



The 14:19 Fund:

AN INDEPENDENT EVALUATION
RESEARCH SCOTLAND | NOVEMBER 2017

Contents

**EXECUTIVE
SUMMARY**

4

CHAPTER THREE:
**IMPACT ON
YOUNG PEOPLE**

25

CHAPTER SIX:
**SUCCESS
FACTORS**

64

CHAPTER ONE:
INTRODUCTION

11

CHAPTER FOUR:
**IMPACT ON
VENTURES**

40

CHAPTER SEVEN:
**LESSONS
LEARNED**

73

CHAPTER TWO:
**KEY
ACHIEVEMENTS**

18

CHAPTER FIVE:
**THE SUPPORT
MODEL**

56

ANNEX:
**EVALUATION
METHOD**

80

About this evaluation.

This evaluation explores the impact of the 14:19 Fund. The 14:19 Fund is run by Inspiring Scotland and is the first and longest running of its funds. It aims to help 35,000 young people aged 14 to 19 into employment, education or training over ten years, from 2008 to 2018.

The 14:19 Fund uses a venture philanthropy approach. Venture philanthropy takes concepts from the business world and applies these to achieving a social, rather than financial, return.

The 14:19 Fund aims to achieve outcomes for young people through supporting charitable organisations to help young people. It works with a portfolio of 20 charities, funding their activities over a seven to ten-year period, and helping them to become more sustainable, successful and innovative.

This evaluation was undertaken by Research Scotland, in 2017.

Context.

The 14:19 Fund was launched in 2008, at a time of significant changes in the economic context. The onset of the international financial crisis in late 2007 and 2008 brought about the deepest global recession for a generation. In Scotland, the economy entered recession in mid-2008, and there was a decline in levels of employment and a rise in unemployment.

Young people aged 18 to 24 were among the first to experience deterioration in labour market conditions. While the challenges for young people shifted, the 14:19 Fund continued to focus on developing young people's skills, and progressing the journey to work. However, there was a shift towards supporting people who faced significant disadvantage or barriers to accessing learning, training or employment, to reflect the challenging jobs market.

The 14:19 Fund investment from 2009 to June 2017 was £46.1 million. Investors in the Fund have come from the public, private and third sector - including Scottish Government, Trusts and Foundations – as well as philanthropic families and individuals. Over this time, ventures themselves have attracted more than the same amount of funding again - £59.2 million of match funding.

Key achievements.

The 14:19 Fund aims to move 35,000 young people into employment, learning or training over ten years.

After eight and a half years, it has supported 27,897 young people into positive destinations. This is an average of 73 per cent of all the young people who have completed their involvement with 14:19.

The 14:19 Fund is well on track to meet its target. Each year, it has moved more young people into a positive destination. In 2016, it moved just over 5,000 young people into employment, learning or training. If the 14:19 Fund continues to perform at this rate, it will move more than 10,000 young people into positive destinations during 2017 and 2018.

Overall, between January 2009 and June 2017, 14:19 has supported 54,724 young people. 14:19 ventures deliver programmes of varying content and duration, meaning that young people supported in one year may remain on programmes into the next. Recent research found that the average length of time to achieve positive outcomes of employment, training or learning was 38 weeks – but could be as long as five years .

There have been 62,965 progression milestones for young people between 2009 and June 2017. Progression milestones include Scottish Qualification Authority Awards, Award Scheme Development, Accreditation Network Awards, John Muir Awards, Duke of Edinburgh Awards, Saltire Awards and industry specific qualifications such as nationally recognised certification in construction, health and safety, machine handling and power tools.

Young people have also achieved 134,840 soft outcomes – including improved confidence, self-esteem and resilience. These outcomes are vital steps towards engagement with work, learning or training.

Impact on young people.

14:19 has supported young people who are vulnerable, disengaged and furthest from the labour market. Research has shown that the young people involved in 14:19 have numerous complex issues to deal with, often including significant challenges in their personal lives, including:

- experience of care;
- behaviour or anger issues;
- mental health or anxiety issues;

- lack of family support;
- learning difficulties;
- lack of qualifications or work experience; and
- lack of confidence or self-esteem.

Most (80 per cent) had negative school experiences including underachieving, low attainment, bullying, isolation and poor attendance or timekeeping.

Ventures have supported young people in a wide range of areas, with outcomes for young people around:

- becoming more resilient, confident, independent and happier;
- engaging more effectively at school, developing coping strategies and building enthusiasm for learning;
- gaining accredited learning or qualifications that they may not otherwise have achieved;
- feeling part of a community, building social skills, promoting volunteering and affecting the aspirations of families, not just individuals; and
- finding their purpose, passion and direction in life, and the confidence, resilience and skills to pursue these passions.

“This opportunity has helped me to advance in life and made me feel like a contender.”

YOUNG 14:19 PARTICIPANT

“For the first time in my life I know what I want to do and where I want to go.”

YOUNG 14:19 PARTICIPANT

Importantly, young people have been supported not just into any job – but to think carefully about what the right job and career path is for them. And there is good evidence that young people have sustained their positive outcomes. Ventures have provided post-destination support in a high proportion of cases, and some have tracked participants to ensure that positive outcomes are sustainable.

Without 14:19...

“I think it would have been really difficult... I don’t think I would have been at school.”

“I probably would not be doing the job I love!”

“I wouldn’t believe in myself as much as I do now.”

“I wouldn’t be as motivated to better my own and other people’s lives.”

14:19 PARTICIPANTS

Impact on ventures.

The 14:19 Fund aimed to support ventures to develop, using a venture philanthropy model. It involved supporting charities to increase the scale and impact of the work they do. Ventures receive a support package including funding, support from a Performance Advisor, access to pro-bono experts, and peer support through networking with other 14:19 ventures.

This evaluation found strong evidence of positive impacts on organisations in terms of:

- having a clearer focus on impact – through building an understanding of outcomes, embedding the language of impact and supporting the development of more effective monitoring and evaluation tools and processes;
- enhancing governance and management – including securing new board members; developing skills around planning, risk and financial management; developing the skills of senior staff; and accessing expert support when required;
- expanding service provision – most ventures now work in more local authority areas than when they started, and the 14:19 Fund has allowed them to try new approaches and then scale this activity up – with a clear focus on employability for the 14 to 19 age group;
- attracting match funding – ventures have attracted £59.2 million of match funding against a 14:19 Fund investment of £46.1 million, and the amount of match funding has increased every year; and
- increasing overall sustainability – most ventures feel confident about the transition at the end of the 14:19 Fund, with most feeling in a healthy position, with a positive track record of achieving outcomes, and a good reputation.

“We have a more business minded approach than before... The organisation has gone through a real transformation.”

14:19 VENTURE

Despite operating in a climate of recession, public sector funding cuts and increasingly complex young people’s needs, the ventures involved in 14:19 have become more sustainable over the time of their involvement.

However, ventures still have some concerns – particularly around how to replace a fund as flexible as 14:19, and how to manage this transition.

Without 14:19...

“We would be not fully planning for the future, less ambition, less challenging, not strategic and thinking of the bigger picture.”

“We would be struggling to provide services to hard to reach young people.”

“We would be a much smaller organisation, have limited capacity, wouldn’t be known outside the local area and would have less life-changing impacts for young people.”

“We would be less impactful – both in terms of scale and in terms of being able to evidence the impact of our services on the lives of vulnerable young people.”

14:19 VENTURES

The support model.

The 14:19 Fund involved a structured model of support for each venture, including:

- long term, flexible funding;
- tailored development support from a Performance Advisor;
- access to pro-bono support; and
- facilitated Portfolio Days to enable shared learning between ventures.

Ventures were very positive about the long term, flexible nature of the funding, believing that it enabled greater impact because it could be used in the way that most benefited each individual organisation, and fostered innovation. Many highlighted that the nature of their relationship with Inspiring Scotland was critical in achieving flexibility – allowing a long term and strategic approach with a positive, high trust relationship. Ventures felt that it was clear that Inspiring Scotland was interested in the future of the organisation as a whole.

Ventures valued the support from Performance Advisors, who worked with ventures as a critical friend, offering support and challenge. Almost all 14:19 ventures had accessed pro-bono support, and valued the access to expertise in specialist areas. Often these connections built the foundations for lasting relationships between pro-bono experts and organisations.

Investors in the 14:19 Fund also felt that the support model worked very well. Key elements of the model – including the venture philanthropy approach, the focus on outcomes and targets, and the offer of pro-bono support – were critical in encouraging investors to become involved in 14:19.

“We’ve learned a lot from Inspiring Scotland... we have directly imitated the approach in another grant scheme.”

14:19 INVESTOR

Success factors.

Ventures felt that their approaches were successful because they were:

- outcomes focused – an approach which has strengthened through involvement in 14:19;
- led by a knowledgeable staff team – partly enabled through the longevity of funding allowing ventures to build and retain pools of highly skilled staff;
- delivered in a safe space – in a comfortable space with opportunities for reflection, thinking and talking about personal stories;
- personalised – through working closely with each individual young person, and allowing them to drive their own activities and support; and
- joined up with other services – including employers, schools and other organisations.

Almost all of the 14:19 ventures have become SQA accredited centres over the life of the fund, with support from Inspiring Scotland. Many mentioned that this had also helped to demonstrate the skills developed through 14:19 in a way that others, particularly schools and employers, recognise.

Lessons learned.

From the outset of this evaluation, it was clear that the early messages emerging from the evaluation were very positive. A concerted effort was made to probe questions about lessons learned, exploring what hasn’t worked; where outcomes had not been achieved; challenges and barriers; and lessons learned.

However, while stakeholders appeared fully prepared to reflect on what didn’t work, the balance of opinion remained that the 14:19 experience was very positive.

This is a different experience from many other evaluations undertaken using broadly the same method and approach, and we believe genuinely reflects the positivity that ventures, and other stakeholders, feel about the 14:19 Fund.

Some lessons learned did emerge, including potential for:

- more collective work between ventures – having a collective voice and working jointly together;
- more focus on influencing wider services at local level– including schools and education authorities – who are important partner in this work;
- more focus on demonstrating impact over the longer term - tracking the complexity of young people’s journeys into education, training and employment, and exploring these journeys over time.

Ventures also highlighted that there remained challenges to engaging with employers, particularly public sector employers due to their size and bureaucracy.

Inspiring Scotland has also learned lessons about the importance of:

- ensuring that the venture philanthropy approach is embedded within the ventures it supports; and
- providing financial support as a basis for wider performance support, allowing the opportunity and rationale for the development of a strong relationship with the venture over time.

Summing up.

Overall, the 14:19 Fund experience demonstrates that providing a flexible, long term, outcomes focused funding stream accompanied by dedicated and tailored support for organisations was an effective model. The Fund has enabled the development of:

- positive, supportive and challenging relationships between funders and funded organisations;
- resilient and sustainable charities able to strengthen and continue their employability work with young people in the future; and
- enhanced social impact for young people.

However, while the 14:19 Fund will have supported 35,000 young people over ten years into positive destinations, and built the capacity of ventures to support many more in future years, the problems experienced by young people in Scotland transitioning into further learning, training or work remain. There is scope for Inspiring Scotland to build on the experience and expertise gathered throughout the 14:19 Fund to continue its work to tackle the challenges experienced by young people in making successful and positive transitions in their lives.

CHAPTER ONE:

INTRODUCTION

This evaluation explores the impact of the 14:19 Fund, run by Inspiring Scotland.

In spring 2017, Inspiring Scotland commissioned Research Scotland to independently evaluate the 14:19 Fund. The evaluation explores the evidence available to support the concept of the 14:19 Fund. It reviews:

- whether the Fund has achieved its aims and targets;
- the impact that the Fund has had on young people;
- the impact that the Fund has had on building stronger organisations;
- the management of the Fund; and
- lessons learned for the future.

The 14:19 Fund aims to help 35,000 young people into employment, education or training over ten years.

The 14:19 Fund was set up in 2008, and will run to 2018. It supports the most disadvantaged young people in Scotland aged 14 to 19 who struggle to access employment, education or training. The 14:19 Fund is run by Inspiring Scotland, and is the first and longest running of its funds. It uses a venture philanthropy approach which takes concepts from the business world and applies these to achieving a social, rather than financial, return.

The 14:19 Fund aims to significantly reduce the number of young people aged 14 to 19 who are unable to make a successful transition between school and further education, training or work. The focus of investment was initially on the eight local authority areas in which nearly 80 per cent of this group of young people were based – Glasgow, Dundee, West Dunbartonshire, North Ayrshire, Inverclyde, Edinburgh City, East Ayrshire and Clackmannanshire

The 14:19 Fund aimed to achieve this outcome through supporting charitable organisations to help young people.

The 14:19 Fund aims to achieve outcomes for young people through supporting charitable organisations to help young people. It works with a portfolio of 20 charities, funding their activities and helping them to become more successful, innovative and sustainable – so that they can go on to help more young people in Scotland. From the outset, it aimed to invest in charities for a seven to ten year period.

There have been 24 ventures involved over the life of the Fund. The current 20 funded ventures have all been involved since 2008.

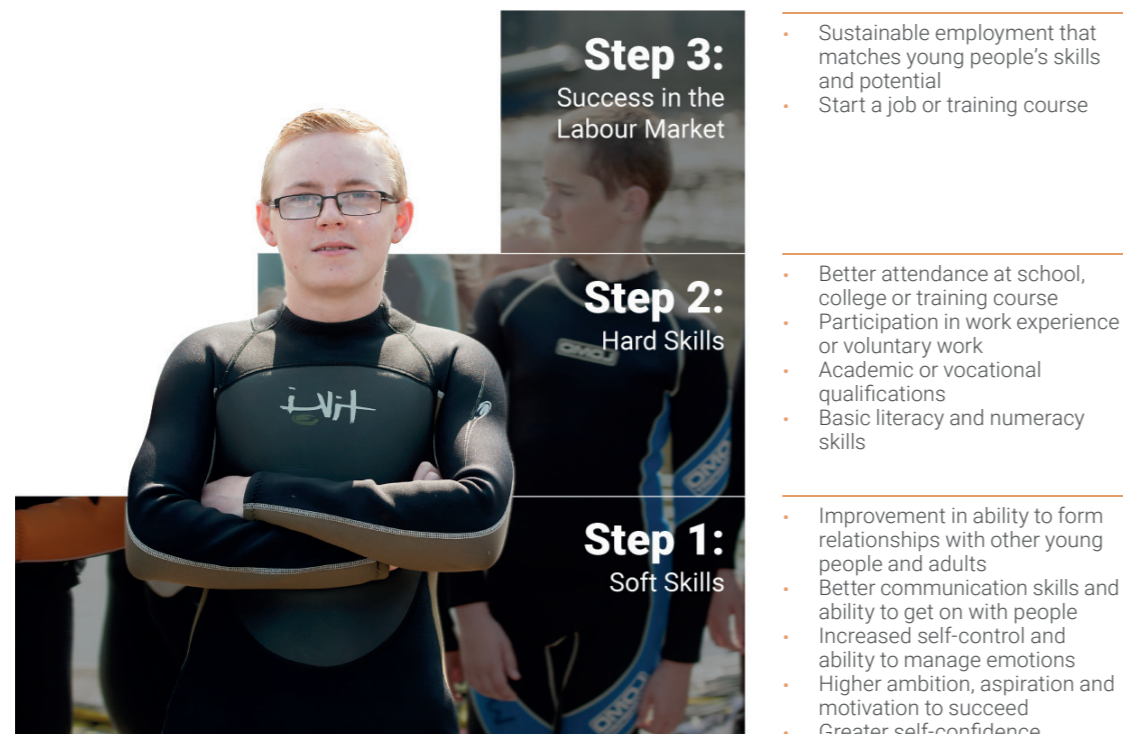


The 14:19 Fund was based on the principle that the charities it invested in were the experts in knowing how to help young people make the most of their talents and potential. Inspiring Scotland did not tell ventures what to do, or what services to deliver. However, it did encourage consideration of:

- working with families and communities to support young people's successes;
- how to use Scotland's assets to expand aspirations and expectations;
- how to support young people to access and engage mainstream and universal services such as schools, facilities and youth groups;
- integrating delivery with other local services in the public, private or voluntary sectors; and
- contributing towards national priorities of an overall increase in the number of school leavers who end up in education, training or employment.

The 14:19 Fund recognises that young people need many skills to succeed.

The 14:19 Fund focuses strongly on outcomes, focusing on both soft and hard skills development as part of a pathway to employment. It recognises that the development of the soft skills of young people, as a step to re-entering school, college or the workplace, is essential.



Importantly, the 14:19 Fund recognises that young people will progress at different rates, and that progression up the ladder is not always smooth or steady. The chaotic lives of some young people can make measurement difficult.

Initially, the 14:19 Fund aimed to provide early intervention for support young people who needed some help to succeed – rather than intensive support to succeed.

Despite the context for the work of 14:19 changing significantly over time, its focus has remained the same.

The 14:19 Fund was launched in 2008. The information that informed the development of the 14:19 Fund was largely from the 2004 to 2007 time period. However, in 2008 the economic context changed significantly.

The onset of the international financial crisis in late 2007 and 2008 brought about the deepest global recession for a generation. Global output fell in 2009 for the first time since 1945. The Scottish economy entered recession in mid 2008. There was a decline in levels of employment and a rise in unemployment¹.

Young people aged 18 to 24 were among the first to experience deterioration in labour market conditions as employment opportunities became more limited. Youth unemployment rose, young people were increasingly in low quality jobs and there were barriers to progression. Transitions into employment from school became more complex. And young people still faced ongoing barriers to work, such as gender segregation in the labour market. At the same time, young people faced significant wider challenges including barriers to finding suitable housing, persistent health inequalities and growing mental health issues².

Over this time, while the challenges and barriers shifted, the 14:19 Fund continued to focus on the development of soft skills, hard skills and access to employment. These skills were found to be vital in progressing the journey towards work, whatever the context. However, there was

¹ Scottish Economic Recovery Plan, 2011
<http://www.gov.scot/Publications/2011/02/24095442/3>

² The life chances of young people in Scotland: An evidence review, July 2017
<http://www.gov.scot/Publications/2017/07/3569/6>

a shift within 14:19 to supporting those young people who faced significant disadvantage or barriers to accessing learning, training or employment, to reflect the changing context.

Inspiring Scotland has developed and grown since 14:19 was set up.

14:19 was the first of Inspiring Scotland's funds. At the time, Inspiring Scotland was an exciting new approach – led by Lloyds TSB Foundation for Scotland. It was informed by venture philanthropy models across the world. It aimed to bring together the resources of investors from different sectors and focus them on the key social challenges Scotland faced, through voluntary sector delivery.

The first challenge that Inspiring Scotland chose to tackle was the significant number of young people who struggled to make a successful transition into adulthood – through focusing on learning, training and work. This became the 14:19 Fund.

Over time, Inspiring Scotland has been successful in raising money from private individuals, trusts and foundations and the Scottish Government, and investing it in funds addressing specific themes. It now runs ten funds tackling deep rooted social issues, amounting to over £120 million.

This evaluation explores the impact of the 14:19 Fund – on young people and on ventures.

The evaluation explores:

- whether the Fund has achieved its aims and targets;
- the impact of the Fund on young people and ventures;
- views on the management of the Fund; and
- success factors and lessons learned for the future.

The evaluation involved a review of existing reports at venture and Fund level; two workshops involving all 14:19 ventures; nine individual interviews with ventures; discussion groups and telephone interviews involving a total of 15 young people; telephone interviews with ten stakeholders working with 14:19 ventures including teachers, employers, investors, local funders and local authority contacts; a session with the 14:19 Advisory Group; and a session with the 14:19 staff team.

CHAPTER TWO:

KEY ACHIEVEMENTS

Introduction.

This chapter explores key achievements of the 14:19 Fund, up to June 2017. It explores how the Fund has performed in relation to its targets, and how performance has changed over time.

The chapter is based on analysis of the Impact Reports produced every six months by Inspiring Scotland, and independent review of the figures reported.

14:19 has supported almost 55,000 young people.

Between January 2009 and June 2017, 14:19 has supported 54,724 young people. 14:19 ventures deliver programmes of varying content and duration, meaning that young people supported in one year may remain on programmes into the next.

Young people have achieved almost 63,000 progression milestones.

There have been 62,965 progression milestones for young people between 2009 and June 2017. Progression milestones include Scottish Qualification Authority Awards, Award Scheme Development, Accreditation Network Awards, John Muir Awards, Duke of Edinburgh Awards, Saltire Awards and industry specific qualifications such as nationally recognised certification in construction, health and safety, machine handling and power tools.

Most ventures offer Scottish Vocational Qualifications which are valuable both to young people and employers.

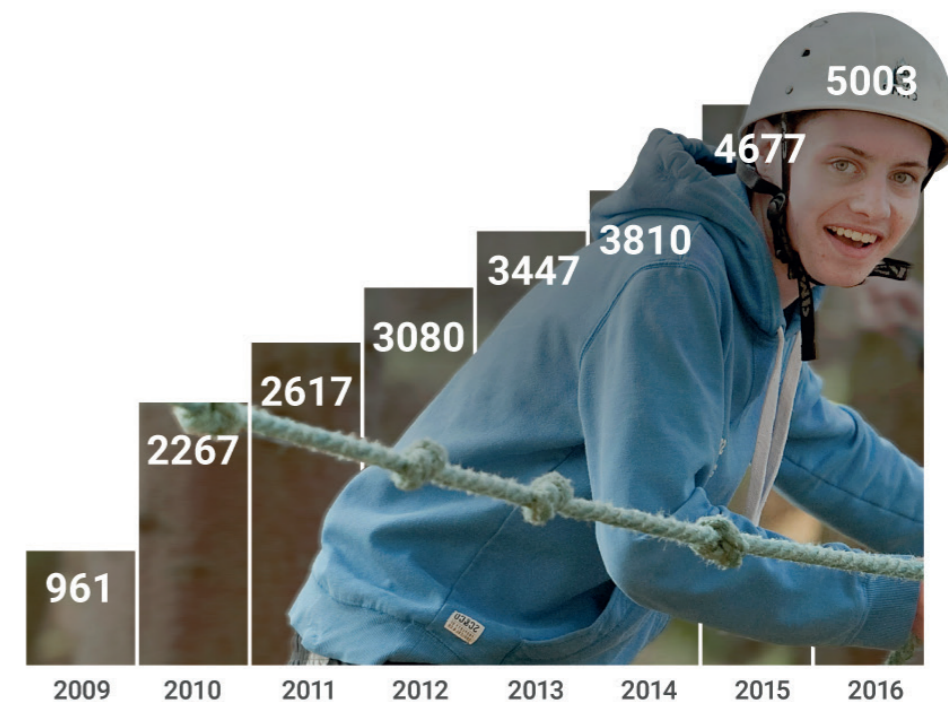
Over 27,000 young people have moved into positive destinations.

The 14:19 Fund aims to move 35,000 young people into employment, learning or training over ten years. After eight and a half years, it has supported 27,897 young people into positive destinations. This is an average of 73 per cent of all the young people who have completed their involvement with 14:19.

The 14:19 Fund is well on track to meet its target. Each year, it has moved more young people into a positive destination. In 2016, it moved just over 5,000 young people into employment, learning or training. If the 14:19 Fund continues to perform at this rate, it will move more than 10,000 young people into positive destinations during 2017 and 2018.

However, it is important to note that it is likely that there is some overlap in the young people supported by 14:19, with some receiving support from more than one venture. It is not possible to quantify the level of overlap.

The 14:19 ventures have moved more young people into employment, education and training each year.



YOUNG PEOPLE SUPPORTED INTO EMPLOYMENT, LEARNING OR TRAINING

The proportion of young people moving into positive destinations has increased over time.

There is clear evidence that over time, a higher proportion of the young people completing their 14:19 involvement have moved on to positive destinations. Data is available from 2011 to 2016, and shows that over time, the proportion of young people moving into positive destinations has increased by twelve per cent.



Over this time, the economic context has improved. At the same time, the ventures have been able to develop their expertise and fine tune their programmes to help more people to move into employment, education or training.

Most young people moving into positive destinations have re-engaged in education.

Between January 2009 and December 2016, just over half of the young people who have moved into positive destinations have re-engaged in education.



Over time, the proportion of young people moving into employment as a positive destination has increased. The proportion increased from 22 per cent in 2009 to 31 per cent in 2016, which is an increase of 41 per cent.



Young people have achieved almost 135,000 soft outcomes.

The journey to employment, education or training can be long, and many young people remain engaged with programmes over a longer period. Ventures take a person-centred approach, supporting young people in a flexible way. Recent research found that the average length of time to achieve positive outcomes of employment, training or learning was 38 weeks – but it could be as long as five years³.

Soft outcomes include improved confidence, self-esteem and resilience, and are vital steps towards engagement with work, learning or training. Information about the number of soft outcomes achieved by young people is available from 2009 to June 2017. It shows that young people achieved 134,840 soft outcomes. This is an average of between two and three soft outcomes for each young person involved in 14:19.

14:19 ventures now work across 25 local authority areas.

Initially, 14:19 aimed to focus primarily on eight local authority areas. In 2009 the funded ventures worked in 17 local authority areas. By 2013 this had increased to 25 local authority areas. Expansion to new geographical areas stabilised in 2015, and since then the focus has been on building in sustainability beyond the life of the 14:19 Fund.

Local Authority Coverage by Venture

	2009	2017
One Area	12	6
Two Areas	1	5
Three Areas	2	3
Four Areas	2	-
Five Areas	1	-
Six Areas	-	-
Seven Areas	-	-
Eight Areas	2	4
More Than Eight Areas	-	2

Over the time of being involved in the Fund, most ventures have increased their scale of operations, working across more local authority areas.

Over £105 million has been invested in 14:19 activity, up to June 2017.

Overall, 44 per cent of investment has been through Inspiring Scotland's 14:19 Fund. Investors in the Fund have included Scottish Government, Trusts and Foundations, and philanthropic families and individuals.

More than half of the investment (56 per cent) has been attracted by ventures locally. This investment of over £59 million has come about as a result of 14:19 investment and includes contributions from local authorities, other public funding, European funding, Trusts, foundations and other donors. It also includes trading income.



TOTAL INVESTMENT: £105.3M

TOTAL PARTICIPANTS: 54,724

**14:19 FUND INVESTMENT PER
YOUNG PERSON: £842**

The outcomes of the investment for each young person include an average of:

- two to three soft outcomes;
- at least one progression milestone; and
- 73 per cent of those who complete the programme moving into a positive destination.

Discussion with a small number of investors highlighted that they were attracted to invest in the 14:19 Fund due to:

- the venture philanthropy approach;
- the focus on outcomes and targets;
- the pro bono support available;
- the fact that most of the money invested went to ventures – with Inspiring Scotland taking a “competitive” management fee for the support they provided; and
- the focus on a concerted effort, across a group of ventures, to tackle youth unemployment – something that was more than the sum of its parts.

“The key was that I liked the approach of trying to run the charity like a business...I am a fan of the venture philanthropy model.”

14:19 INVESTOR

CHAPTER THREE:

IMPACT ON YOUNG PEOPLE

Introduction.

This chapter covers the impact that the 14:19 Fund has had on young people. It explores the profile of young people supported, and the range of outcomes they have achieved.

This chapter is based on a review of 14:19 Fund reports and documents; a review of venture evaluations, case studies and reports; two workshops with 14:19 ventures; nine interviews with 14:19 ventures; and discussions with 15 young people supported by the ventures. It also draws on previous evaluations of the 14:19 Fund, and a review of 200 profiles of young people undertaken by FMR Research for Inspiring Scotland in 2017.

This chapter focuses strongly on the evidence about the impact on young people, through 14:19. Chapter Six explores the success factors behind achieving this impact, and Chapter Seven explores lessons learned for the future.

14:19 has supported young people who are vulnerable, disengaged and furthest from the labour market.

14:19 ventures have worked with young people who have significant barriers to education, training and employment. Often, this involves young people that others find hard to support.

Research has shown that the young people involved in 14:19 have numerous complex issues to deal with, often including significant challenges in their personal lives⁴. Based on a sample of just over 200 profiles, the research found that young people faced barriers including:

- lack of confidence or self esteem
- mental health or anxiety issues
- lack of family support or issues within the family
- lack of qualifications or work experience
- learning difficulties
- behaviour or anger issues
- poor timekeeping, attendance or reliability
- experience of care.

Further discussion with 14:19 ventures suggested that this profile broadly reflected the range of young people they worked with. However, some ventures felt that it was important to highlight that some of the young people they worked with also had experience of trauma in their lives.

This sample highlighted that 60 per cent of the case studies were of young men, 39 per cent were of young women, and 1 per cent were other, non-binary or fluid. The 14:19 team at Inspiring Scotland believes that this sample of young people involved is likely to be broadly representative.

“14:19 is there for young people who cannot navigate the system without support.”

ADVISORY GROUP MEMBER

“We have encountered more complex barriers than originally anticipated.”

14:19 VENTURE

Of the case studies used in this research, most young people (72 per cent) were completely new to the 14:19 venture, and had not received previous support from them. Over half (56 per cent) had undertaken other programmes such as activities through Community Jobs Scotland, Employability Fund or Modern Apprenticeships.

Hot Chocolate Trust

A young man was bullied at school and found it difficult to cope. He became involved in alcohol and drugs at an early age, and ended up in prison. He spent most of his teenage years in and out of prison. Hot Chocolate staff visited him in prison, and offered him supported employment opportunities on his release from prison. He is now looking for full time employment and has not been in trouble since 2012.

“Prison is not a place I want to go back to and I don’t think I will.”

The Venture Trust

A young woman was in homeless accommodation following a breakdown in family relationships. She was supported by the Venture Trust to stabilise her circumstances and re-discover the confidence to progress to university, and also became a Venture Trust volunteer. She continues to volunteer and now has her first postgraduate job with a national charity.

Murton Trust for Education and the Environment

A young man was disruptive at school before he came to Murton. Concentrating on rural vocational studies brought about a change in his learning, and he was supported to stay on at school before securing a place at college. He then volunteered with the Trust and completed 500 hours of volunteering in his first year. He is completing an HNC in technical theatre and has secured employment with an arts company. He continues to volunteer when he has time.

Ventures have supported young people towards a wide range of outcomes.

Ventures have supported young people in a wide range of areas including:

- one to one support, mentoring or counselling;
- group work and team building;
- practical or creative skills workshops;
- employability and personal development workshops;
- CV preparation, help with applications and interview skills training;
- work experience or volunteering opportunities;
- support with independent travel or living; and
- advice around work behaviours and employers' expectations⁵.

Family Action in Rogerfield and Easterhouse (FARE)

As part of its 14:19 work, FARE supported 13 Modern Apprentices to work towards SVQ Level 3 Youth Work. These Modern Apprentices are then guaranteed an interview for HNC at Glasgow Kelvin College. On completion of the HNC, they are then guaranteed an interview for a Community Education degree at Glasgow University. Two people have been through this whole pipeline from beginning to end and have achieved their Honours degree.

Station House Media Unit (SHMU)

SHMU offers two employability programmes supporting young people aged 15 to 19. One operates in the senior phase at school, and the other is for young people who have left school and not moved into a positive destination. The courses support participants to re-engage positively with school, or move on to a sustained positive destination. They focus on developing core life skills and use media as a key engagement and learning tool – including radio broadcasting, film making and music production. The success rate for sustained positive destinations over both courses is 85 per cent.

ENABLE Scotland

ENABLE Scotland runs a transitions programme for young people who have a learning disability. It offers:

- up to three years in-school support and a full year of aftercare support on leaving school;
- a comprehensive support programme which takes participants from an initial investigation of the world of work to engagement with employers in real workplace settings; and
- the opportunity to work towards an SCQF Level 3 accreditation

The positive destination rate is 98 per cent, significantly higher than the national average for young people with Additional Support Needs.

Young people have become happier and more resilient, confident and independent.

Recent research⁶ found that participants saw changes in their lives in terms of:

- improved confidence and self esteem (51%)
- improved relationships or making friends (18%)
- knowing what they want, having a plan or being more focused (16%)
- increased independence (11%).

This evaluation involved fieldwork with young people from three ventures, and found that young people were becoming more confident, independent and developing relationships with friends through 14:19.

“I used to not want to do things and now I’m starting to enjoy things more.”

YOUNG 14:19 PARTICIPANT

“It’s helped me talk to people my own ages, because I was feeling quite afraid to talk to people because of what happened in school.”

YOUNG 14:19 PARTICIPANT

⁵Inspiring Scotland 14:19 Fund, Final Report August 2017, FMR Research

⁶Inspiring Scotland 14:19 Fund, Final Report August 2017, FMR Research

“Going to Uni. I wouldn’t have even bothered applying because I thought that I would have failed.”

YOUNG 14:19 PARTICIPANT

“ This opportunity has helped me to advance in life and made me feel like a contender.”

YOUNG 14:19 PARTICIPANT

Impact Arts

A young woman was homeless, self-harming and depressed. She came to Impact Arts for support and surprised herself with her creative ability. Her increased confidence allowed her to volunteer and make friends. She was successful in securing a place in a retail course at a high street store, then secured employment there. She has also now stopped self-harming.

East Ayrshire Carers Centre

One young carer received support for mental health issues, and ongoing support during a family crisis. This support continued through school and university, and resulted in a trainee placement and then sustained employment.

Station House Media Unit (SHMU)

A young man became very withdrawn after leaving school, without a positive destination. He had no idea what he wanted to do and was not motivated to make the changes he needed in order to move forward. He became frustrated, demotivated, upset and worried about his future.

He was encouraged to sign up for the SHMU Positive Transitions course, where he started making friends in a new social circle. He gained the motivation and skills he required to make a positive decision about his future and was supported to secure a job in a supermarket. Although not his dream job, he is continuing to push himself and is now about to complete supervisor training and is a valued employee.

Ventures have helped young people overcome major barriers to participation in education and learning.

Recent research⁷ found that across 200 case study examples, 80 per cent of young people taking part in 14:19 activities had negative school experiences. This included underachieving, low attainment, bullying, isolation, poor attendance or timekeeping.

As part of this evaluation, our discussions with young people found that many were at risk of disengaging from education before their involvement in 14:19.

“ I was going to get kicked out of school, and then I would have been walking about the streets.”

YOUNG 14:19 PARTICIPANT

Our discussions with young people and other key stakeholders found that 14:19 activity helped young people to engage more effectively at school, including developing confidence with school work, supporting coping strategies and building enthusiasm for learning.

“I’ve seen more youngsters returning to school and staying in the school system.”

LOCAL STAKEHOLDER

“They’re catching a lot of people that are falling through the net at school. Teachers don’t always spot that you’ve got that potential.”

YOUNG 14:19 PARTICIPANT

Family Action in Rogerfield and Easterhouse (FARE)

A young woman had problems at home that meant she could not cope with school, and frequently did not attend. Through FARE, she was supported to complete school, and then completed four years of study at university – graduating with a first class honours degree. She now works with offenders in a prison setting, supporting them to integrate back into the community.

Example: Impact Arts

A young man had severe anxiety, had disengaged from school and would even physically tremble when at home with his parents. He was referred to Impact Arts and it took three days before he would leave the car. He benefited from one to one support and was able to develop his creativity. He became an important group member and increased his self-confidence enough to present ideas to the group. He is now receiving wider support, and his mother has said that he still talks positively about his experience at Impact Arts. He would like to undertake a longer-term Impact Arts project in the future and follows Impact Arts developments on social media. He is currently being tutored at home but goes into school to attend a photography project, and is considering studying at college.

Aberdeen Foyer

A young woman became involved in the programme as a result of non-attendance at school and anxiety which meant she rarely left the house. She is now at college studying childcare.

Ventures have provided alternative opportunities to gain accredited learning or qualifications.

14:19 activity is also providing alternative learning environments for young people who have not thrived in the school environment. It has provided the opportunity for young people to access qualifications that they may not otherwise have achieved.

“This is more outside of school. They actually sit down with you, it’s more one to one. It’s harder for teachers to sit down with you, they don’t have the time.”

YOUNG 14:19 PARTICIPANT

“They’re helping young people get qualifications they might not have before, because they aren’t traditional Highers.”

LOCAL STAKEHOLDER

Example: Get Hooked on Fishing

A young man with physical and learning disabilities was on the verge of being excluded from school. Through Get Hooked on Fishing he completed an SVQ in Customer Service Level 1 and 2 qualifications, as well as a UKCC Level 1 coaching qualification. He has developed from being a very quiet young man, into someone with a real talent for working with people from all backgrounds and all age groups.

Young people have found their direction in life.

There is clear evidence that through 14:19, many young people have found a purpose and passion in life.

“For the first time in my life I know what I want to do and where I want to go.”

YOUNG 14:19 PARTICIPANT

“I didn’t know that I wanted to work with young people until I came here. I’d probably still be in and out of jobs because I’d be unsatisfied.”

YOUNG 14:19 PARTICIPANT

Young people have also developed the confidence, resilience and skills to pursue their passions.

“I have new skills and I am a lot more confident now I am a lot more motivated to find work. I have learnt that I have got a lot more abilities than I thought...”

YOUNG 14:19 PARTICIPANT

““ They’ve got me a career and its changed my life forever probably. If I keep working hard this could be my career for life.”

YOUNG 14:19 PARTICIPANT

Importantly, young people have been supported not just into a job, but to think about what the right job and career path is for them.

“I’d say I’m more ambitious now to get higher up in my job. At first, I was just thinking I’ll just go to college and see what happens. But now I want to get into a good job and work my way up to having more responsibilities.”

YOUNG 14:19 PARTICIPANT

“(14:19 venture) is helping them to prepare for life after school, and not just settling for a job, but thinking about career planning.”

LOCAL STAKEHOLDER

Example: Action for Children Scotland

A young woman is 20 years old and is a care experienced young person living with a supported carer. She also has caring responsibilities for her young son and has been struggling with multiple health problems following his birth. Action for Children met her following a referral from her social worker. Staff discussed options as initially the young woman was anxious about what she would be able to manage. Staff supported her to create a CV, to identify and apply for a suitable course, and to access grant funding for interview clothes and materials. She was successful, and started a beauty and hairdressing course, reporting great interest and enjoyment in this. The young woman is continuing to attend college well, and is developing her skills. She continues to keep in touch with Action for Children, and having had support to purchase hair and beauty equipment, hopes to have her own business in the future.

Example: Move On

A young woman was struggling with poor mental health and social isolation. Matched with a volunteer mentor through Move On, she learned how to knit, and they knitted toy rabbits for the local Bookbug club. She now donates knitted comfort squares to a sick children’s hospital, and her confidence has significantly increased. She now wants to train as a mental health nurse.

Young people have started to feel part of a community.

As well as developing as individuals, young people have also worked together to build self-esteem, social skills and influence over local activities. Many felt that they have been offered opportunities, support and advice when previously none were available. This support has changed the mindset of some young people, recognising that their opinions, skills and experiences are valuable.

“I cannot speak highly enough of the opportunities made available to a little lad who had almost nothing. It felt like an adopted family. It still does.”

YOUNG 14:19 PARTICIPANT

“ I think it builds the community as well... it builds relationships between generations because you’re not just mixing with your own demographic.”

YOUNG 14:19 PARTICIPANT

Many have gone on to support others in similar situations through their volunteering or employment activity. And some young people highlighted that their experience had a wider effect on their family members and their aspirations.

“Feeling empowered... And the ripple effect on my family. My brother had never worked but after he saw me working he got a job. And my younger brother is seeing us and is working too.”

YOUNG 14:19 PARTICIPANT

Tomorrow's People

Young people in a community came together as part of the Working It Out project. They supported each other, built each other's self-esteem and jointly planned to have a positive impact on their local community. The team was involved in working in the community to successfully restore a vandalised football pitch.

"We went from being nobodies in this community to being somebodies, because we worked together to make a huge change in this area. I can bring my kids along to the AstroTurf to play football and tell them that their Daddy built this so they would have somewhere to play."

Tullochan

A young man had difficulty with speech and social skills. He was reliant on his parents and very shy. He was supported by Tulloch to gain confidence and take part in group work. He then became a mentor with the project. He went on to volunteer with a local development trust where he is working with other young people to help them overcome the same kind of barriers he faced as a young person. He is now in year six of mainstream education and working part time in a local supermarket.

Young people have sustained their positive outcomes.

There is good evidence from some ventures that young people have sustained their positive outcomes. For example:

- Street League tracks participants three and six months after they leave. At six months between 45 and 60 per cent have sustained their positive outcome.
- Rural and Urban Training Scheme (RUTS) found that after three months, 71 per cent of young people had sustained their positive destination.
- ENABLE Scotland found that positive outcomes were sustainable because of continued work with employers, and further support for young people if they do fall out of positive destinations.
- Murton Trust for Education and the Environment was very positive about the sustainability of positive outcomes, believing this was a standout achievement for the organisation.

Recent research found that ventures commonly provided support to young people beyond their achievement of a positive destination. A review of over 200 profiles of young people's involvement found that in 83 per cent of cases

post-destination support was provided. The ventures were often seen as trusted advisors.

"They've helped me work out how to manage different things at work..."

YOUNG 14:19 PARTICIPANT

"It's helped me build my confidence, so that I know what it's like to work in a workplace."

YOUNG 14:19 PARTICIPANT

Callander Youth Project Trust

This venture reports a 100 per cent positive destination rate. Positive destinations include college and employment. The Trust has found that all young people have sustained their positive destinations – although progress is not always linear. Young people have also developed softer outcomes including confidence and self-esteem, and achieved accreditation at SCQF level four to level six, through to SQA Level 4 Modern Apprenticeships.

Young people have also developed their resilience, helping them to deal with difficult situations – which they felt would help them in the future.

"The Silver Duke of Edinburgh is tough, and I was at Uni as well. But I was prepared for it because they spent a lot of time telling me how much it is was going to be and what to expect."

YOUNG 14:19 PARTICIPANT

"I can achieve what I set my mind to."

YOUNG 14:19 PARTICIPANT

"I am on the right path."

YOUNG 14:19 PARTICIPANT

“ I have learned important life skills.”

YOUNG 14:19 PARTICIPANT

“Thank you so much for all you are doing. You don’t understand the difference you have made. I feel I have my boy back.”

PARENT OF 14:19 PARTICIPANT

Without 14:19:

- Probably living on benefits, or looking for a job.
- I’d probably be lying in my bed, crying about things. It’s been a really tough time...
- I think it would have been really difficult... I don’t think I would have been at school.
- I would probably still be going to college but I would be a lot less sure and less confident about it.
- I probably would not be doing the job I love!
- I would never have went to Uni!
- I would not have many qualifications!
- I would not be confident enough to maintain a job!
- I wouldn’t be as confident.
- I wouldn’t have as much qualifications/training/experience.
- I wouldn’t believe in myself as much as I do now.
- I would be studying a course at college I didn’t have any interest in.
- I wouldn’t be as motivated to better my own and other people’s lives.
- I wouldn’t have been doing anything for six months if I hadn’t come here.

Because of 14:19 I feel:

Confident	Proud	Helpful
Responsible	Respected	Motivated
Supported	Reliable	Responsible
Trusted	Helpful	Family support
Capable	Good	Excited
Motivated	Comfortable	Ambition
Ambitious	Challenged	Determined to
Positive	Nervous	learn more
Grateful	Anxious	Capable
Hard working	Fun	Ambitious
Skilled	Drive	Hardworking
Able to manage	Passion	Happy



CHAPTER FOUR:

**IMPACT ON
VENTURES****Introduction.**

This chapter explores the impact that the 14:19 Fund has had on the participating ventures. It explores the aims of the Fund in relation to supporting ventures; and the outcomes that ventures have experienced as a result of participating in the Fund.

This chapter is largely based on findings from two workshop sessions with all 14:19 Fund ventures; nine interviews with ventures; and evaluations and reports produced by the ventures.

This chapter focuses strongly on the impact of the 14:19 Fund on ventures. Chapter Five explores the support model in more detail, which was a key factor in achieving a positive impact on ventures. Chapters Six and Seven explore success factors and lessons learned.

The 14:19 Fund aimed to support organisations to develop.

The 14:19 Fund aimed to support organisations to develop. It used a venture philanthropy model which aims to take concepts and ideas from the business world and apply these to achieving a social, rather than financial, return. Venture philanthropy tends to take a longer term approach – of more than three years - focusing clearly on intended outcomes. The venture philanthropy model focuses strongly on bringing about innovation, with a lot of focus on performance measurement.

Inspiring Scotland took ideas from the venture philanthropy model, and matched this with tailored development support to the charity sector. This model aims to help charities to increase the scale of the work they do, and therefore have a greater impact on the people they help.

The 14:19 Fund has had a transformational effect on many of the funded organisations.

Research⁸ in 2012 found that the Inspiring Scotland model of support builds the capacity of organisations, and improves their capacity to deliver outcomes which can change lives. This evaluation also found strong evidence of positive impacts on organisations in terms of:

- having a clearer focus on impact
- enhanced governance and management
- expanding service provision
- attracting match funding
- overall enhanced sustainability.

“We have developed a pretty close relationship with Inspiring Scotland. The organisation has evolved with them and their investment support has facilitated transformational change in (venture).”

14:19 VENTURE

Despite operating in a climate of recession, public sector funding cuts and increasingly complex young people’s needs, the ventures involved in 14:19 have become more sustainable over the time of their involvement.

“There have been major landscape changes... Inspiring Scotland helped ventures to navigate and overcome some of the associated challenges.”

14:19 VENTURE

“Inspiring Scotland provided the flex and helped with the resilience to withstand the impacts of these changes.”

14:19 VENTURE

Ventures now have a clearer focus on impact.

Many ventures talked about the real change within their organisation as a result of a stronger focus on outcomes and impact, within the 14:19 venture philanthropy model. Ventures felt that Inspiring Scotland was “ahead of the curve in pushing the importance of impact evidencing and data”.

⁸ Inspiring Scotland – Exploring the Added Value Summary Report, 2012, Arrivo Consulting http://www.employabilityinscotland.com/media/101211/Inspiring%20Scotland%20-%20Exploring%20the%20Added%20Value%20_Summary%20Report.pdf

Ventures highlighted the value of support from Performance Advisors and others such as Evaluation Support Scotland through 14:19, in building an understanding of outcomes and embedding the language of impact. Some ventures felt that this impact focused approach had then permeated more widely, to others within their sectors.

Street League

Street League has been part of a campaign to improve honesty and clarity in third sector performance reporting. The 14:19 fund has greatly assisted Street League to develop its understanding of impact – both in Scotland and across the UK. Before joining the 14:19 fund it focused on increasing participation in sport and health improvement, but the 14:19 fund was clear that there was a need to evidence impact. This was a big challenge and required a cultural shift.

“Previously we were doing sport and participation with no metrics to show the impact.”

In 2009 Street League, with guidance from Inspiring Scotland, moved to an impact model of delivery focusing on ‘outcomes’ for participants in employment, education and training. Street League received help from Inspiring Scotland, who brought in Evaluation Support Scotland to help it to look at its work, implement a theory of change and develop a logic model.

Following this Street League created its own ‘outcomes framework’ which has been the basis for impact measurement for the last eight years’ service delivery. This framework is programmed into a database management system, Hanlon, to keep track of participant information, and to help track young people when they leave the programme. The data in turn is used for insight and service improvement.

“The 14:19 Fund and work undertaken with Evaluation Support Scotland have been utterly pivotal in Street Leagues history and fundamental to our success across the UK today.”

This focus on outcomes and the investment from Inspiring Scotland has enabled the organisation to shift from being entirely grant funded in Scotland. By entering the employability contracting market Street League has diversified its income portfolio to 74% commissioned/traded income which is a change management story within the wider development of the organisation in itself.

Street League has a thorough understanding of financial management, performance tools and the demands that payment by results style contracts places on a charity. The organisation understands now how it has to operate in times of austerity, being commercially aware while staying true to its social mission.

Many ventures felt that the development of more effective monitoring and evaluation tools and processes had been a major change for them, and had a significant impact on service delivery.

“One of the biggest impacts has been on us gathering robust monitoring information on outcomes.”

14:19 VENTURE, QUOTED IN ISSERMAN, N, 2013

Hot Chocolate Trust

“We have developed an incredible evaluation database which:

- **tracks the journey of every young persons’ outcomes;**
- **acts as a reflection tool for practitioners;**
- **provides stats for practice trends and management reports;**
- **really lets us be clear about who we are, what we do, why we do it and what we achieve; and**
- **lets us fly the flag to reclaim monitoring and evaluation – it matters and its great!”**

Tomorrow’s People

The support received through the 14:19 Fund helped Tomorrow’s People to enhance its focus on measuring soft outcomes. Inspiring Scotland helped the organisation to see it needed capacity to develop the thinking it had already begun around measurement of impact, and Tomorrow’s People appointed a Management Information Manager. Inspiring Scotland also set up a session with Evaluation Support Scotland to develop a soft outcomes framework.

Impact Arts

Impact Arts feels that through 14:19 “we have become more efficient over ten years” around evaluating, learning and developing an internal pipeline. The organisation now has a strong understanding of how to process data and to understand the difference it is making.

Ventures have improved their management and governance through 14:19.

There is clear evidence that 14:19 has helped ventures to strengthen their organisational management and governance arrangements. Through the

support of the Performance Advisors and the pro-bono support, ventures highlighted that they had:

- secured new board members with key areas of expertise;
- developed their risk management strategies;
- strengthened their financial management including ability to undertake a cost-benefit analysis;
- developed the skills of senior leaders and chief executives within the organisation;
- strengthened their strategic business planning processes; and
- accessed specific expertise when required – such as legal advice, marketing support, business mentoring and property development support.

Some ventures highlighted that the 14:19 pro-bono support had been instrumental in strengthening the governance of their organisations at board level. Often individuals had supported ventures through the pro-bono scheme as business mentors, and then gone on to become board members or attract others within their networks to sit on the board. For some organisations, this had taken them from having a board primarily made up of service users or staff members, to having a board able to bring together the wide range of skills and expertise required to plan strategically for the future. Ventures highlighted that this was a positive cycle, with new board members working as “super connectors” for the organisation - and often helping in turn to secure other skilled board members. These links also helped the ventures to have a network of knowledgeable people to speak with for advice on different issues.

“Through Inspiring Scotland, we have received thousands of pounds of support and expertise that we couldn’t have sourced or purchased ourselves. We have gained valuable business skills, helping us become more focused and strategic... It is this additional non-financial support that makes Inspiring Scotland so unique and so valuable.”

VENTURE, QUOTED IN 2011 IMPACT REPORT

Ventures that had accessed support for senior staff – including a mentoring programme and leadership development programme – found this very useful. Some highlighted that Chief Executives can feel isolated in their roles, and that this programme strengthened their own skills and also provided someone to speak with to work through challenging situations.

“The Inspiring Scotland development support is equal to, if not more valuable than, the financial investment.”

14:19 VENTURE, IN 2014 FUND REPORT

yipworld

yipworld.com has doubled in size since being involved in the 14:19 Fund. Inspiring Scotland offered free coaching as part of the 14:19 exit strategy, resulting in a significant restructure of the organisation. There has been a whole culture change in the organisation and it has encouraged staff to take on more leadership.

Family Action in Rogerfield and Easterhouse (FARE)

Part way through the 14:19 programme FARE underwent organisational restructuring, which involved a reduction in the number of senior management team positions. Inspiring Scotland helped FARE with the process through supporting a member of staff through Senior Executive Coaching; sourcing legal advice which helped hugely with the management of the process; and providing a knowledgeable Performance Advisor who could assist with decisions about how to approach important issues.

East Ayrshire Carers Centre

Inspiring Scotland supported East Ayrshire Carers Centre to ensure that governance was effective, and that Board members and staff members understood and adhered to their respective roles. With support from Inspiring Scotland, East Ayrshire Carers Centre attracted new people onto its Board, and has developed a Board which understands the business side of its work as well as service delivery.

14:19 has helped organisations to develop their service provision and strengthen impact for young people.

Through participation in 14:19, the funded ventures have moved from working in 17 local authority areas to 25. The fund has allowed ventures to try new approaches, pilot and test new ways of working, and scale this activity up to cover larger geographical areas and to reach more young people. Inspiring

Scotland has encouraged ventures to scale up, do more, replicate their success and reach more young people.

“Without 14:19 we would not have the Stepping Up model that is established in 70 schools over 11 authority areas...”

14:19 VENTURE

“It offered us the flexibility to pilot and test new approaches, which we wouldn’t have been able to do otherwise.”

14:19 VENTURE

Rural and Urban Training Scheme (RUTS)

Support from Inspiring Scotland has enabled RUTS to expand into new geographical areas, recruit new members of staff and drive the organisation forward in a focused and targeted way. As a result, the number of young people supported by RUTS increased each year.

Example: Station House Media Unit (SHMU)

SHMU has trebled in size as an organisation since its involvement in 14:19.

“Being part of 14:19 has had a hugely positive impact on our delivery, strategy and governance... It has not just enabled our organisation to develop a hugely successful and sustainable employability arm, it has transformed the way we do business across all areas of the organisation’s work.”

The 14:19 Fund has also enabled some ventures to enhance their focus on employability, and enhance their focus on the 14 to 19 age group. Some 14:19 ventures have moved from having very small levels of activity targeted at employability, to this becoming part of their core business.

Tomorrow's People

The 14:19 Fund has helped Tomorrow's People to "scale and replicate" their model for working with young people. The organisation traditionally worked with young people and adults. However, since being involved in 14:19, the organisation decided – at UK wide level – to focus its work for the next three to five years only on young people. This was influenced by participation in the 14:19 Fund.

The Venture Trust

Through 14:19, the Venture Trust was enabled to replicate its approach to reach a totally new target group. This allowed it to develop community-based outreach support pre- and post- its wilderness based personal development courses, and has helped to sharpen the focus and impact on employability. The investment in data and understanding impact also meant that they were better informed, and more resilient to staff changes. Because of a clearer focus on enabling a journey of change for young people, the organisation's relationships with other investors also strengthened.

"It helped recognise Venture Trust's place within, and significant contribution to, local authorities' employability pipelines."

The long term nature of the funding also allowed some ventures to develop a more holistic approach to supporting young people, over a longer period of time.

Calman Trust Ltd

The ten year funding helped the organisation to implement a challenging strategic plan centred on the development of social enterprises as real businesses where young people can learn skills for work through experience. This enabled the addition of employability opportunities to the homelessness services offered previously by Calman Trust, resulting in a holistic service of support and training covering the whole employability pipeline. It meant that young people could engage at a level and pace they could sustain, in a combination of support and learning tailored to their needs 'for as long as it takes' to achieve a positive destination.

At the end of year nine, more than 600 young people have participated in Inspiring Scotland activity at Calman, of whom almost 80 per cent achieved a positive destination.

"For young people we could commit to the vital underlying changes that take longer to achieve, whilst also building a stronger organisation through the operation of our enterprises."

Many ventures indicated that the 14:19 funding helped to give them the courage to take bolder business decisions, allowing them to try more innovative approaches and learn from both what works and what doesn't.

Move On

In receiving the ten year funding, this was the first time the organisation had really thought about sustainability. Move On was a very small organisation, and through 14:19 it has seen substantial growth.

"It really focused minds on ten years."

Being involved in 14:19 gave the senior management team and board the confidence to take some bolder decisions, one being to establish a social enterprise in Glasgow, which was influenced by the support of Inspiring Scotland.

yipworld

The long term funding meant that the organisation could invest in its staff, bringing more stability and continuity. It allowed the organisation to think more creatively, diversify its service offer, and get to know the needs of the families it worked with more. It could pilot activity to get to the hard to reach. It encouraged a mentality of trying to tackle the difficult issues – "let's have a try at it" – because of the long term nature of the funding.

14:19 ventures have embraced the business-like approach within the venture philanthropy model.

Ventures were positive about the venture philanthropy model, which took concepts from venture capital finance and business management and applied them to philanthropic goals. Ventures felt that from the outset there was a clear intention within 14:19 that by the end of the programme each organisation would be able to run on its own, with a strong business focus – while retaining social aims. Many felt that they were developing a more business focused mentality as a result of participation in 14:19.

“ We have a more business minded approach than before... The organisation has gone through a real transformation.”

14:19 VENTURE

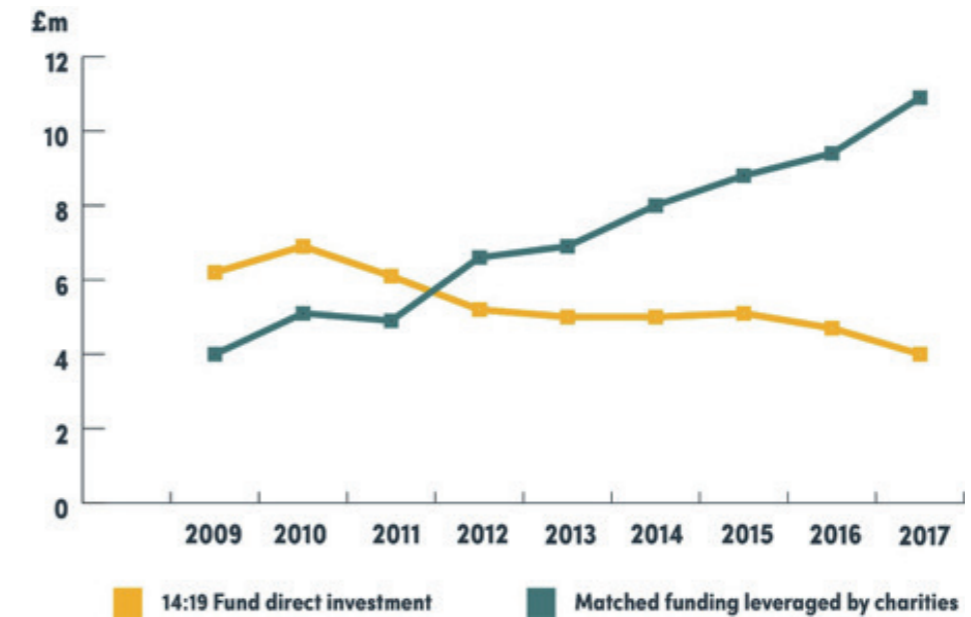
Callander Youth Project Trust

The development of the Callander Hostel was vital to Callander Youth Project Trust's long term vision for sustainability. Through 14:19, the organisation has been on a journey of considering how to build sustainability and enhance social impact. With advice from a pro bono supporter on marketing, competitor analysis and product offering, as well as input from the 14:19 performance advisor, the hostel has been a real success. In its first season bookings were strong, with over 5,000 guests.

“We at CYPT have achieved award-winning, pioneering provision, growth and expansion of our social business, driven by the young people who have grown with us – sustainable, person-centred provision with AMAZING success stories.”

Ventures have been able to attract funding as a result of being part of the 14:19 portfolio.

Ventures have attracted £59.2 million of match funding between 2009 and June 2017 – against a 14:19 Fund investment of £46.1 million. The amount of match funding attracted has increased every year.



Ventures indicated that they have been able to attract additional funding because of:

- the stability that ten year 14:19 funding provides them;
- the flexibility in how the 14:19 fund can be used;
- an increased focus on demonstrating results;
- the ability to pilot approaches and demonstrate success;
- the development of a business-like approach within the organisation;
- increased organisational confidence and boldness about decision making; and
- the status, profile and reputation that being selected for 14:19 funding has given the organisation.

“The outcomes we have achieved and the work funding from Inspiring Scotland has allowed us to do acts as an excellent selling point when we are applying to other grant/ funding bodies to fund different initiatives within our organisation.”

14:19 VENTURE, EXTRACT FROM QUOTE IN ISSERMAN, N, 2013

“We were able to match funding from ESF to grow the project. Sustained funding shows that you're going to be around for a while, and that was a big win for us.”

14:19 VENTURE

Street League

Street League's activities were strongly focused on sustainability from the outset. The aim is that programmes become independent of grant funding within 36 months of set up. It achieves this by selling the programmes to organisations that will commission them to do the work – like Skills Development Scotland or local authorities. This has been very successful with Street League growing its operational footprint from two Scottish local authorities in 2008 to 16 in 2017. It has grown from supporting 69 young people into work and education in 2009 to more than 1,000 in 2016.

“The 14:19 fund model is essentially venture capital with close business support for charities. Ventures who fully engage in the model properly will be entirely successful. Inspiring Scotland support has been fundamentally defining and the backbone to Street Leagues success in Scotland and the wider UK.”

To achieve this, Street League has had to show clear results. The 14:19 fund has allowed it to build programmes up to a high standard and demonstrate strong sustainable quality performance, so that the programmes can be effectively marketed and that Street League services reach more disadvantaged young people.

Income from trading has also increased across the 14:19 ventures. In 2012, just 3 per cent of venture funding was through trading income. This had increased to 10 per cent by 2013 – and stabilised at this proportion. Overall the amount of trading income still increased, but as ventures were able to leverage more funding from other sources, the proportion of total income remained broadly the same. However, some individual ventures have seen a complete transformation in terms of the generation of trading income.

Murton Trust for Education and the Environment

Murton Trust for Education and the Environment has become a social enterprise with the help of Inspiring Scotland. In 16/17 it generated £20,000 in revenue from social enterprise activities. This is ten per cent of its annual turnover, and half of the money received through 14:19 that year.

Most ventures feel confident about the transition at the end of 14:19.

Most ventures feel positive and confident about the transition towards the end of the 14:19 Fund. Most organisations feel that they are in a healthy position, have a positive track record, can evidence positive outcomes and have built a good reputation over the period of the Fund. Some believe that certain activities will need to stop – but that key elements of their approach can be continued.

Ventures are already working on replacing 14:19 funding through other sources, so that vital services can continue. This includes securing new service level agreements and contracts to deliver additional services, linking with schools around Pupil Equity Funding and local authorities around Attainment Scotland Funding, and generating increased levels of funding through trading.

“We’re focused on the exit from Inspiring Scotland because we want to maintain what we’re doing. We’re not just doing it because we have the money, we’re doing it because its needed.”

14:19 VENTURE

“Inspiring Scotland encouraged us to develop a long term income generation plan, which ensured that we looked beyond IS funding and considered IS exit even at a very early stage.”

14:19 VENTURE, QUOTED IN ISSERMAN, N, 2013

Family Action in Rogerfield and Easterhouse (FARE)

FARE has secured £200,000 of Pupil Equity Funding for 2017/18 and is hoping to increase this substantially in the future. FARE believes the organisation is now well placed to attract other funding sources because it can offer a recognised qualification and tangible outcomes. Becoming SQA accredited has been a vital stage, as this is highly valued by schools.

yipworld

yipworld has already attracted funding through the Pupil Equity Fund from a school in South Ayrshire.

While ventures report feelings of confidence about the transition, there were some concerns. Some ventures were concerned about how to replace a fund as flexible as 14:19, with many funds being more specific about what could and could not be funded. And one venture was concerned that participation in 14:19 had meant they had focused more on their employability work with young people than other priorities, and that it may be hard to adjust to incorporating wider aims again. However, this venture was keen to look at other opportunities, to fulfil wider organisational purposes.

We would like to broaden our service out.”

14:19 VENTURE

Finally, one venture was unsure how to manage the transition. There was a lack of certainty about when to cease service delivery and focus more strongly on learning, evaluating and building in future sustainability. Another venture felt that it would have preferred to have more time to build in work on evaluating and exploring what the long term outcomes for young people had been, as a result of 14:19. It felt that this would help to inform future service delivery, and could be built into future programmes.

A recent report setting out findings of a review of 200 case studies of individuals involved in 14:19 concluded that “on the basis of the case studies supplied, it is hoped that this type of support continues to be provided to these young people, to level the playing field and help them achieve their potential”⁹.

Without 14:19:

- we would be not fully planning for the future, less ambition, less challenging, not strategic and thinking of the bigger picture
- we would be struggling to provide services to hard to reach young people
- we would have taken a lot longer to get here, and with more painful lessons and missed opportunities along the way
- we would be only reacting to the challenges young people encounter, not enabling them to overcome those challenges and become independent young adults with good prospects
- we would be a much smaller organisation, have limited capacity, wouldn't be known outside the local area and would have less life-changing impacts for young people
- we would have been smaller... we would not have been an SQA centre... we would not have as much social enterprise money coming into the organisation
- we would not have been able to deliver innovative, focused and joined up services for young people experiencing complex and multiple barriers
- we would be smaller, less focused, less effective for the young people
- we would have far reduced core capacity, reduced geographical reach, potentially less focus on the 14 to 19 age group, and less focus on employability outcomes
- we would be less impactful – both in terms of scale and in terms of being able to evidence the impact of our services on the lives of vulnerable young people

CHAPTER FIVE:

THE SUPPORT MODEL

Introduction.

This chapter explores views on the support model embedded within the 14:19 Fund. It explores each element of support, including the funding itself, the support from a Performance Advisor, the access to pro-bono support and the networking between 14:19 ventures.

This chapter largely draws on two workshops with all 14:19 ventures; nine interviews with 14:19 ventures; and discussions with the 14:19 staff team and Advisory Group. It also draws on a small number of interviews with other stakeholders such as local funders or local authority contacts.

The support model was also highlighted as a key success factor – as set out in Chapter Six. Lessons learned from the 14:19 Fund, including the support model, are set out in Chapter Seven.

The 14:19 Fund involved a structured model of support for each venture.

The 14:19 Fund involved a strong support system including:

- long term, flexible funding over a ten year period;
- tailored development support from a dedicated Performance Advisor for each venture;
- access to pro-bono support from more than 350 experts; and
- facilitated Portfolio Days to enable shared learning between funded ventures.

This support aimed to drive performance and ambition within ventures, and ensure rigorous evaluation for continuous improvement.

Inspiring Scotland also undertook regular portfolio benchmarking, resulting in some tailored support to implement performance improvement measures.

The nature of the 14:19 funding enabled learning, risk taking, innovation and strategic thinking.

Ventures were extremely positive about both the long term and the flexible nature of the 14:19 funding. Some felt that the longevity of the funding was key.

“The ten year funding was ground breaking, we had not heard of it anywhere else.”

14:19 VENTURE

“If the funding was for a shorter period of time, we wouldn’t have taken the same risks. It allowed company leaders to make mistakes.”

14:19 VENTURE

All ventures agreed that the flexibility of the funding enabled a greater impact. Ventures believed that the funding was more flexible than other funding sources because it was not restricted, and could be used in the way that most benefited each individual organisation. Ventures were very positive that the funding could be used to fund core costs, not just project delivery.

Ventures felt that the flexibility of the funding enabled them to try, innovate and learn from failures. Ventures were confident that they could use the funding in any way to bring about their intended outcomes, and would not be held to particular approaches or services.

“The adaptability of the fund can’t be emphasised enough.”

14:19 VENTURE

“14:19 Fund investment has been unlike funding from any other funder. The investment goes where the project needs it most and where it will make the most impact.”

14:19 VENTURE, IN 2012 FUND REPORT

East Ayrshire Carers Centre

The 14:19 funding gave East Ayrshire Carers Centre security over a 10 year period, which was a “huge deal” for the organisation. The 14:19 funding helped the organisation to get a mortgage for a property, because the bank could see that they would be operational for at least ten years. It helped to retain staff skills and knowledge, because they had a longer term contract. It meant that they could offer sustained support to young carers over a number of years – they knew they didn’t need to quickly get them through a programme to an outcome. This meant that young people could be supported after their initial support, to ensure a sustained outcome.

The relationship with Inspiring Scotland was critical in achieving flexibility.

Many highlighted that the nature of their relationship with Inspiring Scotland was critical in achieving flexibility. Inspiring Scotland was seen as quite different from most other funders, in taking a very flexible, long term and strategic approach to the funding. Many highlighted that having a positive, high trust and honest relationship with Inspiring Scotland helped to ensure the flexibility of the funding, as the approach was not punitive if a new idea did not work out. Ventures felt that it was clear that Inspiring Scotland was not just interested in today’s service provision, but in the future of the organisation as a whole.

“Change was not seen as failure.”

14:19 VENTURE

Ventures also valued that Inspiring Scotland was not overly concerned about how organisations delivered services, and was confident that delivery would reach a certain standard without too much intervention. Instead, there was a clear focus on outcomes – both hard and soft outcomes. Many ventures indicated that they felt the performance management arrangements within the fund were proportionate and focused.

Local stakeholders also highlighted the value in working with organisations who could quickly adapt their approach to meet needs.

“Inspiring Scotland has been flexible with (14:19 venture), which has allowed them to be flexible with us.”

LOCAL STAKEHOLDER (FUNDER)

“It has changed my view of the funder-funded relationship. It is not as transactional as it used to be.”

14:19 VENTURE

Investors in the 14:19 Fund also felt that the support model had worked very well. One investor had learned from the Inspiring Scotland model, and adopted the approach in their own organisation, through creating a portfolio of funded charities with support.

“We’ve learned a lot from Inspiring Scotland... we have directly imitated the approach in another grant scheme.”

14:19 VENTURE

Tomorrow’s People

Tomorrow’s People found that although 82 per cent of young participants were achieving positive outcomes, the number of job entries had decreased slightly over the life of 14:19 as they moved “deeper into the pool” of young people needing support. Despite having a very successful model in place, they worked with Inspiring Scotland to develop a new approach which would focus more on reaching those who weren’t achieving positive outcomes through the current model. Inspiring Scotland was flexible about this, and the 14:19 funding allowed Tomorrow’s People to try out elements of its new approach to test what worked, before building the new approach.

Ventures highly valued the support from Performance Advisors.

Ventures believed that the support from Performance Advisors was extremely valuable. In particular, ventures felt that Performance Advisors were knowledgeable, invested in the venture and genuinely interested in securing a positive future for the organisation. Most had developed a

mature and trusting relationship with their Performance Advisor, seeing them as a critical friend. Ventures valued that Performance Advisors were willing to listen, and viewed the ventures as experts in their fields. Overall, ventures felt that Performance Advisors understood that a better organisation would result in better outcomes for young people.

“The performance advisers come with a wealth of knowledge. It makes a huge difference.”

14:19 VENTURE

“There’s a real personal relationship with Inspiring Scotland that isn’t necessarily there with other funders. There’s a real feeling that (your performance advisor) is advocating for you and your young people. You very much feel that they’re on your side. It’s a unique relationship.”

14:19 VENTURE

“There is a genuine, equitable dynamic in the relationship.”

14:19 TEAM, INSPIRING SCOTLAND

Ventures felt that the approach worked best when there was continuity, and most valued that they had the same Performance Advisor over a long period of time. This helped to build trust and understanding, and meant that Performance Advisors understood what was important to the organisation. Ventures found it more difficult to build strong, positive relationships in a small number of cases where Performance Advisors changed.

Ventures felt that while Performance Advisors were supportive, they were also very effective in challenging the organisation to think differently, to improve, to expand or to have more impact.

“The level of challenge is always there, but it’s a positive thing, it makes you better.”

14:19 VENTURE

“The long term investment allowed the development of more positive, challenging and supportive relationships between ventures and performance advisors.”

ADVISORY GROUP MEMBER

Ventures also recognised that the 14:19 portfolio was very diverse, and that each organisation was different. Some felt that Performance Advisors were particularly skilled at bringing out the strengths of different people, with different skills. One venture felt that Performance Advisors understood that sometimes it was the “mavericks” that made organisations unique and successful, and were good at supporting the strengths and skills of each individual to come through.

Performance Advisors have worked with ventures through some challenging situations over the life of the 14:19 Fund, jointly developing solutions appropriate to the organisation.

Hot Chocolate Trust

In 2011, the founding director of Hot Chocolate Trust left the organisation, resulting in an organisational restructure. This happened at the same time as the organisation needed to relocate into new premises. Inspiring Scotland provided support to set out a clear vision and intended outcomes for the organisation; helped with assessing key person dependency; and worked with the organisation to build the strength and resilience of governance.

Callander Youth Project Trust

Inspiring Scotland helped Callander Youth Project Trust to transition towards a more sustainable way of investing the 14:19 funding. Originally, funding was used to deliver services, but with a change of leadership the organisation became concerned that this approach was not sustainable in the longer term.

Inspiring Scotland supported the project to invest in developing an asset which would bring in trading income, thereby allowing the 14:19 funding to have a lasting impact on the sustainability of the organisation. This was not an easy process. Inspiring Scotland helped the organisation to take decisions about which services to reduce in order to invest in developing this asset, and provided pro-bono support from a range of experts including interior design, tourism and human resources.

The pro-bono support was very valuable.

Almost all 14:19 ventures have accessed pro-bono support, and the uptake of support increased between 2009 and 2016. The small minority who have not are larger organisations with internal support systems.

Ventures have found that often very small amounts of support can have a significant impact on the organisation. The pro-bono support has provided expertise in specialist areas including human resources, board recruitment, IT, coaching, legal advice and senior executive training. The use of pro-bono support has reflected the focus on sustainability within 14:19, with 60 per cent of the activity focusing on business planning, board development, governance, mentoring and coaching.

Ventures have found Inspiring Scotland to be very fast at identifying and setting up the connections for pro-bono support.

The pro-bono support has not been one-off, and has often built the foundations for lasting relationships between individuals and organisations. Pro-bono experts have become board members of the ventures – with 16 of them becoming members of venture boards in 2016.

“The pro bono support has been invaluable to the development of (the venture) into a more business like organisation.”

14:19 VENTURE, EXTRACT FROM QUOTE IN ISSERMAN, N, 2013

“(our pro bono supporter) brought a depth of knowledge from across the hospitality industry, which we couldn’t have dreamed of securing on our own.”

14:19 VENTURE, IN 2015 FUND REPORT

Rural and Urban Training Scheme (RUTS)

The 14:19 investment resulted in a large expansion of the organisation, from 7 to 25 staff. Inspiring Scotland pro-bono support helped with ensuring that the quickly growing organisation was fit for purpose. The organisation received support with reviewing the organisational structure, thinking about what was best for the organisation, rather than the roles of individual people. This helped to build the future sustainability of the organisation.

CHAPTER SIX:

SUCCESS FACTORS

Introduction.

This chapter covers the factors which contributed to the success of the 14:19 Fund, both in terms of positive impacts for young people, and in building strong organisations.

The chapter builds on all of the fieldwork undertaken with 14:19 ventures, young people, wider stakeholders, staff and the Advisory Group. This chapter focuses on success factors. Lessons learned are set out in Chapter Seven.

Key themes.

We asked ventures what was critical about their approach in bringing about positive impacts for young people, and building strong organisations. The key themes emerging were:

- a knowledgeable staff team;
- safe spaces for learning and building resilience;
- a personalised service;
- accredited learning; and
- joint working.

When exploring these issues with ventures, many reiterated that being able to talk effectively about the difference they were making – with a clear focus on outcomes – was also a critical success factor. This is covered in detail in Chapter Four.

Ventures also reiterated the role of the 14:19 support programme and Inspiring Scotland in supporting them to focus on outcomes, and to deliver services flexibly and effectively to young people. This is covered in detail in Chapter Five.

Ventures stressed the importance of having a highly trained and knowledgeable staff team.

The 14:19 funding has helped to build and retain pools of highly skilled staff due to the longevity and security of funding. Ventures and young people involved in this evaluation also valued having a young and dynamic staff team, who were able to effectively engage with young people.

“We hire a quality of staff that are brilliant at engaging young people, stakeholders and employers.”

YOUNG 14:19 PARTICIPANT

“They know what they’re talking about, and the workers are real people.”

YOUNG 14:19 PARTICIPANT

In some cases, staff were acting as role models and as someone who was invested in the success of the young people.

“It gave me someone to be accountable to, somebody that you didn’t want to let down.”

YOUNG 14:19 PARTICIPANT

Ventures provide safe spaces for learning, building resilience and encouraging growth.

Many ventures, and young people, stressed that the approach taken was quite different to that taken within a school setting. This was partly to do with the physical setting – with some ventures highlighting that outdoor learning, or learning in a studio, provided a different, comfortable or safe space for young people which was quite different to the usual learning setting. This included providing space for reflection, thinking and talking about personal stories.

“They talk more about themselves than they would normally, in a safe, supportive environment... As young people become more comfortable, they disclose more things.”

14:19 VENTURE

“It’s practical and hands on. It’s vocational training. It’s that kind of subtle way of learning. We’re introducing skills without young people knowing that they’re being taught – not even realising that they’re in a learning environment.”

14:19 VENTURE

Ventures also stressed that the way they worked with young people was different, through encouraging independence, pushing people outwith their comfort zone, building resilience and a growth mindset, and supporting young people to make their own decisions. Young people valued this way of working.

“It’s a respectful but challenging environment.”

14:19 VENTURE

“It made me more responsible, because it felt like they were treating you as an adult.”

YOUNG 14:19 PARTICIPANT

“(14:19 venture) gives you the opportunity to expand yourself. They kind of throw you into the deep end, they just let you go and its up to you how far you go. But there’s always support, you don’t stand alone.”

YOUNG 14:19 PARTICIPANT

“You get treated like an adult. You’re more respected.”

YOUNG 14:19 PARTICIPANT

Importantly, the 14:19 ventures also stressed that an important element of this approach involved recognising and celebrating young people’s successes. This included capturing young people’s journeys, and providing opportunities to reflect and celebrate.

Each young person receives a personalised, bespoke service.

Local stakeholders, including local authorities, felt that the personalised and client focused service that 14:19 ventures could offer was extremely valuable. Some indicated that 14:19 ventures were more client focused than some other organisations they worked with, and were more able to provide more tailored support to vulnerable young people. Stakeholders felt that this was based on a strong understanding and awareness of where young people were in the employability pipeline.

14:19 ventures confirmed that young people were very involved in planning their own activities and support – through mechanisms such as regular individual planning meetings, feedback, youth panels and forums and ongoing, informal communication. A high proportion of the ventures offer ongoing support once a young person has achieved a positive outcome, and this helped with ensuring that support was tailored and individualised.

“All the young people have a learning log and a vocational profile. They are very much driven by the young people. They set their own goals. Their voice is very important, we’re just guiding them.”

14:19 VENTURE

“Young people have a voice and there is a formal channel.”

14:19 VENTURE

14:19 participants felt that the ethos within the ventures was very much about young people driving their own activities and support. And employers particularly valued that young people continued to receive individualised support while on a work placement or in the early stages of employment. Employers particularly valued this approach as they felt that young people may not feel comfortable talking about any issues or problems in a work environment, but had a trusted relationship with 14:19 ventures which helped to encourage communication and discussion.

“I came up with my own idea for an activity and so I had to research the cost of all the materials, make a session plan and a backup plan in case the group wasn’t interested.”

YOUNG 14:19 PARTICIPANT

“I’ve worked with various programmes over the years. The thing I loved about (14:19 venture) was that they genuinely believe and care about what they do. Because they believe in what they do, it works.”

YOUNG 14:19 PARTICIPANT

yipworld

yipworld works in schools in East Ayrshire and South Ayrshire, providing a flexible and adaptable service. It works with children who are most at risk and least likely to move on to positive destinations after school. They also take timetabled classes in the school, which helps pupils get extra accreditation at SCQF Level Four. Discussion with a teacher involved in the programme found that Yipworld.com has been very successful at building relationships with pupils who have poor attendance, behaviour issues, low confidence and low self-esteem.

- It has helped people to get qualifications that they would not have got through school. For example, one young person who would not attend school was supported to achieve National Level 3 English at a local community centre.
- It has helped young people to get work experience.
- It has diverted some young people from getting involved in antisocial behaviour, by helping them make positive choices.
- It has had a positive impact on the school’s attainment and attendance levels.

“Their flexibility is a key strength, especially when they are engaging with young people in the community.”

“yipworld has allowed us to put in place a package of support for some of our most vulnerable children.”

Ventures provide accredited learning opportunities.

Almost all (19) of the 14:19 ventures have become SQA accredited centres over the life of the 14:19 Fund, with support from Inspiring Scotland. This has helped to demonstrate the skills developed through the 14:19 programme, in a way that other stakeholders – particularly schools and employers – recognise. Many (12) of the ventures undertake work in school settings, and they have found that being able to offer SQA accreditation helps them to “talk the same language” as schools, and offer something that teachers recognise as important for young people. Some also mentioned that being an accredited centre meant that they had a different offer from many of their peers when applying for funding.

“Become an SQA centre. It opens up all the funding opportunities and allows you to help young people and really change their lives.”

14:19 VENTURE

“The SQA accreditation was vital. It puts us into a different category.”

14:19 VENTURE

Local stakeholders, including local authorities, agreed that the SQA accredited qualifications that 14:19 ventures could offer were very important. Employers also felt that a key reason for the success of the 14:19 approach was because young people had been trained, and had achieved relevant qualifications.

“They’re our go to organisation. Because of the level of training that young people get, they are very well suited to our business needs.”

EMPLOYER

“It makes them ready for employment. They have the skills.”

EMPLOYER

Murton Trust for Education and the Environment

Murton Trust for Education and the Environment became an SQA centre as a direct result of being involved in 14:19. It runs a Modern Apprenticeship scheme to City and Guild level 3, using nature as a vehicle for education.

Showcase the Street

Showcase the Street is now an approved SQA Centre providing SCQF levels 2 and 3 in Personal Development. Supported by Inspiring Scotland, staff have been going through their Assessor Verifying courses, which has led to more work within schools.

Ventures work jointly with others.

Finally, 14:19 ventures highlighted that joint working was a key element of their success. This included joint working with employers, with schools and with other organisations including 14:19 ventures.

Ventures and employers highlighted that they had developed good relationships over time. In some cases, Inspiring Scotland support had helped to strengthen Board skills and expertise, bringing in new Board members with employer links. In other cases 14:19 ventures had been able to build connections with employers on an individual basis, working with employers individually to establish their needs and preferences. The ability to offer ongoing support when young people were in employment was seen as a key success factor.

Employers really valued the tailored approach, particularly when ventures enabled them to employ local people, and provided opportunities to try young people on a temporary basis initially.

“The model is a really good fit for us. The work placements are a good fit, it’s almost a ‘try before you buy.’”

EMPLOYER

yipworld

yipworld has established Cumnock Business Association, with 12 local employers involved. The employers will host work experience whenever possible. This was challenging, but the relationships have developed and employers have become involved more widely in local economic strategy.

Some 14:19 ventures highlighted that over time they have developed strong relationships with schools, which were critical to their success.

“The model works very well. Our staff are very much part of the school... Some schools now have us on the timetable.”

14:19 VENTURE

And some 14:19 ventures had worked closely with others in the 14:19 portfolio. This includes referring young people to other 14:19 services; accessing tailored support from other 14:19 ventures as needed; and planning and delivering new services jointly. For example, five 14:19 ventures and Glasgow City Council set up a new project called Connect2 which brings together the expertise of the different partner organisations in relation to employability. In this case, some felt more able to come together and work together openly because they were confident in their ten year funding from 14:19 (and therefore competing

less for other sources of funding). A few partners have also submitted joint applications to other funds, and felt that the long term approach of the 14:19 Fund helped to enable joint working.

ENABLE Scotland and other 14:19 ventures

ENABLE Scotland worked with Venture Trust to provide a residential programme working with horses. This engaged young people in a completely different way, and helped young people gain confidence and employability skills. ENABLE Scotland also worked with Ocean Youth Trust (which is a partner in CashBack for Communities, a Scottish Government fund managed by Inspiring Scotland) to provide a sailing residential.

Joint working

One local authority stakeholder believed that one 14:19 venture had been one of the leaders in providing tailored support for vulnerable young people. Through seeing the client focused approach that 14:19 ventures were taking, the local authority began to build up and link a range of employability programmes for young people. This led to the development of further partnerships and collaborations within the local authority, and the authority is now more aware that each third sector organisation they work with has something different to offer.

“We didn’t have any programmes like this to offer young people before 14:19... We now have a more cohesive community of third sector organisations.”

“They have made a real difference to the journey into employment for some young people – it is getting shorter and more successful.”



CHAPTER SEVEN: **LESSONS LEARNED**

Introduction.

This chapter explores the lessons learned from the 14:19 Fund. This includes lessons about working with young people, as well as lessons about running a Fund of this type.

From the outset of this evaluation, at the first gathering of the 14:19 ventures to inform this evaluation, it was clear that the messages emerging from the Fund were very positive. This evaluation also wanted to capture learning about what didn't work, and a concerted effort was made to probe questions in detail about lessons learned. This included exploring, in depth, issues such as:

- What hasn't worked well about the way 14:19 was run? (And probing on each of the key themes explored, such as collaboration, working with employers, the support model)
- Are there areas where you feel you have not achieved the outcomes for young people that you anticipated? What are these, and why do you think this is?
- What has hindered you in achieving outcomes?
- Overall, what lessons have you learned from participation in the 14:19 programme? How can we make sure that others learn from these too?

Research participants were given a range of opportunities to discuss their views in private, or without Inspiring Scotland being present. This included individual discussions and discussions in different rooms with only Research Scotland present.

At draft report stage, it became clear that experiences remained overwhelmingly positive. A second session was therefore held with 14:19 ventures, which specifically explored challenges along the way and lessons learned. However, while ventures appeared fully prepared to reflect on what didn't work, the balance of opinion remained that the 14:19 experience was very positive. This is a different experience from many other evaluations undertaken using broadly the same method and approach, and we believe genuinely reflects the positivity that ventures, and other stakeholders, feel about the 14:19 Fund.

The 14:19 Fund has learned from what hasn't worked along the way.

A key element of the 14:19 Fund has been to allow ventures to learn from what hasn't worked as well as what has, in a flexible and non-judgemental way. This also applies to how the 14:19 Fund as a whole has operated. This chapter sets out some of the lessons learned at both project and programme level.

There is potential for the 14:19 portfolio to do more as a collective.

The 14:19 Fund has enabled some joint working between ventures. However, many felt that there were opportunities for more working as a collective. Some felt that the focus was too strongly on supporting individual organisations to strengthen their approach, rather than supporting the sector as a whole, to influence systemic change around how Scotland supports young people into employment. And some felt that the ventures could have had a bigger collective voice on key issues.

Ventures also had different ideas about how the 14:19 portfolio should work. Some felt that Inspiring Scotland could have applied for more funds than it did for the 14:19 pot. A small number of ventures indicated that because some 14:19 investors were anonymous, it was hard to know whether 14:19 ventures may be applying to the same funders individually, resulting in some duplication. All investors stressed the professionalism of Inspiring Scotland, and their confidence in their financial management. However, one felt that Inspiring Scotland should have been more open about who was investing in the 14:19 Fund.

Some felt that while the early years of the Fund focused on attracting investment and unlocking venture capital, this reduced in later years. A few felt that in the later years there was more focus on providing a performance intermediary role – supporting the collection of data and information to inform funders, rather than attracting new funding.

Some ventures also highlighted practical issues which prevented joint working, including:

- the geography of the ventures;
- understanding the expertise of ventures – to ensure referrals are always appropriate and informed;
- challenges identifying a lead organisation for bidding for key contracts;
- feeling that organisations are in competition with one another; and
- organisations being afraid to work together.

Some ventures felt that there may be potential for Inspiring Scotland to help ventures to work more closely together in the future. A small number of investors also felt that there was potential for them to do more jointly and share experiences, as funders for 14:19.

There is potential to do more to influence how wider services support young people.

14:19 ventures, and wider stakeholders, felt that there was potential for more support to ventures to develop strategic links at local level – for example with Directors of Education, Community Planning Partnerships and other key decision makers. Many felt that it could be difficult to make positive connections with strategic decision makers, and that there may be a role for Inspiring Scotland and Performance Advisors in enabling and supporting this.

Some had found it hard to make local connections initially, due to particular challenges around the early years of the fund operating during times of recession. Making these local connections had become more of a priority again for many recently with the introduction of Pupil Equity Funding and Scottish Attainment Challenge funding, with decisions about investment taking place at a very localised level. Some ventures talked of the challenges of working with individual schools to discuss investment through Pupil Equity Funding, particularly if they were used to receiving services from 14:19 ventures without paying for them directly.

“There needs to be a greater understanding from teachers of the third sector.”

14:19 VENTURE

There remain challenges to engaging with employers.

Through 14:19, ventures also learned lessons about engaging with employers. Key ongoing challenges included:

- Employers don't always have the capacity or support mechanisms in place to support young people. Some employers underestimate the amount of support that young people will need.
- Employers can sometimes be hesitant or wary about becoming involved due to challenges experienced in participating in other employability programmes.
- Public sector organisations can be challenging to work with because of their size and bureaucracy. Ventures found that third sector organisations and small and medium sized enterprises were generally more receptive to being involved.

- Some employers, particularly larger private sector organisations, may have high expectations and standards which don't always suit the young people that 14:19 ventures are working with.

“SMEs (small and medium sized enterprises) are more willing to take time and understand the young people.”

14:19 VENTURE

There are a small number of practical issues which should be considered for any future fund.

- Some ventures found it hard to report over a calendar year for 14:19, when most other reporting cycles fit with the financial year or academic year.
- Some ventures found it hard to see how the figures they reported on were being used to get to a topline figure for the whole programme, and were keen to learn more about this.
- Ventures were aware that there would be some overlap in the young people supported by 14:19 ventures. Some were keen to be able to track young people's progression as they moved between ventures, but recognised that this would be a challenge.
- Many funded ventures were in the central belt (in line with NEET hotspots at the time the fund was launched). Some found this a challenge in terms of accessing portfolio days and pro-bono support, and enabling wider joint working between ventures.
- Ventures preferred when they had a consistent Performance Advisor, and found it hard when they changed. Some would also like more structure around what to expect at a performance review with their Advisor.
- One investor would have liked more regular updates, perhaps in a blog format, to allow more understanding of the day to day workings of the ventures. Another would like more information about what is happening next, after the end of the 14:19 Fund.

Early lessons have been learned about preparing for a successful exit.

Through the experience of 14:19, Inspiring Scotland has learned about how to enable successful exits from a unique, long term funding stream. A small number of ventures have exited early from the 14:19 Fund. This was largely because Inspiring Scotland knowingly accepted more risk than normal, and risk across different areas, because they felt that there was real potential within the organisation. However, the 14:19 team learned that sometimes the ambition and aspiration of the organisation did not match that of Inspiring Scotland, and it has not been possible to embed a venture philanthropy approach within the organisation.

“It made us treat the other organisations with even more rigour than normal... and redouble our efforts to get venture philanthropy thoughts through to senior management.”

14:19 TEAM

The 14:19 Fund also involved, for a time, one venture which did not receive funding in the same way as the others, but was able to access a Performance Advisor and pro-bono support. However, this approach was not seen as successful with the 14:19 team finding that they did not have a strong basis from which to support the organisation.

“The non-financial support becomes more important over time. But if you don’t have the money you can’t build the relationship or have the social impact.”

14:19 TEAM

Within the 14:19 team, there is a strong sense that the current exit strategies for ventures are good. The team felt that these strategies generally have more than one strand to them and exhibit ingenuity and innovation. Overall, the team feels that ventures are more resilient and will be sustainable on exit. However, it is recognised that realistically, some organisations will continue to grow and expand their work around employability, while some either maintain the same level or have to reduce their work in this area.

“Generally, they are exiting as stronger organisations which continue to deliver social impact in relation to youth employment.”

14:19 TEAM

As discussed earlier, ventures had varying views on exit, but generally felt that they had become stronger organisations over the time of the 14:19 fund.

More could be done to demonstrate the success of 14:19.

While there is good evidence about the immediate outcomes achieved through the 14:19 fund, many ventures – and some Advisory Group members and investors – felt that more could have been done to track outcomes over the longer term. Some felt that this could involve tracking people’s journeys, which could be complex, into education, training and employment, and exploring whether these outcomes are sustainable over the longer term. Some ventures suggested that any future long-term funding programme should build in additional resources in later years to focus on exploring longer term outcomes in a robust way. And one stakeholder felt that reports on outcomes could feel too “shiny”, and needed to present both what was working and what was not – and how these challenges were being tackled.

Lessons have been learned for funders.

Overall, 14:19 ventures felt that there was a clear, overarching lesson for funders that a flexible, outcomes focused funding stream accompanied by dedicated and tailored support for organisations was an effective model. This enabled the development of positive, supportive yet challenging relationships between funders and funded organisations, and enhanced the social impact for young people.

“Flexible, long term, focus on outcomes.”

“Invest in organisations and not the projects.”

“Don’t underestimate the power of pro-bono.”

“Make a long term strategic investment commitment like Inspiring Scotland.”

ANNEX:

EVALUATION METHOD

This evaluation involved seven main stages.

- 1 **Reviewing existing information**
We undertook a review of a sample of information on each venture (provided by Inspiring Scotland) and the 14:19 impact reports.
- 2 **Hearing from funded ventures**
We attended a 14:19 Portfolio Day, facilitating a series of discussions to gather venture views. We held individual interviews with nine ventures, to explore views in more depth. And we hosted a workshop with ventures, setting out interim findings, exploring these and gathering further views.
- 3 **Hearing from young people**
We worked with three 14:19 ventures to involve young people. We held two discussion groups with young people, and four individual telephone interviews. We involved a total of 15 young people. The discussions gathered views on experience and impact.
- 4 **Hearing from stakeholders, funders and investors**
We held telephone interviews with ten stakeholders involved with 14:19 ventures – including teachers, employers, 14:19 Fund investors, local funders and local authority contacts. The discussions gathered views on joint working and impact on young people.
- 5 **Hearing from the 14:19 Advisory Group**
We met with the 14:19 Advisory Group to gather their views on the principles behind the 14:19 Fund, its impact on young people and on funded ventures, and key successes and lessons learned.
- 6 **Hearing from the 14:19 staff team**
We met with the 14:19 staff team within Inspiring Scotland, along with senior Inspiring Scotland staff. We facilitated a discussion about the impact of 14:19, experiences of programme management, and key successes and lessons learned.
- 7 **Reporting**
We analysed the information gathered – both quantitative and qualitative – and produced a report summarising our findings.

This evaluation supplements and complements wider work that Inspiring Scotland is undertaking around assessing the impact of the Fund, and considering options for the future.

Importantly, this evaluation does not revisit the figures which are recorded on a six-monthly basis which set out the Fund's performance in relation to:

- young people entering employment, education or training;
- young people increasing their self-confidence, employability, stability, relationships or use of services and opportunities in their communities; and
- young people entering volunteering and completing awards such as John Muir and SQA Level 3 Personal Development.

Instead we use the figures reported in Inspiring Scotland's six-monthly impact reports, which have all been agreed, cross checked and finalised by Inspiring Scotland.

Research Scotland

Suite 40,
Spiersbridge House
1 Spiersbridge Way
Glasgow
G46 8NG

0141 428 3972

www.researchscotland.org