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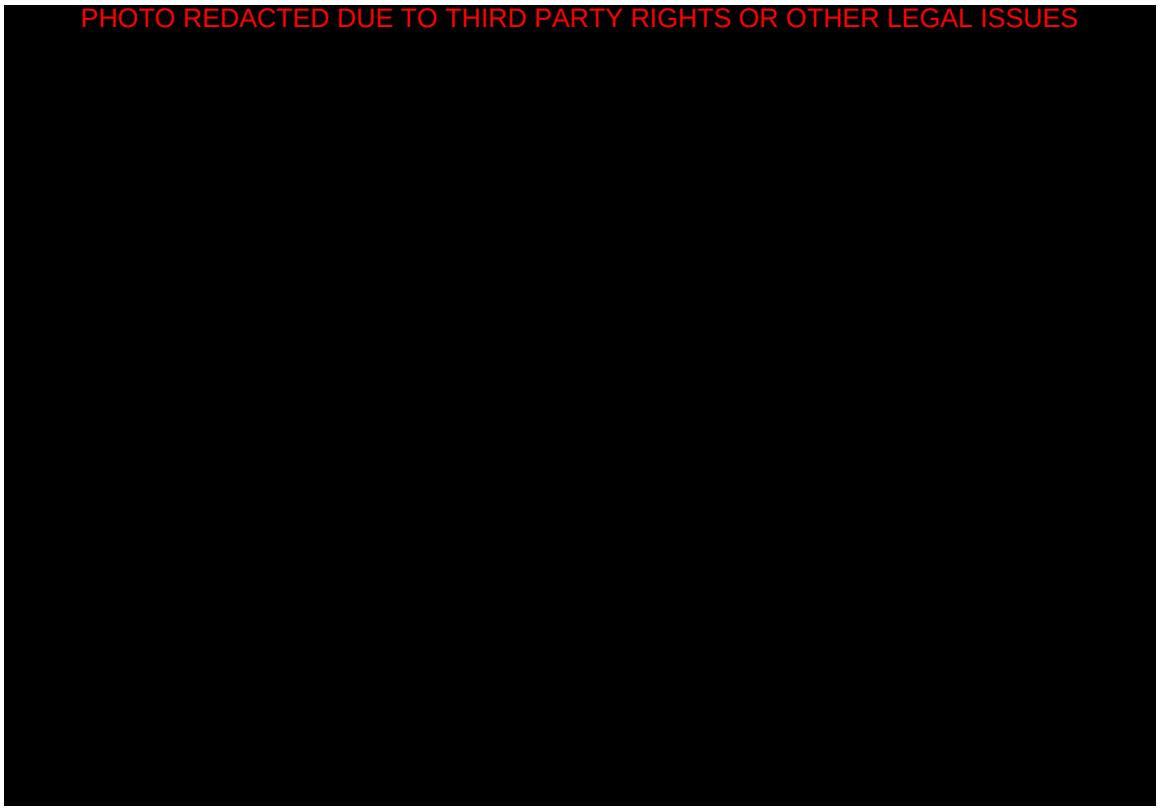

EVALUATION OF COMMUNITY JOBS SCOTLAND PHASE 3 AND PHASE 4 CARE LEAVER AND YOUNG PEOPLE WITH CONVICTIONS PILOTS

FINAL REPORT

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1. INTRODUCTION

Background

The Scottish Government-funded Community Jobs Scotland (CJS) programme has operated since 2011 as a programme that creates paid opportunities in third sector organisations for young unemployed people. The main features of the programme are:

- The programme is voluntary for young unemployed people, the majority of whom will be short-term unemployed but will increasingly include Work Programme leavers. To be eligible young people must be in at least Day 1 of their Jobseekers Allowance claim and not on the Work Programme.
- Jobs are created in third sector organisations which must be additional to the organisations and not a substitute for existing jobs, and must offer demonstrable community benefit.
- Jobs last at least 6 months and pay at least the national minimum wage (NMW). The young people become full employees of the employing organisation, subject to the same terms and conditions as other employees.
- Training and employability support is provided to promote the development and progression of CJS employees.
- Opportunities are available across all 32 local authority areas.

Now entering Phase 5, over £35 million has been invested to date in CJS to create over 5,500 opportunities. Across the Phases, a key development has been the targeting of more vulnerable groups of young people. For example,

- In Phase 2, 5% or 75 of the 1,420 CJS jobs created went to young people who are disabled or a long-term health complaint.
- In Phase 3, 9% or 104 of the 1,219 CJS jobs created went to young people who are disabled or a long-term health complaint.
- In Phase 4, the target was for 21% or 300 of the 1,400 CJS jobs to go to young people with a conviction; care leavers; and young people who are disabled or a long-term health complaint.

The programme is managed by the Scottish Council for Voluntary Organisations (SCVO) and is overseen by an Advisory Group that includes the Scottish Government, SCVO, Skills Development Scotland (SDS), Department for Work and Pensions (DWP), Scottish Local Authorities Economic Development Group (SLAED), Scottish Prison Service (SPS), Barnardo's and Who Cares? Scotland.

Aims of the Evaluation

This evaluation, commissioned by the Scottish Government, is focused on CJS Phase 3 – i.e. the CJS jobs that were created between April 2013 and March 2014 – and the two Phase 4 pilots for young people with convictions and care leavers. However, it is also tasked with undertaking a final analysis of the Phase 2 statistical data, building on the data contained within the Phase 2 evaluation report[1].

Key deliverables outlined in the evaluation's brief include assessments of:

- *"Whether the levels of financial support towards wages, training and other activities are conducive to delivering sustainable employment opportunities for young people.*
- *How CJS partners could work better together to improve the service user (i.e. young people's) experience.*

[1] McTier, A and McGregor, A (2013) *Evaluation of Community Jobs Scotland Phase 2 (2012-2013)*.

- *What additional supports from SCVO and other partners would have further helped individuals move into sustainable employment, further or higher education – drawing on the views of CJS employers and employees.*
- *Whether current funding mechanisms are delivering maximum impact in terms of supporting young people towards and into sustainable employment.*
- *What can be learned from CJS in terms of delivering the recommendations and ethos of Developing Scotland's Young Workforce (DSYW) within mainstream services rather than projects and shorter term initiatives. In particular, what can be learned in helping to shape future programmes with young people who face barriers (e.g. young people with mental health issues or a disability, carers, care leavers, long-term unemployed and young people with convictions)?"*

The research was carried out between April and July 2015 and consisted of interviews with CJS delivery partners and stakeholders; focus groups with and an e-survey of CJS employees; focus groups, interviews and an e-survey of CJS employers; and analysis of CJS programme data. It has been organised around the following chapters:

- Chapter 2: Community Jobs Scotland Design, Delivery and Management.
- Chapter 3: Performance of CJS Phase 3.
- Chapter 4: Feedback from CJS Employees.
- Chapter 5: Feedback from CJS Employers.
- Chapter 6: Young People with Convictions Phase 4 pilot.
- Chapter 7: Care Leaver Phase 4 pilot.
- Chapter 8: Emerging Conclusions and Recommendations.

2. COMMUNITY JOBS SCOTLAND DESIGN, DELIVERY AND MANAGEMENT

Introduction

This chapter provides an overview of the CJS programme's design, delivery and management but with particular focus on the changes that have been made between Phase 2 and Phase 3. Throughout the chapter an assessment is made on the extent to which the recommendations made in the Phase 2 evaluation have been implemented. In summary these recommendations were as follows:

- To engage more, smaller third sector organisations as CJS employers.
- To enhance recruitment advertising to increase the number of young people applying for CJS jobs.
- To clarify the off-the-job training offer available to young people.
- To establish a programme point of contact for CJS employees.
- To promote effective transitions to positive outcomes.
- To better integrate CJS with Local Employability Partnership (LEP) provision.

These are referred to within the broad structure of this chapter, which is in line with the programme's main components:

- Registration of employers.
- Recruitment of CJS employees.
- Community Jobs Scotland jobs.
- Training and wider supports for CJS employees.
- Transition planning post-CJS.

Appendix 1 provides a summary of how the Phase 3 programme and its constituent components are delivered. Chapters 6 and 7 focus on the Phase 4 pilots for young people with convictions and care leavers.

Registration of Employers

The registration process covers the marketing of the CJS programme to third sector organisations, supporting the employer application process and then agreeing on the allocation of CJS jobs. As outlined below, the second and third elements of this process are well-established from Phases 1 and 2 and have continued into Phase 3. However, the first element relates to one of the Phase 2 recommendations and is accordingly discussed in more depth.

Marketing the CJS Programme

The CJS Phase 2 evaluation recommended the need '*to engage more, smaller third sector organisations as CJS employers'*. In response, SCVO continued to promote and advertise the CJS programme to Third Sector employers through a wide range of mechanisms including the membership of SCVO, Third Sector Interfaces, the Third Sector Employability Forum, The Gathering, social media (e.g. Twitter) and widely distributed e-bulletins. This has helped to attract new organisations but the size profile of the organisations applying for CJS jobs is not currently monitored and therefore identifying whether more, smaller Third Sector organisations is not possible.

Stakeholders recognised the efforts SCVO make to market CJS and also noted that the programme is over-subscribed, but did raise some issues.

- Local authorities are not provided with the names of the third sector organisations applying for CJS jobs in their areas, and so cannot support SCVO in identifying other potential organisations who have not applied.
- Smaller organisations can potentially offer young people the most exposure to different skills and work tasks, as well as building their own organisation's

capacity. It is therefore important to monitor the size profile of the CJS employers and ensure smaller organisations are engaged.
- With a number of third sector organisations struggling financially, it is important that new organisations engage with CJS.
- Anecdotally, there are still third sector organisations that have not heard of the CJS programme.

For CJS to continue to expand and diversify the types of jobs available, it is important that SCVO continue to explore ways of engaging smaller third sector organisations in the CJS programme, with closer collaboration with local authorities one clear option. By increasing the number of organisations engaging with CJS, the quality of the jobs should increase as organisations have to be more innovative in their offer if they are to be successful in the allocation of CJS jobs.

The effectiveness of the marketing efforts then needs to be monitored with data recorded on the size (e.g. number of employees) of each third sector organisation applying for CJS jobs, and the local authority area within which they operate.

Supporting the Employer Application Process

As indicated above, SCVO have a well-established process for supporting employers in the application process. It involves:

- Providing guidance and support to employers to meet the programme's application requirements.
- Offering a telephone helpline to employers for the duration of the application window.
- Where weak or incomplete application forms are submitted, SCVO contacting employers to explain where improvements can be made and then encouraging re-application.

Stakeholders raised no issues with the employer application process and this is reinforced by the employer survey findings in Chapter 5 as they score this part of the CJS programme highly.

Allocation of CJS jobs

Similarly, SCVO are well-versed in allocating the CJS jobs. This involves:

- Carrying out eligibility and compliance checks and scoring job applications against set criteria (e.g. quality of job, community benefit, induction, job search, training and support, and contribution to sustainable employment).
- The proposed allocation of jobs being approved by the CJS Advisory Group acting in an advisory capacity.
- Ensuring a representative distribution of jobs across all 32 of Scotland's local authorities.

The process is largely seen to work well with stakeholders content with the range of jobs created through CJS – noting both their geographical and occupational spread. However, some stakeholders questioned the quality of some of the jobs on offer. For example, are the jobs stretching the young people sufficiently and building their skills and employability? There were also concerns that some employers may not be fully delivering what they promised in terms of training opportunities and support around progression.

Stakeholders also raised concerns that some CJS employers are given an overly large allocation of CJS employees so that the young people become seen as a CJS 'cohort' or 'group' as opposed to individual employees. This has implications on the level of one-to-one support and development that CJS employers can provide to each CJS employee. The scenario is made worse if the CJS employer also has

young people on other programmes (e.g. Employability Fund) doing similar work tasks. To help evidence the extent of this, the number of Phase 3 CJS employers with six or more CJS employees in any one local authority area was analysed. The analysis showed that there were ***35 CJS employers had six or more CJS employees based in a single local authority area*** in which they operated – and by size band:

- 23 CJS employers had 6-7 CJS employees in a single local authority area.
- Five CJS employers had 8-9 CJS employees in a single local authority area.
- Seven CJS employers had 10 or more CJS employees in a single local authority area (with the maximum number being 19).

While recognising that these jobs might be distributed across different offices within that local authority area, different occupational roles and have different start dates during the 12 month period, it was suggested that a limit be placed on the number of CJS employees a single CJS employer could receive in any one local authority area in order to help ensure the CJS employees receive a more personalised experience.

Community Jobs Scotland Jobs

Under Phase 3 there were three different contract types[2].

- **16-17 year olds**: 9 month contracts and at least 25 hours per week.
- **18-24 year olds**: 6 month contracts and at least 25 hours per week.
- **Wage Incentive jobs** – young people with a disability or long-term health condition: 18 month contracts and at least 16 hours per week. These jobs are specifically discussed in Box 2.1.

For each core CJS job, the maximum funding available is £5,250 excluding project management costs. This amount is to cover wages and employers' National Insurance contributions; overheads; employer support and supervision costs; induction, on-the-job training and jobsearch support. The funding available allows for different lengths of contracts depending on the age of the young person (i.e. reflecting the different National Minimum Wage levels) and weekly contracted hours (with Wage Incentive employees working a minimum of 16 hours per week).

In reflecting on the length of the CJS jobs, some stakeholders felt the duration of contract was overly rigid. While they recognised that the emphasis must be placed on the CJS jobs being temporary and a step to future employment, longer contracts would be of benefit to some more disadvantaged young people. These stakeholders therefore supported any opportunity to be more flexible to the circumstances of each young person.

There was also some disagreement around the level of pay in CJS jobs. The movement towards paying the Living Wage in Phase 5 is to be applauded but some stakeholders felt there could be negative implications of doing so.

- At the end of the CJS contract and having received the Living Wage, would the young people be prepared to take a drop to a NMW-paid job or the wages paid in MAs? Paying the Living Wage may therefore be out of step with the wider youth labour market.
- If there are other employees within the CJS employer being paid NMW rates, they may be frustrated that they are being paid less than a CJS employee on a temporary contract. It therefore appears appropriate that Phase 5 offers

[2] For the 16-17 and 18-24 core CJS contract, there was also flexibility to allow an employer to offer a longer contract but at reduced hours per week if health or other personal barriers meant that the CJS employee could not sustain 25 hours per week.

CJS employers the option of paying the Living Wage to CJS employees if appropriate to their organisation.

These two issues – i.e. the length and pay of CJS jobs – are brought up again in the feedback from CJS employees and employers in Chapters 4 and 5.

Box 2.1: Wage Incentive Jobs

The Wage Incentive jobs were established in Phase 2 through the instigation of SCVO, the Scottish Government, DWP and the Work Choice contractors (Shaw Trust and Momentum). 75 Wage Incentive jobs were created and filled in this Phase – and they had the following main features:

- Jobs are a minimum of 16 hours per week, last 18 months and are paid at NMW.
- Total funding for each job is £7,800 per person which is made up of Scottish Government and DWP Work Choice Prime Contractor monies.
- Jobs are targeted at 16-24 year olds who are Work Choice eligible.
- Where possible, CJS employers are only allocated a small number of Wage Incentive employees to help maximise the level of support and mentoring available to Wage Incentive employees and to distribute the opportunities across a wide range of organisations throughout Scotland.
- Referral to the jobs must be via a Jobcentre Plus Disability Employment Adviser, who carries out the Work Choice eligibility check.
- The Work Choice provider prepares the young people, matches them to the available jobs and then provides in-work support.
- SCVO recruit the employers and so create the jobs, administer the off-the-job training and manage the programme as a whole.

In Phase 3, there was a target of 100 jobs (50 to Shaw Trust and 50 to Momentum) with 104 jobs created. While the model largely remained the same as in Phase 2, there focus has been on only allocating one job per single employer. This therefore provides a more individually tailored experience for the young people. Partners report that this element of the CJS programme worked well in Phase 3 and there continues to be demand for these opportunities for young people with poor health or a disability.

Recruitment of CJS Employees

Once the CJS jobs are approved, they are placed with Jobcentre Plus, SDS and advertised on SCVO's *goodmoves* website. The recruitment process differs somewhat between Jobcentre Plus and SDS.

- **At Jobcentre Plus:**
  - CJS jobs are designated as 'opportunities' on the Jobcentre Plus Labour Market System. This means that the jobs are not visible to Jobcentre Plus customers and require Work Coaches to inform customers of these jobs and make appropriate referrals. This is done to manage the number of applications made to each job and help ensure that only eligible customers apply for the CJS jobs.
  - Interested candidates are eligibility checked (e.g. not on the Work Programme) and provided with a job description, referral letter and application form.
  - When the application form is completed, it is sent to the employer and an interview arranged.

- **At SDS:**
  - CJS jobs are not directly advertised on SDS's website but instead on SCVO's goodmoves website. SDS advisors are notified in advance about these vacancies and encouraged to refer appropriate candidates to the jobs. SDS refer 18-24 year olds via Jobcentre Plus so that they can be fully eligibility checked.
  - Interested candidates are provided with a job description, referral letter and application form.
  - When the application form is completed, it is sent to the employer and an interview arranged.

Jobcentre Plus and SDS are the only organisations that can make referrals to CJS jobs, which means other organisations (such as Scotland's local authorities) have to direct local unemployed young people to Jobcentre Plus and SDS to be referred to a CJS job. The referral process is designed this way to help ensure that:

- Only eligible applicants are put forward – i.e. applicants can be checked by Jobcentre Plus to ensure they are not on the Work Programme; and that applicant has not held a CJS job in the last six months. In doing so, Scottish Government audit requirements are met.
- Referral numbers can be monitored by SCVO and are at a scale that can be managed by employers.

Overall Jobcentre Plus and SDS both report that the recruitment process works well. Advisors are widely aware of the CJS opportunities, notwithstanding the fact that there are peaks and troughs during the year when CJS jobs are advertised (e.g. the peak is during the summer months). In Phase 5, the Jobcentre Plus process will, however, change with advisors accessing SCVO's new Sales Force website for CJS vacancy information. This impact of this change needs to be carefully monitored to ensure the referral process continues to run smoothly. More generally the impact of Universal Credit will encourage DWP customers to take greater responsibility for their job search and benefits entitlement. Similarly, SDS continue to encourage the development of career management skills amongst their service users. Indeed, building these skillsets within young people could also be built into the CJS programme through the post-CJS transition planning arrangements.

Despite Jobcentre Plus and SDS reporting that the recruitment process works well, and connecting to the Phase 2 recommendation '*to enhance recruitment advertising to increase the number of young people applying to CJS jobs'*, Chapter 4 finds that some CJS employers are disappointed with the quantity and the quality of the young people referred. With regards the quantity of applicants, this appears to largely come from CJS employers' understanding from the media of high youth unemployment and expectations of a large number of applications. In practice, Jobcentre Plus and SDS aim to be more selective and put forward a small number of candidates who are work ready and are well-suited to the job role, which consequently helps to cut down the amount of time and resources CJS employers need to devote to recruitment.

The feedback, however, from CJS employers is that many of the applications received are sub-standard. They suggest that further work is needed to identify and put forward the young people who are most interested in the job roles, and then review the applications in more detail to better ensure they are completed satisfactorily. In summary, there would appear to be a need in some localities for Jobcentre Plus and SDS advisors to improve the level of feedback they receive from CJS employers – and then act on this to help better identify the young people most suited to the different CJS opportunities.

Training and Wider Supports for CJS Employees

The programme stipulates that CJS employees receive ongoing training and support to enhance their sustainable employment prospects. Under Phase 3, there are two components to the training and support offer: on-the-job training and support from the employer; and off-the-job training sourced via SCVO. These are explained in more detail below:

- **On-the-job training and support** is provided by employers and consists of in-house training courses and mentoring or shadowing of CJS employees by more experienced colleagues. Each CJS employee is expected to have a designated supervisor or line manager to review performance and development needs on a regular basis.
- **Off-the-job training** involves each CJS employee having access to £200 for off-the-job training and associated costs (e.g. accommodation, travel and subsistence)[3]. The amount equates to the entitlement employees would have had through an Individual Learning Account (ILA). To access this:
  - CJS employees and employers are invited to identify training relevant to employee needs.
  - Information about the identified training is provided to SCVO.
  - SCVO review the training request to ensure that the training is accredited, value for money and does not duplicate what the employer stated they would provide themselves. The training is then approved if appropriate.
- Employers can also source and fund additional off-the-job training over and above that funded through the training fund. From the CJS employer e-survey (see further results in Chapter 5), they reported that they provided the following additional support for their CJS employees:
  - Mentoring to CJS employees from existing members of staff – 92% of CJS employers.
  - Continued on-the-job training for CJS employees – 89% of CJS employers.
  - Off-the-job training paid for by the CJS employer – 58% of CJS employers.
  - Support for CJS employee around transport – 31% of CJS employers.

One of the Phase 2 recommendations was '*to clarify the off-the-job training offer*' and SCVO have been seen to do this by providing all CJS employers with a prospectus of the types of courses that can be funded through CJS. This includes group training courses that SCVO have established at a lower cost per individual – thereby helping the £200 amount pay for more than one course. Furthermore, if a CJS employee is not satisfied with the training they are receiving (or any other matter to do with their CJS job) they can approach the designated CJS point of contact within SCVO who aims to take an independent advocacy role between the CJS employee and CJS employer. This role is again in response to a Phase 2 recommendation '*to establish a programme point of contact for CJS employees'*.

The training offer therefore appears to have been clarified but only one-third of all CJS employees take up the offer of off-the-job training. Some of the reasons put forward by stakeholders include CJS employees having already done the offered training courses (e.g. in previous jobs or programmes), preferring to do their job than going on training, CJS employers delivering the training themselves, and the rural

[3] The £200 training allocation is not specifically tied to each CJS employee. As a result, if one CJS employee did not use their full £200, the remainder can be reallocated to another CJS employee to help pay for training costing more than £200.

location of the CJS employers which makes accessing off-the-job training more difficult.

The low uptake is concerning given that the CJS jobs are temporary and any opportunity to enhance the skills and qualifications of the young people should be encouraged. As a first step, there is a need to better understand the uptake of off-the-job training and SCVO could develop a breakdown of which CJS employees have accessed off-the-job training by local authority area and occupation type. By doing so, partners can then assess whether there are any distinctive patterns in uptake that could be targeted for action – e.g. arranging group training in other locations across Scotland.

Transition Planning Post-CJS

The transition planning to support CJS employees into positive destinations after the end of their CJS contracts has been a weakness of the CJS programme in Phases 1 and 2 – and led to the recommendations '*to promote effective transitions to positive outcomes*' and *'to better integrate CJS with Local Employability Partnership (LEP) provision*'. The onus to support the post-CJS transition as set out in the CJS requirements, nonetheless, remains on the CJS employers and the feedback from the CJS employees and employers in Chapters 4 and 5 suggest most employers take this role seriously. However, good practice around what employers should or should not be doing should be shared – particularly the need to plan for the CJS employees' transition from the induction phase onwards.

To support the CJS employers, SCVO report that they have worked hard to promote the national and local authority recruitment incentives to CJS employers (and Chapter 5 shows there has been some use of these to help keep the CJS employees beyond the end of their CJS contracts), and also to make CJS employers aware of the key LEP contacts in their areas. Nonetheless, the relationship between SCVO and SLAED and the LEPs remains under-developed, although the SCVO-SLAED protocol (currently in draft form) does aim to address this.

In terms of other arrangements, for SDS-referred CJS employees, SDS are notified six weeks before the CJS contract ends to inform them that the young person may re-engage with their services. For DWP Jobcentre Plus, such a process is not in place and it is the young person's responsibility to re-engage with Jobcentre Plus. Overall, therefore, there are services and supports that CJS employees and employers can access but these are not consistently in place.

Programme Management

The CJS programme is managed on a day-to-day basis by SCVO. Stakeholders state that SCVO manage and deliver the programme very well and appreciate the level of resource required to administer the jobs application, employee recruitment, off-the-job training approval and monitoring processes. This is supported by the high quality and experienced staff that SCVO have working on the programme.

The programme is then overseen by the CJS Advisory Group which includes SCVO, the Scottish Government, DWP, SDS, SLAED, Scottish Prison Service, Who Cares? Scotland. The Advisory Group meets quarterly and stakeholder feedback suggests that the meetings have been more productive from Phase 3 onwards. This is partly because the Scottish Government have taken a greater lead in chairing the meetings and demanding more of all partners, while SCVO are increasingly using the Advisory Group meetings as a forum to openly discuss any difficulties they are facing and using partner insight to come to a solution. That the Advisory Group has become a

more open forum for discussion is a positive development and allows partners to gain a greater understanding and ownership of the CJS programme.

Chapter Summary

This chapter has provided an overview of the CJS programme's design, delivery and management, with particular focus on the changes that have been made between Phase 2 and Phase 3.

- SCVO continue to market the CJS programme through a wide range of organisations and media. However, the extent to which more, smaller organisations are engaging with CJS is not monitored, while there is scope to work more closely with local authorities to widen the programme's reach.
- The employer applications and allocation of CJS jobs are well managed but a limit on the number of jobs allocated to a CJS employer in a single local authority area could be implemented to help ensure a more personalised experience for CJS employees.
- There is some uncertainty around the optimum length of CJS jobs and flexibility to extend the contracts on a case-by-case basis could be considered.
- The option of paying the Living Wage in Phase 5 is generally supported but with some concerns around the post-CJS wage expectations of younger CJS employees.
- Despite Jobcentre Plus and SDS reporting that the recruitment process works well, some CJS employers are disappointed with the quantity and quality of the young people referred to them.
- Only a third of the CJS employees take up the off-the-job training budget and there is a need to better understand why this is the case.
- SCVO have worked hard to make CJS employers aware of the local and national employment supports and services that they can engage with. However, there is scope to further develop the post-CJS transition arrangements – particularly through the implementation of the SCVO-SLAED protocol.
- Programme management both at an operational level by SCVO and at a strategic level by the CJS Advisory Group is seen to be strong and improved from Phase 2.

3. CJS PHASE 3 PERFORMANCE

Introduction

The chapter presents an overview of CJS Phase 3 programme's performance and has been produced using the monitoring data collected by SCVO. Figures 3.1 to 3.5 report data relating to the core CJS jobs (i.e. 6 and 9 month contracts) but comparisons are also made with:

- Phase 3 Wage Incentive performance data (with all Phase 3 Wage Incentive jobs tables reported in Appendix 2).
- Phase 2 core CJS performance data (with all Phase 2 core CJS jobs tables reported in Appendix 3).

The chapter concludes by providing an overall assessment of Phase 3 that brings together the employment and positive outcome rates for both core CJS and Wage Incentive Phase 3 jobs.

Characteristics of Phase 3 CJS Employees

This section provides a breakdown of the Phase 3 CJS employees in terms of their age, gender and highest qualifications held. An additional characteristic that would be valuable to capture is the length of time the young people were unemployed before starting their CJS job – as this would help further evidence the extent to which CJS is engaging with more vulnerable young people (i.e. the longer-term unemployed). That said, it is important to reiterate the point made in Chapter 1 that CJS is a voluntary programme for young people who are in the main short-term unemployed.

Beginning with the age and gender breakdown of the Phase 3 CJS employees, Figure 3.1 shows that ***by age***:

- ***23% of the jobs were taken by 16-17 year olds***.
- ***56% were taken by 18-19 year olds***.
- ***21% were taken by 20-24 year olds***.

In Phase 2, it was 22%, 68% and 10% respectively, therefore showing a shift in the age profile to more 20-24 year olds.

By gender, 60% of the jobs were taken by males – and the 60:40 gender split can be found across the three age ranges. In Phase 2, 57% of the jobs were taken by males; while For the Phase 3 Wage Incentive jobs, 58% of the 104 jobs created were taken by males.

Figure 3.1: Gender of Phase 3 CJS Employees

	Number				Percentage
	16-17	18-19	20-24	Total	
Male	154	385	154	693	60%
Female	106	266	90	462	40%
Total	**260**	**651**	**244**	**1,155**	**100%**

Figure 3.2 provides a breakdown of the CJS employees by the ***highest level of qualification*** held prior to starting on the programme using International Standard Classification of Education (ISCED) qualifications. It shows:

- 11% had no qualifications.
- 13% had Level 1 qualifications (or SCQF Level 1 or 2).
- 61% had Level 2 qualifications (or SCQF Level 3 to 5).
- 15% had Level 3 or above qualifications.

Compared to Phase 2, there were more CJS employees with no and Level 1 qualifications in Phase 3 (12% versus 24%) and fewer with Level 3 or above qualifications (28% versus 15%). This suggests that CJS Phase 3 has engaged with a higher proportion of lower qualified (and potentially more vulnerable) young people.

Figure 3.2: Prior Qualifications of Phase 3 CJS Employees (ISCED Qualifications Classification)

	Number				Percentage
	16-17	18-19	20-24	Total	
No qualifications	39	62	24	125	11%
Level 1	58	76	17	151	13%
Level 2	157	420	123	700	61%
Level 3	5	75	27	107	9%
Level 4	1	15	22	38	3%
Level 5	0	2	11	13	1%
Level 6	0	1	19	20	2%
Total	**260**	**651**	**244**	**1,155**	**100%**

Location of CJS Jobs

Figure 3.3 shows that CJS jobs were created in all 32 of Scotland's local authority areas, with the greatest numbers in Glasgow (14% of jobs), North Lanarkshire (8%), Edinburgh (7%) and Fife (6%).

A key objective of the CJS programme is to achieve an equitable distribution of CJS jobs across Scotland's 32 local authorities according to the levels of youth unemployment. Using the benchmark of the April-June 2013 under 24 years old JSA claimant count, the distribution of CJS jobs closely matches youth unemployment levels. The only areas of mismatch that can be identified are in Fife, Glasgow, South Lanarkshire and West Lothian where there are proportionately fewer CJS jobs than youth unemployment levels would dictate.

Figure 3.3: Local Authority Area of Phase 3 CJS Jobs

	Number				Percentage	% 16-24s JSA (Q2 2013)
	16-17	18-19	20-24	Total		
Aberdeen City	10	6	2	18	2%	2%
Aberdeenshire	4	12	6	22	2%	1%
Angus	5	15	4	24	2%	2%
Argyll & Bute	6	10	6	22	2%	1%
Clackmannanshire	5	12	5	22	2%	1%
Dumfries & Galloway	3	28	9	40	3%	3%
Dundee City	9	23	14	46	4%	4%
East Ayrshire	2	25	10	37	3%	3%
East Dunbartonshire	2	14	6	22	2%	1%
East Lothian	6	10	1	17	1%	2%
East Renfrewshire	2	12	2	16	1%	1%
Edinburgh City	22	39	15	76	7%	7%
Falkirk	6	22	3	31	3%	3%
Fife	7	52	11	70	6%	9%
Glasgow City	40	83	39	162	14%	16%
Highland	8	20	10	38	3%	2%
Inverclyde	3	13	7	23	2%	2%
Midlothian	8	12	4	24	2%	2%
Moray	3	11	5	19	2%	1%
North Ayrshire	12	33	12	57	5%	4%
North Lanarkshire	22	57	17	96	8%	9%
Orkney	2	5	1	8	1%	0%
Perth & Kinross	6	12	3	21	2%	2%
Renfrewshire	13	19	6	38	3%	4%
Scottish Borders	2	18	1	21	2%	2%
Shetland	1	5	3	9	1%	0%
South Ayrshire	9	13	7	29	3%	2%
South Lanarkshire	14	33	13	60	5%	7%
Stirling	8	5	6	19	2%	1%
West Dunbartonshire	9	11	7	27	2%	3%
West Lothian	10	14	4	28	2%	4%
Western Isles	1	7	5	12	1%	0%
Total	**260**	**651**	**244**	**1,155**	**100%**	**100%**

For the Phase 3 Wage Incentive strand, jobs were created in 25 of the 32 local authority areas. Of these, the greatest number of CJS jobs were created in:

- Highland – 13% of jobs.
- Glasgow – 13% of jobs.
- Renfrewshire – 11% of jobs.
- Western Isles – 7% of jobs

The geographical spread showed strong engagement in parts of the Highlands and Islands, with a further 6% of jobs in Argyll & Bute.

CJS Completions and Early Leavers

Figure 3.4 shows whether the CJS employees completed their CJS contracts or left early (and if so, why).

- 74% of the 1,155 starts had completed their CJS jobs.
- 12% left early due to getting another job; while a further 2% left to start an education course.
- 12% had left their CJS jobs early for a negative reason, with the main reason being that participants stopped attending.

In comparison to Phase 2 (with the Phase 2 data reported in Appendix 2), there is very little difference in completion rates.

- CJS completion: 75% in Phase 2; 74% in Phase 3.
- Left early – positive reason: 11% in Phase 2; 12% in Phase 3.
- Left early – negative reason: 13% in Phase 2; 12% in Phase 3.

Analysing the different age groups, the completion rates are notably lower amongst the 16-17 year old age group than the older cohorts (67% versus 76%). This is partly reflected in their higher dismissal rate due to misconduct (8% versus 2 to 3%).

Figure 3.4: Completion Rate of CJS Phase 3 Employees

	Number				Percentage
	16-17	18-19	20-24	Total	
Completed	175	497	187	859	74%
EARLY LEAVERS – POSITIVE					
Got a job	25	80	35	140	12%
Accepted on course	9	13	5	27	2%
EARLY LEAVERS – NEGATIVE					
Dismissed – misconduct	20	22	4	46	4%
Extended sickness absence limit	3	2	0	5	1%
Stopped attending	28	37	13	78	7%
Total	**260**	**651**	**244**	**1,155**	**100%**

At the time of the evaluation, a small number of the Phase 3 Wage Incentive employees had not yet completed their 18 month CJS contracts. With this caveat, SCVO's monitoring data shows that:

- 6% were still on programme.
- 57% had completed their 18 months CJS jobs.
- 14% were early leavers for a positive destination – most getting a job.
- 23% had left their CJS jobs early for negative reasons, with the main reason being that participants stopped attending.

CJS Outcomes

On completing or leaving their CJS contracts, Figure 3.5 sets out what the core Phase 3 CJS employees were doing when contacted 13 weeks after leaving CJS. The data finds that:

- 55% were in employment (28% retained by their CJS employer and 27% employed in another non-CJS job).
- 8% were in full-time education.
- 3% were volunteering.
- 13% were unemployed.
- 20% were recorded as 'not known' or 'unable to contact'.

Defining a positive outcome as employment, education or volunteering, this equates to a ***core CJS positive outcome rate of 66% at 13 weeks after their CJS contracts*** and this figure is supported by the CJS employees' self-reported destinations (see Chapter 4 for the results of the CJS employee e-survey).

In comparison to Phase 2, there is again very little difference in the positive outcome rates.

- Into employment: 53% in Phase 2; 55% in Phase 3.
- Into education or training: 9% in Phase 2; 8% in Phase 3.
- Positive outcome rate: 67% in Phase 2; 66% in Phase 3.

Figure 3.5: Outcomes of CJS Phase 3 Employees

	Number				Percentage
	16-17	18-19	20-24	Total	
IN EMPLOYMENT					
Retained by CJS employer	62	173	86	321	28%
Another (non CJS) job	53	196	63	312	27%
IN EDUCATION OR TRAINING					
Full-time education	28	49	11	88	8%
Gone into approved training	0	2	3	5	0%
OTHER POSITIVE					
Volunteering	5	19	10	34	3%
UNEMPLOYED					
Claimed ESA	1	10	0	11	1%
Claimed IS	2	7	1	10	1%
Claimed JSA	31	70	28	129	11%
Returned to SDS	3	0	0	3	0%
OTHER KNOWN					
Another CJS job	3	7	2	12	1%
Gone abroad	0	2	1	3	0%
UNKNOWN					
Not known	11	37	4	52	5%
Unable to contact	61	79	34	174	15%
Total	**260**	**651**	**244**	**1,155**	**100%**

Turning to the Phase 3 Wage Incentive employees that had completed or left their CJS contracts, the data finds that 13 weeks after leaving:

- 45% were in employment (half of whom were retained by their CJS employer and half in another non-CJS job).
- 3% were in full-time education.
- 6% were volunteering.
- 32% had returned to claiming benefits and were unemployed.

This is a ***Phase 3 Wage Incentive positive outcome rate of 54%*** which is marginally lower than the Phase 2's rate of 60% (see Appendix 3).

Chapter Summary

Reviewing the statistics presented in Chapter 3, Figure 3.6 provides a summary overview of the key performance statistics for Phase 3.

Figure 3.6: Summary of Phase 3 CJS and Wage Incentive Jobs

	CJS Employees	Wage Incentive
Number of Young People	1,155	104
% Still on Programme	0%	6%
% Completing CJS Job	74%	57%
% Early Leaver – Positive Destination	12%	14%
% Early Leaver – Negative Destination	12%	23%
% Positive Destination	66%	55%
% into Employment	55%	45%
% retained by CJS employer	28%	22%
% employed by other employer	27%	23%

Drawing on Figure 3.6, the performance of Phase 3 can be summarised as follows:

- By characteristics, CJS Phase 3 has engaged with a higher proportion of lower qualified (and potentially more vulnerable) young people.
- An additional characteristic to capture from Phase 5 onwards is the length of time the young people were unemployed before starting their CJS job – as this would help further evidence the extent to which CJS is engaging with more vulnerable young people.
- The distribution of CJS jobs across Scotland's local authority areas closely matches their respective youth unemployment levels. The only areas of mismatch that can be identified are in Fife, Glasgow, South Lanarkshire and West Lothian where there are proportionately fewer CJS jobs than youth unemployment levels would dictate.
- 74% of the 1,155 CJS Phase 3 starts completed their CJS jobs, while a further 12% left early for a positive destination. These rates are in line with the Phase 2 levels. For the Wage Incentive strand, with some still in their CJS jobs, there was a slightly higher early leaver rate for a negative destination.
- Overall, for the core CJS Phase 3 programme, performance was:
  - An employment outcome rate of 55%.
  - A positive outcome rate of 66%.

4. VIEWS OF CJS EMPLOYEES

Introduction

This chapter draws on the views and experiences of 93 Phase 3 CJS employees e-survey sent to all Phase 3 CJS employees where an email address was provided. In addition, in Box 4.1 the views of 18 Phase 4 pilot participants are provided and these were captured through either the e-survey or one of five focus groups arranged in Glasgow, Irvine, Paisley and Kilmarnock. At these focus groups, the survey was completed and followed by a semi-structured group discussion

Recruitment and Selection Process

Beginning with the information CJS employees received about their jobs prior to applying for the jobs, the client survey – which used a scale of '5 = very good' to '1 = very poor' and therefore a midpoint score of 3.0 – found that the CJS employees rated this initial information at 3.6. This means that most CJS employees were generally satisfied with the information they received from Jobcentre Plus and SDS.

Figure 4.1: Views of Information Received

	% Saying					Average Score
	Very Good → Very Poor					
	5	4	3	2	1	
Information about the job before applying	26	32	27	8	7	**3.6**

Source: TERU CJS Employee Survey

The interview and recruitment process scored better at 4.3. From the focus group discussions, CJS employees said the interviews were often less formal than others that they had attended. This made them feel more at ease and able to express themselves better. The CJS employees also said that it was at interview that they found out more about the organisation, the job role and the CJS programme as a whole.

Figure 4.2: Views of Recruitment and Selection Process

	% Saying					Average Score
	Very Good → Very Poor					
	5	4	3	2	1	
Interview/recruitment process	55	24	20	1	0	**4.3**

Source: TERU CJS Employee Survey

Views of CJS Jobs

The CJS employees were generally well satisfied with the jobs they were doing and felt their experience was positive. The elements that received the highest scores were the job itself (4.4); the induction to the job (4.2) and the support that they received in the workplace from their line manager and colleagues (4.3).

Where the CJS employees were less positive, though still scoring above the 3.0 midpoint, was the length of the job (3.5) and the level of pay (3.3). In terms of the length of the job, the feedback from the focus groups was that the CJS employees would prefer a 12 months contract, while the NMW rate was seen to be low for those

who have their own housing, transport and childcare costs. However, for those who do not have such costs (e.g. they live with their parents), the rate of pay was seen to be good and allowed them to have a reasonable income.

Figure 4.3: Views of CJS Job

	% Saying (Very Good → Very Poor)					Average Score
	5	4	3	2	1	
Induction to the job	58	16	19	3	3	**4.2**
The job itself	65	22	10	0	3	**4.4**
Number of hours per week	46	31	13	7	2	**4.1**
Length of job	25	31	21	16	7	**3.5**
Level of pay	27	20	26	15	12	**3.3**
Support from line manager / colleagues	64	17	9	2	8	**4.3**

Source: TERU CJS Employee Survey

CJS employees were asked to rate the training they received through CJS – and this could be the on-the-job training they received from their colleagues or off-the-job training that might be funded through the £200 training fund. Overall both the range (4.0) and the quality (4.1) of the training received were rated highly, but the qualifications or certificates gained had a marginally lower score (3.8).

Figure 4.4: Views of Training Through CJS

	% Saying (Very Good → Very Poor)					Average Score
	5	4	3	2	1	
Range of training available to you	50	22	15	7	7	**4.0**
Quality / standard of training you had	52	23	14	5	7	**4.1**
Qualifications / certificates you have gained	41	24	18	8	8	**3.8**

Source: TERU CJS Employee Survey

Help with Post-CJS Transition

In terms of supporting their progression, CJS employees had mixed views of the support on offer to help them at the end of their CJS contracts. Asked to rate two different aspects, the survey found the CJS employees scored the support with job search at 3.7 and advice on what to do next at 3.5.

Pressed about the supports they received from employers to help them at the end of their CJS contracts, the main responses to the open question were as follows:

- The job was extended beyond the CJS contract – 17 CJS employees.
- Supported with job search – 13 CJS employees.
- Help with applications (to jobs and/or college courses) – eight CJS employees.
- Help in developing CV – seven CJS employees.
- Provided with a reference – five CJS employees.

Reading across these results, they indicate that more can be done to support the young people at the end of their CJS contracts, particularly given these are temporary contracts.

Figure 4.5: Views of Support at End of CJS Contract

	% Saying					Average Score
	Very Good → Very Poor					
	5	4	3	2	1	
Support with job search	40	25	13	10	13	**3.7**
Advice on what to do next	38	19	15	15	14	**3.5**

Source: TERU CJS Employee Survey

Overall Views of CJS

As an overview of the CJS programme as a whole, Figure 4.6 shows that CJS employees scored the programme at 4.1 – i.e. well above the midpoint of 3.0 but with some scope for improvement.

Figure 4.6: Overall View of CJS

	% Saying					Average Score
	Very Good → Very Poor					
	5	4	3	2	1	
CJS as a whole	44	33	18	0	6	**4.1**

Source: TERU CJS Employee Survey

Box 4.1: Comparison of Phase 3 and Phase 4 Pilot Survey Results

The table below sets out the survey results from the Phase 4 pilot participants compared to the Phase 3 results presented in Figures 4.1 to 4.6. It shows similarities in the results, with the differences being that Phase 4 pilot participants scored:

- Higher: the job itself, the level of pay, and the support and advice on what to do next higher.
- Lower: the length of the job and the qualifications gained.

	CJS Phase 3 Employees	Phase 4 Pilots
Information about the job before applying	3.6	3.6
Interview/recruitment process	4.3	4.4
Induction to the job	4.2	4.3
The job itself	4.4	4.6
Number of hours per week	4.1	3.9
Length of job	3.5	2.7
Level of pay	3.3	3.6
Support from line manager / colleagues	4.3	4.4
Range of training available to you	4.0	3.8
Quality / standard of training you had	4.1	4.0
Qualifications / certificates you have gained	3.8	3.4

Support with job search	3.7	4.0
Advice on what to do next	3.5	3.9
CJS as a whole	4.1	4.3

While the CJS programme overall scored positively, the CJS employees were asked about the improvements or changes that they would make to the CJS programme. In response, the most common suggestions to the survey were as follows:

- ***Longer CJS contract*** (with the majority suggesting a 12 month contract) – suggested by 13 CJS employees. This was also suggested in the focus groups as some participants noted that employers are taking six months work experience as the bare minimum when recruiting. A six months CJS does not, therefore, put them in a notably more advantageous position.
- ***Higher rate of pay*** – nine CJS employees.
- ***Increased support around progression beyond CJS contract*** – five CJS employees. Linked to this, some focus group participants also highlighted the need for greater clarity at an earlier stage on whether they would be retained by their employer.
- ***Wider promotion and advertising of CJS opportunities*** – four CJS employees. The focus groups also noted this by saying that young people only hear about CJS through word of mouth – i.e. you need to be in contact with the right people.
- ***Increase the upper age limit to be eligible for CJS jobs*** – three CJS employees.
- ***More hours offered*** – two CJS employees.
- ***Greater availability of training and qualifications*** – two CJS employees.
- ***Introduce monitoring or quality checks of CJS employers to assess work tasks and wider supports given to CJS employees*** – two CJS employees.

The suggestions that were put forward by only one CJS employee were: having more varied work tasks to do; widen entry routes so that an individual does not have to come through Jobcentre Plus or SDS; more information about the job up front; increased awareness raising of CJS employees' rights and responsibilities; and ensure each CJS employee has a mentor in place.

Impact of CJS

In terms of the impact of the CJS programme, we must first understand what the Phase 3 CJS employees were doing immediately before their CJS jobs. While all will have been unemployed to be eligible for CJS, how they self-report their ***previous status*** differs somewhat. As Figure 4.7 shows 57% stated they were unemployed, but over a quarter reported that they had recently left school or college.

Figure 4.7: Self-Reported Activity Immediately Before CJS (% of CJS Phase 3 Employees)

	Percentage
Unemployed	57%
At / recently left school	16%
At / recently left college	13%
At / recently left university	4%
In a job	3%
At / recently left training course	2%
Other	3%

Source: TERU CJS Employee Survey

The young people were also asked ***whether the CJS job was their first ever full-time job***, with the rationale being that CJS would have a greater impact on those who had not previously worked full-time as it offers valuable work experience. The response to the question was that:

- For 53%, CJS was their first ever full-time job.
- For 47%, it was not.

Moving on to the impact that CJS had on the young people, Figure 4.8 shows that almost all the options given were scored highly, with the most commonly mentioned benefits being:

- Improved my skills – 87% of CJS employees.
- Can get a reference from my employer – 87%.
- Helped me get used to working – 83%.
- Improved my confidence – 83%.

Figure 4.8: Reported Impact of CJS (% of CJS Phase 3 Employees)

	Percentage
Improved my skills	87%
Can get a reference from my employer	87%
Helped me get used to working	83%
Improved my confidence	83%
Improved my chances of getting another job	80%
Helped me understand what job/career I want	64%
Gained a qualification	56%

Source: TERU CJS Employee Survey

If Figure 4.8 shows the impact on the CJS employees' skills and perceived employment prospects, Figures 4.9 and 4.10 set out the self-reported destinations of the CJS employees after the end of their CJS contracts. Figure 4.9 begins by reporting their destination immediately after completing their CJS contract and shows:

- 59% were in employment (whether with the same CJS employer or with a different employer).
- 17% were unemployed.
- 13% started a college or university course.

Figure 4.9: Self-Reported Activity Immediately After CJS (% of CJS Phase 3 Employees)

	Percentage
Got a job – with same CJS employer	35%
Got a job – with a different employer	24%
Unemployed	17%
Started a college course	9%
Did voluntary work	7%
Started a university course	4%
Other	4%

Source: TERU CJS Employee Survey
Note: Does not include those still on CJS contracts

Looking at the longer-term destination, Figure 4.10 shows what the CJS employees were doing at the time of the survey. The results are slightly more positive than in Figure 4.9.

- 69% were in employment (whether with the same CJS employer or with a different employer).
- 15% were unemployed.
- 9% were in a college or university course.

Figure 4.10: Self-Reported Activity Now / At Time of Survey (% of CJS Phase 3 Employees)

	Percentage
Got a job – with same CJS employer	36%
Got a job – with a different employer	33%
Unemployed	15%
Started a college course	8%
Did voluntary work	5%
Started a university course	1%
Other	1%

Source: TERU CJS Employee Survey
Note: Does not include those still on CJS contracts

Chapter Summary

This chapter has predominantly focused on the views of the CJS Phase 3 participants as captured through the survey.

- The recruitment and interview process was well rated, but the young people felt they could have had more information about the jobs they were applying for up front.
- The CJS employees rated the jobs they were doing highly, as well as the support from their line manager and colleagues. However, some felt the length of the job and the level of pay could be higher.
- The training they had accessed was well regarded, but there is scope to provide further support and advice on their options after the end of their CJS contracts.
- In terms of suggested improvements, the main suggestions were longer contracts, higher rates of pay and more support around the post-CJS transition period.

5. VIEWS OF CJS EMPLOYERS

Introduction

This chapter sets out the views of the CJS employers captured through three methods:

- An e-survey that was sent to each CJS employer's designated key contact with instructions that the survey be forwarded to and completed by the direct supervisors/line managers of the CJS employees. In total, the survey was completed by 145 supervisors/line managers
- Three focus groups of CJS employers which were attended by 23 CJS employers in total.
- Seven telephone interviews with CJS employers who could not attend the focus groups but were keen to provide their feedback.

The chapter is structured around the e-survey results with the feedback received from the focus groups and interviews used to provide additional insight and analysis to the results. Views that were expressed specifically in relation to the young people with convictions and care leaver pilots are included in Chapters 6 and 7 respectively.

Registration and Recruitment Process

Beginning with the employer registration process and then the recruitment of the CJS employees to these jobs, Figure 5.1 shows that – using the scale of '5 = very good' to '1 = very poor' and therefore a midpoint score of 3.0 – CJS employers were most satisfied with their own registration process to apply for the CJS jobs (4.2).

The scores fall in terms of the CJS employee recruitment process and particularly the number of applicants to the CJS jobs (3.0), which is on the midpoint of 3.0. The quality and match of the applicants also scored relatively lowly at 3.2 and 3.3 respectively. From the CJS employer focus groups and interviews, the key issues they raised were as follows:

- In terms of the number of applications, views were varied with some CJS employers reporting a good number of applications (e.g. 8-10) for most positions and put this down to the good relationship they have developed with their local Jobcentre Plus. Other CJS employers, however, found they only received a small number (e.g. less than 5). This was put down to the rural location of the CJS employer, the type of occupation (e.g. catering or care-related positions), or the perceived lack of promotion of CJS vacancies amongst local Jobcentre Plus and SDS staff.
- In terms of the quality of applications:
  - Some applications were poorly completed with gaps or spelling errors in their applications. CJS employers are disappointed that sub-standard applications are being sent to them if they are being screened by Jobcentre Plus and SDS staff.
  - In other cases, CJS employers find that applications are filled out in a standardised manner with little individuality or distinctiveness. They believe this is because Jobcentre Plus and SDS staff are completing the applications for the young people, rather than the young people leading the process.
  - At interview, applicants often have limited awareness of the job and the organisation. The CJS employers anticipate this and spend time explaining what the job entails.
  - Similarly, applicants can show little or no interest in the job role.

Figure 5.1: Employer Satisfaction with CJS Registration and Recruitment Process

	% Saying					Average Score
	Very Good → Very Poor					
	5	4	3	2	1	
Employer registration process	33	53	13	1	0	**4.2**
CJS employee recruitment process	23	41	29	7	1	**3.8**
Number of applicants to CJS jobs	4	28	34	28	6	**3.0**
Quality of applicants to CJS jobs	4	35	47	11	3	**3.2**
Appropriateness / match of applicants to CJS job specification	8	32	44	14	2	**3.3**

Source: TERU CJS Employer Survey

CJS Jobs

Turning to the jobs themselves, the scores are in the mid-range with the level of pay scoring 3.3 and the length of the CJS contracts scoring 3.6. The feedback from the CJS employer focus groups and interviews provide further insight on both aspects.

- In terms of pay, many third sector employers are committed to paying their staff the Living Wage and would like their CJS employees to be paid the same. They are therefore supportive of the Phase 5 move to pay the Living Wage. However, some employers did raise some reservations:
  - While committed to and working towards paying the Living Wage for their staff, some organisations are not yet in a position to do so. Tensions may arise if CJS employees are paid the Living Wage but existing employees are not.
  - For the younger age groups (e.g. 16-19 year olds), there needs to be a balancing of expectations as they may become accustomed to earning the Living Wage and consequently deterred from taking a non-Living Wage job (including a Modern Apprenticeship).
- In terms of length of contract, six months was generally felt to be too short as the young people typically become comfortable and productive in their job role from month 3 onwards, at which time they need to start thinking about their next step after CJS. Employers therefore felt there should be an option to extend the contract on a case-by-case basis, while some thought there could be a more joined up arrangement with available Employment Recruitment Incentives that would act as an extension.

Figure 5.2: Employer Satisfaction with Length and Pay of CJS Jobs

	% Saying					Average Score
	Very Good → Very Poor					
	5	4	3	2	1	
Length of CJS contracts	10	53	26	10	0	**3.6**
Minimum number of hours per week	10	62	27	2	0	**3.8**
Level of pay	4	36	44	14	1	**3.3**

Source: TERU CJS Employer Survey

Training for CJS Employees

Before considering the off-the-job training funded through the CJS programme, it is first important to recognise the ***additional support that the CJS employers***

provided for their CJS employees. Specifically, the survey found that CJS employers provided the following additional supports:

- Mentoring to CJS employees from existing members of staff – 92% of CJS employers.
- Continued on-the-job training for CJS employees – 89% of CJS employers.
- Off-the-job training paid for by the CJS employer – 58% of CJS employers.
- Support for CJS employee around transport – 31% of CJS employers.

Indeed, CJS employers were keen to highlight in the focus groups and interviews the level of training, support and supervision they provide to the CJS employees. Mentoring or buddying schemes, providing ongoing on-the-job training, and paying for off-the-job training all have a resource cost for the organisations that could potentially be directed to other activities. Some CJS employers felt the additional resource required could be a barrier to smaller organisations engaging in the programme.

Turning to the ***off-the-job training*** available through CJS, all scores were above the midpoint of 3.0 but the amount of funding available (3.5) and the suitability / relevance of the off-the-job training (3.5) are mid-range scores. These findings were reflected in the CJS focus groups and interviews as some CJS employers thought the £200 per CJS employee training budget was not high enough to purchase more expensive training while; some were unsure what training could be funded and what could not (particularly training that could be delivered in-house or by another third sector organisation); and others found it difficult to source appropriate training in their rural location.

Figure 5.3: Employer Satisfaction with Training Available for CJS Employees

	% Saying					Average Score
	Very Good → Very Poor					
	5	4	3	2	1	
Ease of accessing off-the-job training	16	50	26	7	1	**3.7**
Amount of funding available for off-the-job training	13	40	33	11	2	**3.5**
Suitability / relevance of off-the-job training	7	43	39	7	2	**3.5**
Quality of off-the-job training	14	52	30	3	1	**3.8**

Source: TERU CJS Employer Survey

Support with Post-CJS Transition

In terms of supporting the CJS employees' progression, the CJS employer focus groups and interviews found that employers work hard to best enable their CJS employees to move onto a positive destination. Many employers start this process early by making it clear that the CJS job is temporary and that they will help the young people maximise the opportunities that the CJS job offers them (e.g. learning new skills and accessing accredited training). As the end date of the contract nears, the CJS employers then increase their level of support in terms of help with job search, helping with CVs and applications, enquiring about possible vacancies across their own networks, and (in many cases) being able to offer an extension to the CJS job.

Beyond the employability and transition support the CJS employers offer themselves, their views on the support and information from SCVO and other partners for the CJS

employees and themselves at the end of the CJS contracts are both scored at 3.6. In terms of improvements, greater clarity around eligibility and availability of ERIs in their local area was suggested.

Figure 5.4: Employer Satisfaction with Support Provided at End of CJS Contracts

	% Saying					Average Score
	Very Good → Very Poor					
	5	4	3	2	1	
Support and information for CJS employees	15	43	33	10	0	**3.6**
Support and information for CJS employers	14	41	36	7	1	**3.6**

Source: TERU CJS Employer Survey

The survey found that 50% of the CJS employers surveyed had kept on at least one CJS employee beyond the end of their CJS contract. One evaluation objective was to understand the extent to which national and/or local authority recruitment incentives had been used to enable to keep them on (particularly as SCVO make CJS employers aware of these incentives). The survey found that of the employers who kept a CJS employee on:

- 33% used a local authority recruitment incentive.
- 31% did not use any external financial supports.
- 21% used the Youth Employment Scotland (YES) fund.
- 10% used the Targeted Employer Recruitment Incentive through SDS.

Of the CJS employers that used a recruitment incentive, 58% said they would not have recruited the young person without the incentive; 24% said they would have done so; and 18% did not know.

Management of CJS Programme

The strongest feature of the programme as reported by the CJS employers is its management by SCVO. Above all, SCVO are widely seen to respond quickly to any questions or difficulties encountered by the CJS employers (4.5), while the other measures are also well above the midpoint of 3.0. The positive feedback was similarly reported in the CJS employer focus groups and interviews.

Figure 5.5: Employer Satisfaction with SCVO's Management of CJS Programme

	% Saying					Average Score
	Very Good → Very Poor					
	5	4	3	2	1	
Information / updates about CJS	43	41	16	1	0	**4.3**
Responsiveness to any questions raised	56	34	9	1	0	**4.5**
Amount of paperwork / administration	35	41	21	4	0	**4.1**

Source: TERU CJS Employer Survey

Views of CJS Employees

Moving beyond the different elements of the CJS programme, the chapter now turns to the CJS employers' views of their CJS employees – noting from Figure 5.1 that there was some reported dissatisfaction with the recruitment process and the number

of applicants. Figure 5.6 shows that overall the CJS employers were impressed with the quality of their CJS employees. Breaking out the Phase 3 versus Phase 4 pilots CJS employees, both scores were well above the midpoint at 4.3 and 4.1 respectively.

Figure 5.6: Quality of CJS Employees

	% Saying					Average Score
	Very Good → Very Poor					
	5	4	3	2	1	
Phase 3	50	39	6	6	0	**4.3**
Phase 4 Pilots	46	32	14	4	4	**4.1**

Source: TERU CJS Employer Survey

The CJS employers were then asked what had particularly impressed them about their CJS employees. The most commonly mentioned attributes were their ability to get on with other staff, their willingness to learn and their positive attitude/commitment to the job. Least mentioned (and linking in with Figure 5.8) is their level of job skills, their understanding of what the job entails and their level of confidence.

Figure 5.7: Positive Attributes of CJS Employees (% of Employers)

	Phase 3	Phase 4 Pilots
Ability to get on with other staff	76	64
Willingness to learn	73	50
Positive attitude/commitment to the job	68	50
Stayed in job - didn't drop out	66	50
Good attendance rate	64	36
Good time keeping	61	25
Ability to follow instructions	57	46
Level of enthusiasm/motivation	53	32
Level of basic skills (e.g. literacy/numeracy)	50	36
Effectiveness / productivity in the job	45	46
Level of ICT skills	44	21
Level of communication skills	40	36
Level of confidence	40	36
Came with good understanding of what job entailed	31	25
Level of job skills	24	29

Source: TERU CJS Employer Survey
Note: Results ordered according to Phase 3 CJS employees

When asked about what problems they had experienced with their CJS employees, the most common issues reported by employers were a lack of confidence, poor time keeping and attendance, and poor job skills.

Figure 5.8: Problems with CJS Employees (% of Employers)

	Phase 3	Phase 4 Pilots
Poor time keeping	29	36
Lack confidence	28	25
Poor attendance rate	25	25
Poor communication skills	23	18
Poor job skills	22	21
Lack enthusiasm / motivation	22	14
Poor basic skills (e.g. literacy/numeracy)	22	14
Negative attitude/lack of commitment to job	19	14
Poor understanding of what job entailed	18	25
Didn't stay in job long - dropped out	14	14
Unable to follow instructions	12	14
Disciplinary issues	10	14
Not willing to learn	9	7
Poor ICT skills	8	11
Unable to get on with other staff	7	11
Pending court convictions	1	11
Previous offences	0	11

Source: TERU CJS Employer Survey
Note: Results ordered according to Phase 3 CJS employees

CJS employers were asked whether their perceptions of the unemployed had changed following their involvement with CJS. As Figure 5.9 shows, there has been a positive impact here from a pre-CJS average perception of 3.7 to a post-CJS score of 4.2.

Figure 5.9: Perceptions of Young Unemployed People as Potential Employees Before and After CJS (% of Employers)

	% Saying					Average Score
	Very Good → Very Poor					
	5	**4**	**3**	**2**	**1**	
Before CJS	19	38	38	5	1	**3.7**
After CJS	41	42	15	1	0	**4.2**

Source: TERU CJS Employer Survey

Impact on Organisations

CJS aims to be a programme that also builds the capacity of third sector organisations. When asked in what ways CJS had an impact on their organisation, Figure 5.10 shows that over half said that CJS had widened the pool of people they would look to recruit from; provided mentoring or supervisory experience for existing members of staff; and increased the volume of existing services delivered.

Figure 5.10: Impacts on Third Sector Organisations (% of Employers)

	Percentage
Widened the pool of people we would look to recruit from	59%
Provided mentoring / supervisory opportunities for existing members of staff	58%
Increased the volume of existing services we deliver	53%
Increased the quality of existing services we deliver	41%
Increased the number of permanent staff in our organisation	32%
Introduced new ideas to our organisation	30%
Introduced new skills to our organisation	30%
Increased the range of services we deliver	28%
Changed how we recruit as an organisation	24%

Source: TERU CJS Employer Survey

Overall Views of CJS Programme

Overall, and reflecting what is widely positive feedback from CJS employers, Figure 5.11 shows supervisors/line managers believed it achieved its aims.

- 93% of supervisors/line managers thought CJS was a 'very good' or 'good' employability programme.
- 90% of supervisors/line managers thought CJS was a 'very good' or 'good' programme to build the capacity of Third Sector organisations.

Figure 5.11: Overall Rating of Community Jobs Scotland (% of Employers)

	Very Good	Good	OK	Poor	Very Poor
Programme that Supports People Towards and Into Sustainable Employment	64	29	6	2	0
Programme that Builds the Capacity of Third Sector Organisations	61	29	9	1	0

Source: TERU CJS Employer Survey

Improvements to CJS

Looking forward in to how to further improve the CJS programme, we first present the survey findings on the ***problems that the CJS employers reported that they encountered***. Consistent with much of the feedback from the CJS employer focus groups and interviews outlined within the chapter, the main responses given by the CJS employers to the open question were as follows:

- Poor quality of applicants (which would range from poorly filled out application forms, no shows at interview, lack of knowledge of job role and organisation, and lack of interest in job role) – 16 CJS employers.
- Low number of applicants (which was sometimes qualified with the CJS employers' rural location) – 15 CJS employers.
- Limited awareness and/or promotion of CJS by Jobcentre Plus staff – six CJS employers.
- Level of resources required internally to manage and support the CJS employees – five CJS employers.
- Amount of paperwork – three CJS employers.
- Dealing with early leavers – three CJS employers.
- Timekeeping of CJS employees – two CJS employers.
- Ease of accessing training for CJS employees (due to rural location) – two CJS employers.

Then, in terms of the specific ***improvements*** they suggest, the main suggestions made by CJS employers to the survey's open question were as follows:

- Providing longer contracts to CJS employees (or at least the option to extend the contract) – 30 CJS employers.
- Offer higher wages (i.e. the Living Wage) to CJS employees – six CJS employers.
- Open up the recruitment process beyond Jobcentre Plus and SDS – six CJS employers.
- Increase number and quality of applicants to CJS jobs – six CJS employers.
- Open up eligibility to CJS jobs (most notably to older client groups) – four CJS employers.
- Increase training budget available for CJS employees – four CJS employers.
- Develop a rolling CJS programme so that young people can be taken on throughout the year – four CJS employers.
- Increased preparation / pre-recruitment training for CJS employees before they start CJS job – two CJS employers.

Reviewing these suggested improvements, it should be noted that Phase 5 does seek to address a number of these, including offering longer contracts for vulnerable groups, giving the option of paying the Living Wage, and increasing the age range to 29 year olds for vulnerable groups.

Chapter Summary

This chapter has set out the views of the CJS employers and overall the feedback is widely positive with them recognising the impact CJS has on both young people and their organisations.

- While the employer registration process works well, a number of CJS employers were disappointed by the quantity and quality of applicants they received via Jobcentre Plus and SDS.
- However, having recruited to the CJS jobs, the CJS employers rate the young people highly.
  - The features that most impress them are their ability to get on with other staff, willingness to learn and their positive attitude and commitment to the job.
  - Where problems are encountered, these most often relate to the young people's lack of confidence, poor time keeping and attendance, and poor job skills.
- CJS employers provide a wide range of additional support for their CJS employees – and this may partly explain the low take up of the off-the-job training budget available through CJS.
- 50% of the CJS employers surveyed had kept on at least one CJS employee beyond the end of their contract. Two-thirds of these had used a recruitment incentive to financially support this.
- SCVO are seen to manage the CJS programme very well and provide regular updates about it and respond quickly to any questions raised by CJS employers.
- In terms of improvements to CJS, the main suggestion made was to provide longer CJS contracts. Other improvements suggested centred around offering higher wages (i.e. the Living Wage) and increasing the quantity and quality of applicants.

6. PHASE 4 YOUNG PEOPLE WITH CONVICTIONS PILOT

Introduction

There is a strong case for supporting young people with convictions to raise their employability as they are less likely to re-offend if they have a job. More broadly helping young people with convictions into work can have positive impacts on the lives of their families. However, most young people with convictions have a range of barriers to work including low educational attainment, lack of work experience, and chaotic lifestyles, which mean they need support to access and maintain a job.

Limited work history means that a sustained period of work experience is needed to develop work skills and demonstrate to employers that they are able to work. Most would find it difficult to compete for jobs in an open market due to their history. Young people with convictions can therefore benefit from the introduction to the world of work which CJS facilitates.

Background

The young people with convictions element of the CJS programme began in February 2014 (i.e. in Phase 3) with a small ***pre-pilot*** of seven young people. This was initiated following discussions between SCVO, the Scottish Prison Service (SPS), DWP and SDS around the opportunity to trial the CJS model with young people with convictions.

The pre-pilot aimed to test the approach and get a better understanding of how the young people with convictions pilot might work and flag up any issues which could affect its delivery. While only working with a small number of young people, the pre-pilot enabled partners to develop a greater understanding of the nature of the problems around employability experienced by young people with convictions. The pre-pilot also suggested:

- There is variability in terms of the employability support offered to prisoners across the different prisons – and often there was no clear person responsible for joining up the different supports and agencies available. This would need to be taken into account when the real pilot began.
- However, Reducing Re-Offending Public Support Partnerships (PSPs) provide mentoring support to ex-prisoners and these could provide support to employers engaged in CJS.
- Furthermore, there was good buy-in to CJS across the prisons and wider organisations. Several support agencies work with young people in prison while they are in and prior to their release. CJS staff had to increase their understanding of their various roles and how they could work with them

Recruitment of Young People

The full Phase 4 pilot started in April 2014 and young people were recruited in three main ways – whilst in prison and nearing the end of their sentence; through organisations that work with young people with convictions; and word of mouth referrals. These are discussed in turn below:

- ***Whilst in prison and nearing release*** – when nearing release, the skills and work readiness of the young people would be assessed in relation to their ability to sustain a CJS job. Consultees pointed out that the numbers of prisoners who are 'job ready' is fairly small in comparison to the prison population, while they also need to pass an eligibility test. One key issue that needed to be overcome was that young people with convictions are registered for the Work Programme on release which means that they would be ineligible for CJS. Through discussions between DWP, SCVO and the

Scottish Government, it was agreed that their entry to the Work Programme could be deferred for up to 3 months. The prisons then sent information about the prisoner's release date, residence and what kind of job they are looking for to SCVO to help them identify a job and arrange interviews. In terms of the smooth delivery of the pilot it helped that there was a single point of contact for CJS in each prison.

- ***Through organisations working with young people with convictions (i.e. post release)*** – interventions such as the PSPs, Violence Reduction Unit (VRU) in Glasgow and Violent Offenders Watch (VOW) in Edinburgh that work with young people with convictions were an important source of referrals. For example, the VRU put forward young people they assessed as *'ready for change'* and willing to work although they still had a lot of barriers to employment. Referrals through these partners mean that the young people have continued support in addition to that offered through SCVO and this is working well to help sustain people in CJS.
- ***Word of mouth*** – over the life of the pilot, word of mouth became a further means of engaging with young people with convictions who were not currently being supported by some of the organisations indicated above. As an example, one of the participants at the evaluation's focus groups said he flagged up that his brother had previous convictions, was unemployed and keen to get a job.

Stakeholders felt that the recruitment mechanisms worked well and this is reflected in ***the pilot marginally exceeding its target of 100 young people with convictions with 104 starting CJS jobs***. However, in the future, it was suggested that young people with convictions who have benefited from CJS should in some way be involved in helping to publicise the opportunity to other young people with convictions.

Recruitment of Employers

A key aim of the pilot was to recruit employers who were receptive to and interested in employing young people with convictions and had the resources and expertise in place to meaningfully support them. To do so, SCVO drew on its knowledge of the Third Sector to identify potential employers that would offer a good fit for the young people with convictions. In total 48 different employers provided CJS jobs for young people with convictions, thereby demonstrating a real interest and commitment to supporting this client group amongst third sector organisations. Partners, while not directly involved in the employer recruitment, felt SCVO did this well with considerable efforts made to ensure a good job match between the young person and the employer

Characteristics of the Young People Recruited

As stated above, 104 young people were recruited for the pilot, which was four above target. As would be expected given the young people with convictions population, the majority of these were male.

Figure 6.1: Gender of Phase 4 Young People with Convictions Pilot Participants

	Number	Percentage
Male	87	84%
Female	16	16%
Total	**104**	**100%**

Figure 6.2 shows the age breakdown of the young people recruited to the pilot.

- Only 11% of the recruits were under 20 years of age.
- The majority (63% were in the 20-24 year old) age group.
- Just over a quarter were aged between 25 and 29 – noting that eligibility was extended to 29 year olds.

The low proportion of 16-19 year olds suggests more could be done to target and work with this young age group.

Figure 6.2: Age of Phase 4 Young People with Convictions Pilot Participants

	Number	Percentage
16 to 17 year olds	1	1%
18 to 19 year olds	10	10%
20 to 24 year olds	65	63%
25 to 29 year olds	27	26%
Total	**104**	**100%**

Figure 6.3 shows the breakdown by their ***highest level of qualification*** held prior to starting on the programme using International Standard Classification of Education (ISCED) qualifications. It shows:

- 25% had no qualifications.
- 21% had Level 1 qualifications (or SCQF Level 1 or 2).
- 50% had Level 2 qualifications (or SCQF Level 3 to 5).

Compared to Phase 3 CJS employees, a higher proportion of pilot participants had no and Level 1 qualifications than the Phase 3 average (46% versus 24%) – so reinforcing the fact that these are more vulnerable young people.

Figure 6.3: Prior Qualifications of Phase 4 Young People with Convictions Pilot Participants (ISCED Qualifications Classification)

	Number	Percentage
No qualifications	26	25%
Level 1	22	21%
Level 2	52	50%
Level 3	2	2%
Level 4	0	0%
Level 5	1	1%
Total	**104**	**100%**

By local authority area, Phase 4 young people with convictions pilot jobs were created in 23 of the 32 local authority areas. Of these, the greatest number of CJS jobs were created in:

- Glasgow – 35% of jobs.
- Edinburgh – 10% of jobs.
- North Ayrshire – 10% of jobs.

These are followed by East Ayrshire (7% of jobs) and Dundee and Stirling (both 6% of jobs). The key point to recognise here is that the jobs were created in locations that are accessible to the young people – i.e. close to where they were moving or retuning to on release. This is a key part of the job matching efforts central to the young people with convictions pilot.

CJS Completions and Early Leavers

The fact that many of the young people with convictions CJS starts were in the January to March 2015 period and so had not completed their CJS contract meant that, at the time of the evaluation, only an indicative overview of performance can be given. In particular, the 13 week outcomes data is largely incomplete and has therefore not been presented. When this data is available, the findings and recommendations of the pilot's evaluation should be reviewed by the CJS Advisory Group to assess whether the findings remain valid or whether additional actions are required.

The key source of information therefore relates to whether the young people with convictions completed their CJS contracts or left early (and if so, why). As Figure 6.4 shows, at the time of the evaluation:

- 30% of the 104 starts were still on programme.
- 16% had completed their CJS jobs.
- 8% left early due to getting another job.
- ***46% had left their CJS jobs early for a negative reason***, with the main reasons being that participants stopped attending and dismissal due to misconduct.

The proportion leaving their CJS job early for a negative reason is much higher than the rates for the core CJS Phase 3 starts (12%), Wage Incentive Phase 3 starts (23%) and Phase 4 care leaver pilot starts (24%) – particularly given that some may have three months remaining on their CJS contracts, whereas the Phase 3 starts have in the main completed their contracts.

Figure 6.4: Completion Rate of Phase 4 Young People with Convictions Pilot Participants

	Number	Percentage
Still on CJS contract	31	30%
Completed	17	16%
EARLY LEAVERS – POSITIVE		
Got a job	8	8%
EARLY LEAVERS – NEGATIVE		
Dismissed – misconduct	15	15%
Extended sickness absence limit	10	10%
Stopped attending	22	21%
Total	**104**	**100%**

Views of the Pilot

Drawing on the views of partner organisations, wider stakeholders, CJS employers and the young people employed on CJS contracts through the pilot, the overriding impression is that this was a pilot that worked very well in terms of getting the number of recruits and CJS job opportunities, but still struggled to achieve strong outcomes due to the difficulties involved in supporting this client group. This section is therefore organised under two sub-headings: strengths of the pilot; and challenges encountered by the pilot.

Strengths of the Pilot

- ***Valuable option for young people with convictions***. There are few other programmes targeting young people with convictions and most of these offer only a short period of work experience (around a month). Young people with

convictions need longer work experience because they tend to be very distant from the labour market and generally have a range of issues that they need to work through. CJS is more suitable because the work experience is 6 months – although even at 6 months (and as discussed later in this chapter) it is still not long enough in most cases.

- ***Matching CJS Jobs to young people with convictions*** – as mentioned above, consultees felt there was a strong emphasis on ensuring that the CJS job fitted with the young person's vocational interests, skills, previous work experience, place of release, and employer. Some termed this a 'bespoke' service to every participant. This is commendable as SCVO identified that it was sometimes difficult to get information about what young people with convictions really wanted to do. Over the life of the pilot the assessments around vocational interests carried out in the prisons were refined and people became more adept at identifying these. It helped when prison officers were involved in the matching process as they generally had a good knowledge of a particular prisoner's interests and skills.
- ***Opening up the recruitment process*** – employers were able to interview applicants when they were still in prison – either through 'jobs fair' type events in prisons or specially arranged interviews. In some cases prisoners were offered these jobs while they were in prison and this meant they could start work and immediately on release increasing the chance of engagement in CJS. However, some CJS employers felt having the job start immediately after release was too soon for some young people as they need up to a couple of weeks to get re-accustomed with life following release.
- ***Learning from interviews*** – many participants had a number of interviews before they secured a job. However, effort was made to learn from the unsuccessful interviews and improve future performance. This ensured that participants were not disheartened during the interview process but viewed it as a positive learning experience and one that will help them in subsequent interviews.
- ***Supportive employers*** – the commitment of the CJS employers to the young people with convictions was seen as a real strength. Examples of this include:
  - CJS employers being very open and positive in the interview process.
  - Young people with convictions were made to feel welcome in the organisations and treated no differently from other employees.
  - Due to the social purpose and aims of the employers, some organisations could offer additional, specialist support. For example one consultee said that the CJS employee had been assisted with housing issues that he had.
- ***Management of the pilot*** – finally, consultees were in wide agreement that the pilot had been well delivered and managed. Strong working relationships across partners involved in the delivery had been formed, while the SCVO lead worker was seen to be 'enthusiastic', 'passionate' and 'on top of everything.' He drove the pilot's development and ensured that every effort was made to engage the number of young people with convictions, create the jobs for them via the CJS employers, and respond quickly to any difficulties that arose.

Challenges of the Pilot

- ***The nature of the client group***. The major challenge faced was trying to overcome the wide range of barriers and issues that a number of the young people with convictions have, which impact on their ability to complete their CJS job. The feedback from the CJS employers identified the following difficulties they encountered amongst some of the young people:

  - Unstable and chaotic 'home lives' relating to their housing, children and income, which impacted on their ability to sustain their CJS job.
  - Pending convictions that disrupted their CJS jobs through court appearances and/or returning to custody.
  - Community Payback Orders which the young people found difficult to fulfil alongside their CJS contract hours.
  - Addictions problems that impacted on their attendance and ability to do the job.
  - Instances of unprofessional and aggressive behaviour in the workplace, which impacts on other staff.
  - Unexpected setbacks – such as a young person doing really well in their CJS job but then getting into trouble at the weekend.
- ***Client group's 'hidden' barriers***. Linked to the point above, CJS employers noted that they received limited information about the backgrounds and issues of the young people they employ and only become fully aware of the issues they face once already employed. This can place unexpected burdens on the CJS employers. To counter this, they feel information sharing between the different organisations supporting the young people could be enhanced.
- ***Quality of the jobs offered***. While recognising that there was some diversity in the jobs created and efforts were made to match the jobs to what the young people with convictions wanted to do, some stakeholders felt the quality of some of the jobs could have been improved on. Better quality jobs are those where there is commitment to training, taking someone on at the end of the placement and committing to helping them progress in and beyond the organisation. These types of jobs were seen as being very important in helping to break young people with convictions' negative cycles. According to the consultees it is essential that CJS provides *'a real start'* and not just another programme. '*Low end jobs* [can] *stifle enthusiasm and ambition'* and run the risk that people will drop back out of the labour market at the end of the 6 months.
- ***Length of job.*** While noting that many participants did not complete their six months and left their CJS jobs early, stakeholders and employers still felt that six month contracts were not long enough for young people with convictions to develop their work-related and employability skills, as well as establishing a more stable life more generally. While some young people do develop in the CJS jobs quickly, CJS employers and stakeholders felt a longer-term contract would be a more appropriate option. The young people with convictions consulted also agreed that the option of a longer-term contract would be beneficial to them as they feel six months work experience is insufficient time to demonstrate to other employers that they are credible potential employees.
- ***Level of pay and number of hours***. A number of the CJS employees consulted with did not see the 25 hours per week as a full-time job and would prefer more hours. This would not only enable them to earn more (as 25 hours at NMW is not a sustainable amount to live on without living with parents or other financial support) but also give them experience of a '*proper*' full-time job. However, some CJS employers noted that not all young people with convictions are able to sustain a full-time contract, therefore a flexible approach to number of hours would be more appropriate – i.e. offer the option to extend to 35 hours per week on a case-by-case basis.

Recommendations

In general, the young people with convictions pilot was viewed positively and led to a number of '*great stories of young people turning their lives round'.* Nevertheless,

based on the evaluation's findings, recommendations can be made to further develop the young people with convictions aspect of the CJS programme. These have been made before the final outcomes data is available, and so should be reviewed by the CJS Advisory Group when this is available.

- ***Extend age limit***. Partners noted that the 16-24 years old prison population is falling and that the average age of offending has increased from 17 to 21 years old[4]. There is therefore value in extending the age limit to up to 29 year olds (and perhaps beyond) as these people will face many of the same challenges finding and sustaining employment. Another option is to build relationships with secure units (i.e. with '*young people on the cusp of offending')* as CJS would be an important positive destination for them. Indeed, CJS fits well with the 'whole systems' approach to youth justice favoured by the Scottish Government which places an emphasis on early interventions and alternatives to prosecution. Links could be made to organisations (such as social work, diversionary programme providers, and organisations in the third sector) which work with low tariff offenders before they are placed in custody.
- ***Consider pre-release work experience tasters***. To help smooth young people's transition at release, the opportunity to allow prisoners to participate in day release work experience tasters with CJS employers could be considered. There may also be the option of using these tasters as part of the CJS recruitment process to help ensure a better fit between the young person and the job role.
- ***Ensure wide package of support.*** The high early leaver rate of 44% indicates the need for a wider and more joined-up package of support in place to support the CJS employee in and outside of their CJS job. While partners have been supportive, for example CJS employers, SCVO and the Scottish Government have been flexible to the different challenges and needs of the CJS employees and CJS employees have often continued to receive support from PSPs and other services, this has not prevented the high early leaver rate. It is therefore suggested that more structured arrangements are put in place between the CJS employee, employer and wider support agencies (e.g. PSPs and the Violence Reduction Unit) so that all are aware of their roles and responsibilities in achieving a positive CJS outcome. This might include a joint meeting at induction between all key individuals so that all potential challenges (e.g. benefits, housing, childcare, past and pending convictions, and transport) can be discussed and planned for, along with a more positive discussion of what the job entails and what skills and training opportunities can be gained. These meetings can then be scheduled on a regular basis thereafter.
- ***More support for CJS employers***. Linked to the point above, it is important that CJS employers know where they can access support and advice in relation to their CJS employee. SCVO provide this in terms of the CJS job itself, but there would also be value in giving the CJS employers information about the wider supports and agencies they and their CJS employees can access if any problems arise. Other suggestions made were to:
  - Facilitate the sharing of learning across employers around what works well to support ex- offenders. The learning generated could also

[4] The peak age of offending for men, which was 18 in the late 1980s, is now 23. The peak age of offending for women has increased from 18 to 30. Source: http://www.ed.ac.uk/polopoly_fs/1.159791!/fileManager/Peak-age-of-offending-rises-as-teens-turn-from-life-of-crime-30-10-2014.pdf

encourage other employers that they too could take on an young people with convictions.
  - Offer travel expenses to employers to allow them to travel to prisons to conduct interviews.
- ***Increase length of CJS contracts***. The feedback from the young people with convictions, employers and stakeholders strongly points to the need for a longer, 12 month CJS contract (or at least the option of extending it beyond the six month period). This is being taken forward within Phase 5 of the CJS programme and this is to be welcomed. However, given the high early leaver rate, the priority must first be placed on ensuring there are the supports in place that enable more young people with convictions to achieve the six months in the first place.

Chapter Summary

The young people with convictions Phase 4 pilot is an important development for the CJS programme and certainly fits with the ambition of supporting more vulnerable groups of young people. The key findings from the evaluation are:

- 104 young people with convictions participated in the programme, so marginally exceeding the target of 100 young people. This shows that the targeted recruitment methods were effective.
- However, at the time of the evaluation, 46% of the young people had left their CJS contracts early for a negative reason. This is a much higher percentage than the other strands of the CJS programme and indicates that more needs to be done to prepare the young people for the jobs and then ensure a wide range of supports are available to them when in the jobs.
- In terms of its design and delivery, there are seen to be many strengths to the programme – including the bespoke matching of jobs to the young people; the support given by the CJS employers; and the management of the pilot.
- The major challenge relates to the issues faced by the client group, which impact on their ability to sustain and complete their CJS jobs.
- In terms of the recommendations for this strand's development, and noting that the final outcomes data needs to be collected and reviewed with the CJS Advisory Group, these are as follows:
  - Extend age limit and eligibility to the programme.
  - Consider pre-release work experience tasters.
  - Ensure wide package of support for the young people.
  - More support for CJS employers.
  - Increase length of CJS contracts to up to 12 months.

7. PHASE 4 CARE LEAVER PILOT CHAPTER

Background

In February 2014, the Scottish Government asked SCVO to deliver a care leavers pilot in Phase 4 which would create 100 jobs for this group of young people. Engaging with care leavers was not something that was new to CJS as SCVO monitoring data reports that 72 young people with a care background had been employed in a CJS job across Phases 1 to 3[5]. However, the target of 100 places was a notable increase in the numbers to be recruited.

Recruitment of Young People

The CJS model remained the same in terms of employment with a third sector employer; a 6 to 9 month contract depending on their age paid at the National Minimum Wage; with off-the-job training available. It was recognised, however, that recruitment activities had to be targeted towards organisations that engage with care leavers. These organisations included:

- Who Cares? Scotland, who were looking to develop a more intensive programme in conjunction with Venture Scotland for 20 (of the 100) care leavers that included a pre-employment preparatory period. This did not, however, go ahead.
- Other specialist organisations – e.g. Action for Children; Barnardo's; Calman Trust; and Kibble Education and Care.
- Local authorities.
- SDS – building on the relationships their specialist advisors have with care leavers.

Young people were also asked to self-report if they had a care background when starting on CJS.

Through these routes, ***66 care leavers were recruited, a shortfall of 34 jobs against the pilot's target of 100 jobs***. Of the 66 jobs recruited for, SCVO data indicates that:

- 49 were filled by young people referred by partner organisations to CJS.
- 17 were filled by young people self-reporting as care leavers.

Building on the views of key stakeholders, the shortfall in the numbers recruited can be put to a range of factors:

- Limited connections were made with local authorities and their services (whether youth and/or employability services) that engage with care leavers. Developing these linkages must be a key priority as CJS enters Phase 5.
- The work with SDS and its specialist advisors only started in November 2014 (i.e. seven months into the pilot). Referral numbers from SDS therefore took time to build up but were good by the end of the pilot and should lead to more referrals in Phase 5.
- A number of the young people with convictions recruited to the young people with convictions pilot would have come from a care background[6] – but their 'primary' barrier is their criminal background and so fall within that pilot as opposed to the care leaver pilot.

[5] Phase 1 = 9 care leavers; Phase 2 = 23 care leavers; and Phase 3 = 40 care leavers

[6] Analysis undertaken by SCVO found that 22% of the care leavers recruited to CJS had an offending background

Recruitment of Employers

As well as taking a more targeted approach to the recruitment of the young people, a more targeted approach was taken to the recruitment of employers. This took the form of working with:

- Organisations specialised in working with care leavers that could also provide a range of jobs for the care leavers.
- Existing CJS employers who could provide a working environment that would be appropriate for care leavers.

By taking a more targeted approach, the pilot could offer care leavers a more supportive employment environment in recognition that some care leavers will require more intensive and/or flexible levels of support.

Characteristics of the Young People Recruited

As stated above, 66 care leavers were recruited in the Phase 4 pilot. In terms of their characteristics, Figure 7.1 begins with the gender breakdown and shows that ***73% were male and 27% female***. This means CJS is engaging with a high proportion of males given that Scotland's gender ratio for looked after children is 53% male to 47% female[7].

Figure 7.1: Gender of Phase 4 Care Leaver Pilot Participants

	Number	Percentage
Male	48	73%
Female	18	27%
Total	**66**	**100%**

By age, Figure 7.2 shows that almost half (47%) were aged 18-19 years old.

Figure 7.2: Age of Phase 4 Care Leaver Pilot Participants

	Number	Percentage
16 to 17 year olds	15	23%
18 to 19 year olds	31	47%
20 to 24 year olds	18	27%
25 to 29 year olds	2	3%
Total	**66**	**100%**

Figure 7.3 shows the breakdown by their ***highest level of qualification*** held prior to starting on the programme using International Standard Classification of Education (ISCED) qualifications. It shows:

- 12% had no qualifications.
- 20% had Level 1 qualifications (or SCQF Level 1 or 2).
- 56% had Level 2 qualifications (or SCQF Level 3 to 5).

Compared to Phase 3 CJS employees, a higher proportion of pilot participants had no and Level 1 qualifications than the Phase 3 average (32% versus 24%) – so reinforcing the fact that these are more vulnerable young people.

[7] Scottish Government (2014) Children's Social Work Statistics 2013-14

Figure 7.3: Prior Qualifications of Phase 4 Care Leaver Pilot Participants (ISCED Qualifications Classification)

	Number	Percentage
No qualifications	8	12%
Level 1	13	20%
Level 2	37	56%
Level 3	5	8%
Level 4	1	2%
Level 5	1	2%
Total	**66**	**100%**

By local authority area, ***Phase 4 care leaver pilot jobs were created in 20 of Scotland's 32 local authority areas***. Of these, the greatest number of CJS jobs were created in:

- Edinburgh – 18% of jobs.
- Glasgow – 15% of jobs.
- Renfrewshire – 14% of jobs.
- North Lanarkshire – 9% of jobs

Using the total number of looked after children by local authority area as a proxy measure of performance, Figure 7.4 indicates that the ***under-supply of CJS jobs for care leavers was greatest in Aberdeen City, Aberdeenshire and Glasgow***. A priority in Phase 5 should therefore be to create (more) CJS opportunities for care leavers in these three local authority areas as part of wider efforts to increase the number of CJS care leaver jobs across all parts of Scotland.

Figure 7.4: Local Authority Area of Phase 4 Care Leaver Pilot Jobs

	CJS Pilot		Scotland's Looked After Children 2013/14	
	Number	Percentage	Number	Percentage
Aberdeen City	0	0%	577	4%
Aberdeenshire	0	0%	403	3%
Angus	0	0%	272	2%
Argyll & Bute	1	2%	175	1%
Clackmannanshire	1	2%	184	1%
Dumfries & Galloway	3	5%	387	2%
Dundee City	2	3%	617	4%
East Ayrshire	2	3%	500	3%
East Dunbartonshire	0	0%	154	1%
East Lothian	0	0%	209	1%
East Renfrewshire	1	2%	175	1%
Edinburgh City	12	18%	1,416	9%
Falkirk	1	2%	370	2%
Fife	4	6%	952	6%
Glasgow City	10	15%	3,504	22%
Highland	1	2%	447	3%
Inverclyde	2	3%	237	2%
Midlothian	0	0%	309	2%
Moray	2	3%	213	1%
North Ayrshire	1	2%	601	4%
North Lanarkshire	6	9%	706	5%
Orkney	0	0%	39	0%
Perth & Kinross	0	0%	246	2%
Renfrewshire	9	14%	713	5%
Scottish Borders	0	0%	179	1%
Shetland	0	0%	31	0%
South Ayrshire	2	3%	343	2%
South Lanarkshire	3	5%	595	4%
Stirling	0	0%	233	1%
West Dunbartonshire	2	3%	329	2%
West Lothian	1	2%	415	3%
Western Isles	0	0%	49	0%
Total	**66**	**100%**	**15,580**	**100%**

In addition to the characteristics which the SCVO monitoring data captures, the stakeholder interviews and employer consultations found that a number of the care leavers recruited to CJS jobs faced a number of issues that they had to deal with and/or overcome. These included:

- Low educational attainment.
- Lack of maturity.
- A criminal background.

- Housing issues, including homelessness.
- Chaotic home lives.

CJS Completions and Early Leavers

The fact that many of the care leaver CJS starts were in the January to March 2015 period and so had not completed their CJS contract meant that, at the time of the evaluation, only an indicative overview of performance can be given. In particular, the 13 week outcomes data is largely incomplete and has therefore not been presented. When this data is available, the findings and recommendations of the pilot's evaluation should be reviewed by the CJS Advisory Group to assess whether the findings remain valid or whether additional actions are required.

The key source of information therefore relates to whether the care leavers completed their CJS contracts or left early (and if so, why). As Figure 7.5 shows, at the time of the evaluation:

- 46% of the 66 starts were still on programme.
- 14% had completed their CJS jobs.
- 9% left early due to getting another job, and a further 4% left early after being accepted on a course.
- 27% had left their CJS jobs early for a negative reason, with the main reason being that participants stopped attending.

The proportion leaving their CJS job early for a negative reason (27%) is high compared to the core CJS Phase 3 starts (12%) and Wage Incentive Phase 3 starts (23%) – particularly given that some may have four months remaining on their CJS contracts, whereas the Phase 3 starts have in the main completed their contracts. The care leaver proportion is, however, lower than the 46% of young people with convictions leaving their CJS contracts early for a negative reason.

Figure 7.5: Status of Phase 4 Care Leaver Pilot Participants

	Number	Percentage
Still on CJS contract	31	46%
Completed	9	14%
EARLY LEAVERS – POSITIVE		
Got a job	6	9%
Accepted on a course	2	3%
EARLY LEAVERS – NEGATIVE		
Dismissed – misconduct	3	5%
Extended sickness absence limit	4	6%
Stopped attending	11	16%
Total	**66**	**100%**

Views of Care Leaver Pilot

In general, it is hard to provide a clear, summary view of how the care leaver pilot has performed. This can be attributed to difficulties engaging with the care leavers employed on the CJS contracts and, more broadly, a seemingly ***lower profile attached to the care leaver pilot compared to the young people with convictions pilot***. Indeed raising the profile of the care leaver aspect of the CJS programme must be a priority in Phase 5. With this caveat, the main views expressed that are specific to the care leaver pilot were as follows.

- The number of care leavers recruited was lower than the target set and there is a need to further develop the referral routes with local authorities, SDS and specialist organisations to increase numbers.
- The length of the CJS contracts could be too short for some care leavers given their challenging backgrounds. The option of extending the CJS contract period to 12 months on a case-by-case basis in Phase 5 would be a positive development.
- The CJS employers need to ensure that they are providing a real work environment for care leavers, which includes having the confidence to discipline them when the young people are not meeting their roles and responsibilities. A balance is therefore needed between being supportive and understanding of the young people's backgrounds, and treating them as any other employee. CJS employers that have not previously recruited care leavers may require support from a specialist organisation in understanding how to provide such an environment.
- While there is a lead person driving the development of the young people with convictions pilot lead, such a proactive role is not as apparent in the care leaver pilot. This needs to be addressed if new and/or enhanced referral routes with wider organisations are to be established.

Recommendations

Based on the evaluation's findings, the recommendations relating to the development of the care leaver aspect of the CJS programme are as follows.

- ***Double the number of care leavers CJS starts coming from referral organisations***. In the pilot, 49 care leaver starts came through referrals. In meeting the Phase 5 target of 300 CJS jobs for vulnerable groups, and in ensuring that care leavers make up a significant proportion of this number, we recommend that a target of 100 care leavers starts from successful referrals is set. This will help to emphasise the need to continue building relationships with organisations that work with care leavers – and particularly local authorities (with Opportunities for All coordinators seen to be the key local authority interface).
- ***Establish a stronger CJS care leaver lead***. Whether internal to SCVO or in partnership with a national specialist organisation (e.g. Who Cares? Scotland), a more proactive approach is needed to build the profile of the care leaver CJS opportunities and establish new and stronger relationships with organisations that work with care leavers, which in turn will boost referral numbers.

A number of the recommendations proposed for the young people with convictions pilot are also valid for the care leaver strand of CJS – particularly the need to:

- Increase the length of the CJS contracts on a case-by-case basis.
- Ensure wide package of support for the young people to help address their barriers and reduce the early leaver rate.
- More support for CJS employers – particularly those who are new to supporting young people with a care background.

Chapter Summary

Along with the young people with convictions pilot, the Phase 4 care leavers pilot is a further important development for the CJS programme and again fits with the ambition of supporting more vulnerable groups of young people. The key findings from the evaluation are:

- Only 66 care leavers participated in the programme, of which 49 came through the planned route (i.e. referrals from partner organisations). This is

below the target of 100 care leavers and highlights the need for improved connections with potential referral organisations.

- At the time of the evaluation, 27% of the young people had left their CJS contracts early for a negative reason. While not as high as the young people with convictions pilot, it does indicate the need for more preparation before the job and more in-work support given the issues and barriers many care leavers face.
- The care leaver pilot appears to have had a lower profile compared to the young people with convictions pilot and this seems to have affected its reach. Moving into Phase 5, it is important that there is a group or individual who plays a stronger role in driving the care leaver strand of CJS forward.
- In terms of the recommendations for this strand's development, and noting that the final outcomes data needs to be collected and reviewed with the CJS Advisory Group, these are as follows:
  - Double the number of care leavers CJS starts coming from referral organisations.
  - Establish a stronger CJS care leaver lead.
  - Increase the length of the CJS contracts on a case-by-case basis.
  - Ensure wide package of support for the young people.
  - More support for CJS employers – particularly those who are new to supporting young people with a care background.

8. CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The CJS programme, now entering its fifth year, continues to be well received by the young people securing the CJS jobs and the third sector organisations who host the CJS jobs. Critically it is also achieving strong outcomes for the young people that CJS supports, the vast majority of whom are short-term unemployed prior to entry to the Work Programme. 65% of the CJS Phase 3 employees achieved a positive outcome 13 weeks after their CJS contracts.

While well-established in terms of its design, delivery and management, partners are keen to apply and test the CJS programme with different groups, thereby responding to where there are identified areas of need. In Phase 2, the CJS programme was adapted for young people with poor health or a disability, and these 18 month opportunities continue. In Phase 4, fully fledged CJS pilots were delivered for young people with convictions and care leavers. The outcomes for these groups are not as strong as the 'core' CJS client group but this is to be expected given the barriers to employment the vulnerable groups face and it is hoped that the lessons learned from the pilots can enhance the outcome rates in Phase 5. In particular there would appear to be a need to increase the wider support package for the young people and the employers so that the outcome rates for these vulnerable groups increase.

Indeed, the changes to the CJS model that will be implemented in Phase 5 should further enhance performance. Based on the feedback from partners, the options to pay the Living Wage for CJS employees if requested by CJS employers and to extend the CJS jobs for vulnerable groups to 12 months, will provide CJS employees with a more meaningful period of work and build their aspirations on the level of pay they want to achieve in the future. The protocol between SCVO and SLAED, if committed to by both sides, should also enhance the support provided to the CJS employees when their CJS contracts end.

Recommendations

Beginning with the ***recommendations for the 'core' CJS programme***, these are outlined below.

Increasingly Target More Vulnerable Groups of Young People

The labour market is continuing to improve with falling unemployment and rising reports of recruitment problems. However, it is known from previous recoveries that the more vulnerable will be the last to benefit. The experiences of the Wage Incentive jobs and the Phase 4 pilots shows that the CJS model can be applied to more vulnerable groups of young people. Entering Phase 5, the percentage of CJS jobs and wider resources allocated to these more vulnerable groups should continue to increase as CJS provides an excellent opportunity for them to gain real work experience but in a supportive and developmental environment.

Continue Engaging New Third Sector Organisations

For CJS to continue to grow and diversify the types of jobs available, it is important that SCVO continue to explore ways of engaging smaller third sector organisations in the CJS programme, with closer collaboration with local authorities one option. By increasing the number of organisations engaging with CJS, the quality of the jobs should increase as organisations have to be more innovative in their offer if they are to be successful in the allocation of CJS jobs. The effectiveness of the marketing efforts then needs to be monitored with data recorded on the size (e.g. number of

employees) and local authority area of each third sector organisation applying for CJS jobs.

Limit Number of CJS Jobs per CJS Employer
To help increase the quality of the CJS jobs on offer and ensure that the CJS employees receive a more personalised employment, training and development experience in their CJS job, it is recommended that for each Phase a limit of no more than five young people per CJS employer in anyone local authority area is established. Another means of helping to increase the quality of the CJS jobs is to ***use the Living Wage as a stimulus to create more demanding, less routine jobs*** that will offer greater long-term benefits for the CJS employees.

Greater Scrutiny of Young People Applying to CJS
To better meet CJS employers' expectations around the quantity and quality of applicants put forward to them, Jobcentre Plus and SDS advisors should seek and then act on the feedback received from CJS employers around the recruitment process. This will help Jobcentre Plus and SDS advisors to better identify the young people most suited to the CJS opportunities. However, for this to work effectively, CJS employers must be clear and forthcoming with their feedback.

Encourage the Transition Planning from Induction Onwards
The CJS jobs remain temporary jobs and it is important that the CJS employees are prepared from the outset for their transition after the end of their CJS contracts. By starting this planning process early, the CJS employees and employers can discuss what skills the CJS employees want to develop in their jobs and what training and qualifications they feel would benefit them most. CJS employees are therefore primed to see CJS as a stepping stone to something, rather than an end in itself that may lead to being kept on by the CJS employer.

Implement the SCVO-SLAED Protocol
The relationship between SCVO and the local authorities has been strained and the protocol offers the opportunity to build afresh and work in closer partnership to the ultimate benefit of the CJS employees. Both sides need to commit to the protocol with SCVO being more open in their information sharing, while the local authorities (particularly the local authorities with the greatest number of CJS jobs) should identify a named individual with a CJS remit who works with SCVO to build connections with their local employability pipeline.

Enhance Performance Management of CJS Programme
Notwithstanding the need to ensure that the outcomes data for the Phase 4 pilots is captured to enable a full assessment of performance to be made, there is scope to further improve the performance management of the CJS programme to provide greater intelligence on how well it is operating and insight into whether additional action is required. Reading across the evaluation's findings, specific improvements could be made around the:

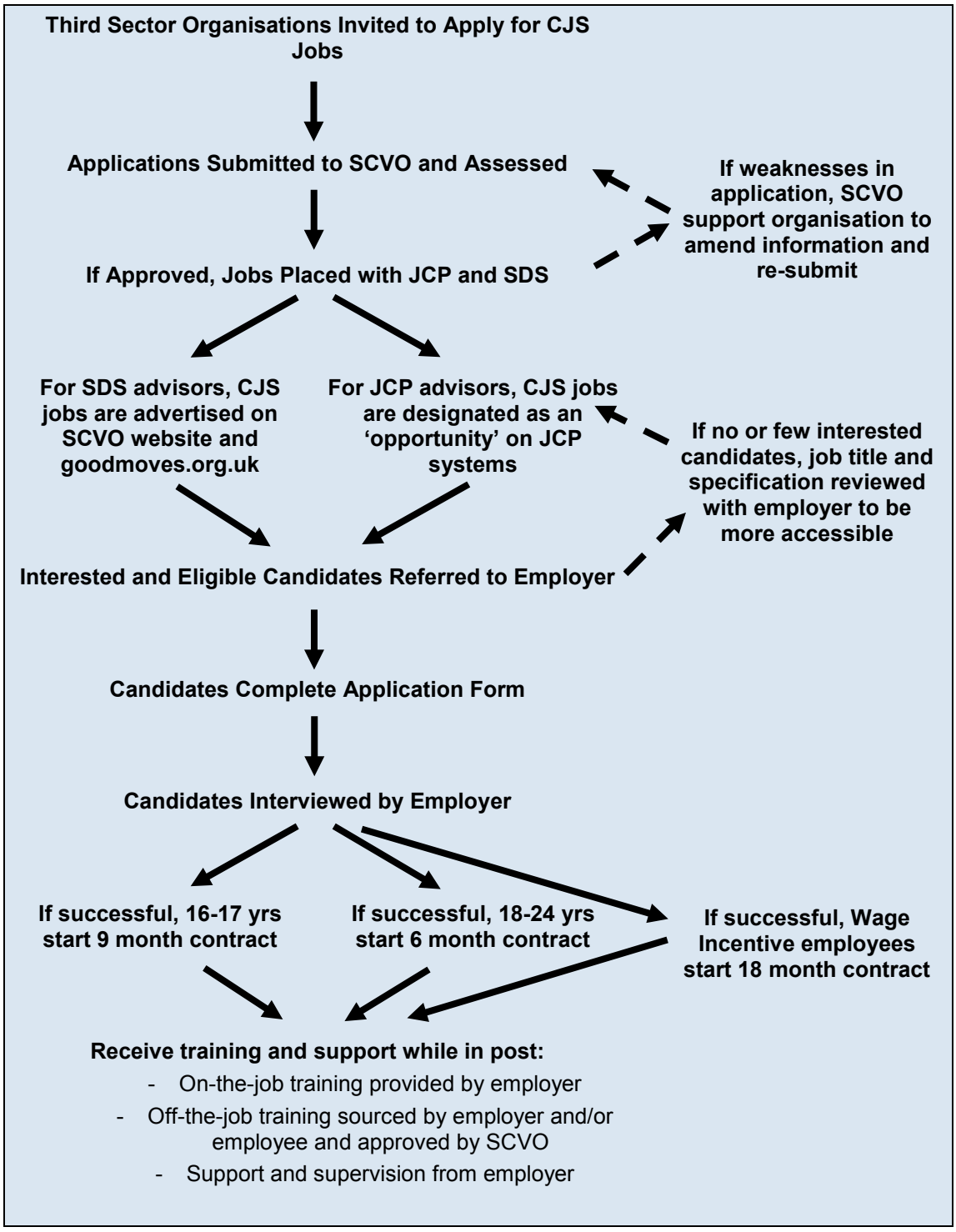
- ***Effectiveness of the marketing efforts*** – data should be recorded on the size (e.g. number of employees) and local authority area of each third sector organisation applying for CJS jobs. This can then assess whether additional marketing efforts are needed in some localities.
- ***Uptake of off-the-job training*** – a breakdown of which CJS employees have accessed off-the-job training by local authority area and occupation type should be produced. By doing so, partners can then assess whether there are any distinctive patterns in uptake that could be targeted for action – e.g. arranging group training in other locations across Scotland.

- ***Characteristics of the young people*** – and in particular the length of unemployment prior to starting on CJS.
- ***Completeness of the outcomes data*** – with the outcomes of 20% of CJS Phase 3 participants unknown, there is a need to explore other options to capture the outcomes data. The main one would appear to be the CJS employers as many appear to periodically contact their former CJS employees to see how they are getting on. They are therefore more likely to have the young people's up-to-date phone, email and social media contact details.

The ***recommendations for the two pilots*** (which are set out in detail in Chapters 6 and 7) can be summarised as follows:

- ***Young people with convictions pilot***:
  - Extend age limit and eligibility to the programme.
  - Consider pre-release work experience tasters.
  - Ensure wide package of support for the young people.
  - More support for CJS employers.
  - Increase length of CJS contracts to up to 12 months.
- ***Care leavers pilot***:
  - Ensure a stronger commitment amongst partners to the delivery of the care leaver pilot.
  - Establish a stronger CJS care leaver lead.
  - Double the number of care leavers CJS starts coming from referral organisations.
  - Increase the length of the CJS contracts on a case-by-case basis.
  - Ensure wide package of support for the young people.
  - More support for CJS employers – particularly those who are new to supporting young people with a care background.

APPENDIX 1: OVERVIEW OF COMMUNITY JOBS SCOTLAND MODEL



APPENDIX 2: PHASE 3 WAGE INCENTIVE CJS PERFORMANCE

By gender, 58% of the Phase 3 Wage Incentive participants were male. This in line with the gender split for the core CJS Phase 3 programme.

Figure A2.1: Gender of Phase 3 Wage Incentive Participants

	Number	Percentage
Male	60	58%
Female	44	42%
Total	**104**	**100%**

Across Scotland's 32 local authority areas, Phase 3 Wage Incentive jobs were created in 25 areas. Of these, the greatest number of CJS jobs were created in:

- Highland – 13% of jobs.
- Glasgow – 13% of jobs.
- Renfrewshire – 11% of jobs.
- Western Isles – 7% of jobs

The geographical spread shows strong engagement in parts of the Highlands and Islands, with a further 6% of jobs in Argyll & Bute.

Figure A2.2: Local Authority Area of Phase 3 Wage Incentive Participants

	Number	Percentage		Number	Percentage
Aberdeen City	4	4%	**Inverclyde**	6	6%
Aberdeenshire	3	3%	**Midlothian**	1	1%
Angus	1	1%	**Moray**	0	0%
Argyll & Bute	6	6%	**North Ayrshire**	1	1%
Clackmannanshire	0	0%	**North Lanarkshire**	4	4%
Dumfries & Galloway	0	0%	**Orkney**	2	2%
Dundee City	5	5%	**Perth & Kinross**	0	0%
East Ayrshire	1	1%	**Renfrewshire**	11	11%
East Dunbartonshire	1	1%	**Scottish Borders**	5	5%
East Lothian	2	2%	**Shetland**	0	0%
East Renfrewshire	0	0%	**South Ayrshire**	1	1%
Edinburgh City	5	5%	**South Lanarkshire**	1	1%
Falkirk	4	4%	**Stirling**	3	3%
Fife	1	1%	**West Dunbartonshire**	2	2%
Glasgow City	13	13%	**West Lothian**	0	0%
Highland	14	13%	**Western Isles**	7	7%
Total				**104**	**100%**

At the time of the evaluation, SCVO's monitoring data shows that:

- 6% were still on programme.
- 57% had completed their CJS jobs.
- 14% were early leavers for a positive destination – most getting a job.
- 23% had left their CJS jobs early for negative reasons, with the main reason being that participants stopped attending.

Figure A2.3: Status of Phase 3 Wage Incentive Participants

	Number	Percentage
Still on CJS contract	6	6%
Completed	56	57%
EARLY LEAVERS – POSITIVE		
Got a job	11	11%
Accepted on a course	3	3%
EARLY LEAVERS – NEGATIVE		
Dismissed – misconduct	2	2%
Exceeded sickness absence limit	2	2%
Stopped attending	19	19%
Total	**99**	**100%**

Note: Data available for 99 of participants

For those that have completed or left their CJS contracts, Figure A2.4 sets out what they were doing when contacted 13 weeks on leaving CJS. The data finds that:

- 45% were in employment (either retained by their CJS employer or in another non-CJS job).
- 3% were in full-time education.
- 6% were volunteering.
- 32% had returned to claiming benefits and were unemployed.

Figure A2.4: Outcomes of Phase 3 Wage Incentive Participants

	Number	Percentage
IN EMPLOYMENT		
Retained by CJS employer	20	22%
Another (non CJS) job	21	23%
IN EDUCATION		
Full-time education	3	3%
VOLUNTEERING		
Volunteering	6	6%
UNEMPLOYED		
Claiming benefits	30	32%
OTHER		
Not known	7	8%
Total	**93**	**100%**

APPENDIX 3: CJS PHASE 2 PERFORMANCE – CORE CJS EMPLOYEES

Figures A3.1 to A3.5 set out the final monitoring data for the CJS Phase 2 programme, noting that the timing of the Phase 2 evaluation allowed only interim data to be reported. This appendix only reports the data for the core CJS employee group, with the performance data for the Wage Incentive cohort reported in Appendix 4.

By gender, 57% of the CJS employees in Phase 2 were male; 43% female.

Figure A3.1: Gender of Phase 2 CJS Employees

	Number	Percentage
Male	765	57%
Female	580	43%
Total	**1,345**	**100%**

By age, and recognising that the focus of Phase 2 was on 16-19 year olds, 68% were aged 18-19 years old and 22% aged 16-17 years old.

Figure A3.2: Age of Phase 2 CJS Employees

	Number	Percentage
16 to 17 year olds	293	22%
18 to 19 year olds	915	68%
20 to 24 year olds	135	10%
25 to 29 year olds	2	0%
Total	**1,345**	**100%**

By geography, CJS jobs were successfully created in all 32 of Scotland's local authority areas. The greatest number of jobs were created in:

- Glasgow – 14% of jobs.
- Fife and North Lanarkshire – both having 8% of jobs.
- Edinburgh and South Lanarkshire – both having 6% of jobs.

Relative to the distribution of 16-19 year olds who were not in education, employment or training (NEET) in 2012 (when the CJS jobs were allocated), Figure A2.3 shows that there was a largely equitable distribution of CJS jobs across Scotland's local authorities. West Lothian is the only area which appears to have been under-represented in terms of the number of CJS jobs they had.

Figure A3.3: Local Authority Area of Phase 2 CJS Employees

	CJS Jobs		16-19 NEET
	Number	**Percentage**	**Percentage**
Aberdeen City	30	2%	3%
Aberdeenshire	26	2%	2%
Angus	28	2%	2%
Argyll & Bute	21	2%	1%
Clackmannanshire	32	2%	2%
Dumfries & Galloway	40	3%	3%
Dundee City	50	4%	4%
East Ayrshire	42	3%	3%
East Dunbartonshire	25	2%	1%
East Lothian	21	2%	2%
East Renfrewshire	14	1%	1%
Edinburgh City	82	6%	7%
Falkirk	41	3%	3%
Fife	104	8%	8%
Glasgow City	182	14%	14%
Highland	41	3%	3%
Inverclyde	32	2%	2%
Midlothian	31	2%	2%
Moray	18	1%	1%
North Ayrshire	52	4%	4%
North Lanarkshire	114	8%	8%
Orkney	10	1%	0%
Perth & Kinross	28	2%	2%
Renfrewshire	45	3%	4%
Scottish Borders	20	1%	2%
Shetland	10	1%	0%
South Ayrshire	31	2%	2%
South Lanarkshire	79	6%	7%
Stirling	25	2%	2%
West Dunbartonshire	34	3%	2%
West Lothian	25	2%	4%
Western Isles	12	1%	0%
Total	**1,345**	**100%**	**100%**

By completion rate, Figure A3.4 shows that:

- 75% of the CJS Phase 2 employees completed their CJS jobs (which were either 6 or 9 months in length depending on their age).
- 11% left early for a positive destination and the vast majority of these were to start a job.
- 13% left early for a negative reason – mainly due to no longer attending or for being dismissed due to misconduct.

Figure A3.4: Completion Rates of Phase 2 CJS Employees

	Number	Percentage
Completed	1,009	75%
EARLY LEAVERS – POSITIVE		
Got a Job	139	10%
Accepted on a Course	20	1%
EARLY LEAVERS – NEGATIVE		
Stopped Attending	104	8%
Dismissed - misconduct	69	5%
Exceeded Sickness Absence Limit	2	0%
Total	**1,345**	**100%**

By outcome, Figure A3.5 sets out what they were doing when contacted by SCVO 13 weeks on leaving CJS. The data finds that:

- 53% entered employment – either being retained by their CJS employer or entering another (non-CJS) job.
- 9% entered education or training.
- 5% who volunteered on leaving CJS
- 17% became unemployed and claimed benefits.
- 21% have been classified as entering an 'other' destination.

Overall, this equates to a ***CJS Phase 2 positive destination rate of 67%***.

Figure A3.5: Outcomes of Phase 2 CJS Employees

	Number	Percentage
IN EMPLOYMENT		
Retained by CJS employer	308	23%
Another (non CJS) job	405	30%
IN EDUCATION OR TRAINING		
Full-time education	114	8%
Approved training	5	0%
OTHER POSITIVE OUTCOME		
Volunteering	62	5%
UNEMPLOYED		
Claimed JSA	191	14%
Claimed ESA	20	1%
Claimed Income Support	17	1%
Claimed another benefit	2	0%
OTHER		
Another CJS job	13	1%
Returned to SDS	5	0%
Gone abroad	2	0%
Prison	2	0%
PH 1 Claiming Benefits	14	1%
PH 1 Employment	33	2%

PH 1 Education	2	0%
Not known / Unable to contact	150	11%
Total	**1,345**	**100%**

APPENDIX 4: CJS PHASE 2 PERFORMANCE WAGE INCENTIVE EMPLOYEES

Figures A4.1 to A4.5 set out the final monitoring data for the Wage Incentive CJS employees employed in Phase 2. The data is an update on the interim data reported in the Phase 2 evaluation. This appendix only reports the data for the Wage Incentive CJS employee group, with the performance data for the core CJS employee cohort reported in Appendix 3.

By gender, 72% of the CJS employees in Phase 2 were male; 28% female.

Figure A4.1: Gender of Phase 2 Wage Incentive Participants

	Number	Percentage
Male	54	72%
Female	21	28%
Total	**75**	**100%**

By age, 52% were aged 20-24 years old and 29% aged 18-19 years old.

Figure A4.2: Age of Phase 2 Wage Incentive Participants

	Number	Percentage
16 to 17 year olds	5	7%
18 to 19 year olds	22	29%
20 to 24 year olds	39	52%
25 to 29 year olds	2	3%
Total	**75**	**100%**

Across Scotland's 32 local authority areas, Phase 2 Wage Incentive jobs were created in 16 areas. The largest number of Wage Incentive jobs were created in Scotland's cities:

- Edinburgh – 20% of jobs.
- Dundee – 19% of jobs.
- Glasgow – 16% of jobs.

Outside of the cities, 9% of jobs were created in both Fife and North Lanarkshire. The lack of jobs created in the Highlands and Islands and North East of Scotland was due to the Work Choice contractor having insufficient time to create the jobs.

Figure A4.3: Local Authority Area of Phase 2 Wage Incentive Participants

	Number	Percentage		Number	Percentage
Aberdeen City	0	0%	**Inverclyde**	0	0%
Aberdeenshire	0	0%	**Midlothian**	1	1%
Argyll & Bute	0	0%	**Moray**	0	0%
Angus	0	0%	**North Ayrshire**	1	1%
Clackmannanshire	0	0%	**North Lanarkshire**	7	9%
Dumfries & Galloway	1	1%	**Orkney**	0	0%
Dundee City	14	19%	**Perth & Kinross**	4	5%
East Ayrshire	2	3%	**Renfrewshire**	0	0%
East Dunbartonshire	1	1%	**Scottish Borders**	0	0%
East Lothian	0	0%	**Shetland**	0	0%
East Renfrewshire	0	0%	**South Ayrshire**	4	5%
Edinburgh City	15	20%	**South Lanarkshire**	1	1%
Falkirk	2	3%	**Stirling**	1	1%
Fife	7	9%	**West Dunbartonshire**	0	0%
Glasgow City	12	16%	**West Lothian**	2	3%
Highland	0	0%	**Western Isles**	0	0%
Total				**75**	**100%**

By completion rate, Figure A4.4 shows that:

- 71% of the Phase 2 Wage Incentive employees completed their CJS jobs (which were 18 months in length).
- 15% left early for a positive destination and the vast majority of these were to start a job.
- 14% left early for a negative reason – mainly due to no longer attending.

Figure A4.4: Status of Phase 2 Wage Incentive Participants

	Number	Percentage
Completed	53	71%
EARLY LEAVERS – POSITIVE		
Got a Job	9	12%
Accepted on a Course	2	3%
EARLY LEAVERS – NEGATIVE		
Stopped Attending	10	13%
Dismissed - misconduct	1	1%
Total	**75**	**100%**

By outcome, Figure A4.5 sets out what they were doing when contacted by SCVO 13 weeks on leaving CJS. The data finds that:

- 50% entered employment – either being retained by their CJS employer or entering another (non-CJS) job.
- 10% entered education or training.
- 15% became unemployed and claimed benefits.
- 11% have been classified as entering an 'other' destination.

Overall, this equates to a ***CJS Phase 2 Wage Incentive positive destination rate of 60%***.

Figure A4.5: Outcomes of Phase 2 Wage Incentive Participants

	Number	Percentage
IN EMPLOYMENT		
Retained by CJS employer	22	29%
Another (non CJS) job	16	21%
IN EDUCATION OR TRAINING		
Full-time education	7	9%
Approved training	1	1%
UNEMPLOYED		
Claimed JSA	7	9%
Claimed ESA	7	9%
Claimed Income Support	1	1%
OTHER		
Gone abroad	1	1%
Another CJS job	1	1%
Not known	9	12%
Total	**75**	**100%**

APPENDIX 5: CASE STUDIES

Case Study 1

Peter is a 24 year old from Glasgow who has a series of petty criminal convictions – many of which he puts down to drinking too much and 'being stupid'. Prior to the CJS job he is currently doing with Celtic FC, Peter has never had a job before – although he has been on employment-related training programmes (e.g. as a car mechanic).

Peter heard about the CJS job while on the 10-week Gateway to Employment project delivered by Celtic FC and funded by Clyde Gateway URC. Towards the end of the 10 weeks the opportunity of a CJS job with Celtic FC was raised and, following a very relaxed interview process, Peter was offered the coaching job.

At the time of the research, Peter had been in his CJS job as a community football coach for two months. The job includes coaching football in schools across Glasgow for all groups of young people between the ages of 5 and 15. Peter loves the job because he has a passion for football and never thought he would be able to coach young people given his criminal past. He therefore greatly appreciates the opportunity that CJS and Celtic have provided him with.

Aside from the coaching aspect of the job, Peter finds the 25 hours per week and national minimum wage pay meets his needs, with his main weekly expense being his travel pass. At six months, he also feels the length of the job should be long enough for him as he understands from his line manager that he has been developing well in the job. Indeed, Peter is hoping to be kept on by Celtic FC as a football coach – probably on a zero hours contract.

Peter has also accessed additional training through CJS. He has gained his entry-level SFA Early Touches coaching badge, and Celtic FC are exploring options to put him on the more advanced level. Through SCVO, he has also gone on the manual handling and housing/welfare courses – both of which he found really helpful in widening his skillsets.

The CJS programme, along with the support provided by Celtic FC, has had a major impact on Peter's life. He feels much more motivated, given him a reason to wake up early in the morning and made him realise what he wants to do in the future (i.e. coaching). He also notes that he is drinking and smoking far less, with Peter keen not to return to his previous ways.

Case Study 2

Ben is a 23 year old from Ayrshire who has previously been in prison on two occasions. In between spells in prison, he has also been an apprentice mechanic, had two labouring jobs, and also completed a six months landscaping/environmental CJS job (in Phase 1 of the programme) which then provided a six week extension.

Ben heard about the CJS jobs when in prison and nearing the end of his 18 month sentence through Working Links and a talk about the CJS opportunities from SCVO. He applied for 3-4 CJS jobs and was invited for interview at CeiS Ayrshire within two weeks of release. He recalls the interview being very relaxed and he felt able (and encouraged) to be upfront about his previous convictions. Later that same day, he was informed he got the job.

The job is working as a coastal ranger and involves a wide range of tasks that revolve around the conservation and cleaning up of a previously neglected beach. The tasks include cleaning waste from the beach, sorting the waste into recyclables, undertaking conservation surveys (e.g. paths, sand dunes, birds, shells, water and plants) and surveys of beach users. It has also included working with the traveller communities to manage their use of the beach when they visit, with positive results from the way they have engaged with the communities. Overall, Ben really enjoys the job as it means he is working outside all day and doing things he would never have previously considered doing.

Aside from the job tasks, Ben likes the 25 hours per week as it takes him up to three hours travelling per day to get to and from his job, and it gives him time to do his other interests (e.g. football training and going to the gym). That said, he views the CJS job as ‘part-time’ and would prefer the hours to be 9 to 5 each day to be a full-time job. He also recognises that he lives at home with a supportive family with his only outlay being his travel costs. Without this support, it would be hard to sustain the job.

The training has also been a key strength of the CJS job as he has achieved his CSCS card, First Aid certificate, Sharps training, spraying tickets (e.g. weed spraying that is useful for getting a green-keepers job), and manual handling certificate. His employer is also looking at additional training to put him in an even stronger position moving forward.

In terms of next stages, Ben has three months left in his CJS job but he is focused on joining the armed forces (with an interview arranged the week after the research interview was conducted). He hopes he can be successful for in his application, but if not, he recognises that he will likely have other opportunities open to him due to the support his employer has provided him with in terms of looking for job opportunities.

Case Study 3

Elaine is a 27 year old from Glasgow who has a criminal background but has more recently been involved in the Violence Reduction Unit (VRU)'s Commonwealth Games Legacy Programme during summer 2014 and subsequently doing voluntary work with organisations that support people with addictions. She heard about the CJS job through the VRU as they kept in touch with her on a regular basis since the Legacy Programme ended in August 2014. While she thought she was applying for a job with Celtic FC, in the end she found out it was with Unity Enterprise and was happy with the apparent mix up. The main thing for her was getting a job and it has ended up being a good job for her.

Elaine works as a support development worker which involves supporting Unity Enterprise's service users (i.e. those with a learning disability) through activities such as arts and crafts sessions, developing CVs, and helping with their job search. The job builds on the experience she has gained from previous voluntary work, while also broadening her awareness and appreciation of the talents, skills and challenges the service users have. The experience she has gained reinforces her ambitions to gain future employment as a support worker in the care or addictions field. Indeed, Elaine is already applying for jobs with three months left on her CJS contract.

Other parts of the CJS job that appeals are the hours (25 hours suits with her childcare commitments – particularly as her childcare provider is currently offering her 20 hours free childcare per week) and the pay, which is seen to be ok when tax credits are included. She does, however, question the six month contract left as this length of work experience is often only the bare minimum that other employers will look for – and so the six month contract arguably disadvantages CJS employees.

To date, Elaine has not received any training. This might be due to the training courses and certificates she has gained from past programmes, but she would be interested in doing an SVQ in care to support her future job applications. She is also not sure whether she will be kept on and things this will be clarified in the next month. However, as stated above, she is already applying for jobs in the expectation that there will not be an extension offered or the extension does not provide the number of hours per week she ideally needs.

Overall, Elaine really values the opportunity that CJS has offered her, while also noting the impact that the VRU has had on her. This is the first time that her 4 year old daughter has seen her work and she is therefore proud that she can provide her daughter with a stronger role model.

Case Study 4

Dan is a 22 year old from Ayrshire who has previously been in the army, as well as being a young people with convictions. Prior to starting his CJS job, Dan was unemployed for two months and was participating in a six-week Street League project which combined employability skills and football. It was through Street League that he was told about the job opportunity and, on his agreement, Street League submitted a job application on his behalf. Dan was invited to interview and after a one-to-one interview with the CJS employer he was offered the job and started in March 2015.

Dan's CJS job is working as a project worker for a furniture recycling project. This primarily involves sorting stock in the warehouse, bringing stock onto the shopfloor, and being involved in the sales to the public. While he finds the job relatively easy, he does value the opportunity of it. At 35 hours per week, the job offers a good monthly salary, particularly as his partner has recently given birth and their household income has increased due to tax credits and housing benefit.

In terms of training, Dan received an induction in his first week which showed him how the warehouse operates. Since then, he recently did his STEPS course, which was not necessarily his choice but he did find useful in promoting the importance of positive thinking. He is also about to start his SVQ Level 2 in Warehousing which will help him in his current job role. Dan also notes the support he gets from his CJS employer – both from the employment coordinator but also his direct line manager who talk with him on a daily basis to see how he is getting on.

In terms of the impact of CJS, Dan notes that it has helped to calm him down and become more settled. It has also enabled him to get experience and a reference outside of the army, which should be of benefit in securing a job in the future.

Looking ahead, Dan is currently focused on his CJS job as he has four months left on his contract but does plan to start applying for other jobs. In due course he expects to be told on whether he is likely to be kept on and, if not, given advice and support on where to find alternative employment. Dan did mention that he could get some shifts labouring for a friend's firm but this would be cash-in-hand and he would prefer to keep above board in relation to the benefits system.

Employer Case Study – SWAMP

Background

The South West Arts and Music Project (SWAMP) based in Pollok, south west Glasgow is a community led organisation that uses the arts to enhance literacy, cultural awareness, social inclusion and community spirit in the local area. Its facilities include a professional digital recording studio, rehearsal rooms, IT suite, creative arts room and a large green screen filming studio.

SWAMP has been involved in CJS from Phase 1 and has successfully applied for CJS jobs in each phase. Overall, the organisation has supported 14 young people through CJS across Phases 1 to 4.

Recruiting for CJS

SWAMP recruit for CJS positions through the referrals made to them by Jobcentre Plus and SDS. On average there are 10-20 applications per CJS job, which is seen to be the right number as it provides SWAMP with some choice but is also a manageable number to assess. Typically the applicants will come from quite diverse backgrounds – some have a strong interest in the creative arts, while others have limited basic skills.

For those selected for interview, SWAMP find that most have know what the organisation does having done some prior research. However, their understanding of CJS and what it entails is limited and so SWAMP spend time explaining what the CJS job means in practice – e.g. contract length, training opportunities, etc.

Quality of CJS Employees

Overall the quality of the CJS employees has been very good and all develop their creative skills. Of the 14 taken on, SWAMP have only had difficulties with one employee but even then they were able to resolve the situation and the CJS employee completed their contract period. To an extent, this could be a reflection of what SWAMP does – i.e. it works with young people from diverse backgrounds – and so is well placed to support the CJS employees.

Training

SWAMP work hard to identify any training opportunities that its CJS employees can access. This ranges from the training funded through CJS (e.g. first aid certificates), training available through SWAMP's network (e.g. through Glasgow Centre for Voluntary Services), and in-house technical training on specific pieces of equipment. The focus on securing training opportunities reflects the sentiment within SWAMP that CJS is primarily to benefit the young people, albeit SWAMP do also acknowledge that CJS provides them with additional staffing when they do not have the resources to employ a lot of people.

Next Stages

From the very outset of the CJS contract, SWAMP are clear that the CJS contract is temporary (i.e. for 6 or 9 months in length depending on their age). By taking this stance, the young people know and are encouraged to take maximum advantage of CJS to build their skills and experience. As the end of their contracts draws nearer, SWAMP increase the support they provide for the young people around job search

and finding other opportunities. This includes making connections with other employers to see if they have any vacancies.

The approach works well as SWAMP's own monitoring data finds that 11 of its 14 CJS employees to date are currently in employment (three of the 11 being retained by SWAMP), while two are in full-time education and just one is currently unemployed.

Case Study - Low Moss Prison

The prison opened in March 2012. It holds nearly 800 male offenders on remand, short term offenders (serving less than 4 years), long term offenders (serving 4 years or more), life sentence offenders and extended sentence offenders (Order of Life Long Restriction) primarily from the North Strathclyde Community Justice Authority area. Low Moss has a link centre where offenders are offered services related to employment, housing, social work, throughcare addiction services, etc. as well as facilities to help offenders address their re-offending and support them to re-integrate back into the community on their release.

Low Moss also engaged from the beginning of the offender pilot. Over the life of the pilot they have refined their approach in a number of ways.

- The Employability and Benefits Adviser (EBA) is the main contact for CJS in the prison. She now has earlier contact with prisoners (8 weeks prior to release) to introduce the idea of CJS. This is helping them to prepare better for CJS opportunities.
- Over the life of the pilot they feel they have improved identification of prisoners that CJS could work well for. They have moved on from purely assessing eligibility to assessing suitability as well. They have a greater understanding of what level of job readiness people need to be at to enter and sustain CJS.
- They have worked harder to engagement the PSPs who meet prisoners when they are released and take them to CJS interviews. The PSP can provide the additional in-work support most ex-prisoners will need to sustain CJS. It can also be reassuring to the employer to know that employees have this support.

They have also organised 3 jobs fairs and these have helped to improve the assessment of prisoners' suitability for CJS as well as giving prisoners interview experience.

CJS also fits well with a greater focus on employability outcomes in Low Moss which is developing in Low Moss. This will involve the development of life skills and employability training, jobs clubs and greater focus on how the prison's industries which provide training for prisoners. Already prisoners can access training in catering, woodwork, plumbing, recycling, hairdressing and bakery experience in its on-site workshops and they want to look more carefully at how this training can help prisoners access CJS opportunities and also help people progress into better quality jobs. They also want to let prisoners know about CJS at the start of their sentence so that they can begin to work towards being ready to apply for a CJS opportunity at the end of their sentence.

CJS is well regarded among the prisoners and the EBA is approached regularly by prisoners wanting to find out more about it.

Case Study - Polmont Young Offenders Institution

Polmont is Scotland's national facility for male offenders aged between 16 - 21 years of age. Sentences range from 6 months to Life. The average sentence length is between 2 - 4 years.

Polmont has been engaged in CJS from the beginning of the offending pilot. As with the other institutions involved it has developed its own approach to the delivery of CJS and a good model has emerged. Some of the key features include:

- SDS careers officers visit the young people while they are in prison, helping to prepare them for release.
- Prison officers take the lead identifying young people who may be suitable for CJS and referring them to SCVO. Prison officers have a good knowledge of the young people's skills and interests and this has worked well to help identify young people who are more job ready and suitable for CJS.
- There is good partnership working with the Prisoner Support Pathways (PSPs) to help ensure that support is in place once the prisoner has been released.
- Employers are willing to be engaged and have generally continued to be involved in CJS even if some placements did not work out.
- They have had jobs fairs in Polmont where employers have interviewed young people for vacancies. This has helped to ensure young people have secured the job before their release and reduced the number of young people who were not turning up at interviews. Meeting the young person in the institution can provide reassurance for the employer.

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