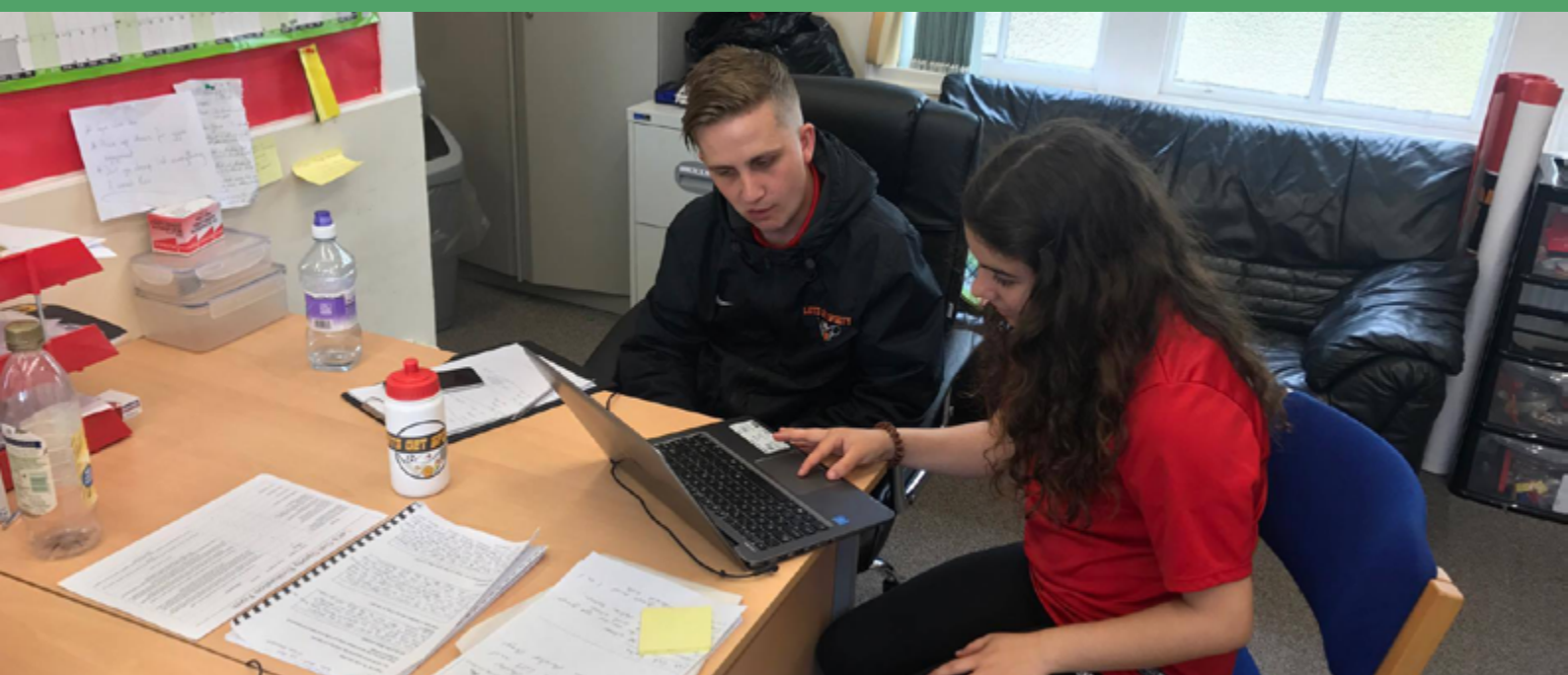




## Delivering Employability Programmes through Sport



# Foreword

This Briefing Paper aims to highlight how social enterprise can deliver effective routes to employment through sport-based activity. To do this, key aspects of successful employability programmes will be outlined, including examples of diverse funding streams, opportunities to access public sector contracts and potential routes to fruitful partnerships.

## What is a social enterprise?

A social enterprise (SE) is a trading business – selling goods and services – whose primary objective is to achieve social and/or environmental goals. Senscot recognises SEs in Scotland based on the criteria set out in the [Voluntary SE Code of Practice](#).

## Who are we?

[Senscot](#) is a third sector intermediary established in 1999. Along with others, we have helped to develop a support infrastructure for SEs over the last 15 years. A key part of our work is to support Social Enterprise Networks (SENs) across Scotland. [Social Firms Scotland](#) provides tailored support for social enterprises whose mission is to increase opportunities for people facing significant barriers to employment.

## The context of this briefing

[The Strategic Skills Pipeline](#) model is a framework developed by Scottish Government to provide a structured approach to the delivery of employability services. It tends to underpin Scotland's commissioned and procured employability provision.

The framework identifies five crucial stages as requiring attention from employability programmes to be successful:

- 1) Referral, engagement and assessment
- 2) Needs assessment and barrier removal
- 3) Vocational activity
- 4) Employer engagement and job matching
- 5) In-work support and after-care

While most sports social enterprises are supportive of employability interventions, few have the necessary resources or awareness of formal employability pathways.

Nevertheless, many acknowledge the contribution they can make to an individual's employability. By providing services such as CV writing workshops, interview practice and offering job searching tips, sports social enterprises can help people access employment or further education.



## About Employability & Sport

An increasing number of sports social enterprises are involved in employability provision. This is either seen as an integral part of their social mission or as an opportunity to grow and sustain their organisation by creating additional income streams.

There are a wide range of programmes and sources of funding for the delivery of employability activities across Scotland. Some of the major procurers of employability provision include:

- **Scottish Government:**  
Through the devolved powers under the Scotland Act 2016, the Scottish Government is now delivering [employment support services](#). From April 2018, Government's [Fair Start Scotland](#) service will aim to help at least 38,000 people to find employment over three years, including those facing barriers to entering the labour market.
- **Skills Development Scotland:**  
Scotland's [national skills body](#) administers a range of employability programmes and services including Employability Fund and Modern Apprenticeships.
- **Department of Work and Pensions:**  
Whilst some employability services are devolved, DWP also maintains its own provision in Scotland, procured locally mainly through the [Dynamic Purchasing System](#) (see over).

Collaboration is increasingly important to ensuring the effectiveness of skills interventions. As such, Senscot (Sport SEN) and Social Firms Scotland (Employability SEN) are interested in promoting a joint thematic approach to developing and delivering employability contracts.



## Employability Inherent in Sport

There are two general assessments of 'employability'. One emphasises job-related skills such as vocational education; the other relates to a more general emphasis on 'soft skills' – attributes based on the attitude and behaviour of the individual.

Employers have increasingly identified a lack of soft skills with new recruits. These skills can often be learned and refined through sports-based activities: teamwork, communication, time management, problem solving, leadership, commitment and motivation are all a natural part of sporting discipline and can be easily incorporated into employability programmes.

Sports-related programmes are therefore more likely to improve the mix of values, attitudes and skills which constitute an individual's employability.

[Comic Relief's research on sport and employability](#) highlighted the potential role that sport can play in providing pathways to employment. The report pointed to sports-related vocational qualifications and volunteering opportunities as key factors in increasing employability among participants.

## Dynamic Purchasing System (DPS)

In 2016, the Department for Work and Pensions launched the [Dynamic Purchasing System \(DPS\)](#) as a new way of delivering employability outcomes through Job Centre Plus districts in Scotland, England and Wales.

This is now the primary route to market for all of the employability provision purchased by DWP and as such represents a key opportunity for social enterprises who deliver effective, quality employability programmes.

Suppliers are invited to join the DPS – an electronic catalogue of what type of employability provision the DWP wishes to purchase – through a two-stage registration process.

If you would like to find out more about how to join the DPS catalogue, please contact Jayne Chappell of Social Firms Scotland on [jayne.chappell@socialfirms.org.uk](mailto:jayne.chappell@socialfirms.org.uk) or 0131 225 4178.



# Key Organisations & Resources

## Organisations:

[Skills Development Scotland - Scotland's National Skills Agency](#)

[P4P - Supports social enterprises to access public procurement and other contracting opportunities through partnerships](#)

## Networks:

[Employability Social Enterprise Network - Supported by Social Firms Scotland](#)

[Sport Social Enterprise Network - Supported by Senscot](#)

## Resources:

[Employability in Scotland - Scotland's Employability Pipeline](#)

[Sport for Change Research - The Robertson Trust, Scottish Government, sportscotland and Sport for Change support organisations](#)

[Comic Relief - Sport and Employability Research](#)

[What is DPS? - A resource from the Department for Work and Pensions explaining the Dynamic Purchasing System](#)

# The Case Studies

We have compiled three case studies which provide examples of sports organisations delivering employability programmes through a formal agreement.

They were profiled to examine the following questions:

- 1) What activities are taking place related to employability engagement and what works well?
- 2) What are the main sources of income for the social enterprise, whether that be enterprising activity, grant funding or a public sector contract?
- 3) What are the outcomes from the employability programmes and their impact?

The three projects have different reasons for embarking on employability programmes. However, they have similar methodologies - their approach to mentoring, transferable skills development and the need to follow a structured pathway.

There are also three broad characteristics for an individual's development – educational skills, personal development and direct employment-related skills.



# Case Study 1

## Let's Get Sporty



### Mission

To reduce youth unemployment in Dumfries & Galloway.

### Main activities

Based in Dumfries, Let's Get Sporty (LGS) runs a voluntary programme for young people aged 14-30 – Let's Get Employed.

The programme is specifically tailored for each participant, with each young person on the programme setting personal development goals to work towards.

The intensity of the programme is down to the individual's needs – some attend as little as one hour per week while others taking a more hands on approach, engaging with the programme up to five days a week.

Each young person is allocated a mentor to support their personal development. A comprehensive vocational experience programme then sees them deliver LGS's services to the public.

Participants are offered training in transferable areas such as customer service, health and safety, safeguarding, leadership, organising, well-being and communication.

A typical week could involve service

delivery to older adults all the way through to pre-school children – facilitating sports coaching, events management, carrying out administration duties, producing marketing materials and maintaining customer service. Mentors provide guidance with CV writing,



Mentors provide guidance over CV writing.

interview preparation, jobs research and developing presentation skills, building towards goals including national governing body qualifications, first aid certificates or any other mutually agreed development goals.

Outside of the Let's Get Employed programme, LGS provide a range of sport and physical activity programmes, including weekly coaching sessions for only £3 per child.

Tennis, basketball, football and multi-sport classes are available across Dumfries and Galloway, while Curriculum for Excellence session plans are also designed and handed to local teachers.

### Business Model

LGS generate over half of their annual income, 60%, through enterprise activity, delivering physical activity and sport sessions to schools, local clubs, after school clubs, holiday camps and birthday parties.

The Let's Get Employed programme is contracted with local housing associations and employability services.

The remaining 40% of their income comes in the shape of funding from the Robertson Trust and Holywood Trust.

### Social Impact

LGS have supported over 150 young people into employment since 2012, with over 95% of people on the programme progressing to a positive destination.

In 2017, 31 out of 39 young people progressed into full time education or employment, while the other eight are still working with the programme.

LGS has supported the delivery of 20,000 hours of sport and physical activity sessions since 2012.

Four of LGS's six full time staff started off on the Let's Get Employed programme.

### Let's Get Sporty Fact File

Established  
2012

Workforce  
6 FT, 5 PT  
30 volunteers

Turnover year to end 2016  
£138k

Legal Structure  
CIC Ltd by Guarantee

[www.letsgetsporty.com](http://www.letsgetsporty.com)

[@letsgetsporty1](https://twitter.com/letsgetsporty1)

[facebook.com/Letsgetsporty](https://facebook.com/Letsgetsporty)

SEN SCOT



# Case Study 2



## Morton in the Community



### Mission

Morton in the Community (MitC) aims to be 'the heartbeat of Inverclyde', delivering positive outcomes for young people across the region.

### Main activities

The focus of MitC is to encourage mass participation and enjoyment in sport; develop creative education programmes; engage with those furthest from the labour market; and tackle health inequalities.

MitC's flagship employability programme, Positive Goals, has been running since January 2015 and has delivered twelve individual projects since its inception, with a thirteenth beginning in March 2018.

Positive Goals has three specific aims: to tackle entrenched unemployment; remove and minimise barriers; and to have a positive impact on participant's mental well-being.

Each participant engaging in Positive Goals has the opportunity to gain three aspects of qualification: recognised accreditation in customer service; core skills in IT at level 2, 3 or 4; and emergency first aid training.

MitC primarily engages with single

parents and job seekers over the age of 25. The Positive Goals programme continues to work with a diverse group of people who are dealing with varied lengths of unemployment and barriers to work.

Part of the success of the project is based on the solid partnerships it has formed between the public, private and third sector - including Financial Fitness, Inverclyde Council's Community Learning Development, Craigend Resource Centre, Holiday Inn Express and EE.



Charlie from the Positive Goals programme.

### Business Model

MitC generate 51% of its turnover from trading, by and large through sport-related activities where there is a cost for participation.

Other self-generated income is generated through MitC selling their employability delivery programmes to a public sector buyer.

The Positive Goals programme is delivered through the DWP's Dynamic Purchasing System. Under the contract, MitC agree to engage with people with a criminal conviction or people over 50 years of age in separate interventions. Positive Goals also works in partnership with Inverclyde's largest housing provider, River Clyde Homes.

River Clyde Homes buy Positive Goals from MitC to engage their customers and support the transition to work.

40% of MitC's turnover at year end 2016 was from grants from the public sector and independent funders.

In 2016 Positive Goals equated to 15% of our organisations turnover.

### Social Impact

Since 2015, over 50% of participants have been transitioned into work or further education, with an impressive 71% remaining in employment six months later. Participants experience an increase in mental well-being having engaged in Positive Goals - measured using the Warwick Edinburgh Mental Well-being scale.

## Morton in the Community Fact File

Established:  
2012

Workforce:  
8 FT, 3 PT  
6-10 seasonal coaches  
80+ volunteers

Turnover to end of 2016:  
£357,000

Legal Structure:  
Company Ltd by Guarantee  
with charitable status

[mortoncommunity.net](http://mortoncommunity.net)



@MortonCommunity



[facebook.com/  
MortonCommunity](https://facebook.com/MortonCommunity)

SEN SCOT



# Case Study 3

## Denis Law Legacy Trust

### Mission

The Denis Law Legacy Trust (DLLT) aims to reduce crime and anti-social behaviour, enhance communities and improve levels of well-being among young adults.

### Main activities

Originally providing diversionary activities in areas of multiple deprivation in Aberdeen, DLLT has developed a range of employability programmes targeting children and young adults.

Free weekly sport and creativity sessions are tailored for 8 to 16-year-olds, ensuring young people in deprived communities are engaged at an early age.

The Denis Law's Positive Destination Torry and Northfield programmes (each working with between 5 to 8 young people each year) were the first employability programmes run by DLLT, focussing on young adults from 16 to 19 years old.

The two-year Positive Destination pathway is individually focussed so that it can suit anyone that meets the criteria regardless of their education or employment status.

Participants commit to a set number

of volunteer hours with Streetsport, a larger programme under the DLLT. In exchange they receive training and support to strengthen their employability in the chosen area they want to work in.

Participants can gain qualifications in first aid, child protection, sports coaching and information technology. DLLT can also cover the costs for participants to pass their theory driving test.



Offshore training is one avenue for participants.

Positive Destinations strive to help participants identify what they want to achieve. This doesn't necessarily have to be used on a formal qualification – it could instead come in the form of providing tuition in Higher English to help a young person achieve the entry requirements for University, for example.

Energy specialist Falck Group provides offshore training as part of a sponsorship deal with Nexen, while work experience placements with local businesses and job

searching support services are also available.

### Business Model

DLLT remains heavily reliant on grants, fundraising and donations.

For their 2017/18 programme, they have secured £10,000 over two years from Barrack Charitable Trust, while Children in Need have pledged £120,000 over three years.

A further £11,000 and £5,000 per annum over two years will be provided by People's Health Trust and Scott & Co respectively.

Currently, a sponsorship agreement with Nexen Petroleum UK Ltd covers the cost of 16 participants on the Positive Destinations programme, a total of £16,000 each year.

DLLT's 2017 annual fundraising dinner raised an additional £35,000.

### Social Impact

Participants have provided over 1,000 hours of voluntary service into their communities through the programme. DLLT's received the Queen's Award for Voluntary Service and Bronze Level Accreditation from Developing Young Workforce in recognition of DLLT's social contribution to the community.

### Denis Law Legacy Trust Fact File

Established  
2011

Workforce  
2 FT, 13 PT  
50+ volunteers

Turnover  
£160,199

Legal Structure  
Charity (unincorporated  
association)

[streetsport.org](http://streetsport.org)



[@StreetSportRGU](https://twitter.com/StreetSportRGU)



[facebook.com/StreetSportRGU](https://facebook.com/StreetSportRGU)