



**University
of Glasgow** | Training & Employment
Research Unit

**EVALUATION OF
SOCIAL ENTERPRISE AND THIRD SECTOR CHALLENGE FUND**

Final Report

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**Alexander McTier, David Clelland, Alison Quashie and Alan McGregor
Training and Employment Research Unit (TERU)
University of Glasgow
Adam Smith Building
40 Bute Gardens
Glasgow G12 8RT**

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1. INTRODUCTION

Background

The Scottish Government's Youth Employment Strategy¹ provided a commitment to introduce a range of initiatives to reduce youth unemployment and acknowledged that the Third Sector in Scotland is well placed to work with young people at all stages in their journey towards and into employment. Following this, the Minister for Youth Employment announced funding of £2.5m in 2012-13 for the Social Enterprise and Third Sector Challenge Fund (henceforth referred to as the Challenge Fund) to support social enterprises and third sector organisations who are well placed to provide strong support to enable young people aged 16 to 24 years old to access jobs or further learning. Skills Development Scotland (SDS) was asked by the Scottish Government to administer the Challenge Fund on its behalf.

The Challenge Fund's main intention was to build on 'what works' by scaling up or widening provision proven to be effective. However, the Challenge Fund also offered the opportunity for third sector organisations to put forward new and creative approaches to help young people move towards and into work. The aims of the Challenge Fund² were to:

- Deliver successful outcomes for young people in terms of employment.
- Support successful transition into education and learning.
- Add value to existing interventions.
- Support innovative and creative approaches.

24 third sector organisations were successful in bidding into the Challenge Fund, which totalled £3m of Scottish Government monies after an additional £500,000 was identified from an underspend in the Opportunities for All budget. Across the projects, a wide range of approaches were taken and this diversity provides valuable insight into what works to progress young people towards and into employment. Figure 1.1 provides a summary overview of the 24 projects in terms of the number of clients supported, length of intervention and type of supports provided. Fuller project descriptors are given in Appendix 1.

Delivery began in October 2012 and ended in May 2013, following an agreed extension beyond 31st March 2013. In total, the Challenge Fund supported 1,652 unemployed 16-24 year olds.

Aims of the Evaluation

The evaluation was carried out between November 2012 and June 2013 to review the achievements of the Challenge Fund and to understand the key points of learning that can inform future youth employment programmes. The focus of the evaluation has been on the Challenge Fund as a whole – i.e. all 24 projects as a collective – rather than evaluating each project individually. However, to evaluate the Fund, all 24 projects were visited as building blocks for the overarching evaluation.

The aims of the evaluation were to:

- Develop an understanding of the Challenge Fund in terms of delivery and outcomes.
- Capture the learning from the different delivery models.
- Identify scope for improvements if a similar fund runs in the future.

¹ Scottish Government (2012) *Action for Jobs – Supporting Young Scots into Work: Scotland's Youth Employment Strategy*.

² Skills Development Scotland (2012) *Social Enterprise & Third Sector Challenge Fund Competitive Grant Strategy 2012/13*

Figure 1.1: Overview of Challenge Fund Project Activities

	Total Clients	Typical Length	Personal Development	Vocational Training	Work Experience Placement	Subsidised/ Incentivised Employment	Employability/ Job Search
Aberdeen Foyer	49	5 weeks	X	X	X		X
Barnardo's	55	Dependent on need	X	X	X		X
Claverhouse Training	49	4 weeks				X	
DEAP	165	4-8 weeks	X	X			X
Glasgow Regeneration Agency	65	Dependent on need	X	X	X		X
Impact Arts	118	18 weeks	X		X		
Into Work	31	Dependent on need	X			X	X
Inverclyde Community Development Trust	22	26 weeks	X	X		X	X
Kibble Education & Care Centre	46	26 weeks		X		X	X
McSense Communications	68	6 weeks	X	X	X		X
Princes Trust Scotland	107	5 weeks		X	X		X
Rathbone Training	97	15 weeks	X		X	X	X

	Total Clients	Typical Length	Personal Development	Vocational Training	Work Experience Placement	Subsidised/ Incentivised Employment	Employability/ Job Search
Recyke-a-Bike	12	18 weeks	X	X	X		X
Right Track Scotland	130	16 weeks	X	X		X	X
Routes to Work North	16	20 weeks	X	X		X	X
Routes to Work South	36	6-9 weeks	X	X	X		X
Springboard*	221	1 day – 8 weeks		X	X		X
Street League	64	8 weeks	X	X			X
The Conservation Volunteers Scotland	26	26 weeks	X	X	X		
The Lennox Partnership	73	2 weeks	X		X		X
The Shirlie Project	84	Dependent on need	X		X		X
The Wise Group	54	13 weeks	X	X	X		X
Volunteer Action Angus	33	4-6 weeks	X	X	X		X
West Fife Enterprises	31	6 weeks	X	X	X		X

Note: Springboard have used Challenge Fund to support a range of different programmes
Each client will not necessarily undertake all of the activities indicated

Methodology

To complete the evaluation, the following research elements have been carried out.

- Desk-based review key documentation, including the application forms of the 24 successful projects.
- Analysis of Challenge Fund monitoring data.
- Visits to the 24 projects, which consisted of:
 - Interviews with key project staff.
 - Focus groups with young people supported by the projects, consisting of a short survey followed by an open discussion.
 - Interviews with delivery partners and employers (where they have been instrumental to the project's delivery).
- Interviews with key partners and stakeholders – including the Scottish Government, SDS, Third Sector Employability Forum (TSEF) Executive Group and Social Enterprise Scotland.

Report Structure

The report consists of the following chapters:

- Chapter 2 – Challenge Fund Performance.
- Chapter 3 – Assessment of Challenge Fund Design and Delivery.
- Chapter 4 – Client Feedback.
- Chapter 5 – Conclusions and Recommendations.

Supporting the report are two appendices:

- Appendix 1 – Summary of Challenge Fund Projects.
- Appendix 2 – Agreed Milestones for Challenge Fund Projects.

2. CHALLENGE FUND PERFORMANCE

Introduction

Having provided an overview of the Challenge Fund and its projects in Chapter 1, this chapter draws on the Challenge Fund monitoring information to set out:

- The characteristics of the young people supported by the Challenge Fund projects.
- The achievements of the Challenge Fund in terms of progressing clients into a positive destination.

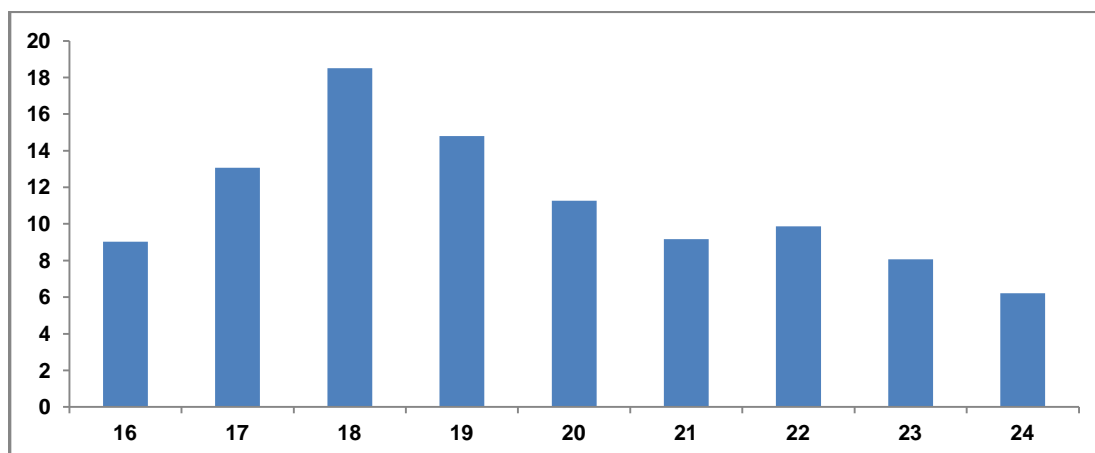
All performance data presented and analysed is at the programme level (i.e. the Challenge Fund overall) rather than at level of the individual projects.

Characteristics of Clients

This section provides an overview of the young people who have been supported by the Challenge Fund in terms of their gender, age, ethnicity, qualifications and length of unemployment. Analysis is predominantly drawn from information recorded on the Corporate Training System (CTS) used by SDS but also includes information from the evaluation's client survey. Using these two sources, the following client characteristics can be reported.

- **By gender**, 63% were male and 37% were female.
- **By age**, Figure 2.1 shows that 55% of Challenge Fund clients were aged 16 to 19; 45% were aged 20 to 24.

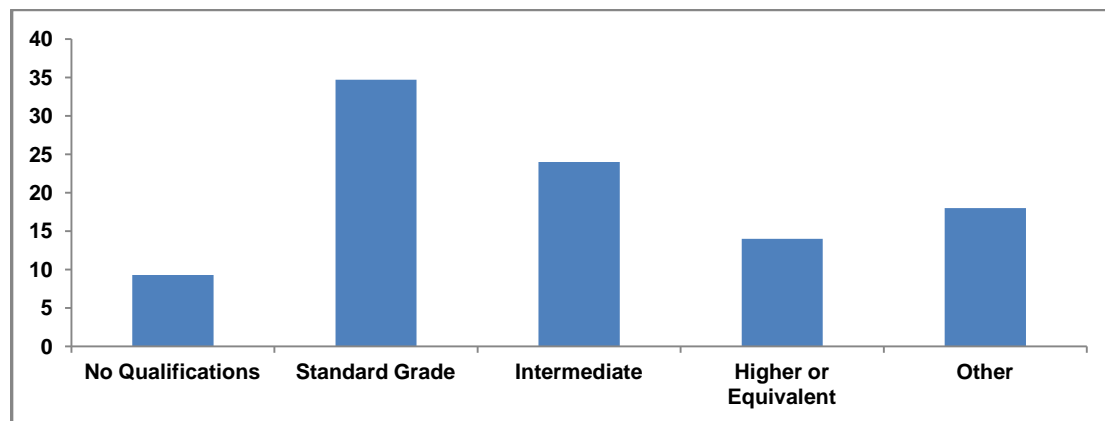
Figure 2.1: Age of Clients (%)



Source: CTS data from Skills Development Scotland

- **By ethnicity**, 89% were White-Scottish; 5% were White-British, Irish or Other White; 7% were non-White or of mixed origin.
- **By qualification**, Figure 2.2 shows that 59% had either Standard Grades or Intermediates – i.e. SVQ Level 2 qualifications. 18% reported they had other qualifications, of which some were graduates.

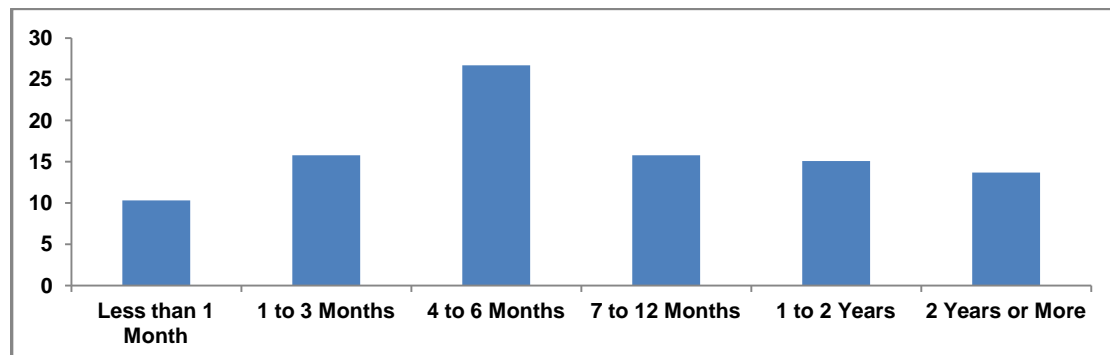
Figure 2.2: Highest Qualifications Held by Clients (%)



Source: TERU Challenge Fund Participant Survey

- **By length of unemployment**, Figure 2.3 shows that a wide range of young people have been supported from the newly unemployed to those that have not worked for two years or more. It should be noted that this is self-reported unemployment and will not necessarily equate with length claiming benefits. For example, clients may have answered this question as length since they last worked or left school, which may have included time at college or on another employability programme.

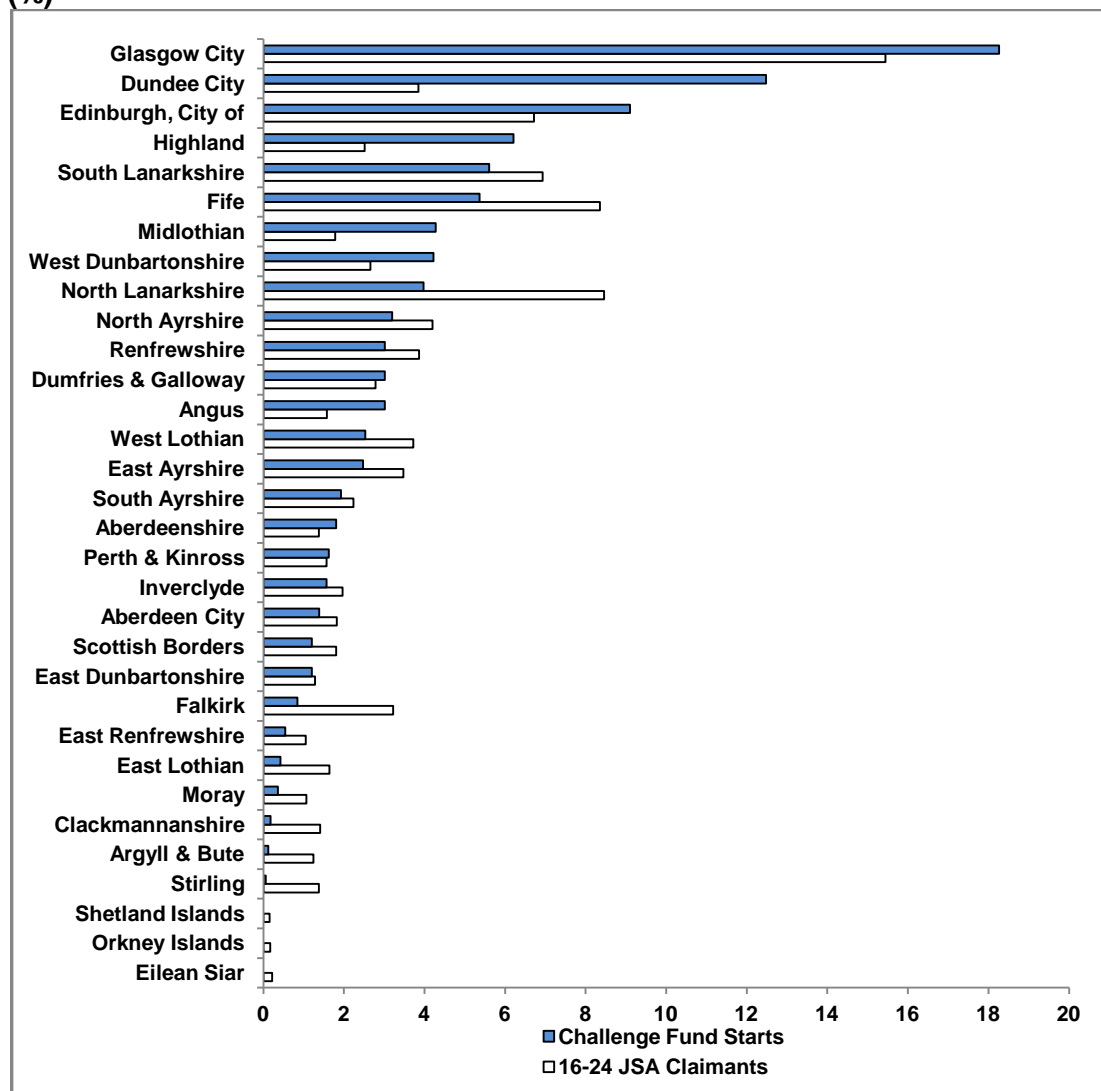
Figure 2.3: Length of Unemployment Reported by Clients (%)



Source: TERU Challenge Fund Participant Survey

- **By geography**, Figure 2.4 shows the percentage of total clients and 16-24 year old JSA claimants across Scotland's 32 local authority areas. The JSA comparator is to help show whether there has been a broadly representative breakdown of Challenge Fund clients across Scotland. On this issue, the picture is mixed with unevenness in coverage. This issue was recognised at the appraisal stage but coverage was largely dependent on the quantity and quality of applications from different local authority areas. Figure 2.4 shows:
 - Some local authorities had proportionately more Challenge Fund clients relative to their youth unemployment levels – e.g. Dundee, Edinburgh, Highland and West Dunbartonshire.
 - Some local authorities had a broadly proportionate number of clients – e.g. Glasgow, South Lanarkshire and North Ayrshire.
 - Some local authorities had proportionately fewer clients relative to their youth unemployment levels – e.g. North Lanarkshire, Fife and Falkirk.
 - Eilean Siar, Orkney and Shetland had no Challenge Fund clients.

Figure 2.4: Clients and 16-24 Year Old JSA Claimants by Local Authority Area (%)



Source: CTS data from Skills Development Scotland

Note: March 2013 data has been used for 16-24 JSA Claimants

In summary, the Challenge Fund projects supported a wide range of young people. Some were closer to the labour market having been unemployed for a short period; while others were unemployed for several months and had additional barriers (e.g. no or low qualifications). This helps to answer a concern aired by some stakeholders that the need to deliver outcomes within a tight timescale may have encouraged projects to recruit young people who were closer to the labour market as a positive outcome would be easier to achieve. The data shows there is no clear pattern of this. Indeed the flexibility in the clients supported was viewed as a strong feature of the Challenge Fund and enabled young people who might be ineligible for other programmes, i.e. those with some work experience and qualifications who have been disproportionately impacted by the economic downturn (termed by some as the 'missing middle'), to receive employability support.

Challenge Fund Performance

This section provides an overview of the Challenge Fund's performance at a programme level. Performance data by individual project was collected by SDS via the CTS system but this information has not been reported because the different

approaches taken by the 24 projects prevent any robust comparisons across projects from being made. Nevertheless, the apparent variations in performance across projects suggest that there are important contract management lessons that can be learned – and these are discussed below.

The Challenge Fund performance data covers all starts and outcomes claimed up to 31st May 2013, which was the final date for Challenge Fund claims to be made. Figure 2.5 provides a summary of Challenge Fund performance and shows:

- **1,652 starts were achieved** against a projection of 1,732, which equates to 95% of the projected starts.
- Outcomes were largely defined as *employment sustained for four weeks, beginning an FE course or other vocational training*³ and **742 outcomes were achieved** in total. This equates to **45% of Challenge Fund starts achieving an outcome**, which compares favourably to other youth employment programmes, for example:
 - *Get Ready for Work 2012-13*: 42% entered employment, full-time education or a Modern Apprenticeship⁴.
 - *Community Jobs Scotland Phase 1*: 44% entered employment, FE or HE⁵.
- **The Challenge Fund cost £2,897,600** against a budgeted £3,200,200, which equates to 91% of allocated Challenge Fund monies.
- In terms of cost effectiveness, Challenge Fund performance equates to:
 - **£1,756 spent for every client supported.**
 - **£3,905 spent for every outcome achieved.**

Figure 2.5: Summary of Challenge Fund Performance

CHALLENGE FUND STARTS	
Number of Starts	1,652
Starts as % of Contracted Starts	95%
CHALLENGE FUND OUTCOMES	
Number of Outcomes	742
Outcomes per Start	45%
CHALLENGE FUND SPEND	
Total Spend	£2,897,600
Spend as % of Contracted Spend	91%
Cost per Start	£1,756
Cost per Outcomes	£3,905

Source: CTS data from Skills Development Scotland

Note: Figures presented are re-profiled client numbers and contract value

³ There were some variations across projects in how outcomes were defined. For example, Inverclyde Community Development Trust's agreed outcomes were for clients to complete an SVQ Level 2 in Social Care or complete training in Skills for Social Care with job matching support.

⁴ Skills Development Scotland (2013) *National Training Programme Statistics – Get Ready for Work programme (including LifeSkills) 2012-13*.

⁵ University of Glasgow Training and Employment Research Unit (2012) *Evaluation of Community Jobs Scotland Programme*.

In summary, Figure 2.5 shows that the Challenge Fund performed well and compares favourably to other youth employment programmes. However, and although unreported, it is important to state that ***there were significant variations in performance across the 24 projects*** – particularly in terms of outcomes achieved. For example, five projects achieved outcome per start rates of 85% or above; in contrast three projects achieved outcome per start rates of 20% or less.

From a contract management perspective, it is important that the reasons behind the variations in performance are understood. In doing so, the good practice lessons from better performing projects can be learned from and disseminated to other projects; while previously experienced weaknesses in project design and delivery can be identified and rectified earlier. This in turn improves overall programme performance. At the programme level, Chapter 3 sets out the main reported design and delivery challenges reported by projects. However, at a contract management level, it is important that a more detailed analysis is undertaken at the individual project level to gain a greater understanding of the specific areas of good and poor practice that have contributed to the variations in performance. The contributory factors to investigate would include:

- Quality of project management.
- Client recruitment and referral mechanisms.
- Work readiness of the clients supported by the project.
- Sectoral focus of the project.
- Links to local employers.
- Range of employment and training opportunities in the local labour market.
- Breakdown of specific outcomes achieved.

To support this process, analysis of the individual project performance data shows that by comparing the average characteristics of the top half of performers versus the bottom half (on account of their outcome per start rates), differences emerge. Presenting the figure corresponding to the top half of performers first and the bottom half second, the analysis shows differences on all measures.

- ***Average number of clients:*** 54 clients versus 88 clients.
- ***Average length of project:*** 14 weeks versus 10 weeks (excluding projects where length of project varies according to individual need).
- ***Average cost per client start:*** £3,406 versus £1,358.
- ***Average outcomes per start:*** 77% versus 31%.
- ***Average cost per outcome achieved:*** £4,358 versus £5,159.

The summary analysis suggests that *on average* a greater level of support (evidenced by a smaller number of clients, longer period of support and higher spend per client) achieves stronger outcomes (77% versus 31%). In addition, and despite the bottom half of performers spending on average £2,000 less per head than the top half of performers, the top half achieved a lower cost per outcome (£4,358 versus £5,159).

3. ASSESSMENT OF CHALLENGE FUND DESIGN AND DELIVERY

Introduction

This chapter provides an overview of the Challenge Fund in terms of its design and delivery. To do this, a distinction is made between the design and delivery of the Challenge Fund as a whole and the design and delivery of the 24 projects. The chapter is therefore structured as follows:

- Assessment of Challenge Fund design and delivery.
- Assessment of Challenge Fund projects' design and delivery.

Assessment of Challenge Fund Design and Delivery

This section focuses on the design and delivery of the Challenge Fund as a whole. In doing so, it primarily refers to the activities of the Scottish Government and SDS in their different capacities as funder versus contract manager respectively. The assessment covers three key components:

- Challenge Fund application and approval process.
- Management of the Challenge Fund.
- Monitoring of the Challenge Fund.

For each component, there is a brief description of what each component entailed set against feedback from consultations with stakeholders and projects.

Challenge Fund Application and Approval Process

The Challenge Fund application and approval process consisted of the following elements and timeline.

- In February 2012, the concept of the Challenge Fund was announced by the Minister for Youth Employment.
- In May and June 2012, there was consultation on the Challenge Fund's design, including with the Third Sector Employability Forum (TSEF).
- From June 21st to July 20th 2012, the Challenge Fund was advertised on Public Contracts Scotland for applications from third sector organisations. Bidders were required to demonstrate:
 - A clear focus on outcomes from the services delivered.
 - An evidence base underpinning the proposed intervention.
 - Alignment with Local Employability Partnership (LEP) delivery.
 - A clear and positive approach to working with employers.
- In August 2012, applications were reviewed by an Appraisal Group consisting of representatives from SDS, TSEF Executive Group and Scottish Government.
- By end of August 2012, applicants were notified about whether they were successful or not.
- At end of September 2012, the successful projects were announced by the Scottish Government.
- From start of October 2012, projects were expected to begin delivery.

In total the application and approval process led to:

- 200 organisations registering their interest on Public Contracts Scotland.
- 84 organisations submitting bids with a combined value of £8.8m – of these 76 organisations were eligible for funding.
- 24 projects being approved to a combined value of £3m.

These numbers are in themselves significant because they show that ***the third sector is committed to tackling youth unemployment in Scotland and is able to respond with a wide range of good quality approaches***. Furthermore, and as discussed below, they were able to respond quickly as the application timeline was

tight. It was however noted that some bids were not of an acceptable standard, which indicates that some third sector organisations require support to ensure that their funding applications are competitive in a demanding market.

From the feedback received about the application and approval process, the individual elements of the process were generally well received.

- The TSEF, for example, valued the opportunity to input into the design of the Challenge Fund and felt that the consultation stage helped to increase awareness of the Fund amongst third sector organisations, which the number of applications demonstrates.
- However, the input of LEPs could have been greater. Organisations were required to consult with the LEPs in the areas where delivery was planned but the application timescale limited the meaningful input that LEPs could have.

Projects and stakeholders mainly aired their frustrations in relation to the length of time involved from the Challenge Fund's initial announcement in February 2012 to the final Scottish Government announcement of the successful bids at the end of September 2012. The main criticisms were around:

- The time from initial inception to applications. Consultation with stakeholders was important to help develop the Challenge Fund but it was felt that the consultation period could have been shortened to bring forward the application period.
- The 4-week application window fell during the summer school holidays when staffing is often most stretched. Further issues with the tight application window were that it limited the opportunity to consult with wider supports that some organisations use to develop and enhance their bids for funding. As a consequence, the application window may have deterred more than the already impressive 85 organisations from bidding into the Challenge Fund.
- The delay from notification of application bid to the Scottish Government's public announcement was viewed as unnecessarily long and limited each project's ability to start marketing and recruiting for their projects.

The consequence of the length of the application and approval process was that the actual delivery timeframe for the Challenge Fund projects was squeezed into the period October 2012 to March 2013, with an extension then agreed to May 2013.

Management of Challenge Fund

SDS managed the Challenge Fund on behalf of the Scottish Government and feedback from projects and partners found that it did so effectively on a day-to-day basis. In particular there was a clear point of contact within SDS to address any issues relating to project aspirations, monitoring and payments. Since November 2012, this point of contact was a designated Challenge Fund project manager. The November appointment does not appear to have affected the Fund's delivery but the project manager would ideally have been in post in advance of the delivery start in October 2012.

At the strategic level, SDS reported to the Scottish Government on a regular basis. Through update reports and meetings, emerging issues were raised and discussed. This process worked well and enabled key decisions to be made at appropriate times. For example, SDS via feedback from the projects recognised that a fixed delivery end at March 31st 2013 would impact on the outcomes achieved by projects. Subsequent discussions between SDS and the Scottish Government culminated in the Youth Employment Minister agreeing that SDS could offer an extension (on a project by project basis) of up to eight weeks to projects that had already started a

young person but had not reached the final outcome payment stage by 31st March 2013.

The SDS-Scottish Government working relationship worked well but there appear to have been some lost opportunities at the collective level. Aside from updates given at TSEF events in November 2012 and May 2013 (and published on the *employabilityinscotland* website), individual projects reported that they had very little understanding of other projects and did not feel part of the whole 'Challenge Fund'. Projects suggested that there could have been networking opportunities during the delivery timeframe to help share good practice and resolve any challenges faced – albeit the Challenge Fund's tight timescale may have inhibited any meaningful networking. A further issue is that Challenge Fund updates were not provided directly to the LEPs. Despite LEPs having to be consulted by projects as part of the tendering process, there was no information given back to LEPs on the progress of supported bids.

Monitoring of Challenge Fund

To monitor performance and for projects to claim and be paid for milestones and outcomes, the Corporate Training System (CTS) was used. While there was some initial concern amongst stakeholders about using CTS because some third sector organisations had little experience of it, in practice these concerns were not realised. The vast majority of projects had used CTS previously when delivering National Training Programmes and therefore knew how to use it. For those who had not used CTS before or had limited experience of it, its use has helped build the capacity of organisations and become accustomed to a payment-by-results system.

Most of the projects were comfortable with CTS and found it a flexible system to work with. Some difficulties were encountered (and these are outlined below) but SDS were responsive and supportive in addressing these. Reported difficulties included:

- Projects not being clear at the outset on what information needed to be recorded by them on CTS.
- Ensuring that organisations that had previously worked with projects' clients had taken them off the system to enable the projects to register them.
- In the case of McSense Communications and Recyke-a-Bike, how to claim milestones and outcomes for clients who are already registered on the system under their GRfW provider.
- Technical difficulties around one organisation's IT systems not being fully compatible with CTS and CTS being unavailable at times.

Assessment of Challenge Fund Projects' Design and Delivery

The Challenge Fund supported 24 projects and this section provides an overview of their design in terms of the approaches they took to tackling youth unemployment and how they were delivered. This section therefore builds on the summary of projects given in Figure 1.1, and fuller project descriptors are provided in Appendix 1. The section concludes with the impacts that the Challenge Fund has had on the delivery organisations.

Challenge Fund Project Design

Across the Challenge Fund projects a wide range of approaches were taken and no two projects were the same. This is a strength of the Challenge Fund as it means different types of interventions have been tested to help understand what works. Nevertheless, before setting out the main ways in which projects differed, there were a number of common elements within the approaches taken. These common elements are important to understand as they provide an indication of 'what is seen

to work' given that the great majority of organisations built these elements into their delivery.

The **common elements identified across the 24 projects** were:

- **Flexibility.** Perhaps the defining characteristic of the Challenge Fund projects was their capacity and desire to tailor delivery to the needs of individual clients wherever possible. The flexibility included developing and delivering an individual action plan, sourcing vocational training specific to the client's job aspirations, and securing work experience placements that met with the client's job aspirations and travel arrangements.
- **Personal Development Support.** Through the individual action plan and personal development training sessions, clients were encouraged to identify their strengths and areas for improvement, supported to build their confidence, team working and other core skills, and empowered to take greater responsibility for their own futures. Some projects used courses such as STEPS and GOALS to deliver this provision.
- **Vocational Training.** Most projects provided some form of vocational training. In some cases, projects were specifically designed towards specific sectors (e.g. hospitality, care, construction, retail, green/environmental sectors) or had the capacity to respond to the specific aspirations of the individual. The vocational training varied from short, sharp vocational certificates (e.g. CSCS cards, SIA training and food hygiene) to longer-term vocational training courses (e.g. SVQs).
- **Work Experience Placements.** Most projects provided clients with a work experience placement to develop their job-related skills and build their understanding of the workplace and what is expected of them. In a small number of projects, the work experience placements were subsidised job opportunities, while in others the work experience placement contributed towards an employability award (e.g. SQA employability award, ASDAN employability award and Falkirk Employability Award).
- **Jobsearch and CV Support.** To help progress clients on to a positive destination, projects supported clients with job search, help with enhancing their CVs and application forms, and improving their interview skills. While these skills were firmly focused on by some projects, longer-term interventions often sought to embed these skills into their wider activities.

Notwithstanding the common characteristics that can be identified, each project was different. Capturing the **variations in approaches across the 24 projects** is difficult but the following themes help to do so.

- **Target Client Group.** As stipulated by the Challenge Fund, all projects could support only 16-24 year olds. While most did not set any further client criteria, two projects targeted specific sub-groups of 16-24 year olds. These were:
 - Glasgow's Regeneration Agency which targeted the Roma community living in Govanhill.
 - Into Work which targeted young people with mental health problems, autism and learning difficulties living in West Lothian.
- **Level of One-to-One Support.** The Shirlie Project was the only project that delivered a dedicated one-to-one approach as this was deemed the most effective means of delivering in the Highlands. In practice, Into Work also delivered a one-to-one service as this was most appropriate to their clients' needs. However, other projects also looked to provide some form of one-to-one support. The different ways of doing this included:

- Assigning mentors within the organisation to support clients on an ongoing basis – e.g. TCV Scotland, Kibble and Inverclyde Community Development Trust.
- Having small client to staff ratios that allowed trainers to deliver both group and one-to-one activities – e.g. RTWS, West Fife Enterprises, Impact Arts and Aberdeen Foyer.
- Being able to customise support or training to match clients' needs – for example the method of training delivery used by DEAP allowed participants to complete only the modules that were identified as being most relevant to their aspirations or interests in discussions with project staff.
- **Enhancing National Training Programmes.** The projects delivered by McSense Communications and Recyke-a-Bike provided clients on the Get Ready for Work (GRfW) programme with additional vocational training, thereby enhancing the standard GRfW provision for clients. Specifically McSense Communications' GRfW clients worked towards additional construction-related certificates and qualifications, while Recyke-a-Bike clients worked towards an SVQ Level 1 in Recycling Operations. In terms of funding arrangements, the Challenge Fund monies were used to pay for the additional vocational training and not GRfW provision.
- **Length of Intervention.** Projects varied quite significantly in the length of support provided to clients – and this could vary further according to individual needs of clients.
 - The shortest interventions were the Lennox Partnership (a two week programme) and Claverhouse which aimed to quickly progress clients into incentivised employment.
 - The average length of support was 5 to 8 weeks (e.g. Routes to Work South, West Fife Enterprises, Aberdeen Foyer and StreetLeague).
 - The longest interventions lasted 4 to 6 months and either involved subsidised employment (e.g. Routes to Work North, Rathbone and Kibble) or a long-term employability programme with the delivery organisation (e.g. Impact Arts and TCV Scotland).
- **Sectoral Focus of Project.** The majority of projects did not have a specific sectoral focus and instead responded to the skills, interests and aspirations of clients through securing specific vocational training or work placements. However, a number of projects did take a specific sectoral approach on the basis that clients could progress into opportunities in these sectors. These projects and chosen sectors were:
 - Aberdeen Foyer – care, construction and hospitality.
 - Inverclyde Community Development Trust – care.
 - Kibble – care (of children and young people) and construction.
 - McSense Communications – care and construction.
 - Princes Trust – care, construction, cooking, logistics, retail and social care.
 - Recyke-a-Bike – recycling operations.
 - Right Track Scotland – customer service, hospitality and retail.
 - Wise Group – green energy.
- **Type of Work Experience Placement.** As outlined above, one of the common characteristics of the projects was their provision of a work experience placement. However, the form that the work experience placement took varied across the projects. The main differences were as follows:
 - *Length of placement.* In some projects, the work experience placement was short (e.g. from 1 day to 2 weeks), while other projects provided

- up to 6 months work experience by employing clients in subsidised employment.
- *Source of placement.* The majority of projects secured work experience placements with outside employers but in some cases the work experience was with the delivery organisation (e.g. Kibble and TCV Scotland).
 - **Placement versus Employment.** Linked to the diversity of work experience, some projects used Challenge Fund monies to support employment. For example:
 - Claverhouse and Volunteer Action Angus helped clients access employment opportunities by providing employers with a recruitment incentives after 4 weeks employment.
 - RTWN and Rathbone subsidised employment with outside employers for up to 6 months but with no guarantee of permanent employment at the end of the subsidised period.
 - **Payment to Clients.** There was variation across projects around whether clients received payment for their participation. In the main, the variations can be grouped into three types.
 - *Wage paid as part of subsidised employment.* The projects that provided a subsidised job (e.g. RTWN and Kibble) paid clients a wage at or close to the national minimum wage.
 - *Training allowance.* For longer-term projects, e.g. TCV Scotland, McSense Communications and Recyke-a-Bike, clients were paid a weekly training allowance to cover travel and living costs.
 - *Receive JSA benefits.* For shorter projects, clients continued to receive their weekly JSA claim following agreement with Jobcentre Plus.
 - **Project Milestones.** Each project had the flexibility to agree their delivery milestones with SDS on a one-to-one basis. This meant that there was real diversity in the milestones set across the 24 projects. Appendix 2 sets out the different milestones agreed for projects with the number of milestones ranging from one per project to four per project.
 - **Cost of Intervention.** Across the 24 projects, there was variation in project cost. The variation largely depended on the number of clients targeted and the nature of the intervention. Figure 1.1 showed the different levels of funding received by the 24 projects and across all projects there was £1,756 spent per client supported. By project, the cost per client varied from:
 - £5,000 to £7,500 per client: Kibble (6 month subsidised employment in care and construction); Routes to Work North (20 week subsidised employment in third sector organisations based in North Lanarkshire); and TCV Scotland (6 month environmental programme with weekly training allowance).
 - Less than £750 per client: DEAP (action planning leading to distance-based, short, sharp modules completed via the Internet) and Springboard (individual assessment leading to a variety of interventions lasting 1 day to multiple weeks).

Challenge Fund Project Delivery

This section sets out the delivery issues most commonly reported by the projects. Beginning with the difficulties encountered by some projects recruiting clients (as evidenced in Chapter 2), it goes on to summarise challenges faced when projects were up and running. However, before reporting the difficulties, it is important to recognise that ***in general the projects reported relatively few delivery problems.*** This can be attributed to the experience of the organisations in delivering employability programmes, the fact that the projects (or elements of them) had

previously been delivered at least in some guise, and the experience and skills of staff involved in the management and delivery of the projects.

Turning first to the **recruitment of clients**, projects were responsible for recruiting their clients and, unlike the National Training Programmes, recruitment did not have to come via a referral from SDS. For some projects, this flexibility was seen as a real opportunity to recruit a wider range of clients (i.e. clients who may not be eligible for National Training Programmes) and from a wide variety of sources. However, while the flexibility was appreciated and some projects were able to recruit more clients than originally agreed, a number did encounter some difficulties recruiting the contracted number of clients. The challenges reported by the projects included:

- **Impact of delay of public announcement.** As outlined above, the Scottish Government did not announce the successful projects until end of September 2012. This restricted the projects' ability to market and recruit in advance of planned delivery in October.
- **Challenging time of year.** Some projects found recruiting in October to December difficult as potential clients may already have started a college course, while the December run-up to Christmas is often a difficult time to recruit. Challenge Fund monitoring data records the number of starts by month and shows the fall in starts around Christmas.
 - 59 started in October 2012.
 - 348 started in November 2012.
 - 254 started in December 2012.
 - 308 started in January 2013.
 - 277 started in February 2013.
 - 406 started in March 2013.
- **Competition for clients.** Linked to the point above, some projects found that other local projects and organisations were either competing for a relatively small number of young people or were holding on to their clients and not referring.
- **Referrals from SDS.** SDS made it clear that they would not be responsible for providing referrals nor for marketing the different projects amongst frontline SDS staff. Nonetheless, some projects felt SDS could have had a greater input to the recruitment process given that they were managing the Challenge Fund – particularly where projects were encountering difficulties recruiting.

In addition to the challenges outlined above, some stakeholders believed a small number of projects struggled to recruit their projected numbers because:

- The numbers contained within the projects' applications were too ambitious within the timescale; or
- The delivery organisations were overly reliant on a very small number of referral routes and not sufficiently connected to other local employability pipeline provision.

Once up and running, the difficulties most commonly reported were as follows:

- **Clients with more challenging needs than anticipated.** Partly because of the tight recruitment timescales, projects found they had less opportunity to assess and get to know the young people before they started. As a result, some of the clients recruited were not ideally matched to the project (e.g. had different career aspirations) or had additional support needs (e.g. literacy and numeracy or behavioural needs) that are difficult to address in the Challenge Fund's timescale.

- **Sourcing or paying for vocational training.** As part of the flexible approach tailored towards individual needs, many projects sought to provide clients with vocational training that supported their job aspirations. In the main, few difficulties were faced sourcing (particularly as some organisations could deliver accredited vocational training in-house) or paying for the training (as sufficient discretionary training budgets were built into the project). However, in some cases:
 - Courses were not available at the time of the project.
 - Courses could not be paid for by the project as the discretionary training budget set by the project was too small.
- **Sourcing work experience placements.** The demand for work experience placements from various providers meant that projects experienced some difficulties sourcing placements that met their clients' job aspirations. While less of a problem for organisations with strong employer links and/or dedicated employer engagement officers, it meant that some clients were disappointed with their placements.
- **Delivering over winter months.** Projects reported that delivering over the winter months added a further challenge as there are typically fewer vacancies and work experience placements in December and January. Furthermore, the October start date meant that many of the recruitment windows for Christmas vacancies had already closed.
- **Delivering across geographies.** 13 projects delivered across two or more local authority areas. This is a strength of the Challenge Fund, particularly if the project is new to a specific local authority area. However, in some cases it brought project management difficulties in trying to coordinate delivery across areas.
- **Delivery after March 2013.** Prior to clarification in early March about a maximum eight week extension, the projects were delivered with uncertainty around whether milestones and outcomes could be claimed after 31st March 2013 when the Challenge Fund was originally intended to end.

Impacts on Organisations

Notwithstanding some of the delivery issues reported by the projects, organisations widely reported that delivering the Challenge Fund projects had benefited their organisations. These wider impacts are summarised below.

- **Opportunity to test new approaches.** Through the Challenge Fund, organisations have trialled new employability interventions that many will look to continue delivering after the Challenge Fund has ended. Examples include:
 - West Fife Enterprises have trialled a shorter, sharper intervention than their existing Quest for Employment programme.
 - DEAP have trialled the distance-learning means of delivering training specific to clients' needs.
 - Impact Arts have trialled an approach that sees two of their subsidiary social enterprises working together to provide a wider learning experience for its clients.
- **Helped organisations to diversify.** Through the Challenge Fund, some organisations have been able to diversify what they deliver as an organisation. For example:
 - Some organisations have delivered in local authority areas that are new to the organisation as a result of the Challenge Fund.
 - Some organisations have delivered to different client groups. For example, the Shirlie Project has been able to support more mainstream unemployed clients through the programme, as opposed to their core client groups who have health and additional support needs.

- **Upskilled staff.** The Challenge Fund monies have helped build the skills and understanding of staff to work with unemployed young people. Specific examples include:
 - Recyke-a-Bike has been able to invest in the skills and qualifications of its trainers via the Challenge Fund monies.
 - TCV Scotland implemented a mentoring service for clients as part of its Challenge Fund project. The mentors were drawn from staff across the organisation, so enabling staff at all levels in organisation to work with unemployed young people.
- **Motivated staff.** Some projects reported that staff have found working with their clients rewarding which has boosted morale within the organisation. For example, Right Track staff have enjoyed working with a slightly older age group, while the Shirlie Project staff have enjoyed working with more mainstream unemployed young people.
- **Developed new connections for organisations.** Through the opportunity to recruit clients from a wide range of sources and the difficulties of securing work experience placements or subsidised employment opportunities, organisations have developed new relationships with local organisations and employers that they hope to maintain in the future.
- **Greater experience of outcome-based funding.** Through the Challenge Fund and the use of CTS, organisations have gained more experience of delivering towards outcome-based funding. This experience should prove extremely valuable given that the Employability Fund and wider sources of employability funding are increasingly moving towards outcome-based funding.

4. CLIENT FEEDBACK

Introduction

This chapter sets out the views of the clients supported through the Challenge Fund. These have been captured by arranging focus groups through each of the Challenge Fund projects and in total 175 clients were consulted. Each focus group was structured the same way.

- Short questionnaire – with the results provided in Figures 4.1 to 4.4; followed by a
- Semi-structured discussion on their experiences of their project.

Finding Out About the Challenge Fund Projects

Clients were initially asked about how they found out about their Challenge Fund project and what attracted them to it. The focus group discussions found that they heard about their project through a variety of routes, including Jobcentre Plus, SDS and friends and family. From this, the client survey – which used a scale of ‘5 = very important’ to ‘1 = not at all important’ and therefore a midpoint score of 2.5 – found that the main attractions were the:

- Improved chance of getting a job – which scored a very high 4.7, so highlighting the strong desire to find work amongst the clients supported.
- Opportunity to get training, qualifications, and work experience – all scoring 4.4.
- The combination of training and work experience – scoring 4.3.
- The payment for participation (where available) received the lowest average score of 4.0 but this is still well above the mid-point score of 2.5 showing that the payment or weekly allowance remained an important contributory factor to their participation. Wider feedback from clients suggests that they were split on whether payment was a determining factor in their participation.

Figure 4.1: Factors Attracting Clients to Challenge Fund Projects

	% Saying					Average Score	Did not know (%)
	Very important		Not at all important				
	5	4	3	2	1		
Opportunity to get training	65	18	14	0	3	4.4	1
Opportunity to get qualifications	61	20	14	4	1	4.4	3
Opportunity to get work experience	57	28	12	1	2	4.4	2
Combination of training and work experience	56	29	12	1	2	4.3	1
Payment for participation*	42	32	16	6	4	4.0	3
Improved chance of getting a job	77	19	3	1	0	4.7	0

Source: TERU Challenge Fund Participant Survey

Note: *Only participants in projects that offered payment were asked about its importance in attracting them to participate.

Other reasons for engaging with the projects that were reported by clients via the focus groups included:

- Gaining work experience that would lead to a work-related reference, as this was seen as important for future job applications.
- An interest in entering a job in the sectors that some projects focused on.
- A desire to keep busy and get into or maintain a daily routine.
- An opportunity to meet new people and feel less isolated.

In general, the survey found that the vast majority of clients were satisfied with the information they received about their projects before they started on them. Figure 4.2 shows that the average score was 3.8, which is well above the midpoint score of 2.5. However, a number of clients reported that they would have liked more information about the project from their referral organisation before starting. For example, some did not realise that they were being referred to a project as they believed they were attending a work placement or job interview.

Figure 4.2: Client Views of Referral Process

	% Saying					Average Score	Not received (%)
	Very satisfied		Not at all satisfied				
	—————→						
	5	4	3	2	1		
Information about the project before starting	32	33	26	6	3	3.8	1

Source: TERU Challenge Fund Participant Survey

Views of Challenge Fund Projects

Using a similar scale, clients were asked to rate how satisfied they were with the different elements of their Challenge Fund projects on a scale of 5 to 1, where 5 was very satisfied and 1 was very dissatisfied. The feedback presented in Figure 4.3 shows that clients were widely satisfied with the support given to them.

- Overall the projects as a whole scored very highly at 4.4, which is well above the midpoint score of 2.5.
- By element, all scored well above the mid-point of 2.5.
 - The advice, support and guidance given by the trainers scored highest at 4.4.
 - The qualifications gained through the projects scored 4.3.
 - These were followed by the training from the project (4.2) and the work placement (4.1).

Figure 4.3: Views of Project Activities

	% Saying					Average Score	Not received (%)
	Very satisfied		Not at all satisfied				
	5	4	3	2	1		
Training from project	47	32	14	5	1	4.2	2
Advice, support and guidance	57	28	11	4	1	4.4	1
Information/induction before placement	35	40	18	4	3	4.0	8
Work placement	45	32	14	5	4	4.1	13
Qualifications gained	55	28	11	4	1	4.3	5
Help around job search	40	29	20	9	2	4.0	8
Length of Project	37	30	22	8	3	3.9	NA
Project Overall	55	34	8	2	1	4.4	NA

Source: TERU Challenge Fund Participant Survey

Building on the survey findings, the focus group discussions found that the elements clients valued most were:

- **One-to-one and/or dedicated support.** Clients widely valued the level of support and encouragement they received from project staff. They reported that project staff:
 - Spent time with and listened to clients to get to know their needs and aspirations. Some contrasted this experience with the limited time they are able to spend with Jobcentre Plus advisors.
 - Provided support even outside of project hours – e.g. through text messages and emails about job vacancies.
 - Provided non-employability support, such as on housing and benefits issues.
 - Seemed to genuinely care about the clients and their futures.
 - Were positive and ‘on your side’.
 - Were prepared to ‘give us a second chance’.
 - ‘Treated us like adults’.
- **Informal, approachable style of delivery.** Building on the point above, clients appreciated the more informal nature of the provision which made them feel at ease with the project staff, the organisation and the place of delivery.
- **Flexibility in support provided.** In many cases, projects were able to tailor their support to the needs of the group and/or individual clients. This meant that clients could receive help towards their preferred employment sector, on specific employability skills (e.g. interview skills through mock interviews) or even where client meetings were arranged.
- **Qualifications gained.** Where training towards qualifications were part of the project, clients valued the qualifications they were gaining from the projects as they helped to enhance their CVs and improve their employment prospects. This was particularly the case for clients with no or low level qualifications, which Figure 2.2 showed to be a sizeable proportion.
- **Quality of work placements secured.** While some clients were disappointed with the work placements they did (e.g. not the type of job they were interested in doing), many really valued the work placements as

projects worked hard to secure placements that met their needs and could lead on to a possible job opportunity.

- **Support from fellow clients.** Where projects were delivered in small groups of up to 10 people, clients often valued the peer support and encouragement that the groups offered. For example, some clients said fellow clients would tell each other about vacancies which they felt others were better suited. The group dynamic could also make the projects more enjoyable and gave clients an extra incentive to attend.
- **Links to employers and vacancies.** Several clients said that project staff had alerted them to vacancies that they would not have known about otherwise. As such, clients felt that they were getting additional, expert support in trying to find a job.
- **Ongoing support beyond end of project.** Many clients believed that they could continue to use the project organisation beyond the end of the project for job search support. This was reassuring for many clients as they valued the additional support they can receive from the organisations.

However, they also identified features of the projects that could be improved upon. These are outlined below.

- **Poorly designed training material.** Due to the variety of young people supported through the projects, particularly in terms of their age, qualifications and previous work experience, some clients felt the material covered within the personal development, vocational and employability training was not appropriate to their needs. The difficulty for projects is that competing criticisms could be levelled at the same material. For example:
 - Some clients found the material too basic, while others found it too demanding.
 - Some clients found the material was covered too quickly, while others found it was covered too slowly.
- **Inexperienced trainers.** In a very small number of projects, clients felt the project trainers lacked experience in working with and supporting young people – particularly young people with additional needs. This could develop into a ‘them and us’ situation between trainers and the young people.
- **Inappropriate work experience placements.** Some clients reported problems with their work experience placements, suggesting that more could be done to match participants with suitable opportunities. The problems varied with clients finding placements:
 - Repetitive and not encouraging the development of new skills.
 - Lacking sufficient work to keep clients occupied, meaning that some clients had little or nothing to do at times.
 - Too challenging and, in extreme cases, traumatic because they lacked the skills or confidence to do the placement.
- **Employers unclear on expectations.** Where projects have involved a work experience placement or subsidised employment, employers were not always clear about project expectations and arrangements. As a result, some employers were at times reluctant to release clients to attend scheduled training.
- **Travel issues.** Some clients encountered travel difficulties getting to the training venue or their work experience placement. This included difficulties getting full reimbursement for travel expenses.
- **Below standard training facilities.** In a small number of cases, clients thought the training facilities were below standard – e.g. limited IT facilities and poor room temperature.

- **End of project arrangements.** Some clients were unclear about what would happen at the end of the projects and whether they would still be able to receive support from the organisation.

Impacts on Clients

Finally clients were asked to reflect on how they thought that participation in their projects had helped them. Beginning with the survey findings, clients reported that they had benefited in many ways, with very few clients (2%) stating that their project had not helped them in any way. Figure 4.4 shows:

- 86% reported that the projects had improved their skills.
- 83% reported that the projects had improved their chances of getting a job, which was the biggest factor in attracting them to the Challenge Fund projects.
- 77% reported that their confidence had increased.

Figure 4.4: Impact of Challenge Fund Project (% of Clients Agreeing)

	Percentage
Improved my skills	86
Improved my chances of getting a job	83
Improved my confidence	77
Can get a reference	73
Helped me to understand what job/career I want	63
Helped me get used to working	61
Gained a qualification	57
Has not helped in any way	2

Source: TERU Challenge Fund Participant Survey

Alongside the survey findings, the focus group discussions and client case study interviews provided greater insight into how clients had benefited from the projects.

From these the main reported impacts were as follows:

- **Built confidence and self-esteem.** Through the support and encouragement provided by project staff, interacting and learning within small groups, and work experience placements, clients reported that they felt more confident in themselves. For example, some said they feel more comfortable communicating with others.
- **More positive and determined outlook.** Linked to the point above, clients felt more confident and positive about their futures. This change has been brought about through:
 - Breaking the cycle of attending Jobcentre Plus, which had become demoralising for some.
 - Getting into a regular routine and out of the house, with the intention of continuing this positive routine.
 - Becoming more aware of job opportunities available in the local labour market, which previously they had not known about.
 - Experiencing work (and a salary if in subsidised employment) and wanting to continue this.
- **Developed job-related and vocational skills and qualifications.** Through the projects, clients have been able to access a wide range of training leading to vocational certificates and qualifications. In some cases, they have accessed training that they would not have been able to otherwise – for

example, TCV Scotland provided training in chainsaw handling. Clients reported that the vocational skills and qualifications have:

- Provided them with a greater understanding of working in specific sectors and qualifications.
- Removed some immediate barriers to employment in some sectors (e.g. CSCS card in the construction industry).
- Enhanced their CVs.

Client Case Study: Danny – TCV Scotland

Danny had been interested in conservation and environmental work and had been volunteering at a local project but without any clear job prospects. On finding out about the TCV Scotland project, Danny liked the fact that it was a 6 month course that combined outdoors work experience and good quality training (e.g. chainsaw, strimmer and bush clearing training). Receiving a weekly allowance and not having to attend Jobcentre Plus on a weekly basis was a further attraction. Now midway through the course, Danny feels he has become a 'better worker' as the work experience has made him a better team player, improved his timekeeping and helped him learn new skills. In addition, the experience of travelling to different conservation sites has opened his travel to work aspirations and he will now look further afield to find future work.

- **Helped address wider barriers to work.** Alongside support with personal development and vocational skills, many of the projects have helped to address wider barriers. The supports include financial and benefits advice, childcare advice, and support with additional learning needs and literacy and numeracy problems.
- **Gained work experience.** For many, gaining work experience has been the main benefit of the projects – particularly for those who had no prior work experience. The benefits reported include:
 - Getting a better understanding of the world of work and the expectations of employers.
 - Getting into a daily, working routine.
 - Having the opportunity to demonstrate their potential as an employee, with the hope of being offered a job with the work placement employer. In a number of cases, the work experience placement has led on to a job.

Client Case Study: Shaun – Routes to Work North

Shaun was unemployed and looking for work when a RTWN adviser contacted him about the 6 month job opportunities through their Challenge Fund project. Shaun was impressed that there was a selection of jobs to choose from and found something he was very interested in – youth work based around music. Shaun was successful with his application and started in October 2012. While he has most valued the job itself, he has also benefited from music tutor training and personal and employability skills development training. For Shaun, he has become more confident and established a work routine having almost '*forgotten how to work*' when he was unemployed.

- **Reinforced career and job aspirations.** Through the vocational training and, above all, the work experience placements clients have gained a far stronger understanding of where their interests and career aspirations lie – even if this was the result of a negative experience.

Client Case Study: Vicky – Inverclyde Community Development Trust

Vicky, 24, left school at 16 and worked in a factory for two years before having to re-locate to Inverclyde. After 3 years unemployment, Vicky next worked as a youth worker through the Inverclyde Future Jobs Fund programme but then returned to being unemployed for another 12 months. Vicky joined the Challenge Fund project because of her interest in the care

sector having previously done an eight-week course in Social Care. On the project, Vicky works as a care home assistant where she provides personal care for residents and assists with day to day activities (e.g. moving and feeding). Alongside the job, Vicky is working towards an SVQ in Care. For Vicky the project has given her the confidence and motivation to apply for a nursing course at college, something she feels she would not have been able to apply for without the experience gained from the project.

- **Developed job search and career management skills.** As well as having a more positive outlook, clients reported that they are better placed to find a job due to the support they have gained. This included:
 - Becoming more aware of where to find vacancies.
 - Having a better quality and more professional looking CV.
 - Understanding the importance of tailoring CVs and covering letters to the vacancy being applied for.
 - Feeling more confident in an interview through interview skills training and also the experience and real-life examples gained from being on the projects.
- **Gained a reference.** A number of clients reported that their project has enabled them to get an employment-related reference which they did not previously have. The reference might come from the project staff or from the employer they did their work experience with.
- **Gained employment.** Finally, many clients have progressed into employment. This has been achieved through the:
 - Vacancies created and subsidised through the projects – e.g. Claverhouse and RTWN.
 - Work experience placements and some projects (e.g. RTWS and the Shirlie Project) focused on securing work experience placements with a potential opportunity at the end of the placement.
 - Job search support and employer connections of the organisations.

Client Case Study: Ewan – Into Work

Ewan heard about Into Work through his father and starting attending to help look for work because he often lacks motivation when looking himself and his disability means that he finds jobs websites, CVs and applications confusing. Into Work helped Ewan to find a temporary warehousing job and project staff visit him regularly to check how he was coping. In between visits, Ewan was able to contact the project whenever he needed their support. For Ewan, Into Work has helped to build his confidence and feel more comfortable talking about himself and his disability.

Client Case Study: Chris – Right Track

Chris, 19, had been unemployed for two months since being paid off from his last job. He heard about Right Track's Challenge Fund project from his mother, who passed his contact details on to Right Track. Right Track then contacted Chris and invited him for an initial meeting. At the project, Chris has participated in team building exercises, completed a food hygiene course and is working towards an SQA employability award. The project offered him a work experience placement in a bar (partly because he already had a bar licence) and this has since led to a permanent job which he is very happy with as he gets on well with his boss and work colleagues. For Chris, the experience at Right Track has helped to build his confidence, meet new people, feel supported by the trainers and get a job.

Client Case Study: Alan – The Shirlie Project

Alan had been unemployed for five months since leaving college before he had completed his HND. Referred to the Shirlie Project from Jobcentre Plus, the project advisor met him one-to-one to discuss his future aims and aspirations. While the option of returning to college was first discussed, Alan was keen to start working. At first a work experience placement was found in a local DIY store which Alan appreciated but did not feel it was stretching him. The Shirlie Project and Jobcentre Plus then worked together to source a more appropriate opportunity for Alan and sourced a job opportunity at a local IT company. While not quite his field of expertise, Alan gave it a go and has now worked there for three months. From the advice from the Shirlie Project, he is also looking to use his Individual Learning Account (ILA) to build up his qualifications.

In addition to the employability related impacts outlined above, many clients reported that they have made new friends and extended their social networks as a result of the Challenge Fund projects.

5. CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The Challenge Fund has been a valuable addition to the youth employment provision available in Scotland. 1,652 unemployed young people have received support that has enabled them to improve their employment prospects, increase their confidence, develop core and job-related skills, and gain work experience and qualifications. This support has been delivered through a wide range of different approaches that can be learned from to help inform future employability provision for young people.

As a targeted, discrete fund for third sector organisations and social enterprises, the Challenge Fund has enabled the sector to demonstrate further its ability to contribute to the all-Scotland commitment to tackling the youth employment issue. The sector has shown it is capable of responding to the problem, delivering a wide range of different approaches, working with employers, and achieving strong outcomes. As a result, the experience should put organisations in a stronger position to bid for funding which is increasingly outcome-based, such as the Employability Fund.

The Challenge Fund has also provided third sector organisations with the opportunity to test and develop approaches that are new to them. For example, organisations have delivered interventions to slightly different client groups, to new sectors and in new geographies than they had previously delivered. These innovations help the organisations to better understand what works and to diversify their delivery.

However, despite these strong features, there is the feeling amongst some projects and stakeholders that the Challenge Fund could have been organised better. Much of this comes down to the tight delivery timescale of October 2012 to March 2013 which has meant much has been done in a rush – albeit there was an agreed extension into May 2013. A longer delivery timeframe, or at least a longer lead-in time from the announcement of successful organisations to start of delivery, would have given projects more time to recruit clients and refine project content. A longer delivery timescale may also have encouraged greater service innovation and enabled projects to learn more from one another as there has not been the opportunity for projects to network and share good practice.

Recommendations

The Challenge Fund was a one-off budget for 2012-13, which means that the recommendations essentially become key learning points that should inform future, similar employability programmes. The recommendations are as follows.

Greater Clarity of Purpose

The objectives of the Challenge Fund were for third sector organisations and social enterprises to help tackle youth unemployment through a range of effective employability interventions. In the main, these objectives have been met but there remain wider questions that were not fully answered. For example:

- To what extent could Challenge Fund monies have been used to help build the capacity of third sector organisations and social enterprises?
- Should the Challenge Fund have been focused on specific groups of young people – e.g. the most disadvantaged?
- To what extent could Challenge Fund provision have been used more effectively if it had been aligned with other programmes? For example:
 - Other youth employment provision – such as Get Ready for Work, New College Learning Programme and Community Jobs Scotland?

- Other programmes targeted at third sector organisations and social enterprises – such as the Enterprise Growth Fund, People and Communities Fund and (again) Community Jobs Scotland?

Clarity at the outset on these wider questions would be of benefit for any future programme.

Longer Delivery Timeframe

Notwithstanding the delays to actual delivery and the impact of delivering over the winter months, six months is too short a timescale to deliver a Scotland-wide employability intervention involving a wide range of delivery organisations and approaches. If the desire was to bring forward more innovative approaches, a programme length of at least 12 months is recommended. The added advantages of a longer programme are that clients can benefit from greater continuity of service and there is more time for projects to network and learn from one another.

Deliver To Agreed Programme Timetable

Linked to the recommendation above and the need to maximise the timeframe for delivery, it is important that a clear and agreed timetable for the programme development, application, appraisal and award stages is developed and implemented. Any deviation from the schedule should be avoided but, if required, the deviation should be clearly and promptly communicated and the implications of any deviation fully considered in terms of the impact it has or will have on programme delivery.

Greater Planning for End of Fund Arrangements

There was a lack of clarity about what would happen with Challenge Fund delivery and outcome claims post-March 2013 that was not fully resolved by the Scottish Government and SDS until March 2013. In the future, and particularly with the move towards outcome-based funding, it is vital that end of programme arrangements are planned from the outset with delivery organisations clear on what the arrangements mean for them.

Ensure Support Mechanisms for Clients Post-Project

There does not appear to have been clear responsibility for supporting the transition of Challenge Fund clients post-project. For example, there was no stipulation for ongoing aftercare provision or for clients to be referred into other local employability pipeline provision. While many organisations stated that they would continue to provide a service to clients but pay for this themselves, this is not an ideal set up. In future programmes, therefore, greater consideration and planning is needed to help ensure clients receive ongoing support that helps to maintain their progression towards or in employment.

Networking Opportunities to Facilitate Cross-Programme Learning

The lack of cross-programme learning during the delivery timeframe was a missed opportunity for the Challenge Fund. It was felt that the Scottish Government and SDS could have worked together to encourage networking events or the sharing of good practice. Not only would this support projects in their delivery but the Scottish Government and SDS would also gain a better first-hand insight into what works.

Maximise the Contract Management Information to Inform Future Programmes

It is important that the contract management information gained across the 24 projects is maximised to inform future employment programmes. This will involve analysing the project design and delivery features of the better and weaker performing projects to understand the contributory factors behind the variations in performance. In doing so, the good practice lessons from better performing projects

can be learned from and disseminated; while weaknesses in project design and delivery can be identified and rectified earlier. By acting on the contract management information, the overall performance of future employment programmes can be enhanced.

APPENDIX 1: SUMMARY OF CHALLENGE FUND PROJECTS

ORGANISATION	PROJECT DESCRIPTOR
Aberdeen Foyer	<p>Aberdeen Foyer's Challenge Programme is a 5-week course that combines general employability and personal development support with the provision of sector-specific and job-related training and qualifications in three sectors identified as having the greatest number of notified vacancies – care, construction and hospitality – as well as short work experience placements. 6 courses are being run, with 2 for each sector.</p> <p>Each course provides:</p> <ul style="list-style-type: none"> - ½ day taster session - 1 week general employability training - 2 weeks sector-specific training - 2 week work experience placement - Continuing in-job support from support worker for those entering employment - If no positive outcome is achieved, clients have access to Foyer's 'job club' and referral to other programmes if appropriate
Barnardo's	<p>Barnardo's Works is a programme of staged support aiming to connect young people to available job opportunities, building on Barnardo's relationships with employers. Provision varies across the different local authority areas to take full advantage of local opportunities, but in general the model consists of:</p> <ul style="list-style-type: none"> - Initial contact, with assessment of need and agreement of Individual Action Plan - Preparation for work – including personal development and confidence building, access to job-specific training, work placement and help with job search - Transition into employment – with in-work support, help with skills and career development and support available for employers - Aftercare – continuing contact and assistance
Claverhouse Training	<p>This is a demand-led programme for matching young unemployed people to vacancies generated with local employers. The project is built on feedback from employers, and provides:</p> <ul style="list-style-type: none"> - For young people, employability support and training, an interview for a vacancy suited to them, a short period of work experience/work trial and ongoing contact and support. This ensures they are 'job ready' and prepared for employment opportunities that are generated. - For employers, access to good quality and suitable recruits (without the costs associated with normal recruitment channels), an employer recruitment incentive of £2,000 to be paid after 4 weeks employment, access to an initial discretionary fund of up to £150 to cover the cost associated with new recruits and ongoing business support (covering HR, Health and Safety and business development).

DEAP	<p>The project delivers a range of short training courses, both accredited and non accredited, that can be tailored to young people's individual needs and aspirations. Training is delivered using a range of mechanisms, including one-to-one, group work, presentations, interactive training using IT. In addition, participants receive support from a designated employability officer and access to resources (e.g. internet access) for job search.</p> <p>Participation and attendance is based on individuals' needs and progression route within the project:</p> <ul style="list-style-type: none"> - Furthest away from the Job market (Red) – intensive employability support and training required. Expectation of 3 attendances per week for the first 4 weeks thereafter progressing to Amber - Medium level of training and support required (Amber) – expected attendance of 2 days per week for 4 weeks and then progress to Green. - Minimum level of training update and skills refresh needed (Green) – expected attendance of 1 day per week to include job searching.
Glasgow Regeneration Agency	<p>The project aims to provide a customised upskilling, job matching/job brokerage and in-work progression service that will focus on matching young people from the Roma community with opportunities in the local labour market. This includes:</p> <ul style="list-style-type: none"> - Focused employer-led training delivered by an adviser/trainer that has appropriate language skills to identify and overcome any potential cultural and language misunderstanding. - Core employability training including for an introduction to the world of work – including for example first aid, health and safety in the workplace, food hygiene, and customer service. Where possible this training incorporates ESOL support to help clients to develop their communication skills. - Access to an into work/in work flexible training fund – this is used to up skill beneficiaries to meet the specific needs of their target employment sector or to meet the needs of employers that have specified opportunities. - An into work transition fund to help meet the travel and other costs required to start work. - An employer incentive that can be used to meet the recruitment costs – for example to allocate a mentor within the workplace or to cover for staff that are allocated to training the new recruit.
Impact Arts	<p>Creative Pathways is a full-time 18 week programme in which young people's job is to be creative by working with three creative enterprises (ECO CHIC, HOME and Urban Green). Programme structure is:</p> <ul style="list-style-type: none"> - Assessment of needs, strengths, aspirations and barriers. - Individualised plan of learning, development, review and supports. - Creative, soft, work and enterprise skills development - Work placement. - Working towards ASDAN employability award. - Progression and exit plans. <p>In addition to Creative Pathways, Challenge Fund provides for five 18 week graduate internships in creative social enterprises. Internships are in social media and communications; visual communications; creative opportunity mapping and international benchmarking; and marketing.</p>

Into Work	<p>The supported employment approach is being used to help young people with mental health problems, autism, learning and other disabilities to progress towards and into sustainable employment. Key elements of the support include:</p> <ul style="list-style-type: none"> - Advice and guidance about employment, training, FE and volunteering opportunities. - A personalised and achievable action plan set within the project timeframe. - Where appropriate, access to small group work aimed at building confidence, self esteem and supporting progression. - One to one support incorporating job search, interview preparation, job matching, benefits calculation, etc. - Employer engagement and negotiation on behalf of project participants. - Structured aftercare in the workplace up to and beyond the end of the project.
Inverclyde Community Development Trust	<p>A group of young people were given the opportunity to take part in an 'Access for Care' programme, a 2 week full time course, which includes:</p> <ul style="list-style-type: none"> - Basic introduction to all aspects of working in care settings. - A motivational programme to build confidence and challenge habits and attitudes. - CV preparation / interview skills workshops. <p>Working with partner employers, the young people were interviewed for 12 job roles, lasting for 6 months and including:</p> <ul style="list-style-type: none"> - 22 weeks employment subsidised by Challenge Fund. - 4 weeks employment supported by partner employers. - Completion of SVQ Level 2 Care qualification. <p>Out of the 12 successful candidates, 2 subsequently dropped out, leaving 10 who are continuing with the employment and SVQ programme and at the same time receiving support from the Trust's employability services and fully trained assessors and verifiers. 4 unsuccessful candidates and other young people who were subsequently recruited are undertaking the 'Skills For Social Care' course, a 6 week training programme, which will be followed by support to access other vacancies / volunteering opportunities.</p>
Kibble Education & Care Centre	<p>The project involves a 6 month transitional jobs programme for 34 young people, out of which;</p> <ul style="list-style-type: none"> - 20 are working as youth workers at Kibble's main education and care campus (including work within Kibble's residential and secure services, education provision and work placement services); and - 14 are working as semi-skilled construction related workers at KibbleWorks (including working on the internal fit-out of a commercial kitchen, office accommodation, associated services and the creation of an indoor go-kart track). <p>The young people are supported by more experienced staff in the workplace. They also benefit from accredited training, support from Kibble's in-house employability service and peer support. At the end of the programme, they will be interviewed for jobs at Kibble Education and Care Centre or KibbleWorks Ltd, although Kibble will also work with local partners and employers to identify other suitable opportunities them.</p>

McSense Communications	<p>The project is a training and employment programme in Construction Skills and Health and Social Care.</p> <p>The Health and Social Care Training comprises a 6 week programme of learning activity, guided self reflection and real work experience. The course is benchmarked against common induction standards and national minimum and national occupational standards for the health and social care sector and is linked to National Care Standards and the SSSC codes of practice. The course includes:</p> <ul style="list-style-type: none"> - Job specific training and information - Training in life skills, communication, employability, team and confidence building. <p>Trainees can gain accreditation at levels 4 and 5 on the SCQ Framework.</p> <p>The Construction Skills Training is a bespoke 12-week handyman skills course for GRfW eligible clients and encompasses:</p> <ul style="list-style-type: none"> - Construction skills activity (such as, electricity and plumbing). - Painting and decorating and joinery skills. - Employability skills training to develop the skills and attributes that enhance employability in the construction industry and elsewhere. <p>Participants are undertaking CSCS training, Health & Safety Cards, Manual Handling and First Aid training, as well as training in relation to working from heights. Additional training is also being provided to enable the young people to work effectively with older customers.</p>
Princes Trust Scotland	<p>Prince's Trust Scotland runs 'Get Into' courses for young people, following a standard model, as follows: following their recruitment, participants go through an induction, vocational training, employability training, work experience, skills assessment, a distance travelled evaluation and receive 6 months' progression support/aftercare. Challenge Fund monies are being used to kick start the Trust's three-year growth plan for its Get Into programme. The Trust has been working with leading employers to develop the relationships, and training and work experience content for new courses being piloted in 2012/13 - Get Into Care, Sustainable Building, Oil and Gas, Logistics, Agriculture, Maritime, Forestry, Call Centre, Customer Care and Construction.</p> <p>The Challenge Fund has mainly allowed the Trust to increase the number of places offered to young people on these programmes by 100 (through running 8 additional Get Into programmes by end of March 2013), as well as to accelerate its plans to upscale the programme throughout 2012-2015. The investment is also being used to grow the Trust's capacity to develop new opportunities in growth sectors.</p>
Rathbone Training	<p>The Bridging Works programme combines intensive personal development and coaching with dedicated, phased support to facilitate the transition into employment or other positive destinations, short work experience placements and longer-term subsidised employment where possible. The project consists of the following elements:</p> <ul style="list-style-type: none"> - Induction, Individual Training Plan and personal development/employability training. - Progression to college taster course, National Training Programme or four week work placement. - A 15 week subsidised employment contract. - Aftercare to help those in work to sustain their employment or to continue support and development for those young people still not in a positive destination.

Recyke-a-Bike (Fallin Community Enterprises)	<p>The project consists of three strands:</p> <p>Strand 1 – 10 GRfW eligible clients undertake 18 week (25 hours per week) training programme followed by extended (minimum 390 hours) work experience placement. Training consists of:</p> <ul style="list-style-type: none"> - 3 days per week at Recyke-a-bike working towards SVQ L1 in Recycling Operations. - 1 day per week at Forth Valley College working towards Falkirk Council Employability Bronze Award <p>If employer and Falkirk Council requirements are met, clients will be employed in a Modern Apprenticeship position within 8 weeks of starting their placement.</p> <p>Strand 2 – 26 week graduate placement for one 18-24 graduate with Recyke-a-bike. Graduate also works towards Falkirk Council Employability Silver Award</p> <p>Strand 3 – 26 week administrative support work placement for a LT JSA client or lone parent 18-24 year old. Young person works towards L2 MA in Business Administration and Falkirk Council Employability Bronze Award</p>
Right Track Scotland	<p>A 16 week training programme (of 25 hours per week), including:</p> <ul style="list-style-type: none"> - A one week personal development training, followed by introductory vocational courses, mainly covering retail, hospitality and other customer facing work. Each vocational course lasts for 3 weeks and includes the provision of key qualifications and core skills, as well as one to one support. - A period of up to 12 weeks' work trial negotiated with local employers. <p>Participants receive a training allowance of £75 per week plus travel costs and after they have been in employment for 4 weeks, the employer receives a bonus of £1,000. Aftercare and in-work support is also available for 6 months from when clients enter into work. With the help of Scottish Business in the Community, clients may be matched with volunteer mentors from the business community.</p>
Routes to Work North	<p>A 20 week wage subsidy programme involving local third sector employers, with a 4 week tracking period built into it to allow the final outcomes to be measured. Clients are undertaking:</p> <ul style="list-style-type: none"> - A 30 hour per week placement, with their wages subsidized with Challenge Fund monies. - Personal development and employability skills training (including STEPS, health and safety, time management, communication skills, work ethics, CV writing, job search and application skills, interview techniques and the Barclays Money Skills Champion course).
Routes to Work South	<p>Full-time programme lasting up to 9 weeks depending on each client's progression towards and into a positive destination. Project consists of three main elements:</p> <ul style="list-style-type: none"> - Personal development and employability support – with clients able to work towards ILM Level 2 Award and Certificate in Effective Team Member Skills. - Work experience that is aligned to career goal. - Skills development consisting of customised job related training – e.g. CSCS card, food hygiene, SVQs in childcare <p>Personal and skills development is provided in small group settings to develop team working skills and encourage peer review and support. Key worker and coaching support is provided throughout.</p>

Springboard	<p>The Challenge Fund has allowed Springboard to offer a package of options – a combination of new programmes and up-scaling of existing ones – to allow flexibility and to meet the needs and interests of unemployed people aged 16-24. From initial referral, or following on from attendance at ‘Showcase’ taster events, young people can access the following programmes:</p> <ul style="list-style-type: none"> - A ‘Buddy Scheme’ which provides a 1-day work shadowing package to allow young people to experience time ‘on the job’. - Springboard’s 2-day Introduction to Hospitality training course. - The 8 week ‘Our Restaurant’ course for those furthest from the labour market. - Hospitality Futures – a two week programme combining practical training and work experience, with a job interview at conclusion. - Individualised work experience packages with support for both the young person and employer. - The IWish programme offering accredited training in Emergency First Aid at Work, Elementary Food Hygiene, SCPLH (Scottish Certificate for Personal License Holders), Customer Service and CIEH Level 2 Award Health & Safety as well as employability training. - ‘Galvin’s Chance’ – a work placement and training programme for young people who have been through the criminal justice system.
Street League	<p>The project consists of two structured sports and employability Academy programmes. The Academy is an eight week training programme, delivered over 15 hours per week within local community venues and incorporates a range of vocational and personal development & employability skills training, including:</p> <ul style="list-style-type: none"> - Community Sports Leaders Award (Level 2). - Scottish Football Association (SFA) Level 1 Coaching. - Certificate in Development Activities. - Emergency First Aid at Work. <p>The training is combined with a range of physical activity sessions and match days with participants from Street League programmes in other areas, fitness testing and practical experience of coaching. Participants also receive one to one support as required. Additional workshops from a range of external partners are included in programme activity, including: Show Racism the Red Card – Anti sectarianism workshop; NHS Sexual Health Workshop; Drug and Alcohol Awareness Workshops. Aftercare is provided to young people when they complete the programme.</p>
The Conservation Volunteers Scotland	<p>Get Some Credit provides young people with experience and qualifications to help them compete for jobs in environment conservation sector. It is a 6 month training programme consisting of:</p> <ul style="list-style-type: none"> - Sector-relevant courses – e.g. LANTRA accredited qualifications, NPTC Chainsaw certificate, TCV’s own training courses and NCFE accredited courses. Training is accredited up to SCQF Level 4. - Support to develop their personal and core skills and citizenship. - On-site practical experience to consolidate learning by participating in a Conservation Volunteer team carrying out environmental conservation work for duration of the programme. - Learning portfolio and supporting plan - Mentoring and support from an experienced and dedicated staff member - Free training, wage subsidy allowance and additional costs covered (e.g. travel).

The Lennox Partnership	<p>A 2 week full time 'essential skills' course branded as STRIVE (Support and Training Results in Valuable Employees). The course covers both employability and personal development training and includes 22 different exercises aimed at:</p> <ul style="list-style-type: none"> - Empowering clients to recognise behavioural changes needed in themselves. - Developing clients' existing skills in different areas, such as, communication, team work, presentation and planning and organising. <p>The training simulates the workplace and clients have to wear business clothing and adhere to rules. Clients are referred to partner agencies for further employability and specialist support , where required, such as, childcare, counselling, addictions support , welfare rights and literacy and numeracy support. Where possible, clients are helped into a job/placement, in which case support is provided to both the employer and client.</p>
The Shirlie Project	<p>Employment-focused individualised programme for young people in the Highland area. It is predominantly delivered on 1 to 1 basis and provision is tailored to young person's needs and interests. It can involve:</p> <ul style="list-style-type: none"> - I Plan – an individualised and tailored learning and career plan. - In-depth Workforce Highland 16-24 programme which includes personal development, IAG, core skills, employability, work placement, volunteering, short accredited training courses, health and wellbeing, financial advice - Lighter touch Workforce Highland 16-24 programme which includes employability, work placement, volunteering, enterprise and entrepreneurship, financial advice
The Wise Group	<p>A 13 week training programme to raise young people's awareness and interest in the expanding green energy sector and to develop the personal, employability and vocational skills required to access jobs within the sector. The programme has been developed in partnership with local employers and incorporates:</p> <ul style="list-style-type: none"> - Training and qualifications and work taster placements. - A job brokerage service to help to build on clients' skills and experience and to maximize job opportunities for them. - In work support and aftercare (those graduating receive 6 weeks ongoing support). <p>It is expected that clients will gain the following minimum standards when they graduate:</p> <ul style="list-style-type: none"> - Personal Development Certificate – demonstrating core skills to employers - Registration for Industry Recognised Qualification e.g. registration with City and Guilds for its Energy Awareness 617602 qualification - Energy Introduction Modules – proving employer endorsed skills required for growth sector opportunities e.g. Green Deal - Completion of a Work Taster placement with a leading employer - Job Interview with a recruiting local employer.

Volunteer Action Angus	<p>The Angus Youth Employability Academy programme helps young people to access employment and training opportunities, focused on a number of key sectors and vocational areas. The programme offers:</p> <ul style="list-style-type: none"> - A two week initial period of training focusing on behavioural change, client motivation and preparation for work. - For those that are entering employment (including modern apprenticeships) it is intended that employers are able to access a £2,000 incentive, to be paid once the individual has been in employment for more than 4 weeks. - For those that require additional support a period of work experience is built into to their personal development plan and/or practical skills training that will get them closer to employment. Work experience may also include a period of volunteering and working towards an appropriate award.
West Fife Enterprises	<p>Fast Track to Work is a short, sharp 8 week intervention designed to improve clients' employability prospects and achieve distance travelled towards employment, learning or training. With a client to staff ratio of 6:1, clients receive up to 160 hours of support around:</p> <ul style="list-style-type: none"> - Employer readiness assessment using Richter Scale tool - Labour market awareness raising - Optional vocational awards – e.g. CSCS training, manual handling - Self-marketing and job search support skills - Work experience - for c.2 weeks - Job access support

APPENDIX 2: AGREED MILESTONES FOR CHALLENGE PROJECTS

	Milestone 1	Milestone 2	Milestone 3	Milestone 4
Aberdeen Foyer	Complete accredited training and qualification	Complete work experience and interview		
Barnardos	Assessment of need and agreed action plan	Induction completed. Confidence/ motivation building, identification of internal/external conversion factors	Agreed updated CV, interview skills training and if appropriate work placement with employer	
Claverhouse Group	Completion of action plan	Completion of work experience placement	Entry into employment/FE/Other vocational training	Sustained employment (4 weeks) triggering the incentive
DEAP Ltd	Completion of individual's initial assessment and action plan			
Glasgow Regeneration Agency	Completion of action plan	Completion of GRA Employability Skills Certificate		
Impact Arts	Based on attendance at 5 weeks	Based on attendance at 10 weeks	Based on attendance at 15 weeks	Based on completion of 18 week course
Into Work	Vocational profile / action plan; CV ;career / job matching (using the Adult Directions guidance tool)	Active jobsearch; direct employer marketing; interview / recruitment support; final pre-In Work 'Better Off' finance calculation		
Inverclyde Community Development Trust	Achieve PX2	Achieve Access to Care (induction)	Achieve 30% of SVQ 2 in Care (6 units are required by SQA to be completed holistically) or Achieve 3 of 6 sector related certificates in Skills for Social Care (short course)	Achieve 70% of SVQ 2 in Care (6 units are required by SQA to be completed holistically) or Achieve 6 of 6 sector related certificates in Skills for Social Care (short course)
Kibble Education & Care Centre	4 week intervals (providing the trainee is still on the programme at each of these points)	4 week intervals (providing the trainee is still on the programme at each of these points)	4 week intervals (providing the trainee is still on the programme at each of these points)	4 week intervals (providing the trainee is still on the programme at each of these points)
McSence Communications	Completion of training courses	Completion of training courses		
Princes Trust Scotland	Completion of work placement			

Rathbone Training	Individual training/learning plan	Engage/start: training, qualification, award, employment, Bridging Works placement, volunteering	Complete: qualification/award Start: paid employment; "Bridging Work" placement Sustain: volunteering opportunity beyond 8 weeks	
Recycle-a-bike	Completion of training 6 week assessment	Completion of training 12 week assessment	Completion of training (18 weeks)	
Right Track Scotland	Achievement of qualification	Engaged with business mentors	Trainee completing work trial	
Routes to Work	Attendance at week 5 of work placement	Attendance at week 10 of work placement	Attendance at week 15 of work placement	Attendance at week 20 of work placement
Routes to Work South	Completion of 3 week personal development stage	3 week internship	3 week skills development and job training	
Shirlie Project	Completion of action plan	Completion of up to date CV and covering letter		
Springboard	For trainees progressing onto other programme, completion of 1 short programme. For trainees on longer programmes - 50% completion	For trainees undertaking two programmes - completion of both. For trainees on longer programmes - 100% completion		
Street League	Completion of action Plan	Qualifications completed		
The Conservation Volunteers Scotland	Completion of mentoring paperwork at month one	Completion of 32 days consolidation of on site learning	Completion of TCV Scotland training course	Completion of a training course resulting in certification from SQA, Lantra, NTPC, NCFE or HSE.
The Lennox Partnership	Achievement of qualification			
The Wise Group	Agreement of individual training plan	Achievement of any of the 6 progress measures in the contract		
Volunteer Action Angus	Completion of GOALS for Young People course	Completion of action plan with key worker.	Completion of accredited short course	Achievement of "Praxis Award" to recognise local learning
West Fife Enterprise	Increase in soft employment skills	Undertaken period of work experience. Report feeling more confident about their employment future		