4. Involvement in the programme opens young people up to new sources of support and supports them to develop positive relationships with programme staff, fellow participants and other professionals.
5. Through encouraging young people to reflect on their actions and contextualising these actions within their wider life chances, the programme successfully supported most young people to make positive behavioural changes.
6. The programme demonstrates strong results in developing the skills of young people. All young people reported multiple improvements across a range of personal and employability-based skills.
7. Young people’s wellbeing benefits from participation in the programme. As well as supporting increases across all SHANARRI indicators, the programme has helped young people to make tangible improvements in their physical and mental health.
8. All young people that participate in the programme make progress towards a positive destination. Some transition into paid employment with project partners or are supported to line-up additional training courses following the completion of the programme. For others the progress is more incremental, with the programme helping them

to find suitable jobs to apply for, make applications or simply change their mindset towards getting a job.

9. Based on participants’ self-reporting, the programme has been successful in positively changing young people’s view of the community, their links to the community, and their desire to influence it.
10. Young people’s inclination towards and actual participation in anti-social/criminal behaviour is positively affected by taking part in the programme. As with behaviour in general, the programme demonstrates success in getting young people to reflect on the risks and consequences of this type of behaviour and take steps to address it.

### Programme Delivery

11. Based on feedback from partners, the programme is effectively managed and runs smoothly, with no significant issues identified.
12. The programme has developed strong relationships with its delivery partners, aided by regular and clear communication by programme staff.
13. Highlighted by stakeholders, several elements of the set-up of the programme contribute to its success, including the range of employers it works with, it’s association with Rangers Football Club (and stadium setting), and its independence from similar programmes offered by statutory services.

### Progress in CashBack Phase 5

14. In terms of the number of young people it has worked with, the programme has already achieved its overall CashBack targets in several areas. For those remaining it is on track to comfortably exceed those targets in Year 3.



Find out more  
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