



**Homeless World Cup Legacy Project Evaluation:  
Phase II  
Final Report  
for  
Glasgow Life**

**September 2017**





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## Executive Summary

Homelessness remains a serious challenge in Scotland, and particularly in Glasgow. Over 34,000 homeless applications were made to Scottish local authorities in 2016/17, and over 5,000 of these were in Glasgow, a disproportionate amount compared to the city's share of the national population.

The Homeless World Cup was held in Glasgow City Centre in July 2016, with male and female football teams from 52 countries across the world competing in the week-long tournament. Almost 400 volunteers were recruited to help deliver the event. Of these, Glasgow Life recruited 96 volunteers who had previously been affected by homelessness. These Legacy Volunteers were engaged through a number of local and national charities and homelessness organisations, working in partnership with Glasgow Life. This was the first time that volunteers with a background of homelessness had been involved in the delivery of the Homeless World Cup.

Following the event, Glasgow Life delivered a 15 month Legacy Project for the Legacy Volunteers, to build upon the benefits, impacts and relationships that had been established during the event. The Legacy Project aimed to offer these volunteers opportunities to continue to develop their health and well-being, social networks, confidence and skills through sporting and cultural activities.

Prior to the Legacy Project, three Legacy Volunteer targets were agreed with the Big Lottery Fund, a key funder. These were that:

1. 70% of volunteers who have experienced homelessness will report increased skills and confidence.
2. 70% of volunteers who have experienced homelessness will report increased social networks.
3. 70% of volunteers who have experienced homelessness will feel more able to access cultural, sport and learning activities in Glasgow.

The aim of the evaluation is to assess how involvement in the Homeless World Cup Legacy Project has impacted on Legacy Volunteers and the extent to which it has achieved the targets set for it. The evaluation also sought to assess the effectiveness of partnership working between Glasgow Life and wider stakeholders, and the impact on Glasgow Life Project staff.

The evaluation method included a review of programme documents and monitoring information, a survey of 33 Legacy Volunteers and follow-up qualitative interviews with ten, and consultations with stakeholders and Glasgow Life staff.

## Legacy Project outputs

The majority (76%) of Legacy Volunteers were male, and the balance was slightly more in favour of males than the profile of homeless applicants in Scotland. Around 80% were aged 35 years or over, an older demographic than the profile of homeless people in Scotland. As is to be expected, there was a degree of drop-off, with an estimated 26 volunteers no longer engaging at the mid-way point of the Project. Given the length of the Project and the challenges faced by the client group, this participation rate is very positive.

Throughout the course of the Legacy Project, 31 events or activities were delivered by Glasgow Life. These included sports activities and tasters; personal development activities, including sports coaching training and employability workshops; arts and crafts activities; networking events, aimed at

building the volunteers' positive social networks; and further volunteering opportunities, including at the Davis Cup at the Emirates Arena.

Working with Glasgow and Strathclyde Universities, Glasgow Life also delivered a creative writing course for ten Legacy Volunteers. It culminated in the publication of a series of short stories in a book called 'Home Ground'. In addition, all Legacy Volunteers were given free access to Glasgow Club sports facilities for one year.

Legacy Volunteers communicated with Legacy Project staff by phone, email, text messaging or face-to-face. They engaged with wider Glasgow Life staff, through events in libraries and attending Glasgow Club facilities and Sports Coach Education.

## **Benefits and impacts for Legacy Volunteers**

A key benefit of the Legacy Project has been the capacity building impact on volunteers. All of the volunteers consulted with reported that they had learnt new skills, most commonly softer skills such as team-working, dealing with the public and time-keeping. The Project helped 87% of volunteers to increase their confidence through the volunteering experiences, learning new skills and seeing health improvements. This exceeds the target for Project Indicator 1.

Having positive social networks is very important for people who have experienced homelessness and often face social exclusion, isolation and loneliness. Peer support and building networks has been an important element of the Legacy Project and nearly all volunteers (92%) report that they now have more people they can talk to and more positive relationships. A similar proportion have more people they can rely on which is a very positive outcome. This exceeds the target for Project Indicator 2. The peer support element of the Project has been particularly valuable, with 60% of volunteers planning to continue to meet each other after the Legacy Project, indicating that many social benefits are likely to be sustained.

Volunteers have accrued significant health benefits as a result of participating in the Legacy Project. The majority reported poor physical and mental health prior to the Homeless World Cup event, and this has improved substantially over the course of the Legacy Project. This is largely attributable to being able to use Glasgow Club facilities through the free membership. It is unlikely that many, if any, of the volunteers would have accessed the facilities without the free memberships.

Volunteering at the Homeless World Cup and at subsequent events has meant that the volunteers are likely to continue to volunteer. Two thirds (66%) of volunteers are already doing so, and others are hoping to do so in the future. Around 80% of volunteers feel more able, more likely and more confident to access services and facilities in Glasgow such as libraries and sports facilities. This exceeds the target of 70% set for Project Indicator 3.

In terms of current and future plans and aspirations, over half of volunteers (52%) are now sustaining their tenancy and two thirds (66%) hope to move into employment in the future.

The perception of project partners of the Legacy Project is that it has impacted positively on the Legacy Volunteers through increasing their confidence and self-esteem, offering peer support and the opportunity to build healthy relationships, developing new skills and generating physical and mental health benefits.

It is clear that peer support, networking and the social element of much of the Legacy Project has been a critical success factor in achieving many of the benefits, as has the support of Glasgow Life

staff, the blend of activities offered and the Glasgow Club membership. In terms of inhibitors, a lack of confidence and difficulties in organising themselves have limited the extent to which some benefits have been achieved. Also, both the cost and connectivity of travel to reach venues has been challenging for some.

## Partnership working in the Legacy Project

Glasgow Life worked with a number of project partners and stakeholders before, during and after the Homeless World Cup event. Partnership working was very successful prior to and during the event, when the focus was on recruiting and supporting the Legacy Volunteers to deliver. During the Legacy Project, whilst the relationships have remained in place, partnership working has been less effective. This was largely due to a lack of clarity about the activities and specific objectives of both the Legacy Project and the partnerships.

Despite these challenges, partners and stakeholders were positive about the new contacts and relationships that have been made between their organisation and Glasgow Life. For most of the partners, this was their first time working with Glasgow Life and they welcomed having a greater understanding of its offer.

Partners are very positive about the potential for future working with Glasgow Life. Opportunities for future partnership working includes joint training and knowledge sharing, improving access to libraries for people affected by homelessness, extending some particularly effective elements of the Legacy Project, and embedding Glasgow Life as part of the continuum of support for homeless people in Glasgow.

## Impact on Glasgow Life staff

At the outset of the Legacy Project, Glasgow Life staff had limited knowledge of what it comprised, how it would work and what it was aiming to achieve. Staff would have benefitted from a more detailed briefing on the Legacy Project content, aims and objectives, but it is important to acknowledge the pace at which it was implemented.

The majority of the Project staff did not have any experience of working with homeless, or previously homeless people and were on a steep learning curve. They responded very positively and the majority of their new skills and knowledge were developed 'on-the-job'.

Towards the end of the Project, staff received awareness training from the Glasgow Homelessness Network. It was highly valued and helpful but having it earlier would have been more beneficial. It would have helped staff to develop a greater understanding of the causes of homelessness, its impacts and the needs and barriers faced by this group.

Through the Legacy Project, Glasgow Life staff have, overall, changed their attitudes, perceptions and responses to homelessness. They are now more likely to take a person-centred, asset based approach, focusing on the needs of the person and what they can do, rather than what they can't. The staff are applying these new ways of working to other vulnerable groups, which will enhance user experience and service delivery. There is now a need for the awareness training around homelessness, and other social issues, to be cascaded more widely throughout Glasgow Life to improve the quality of service delivery.

Staff members' new knowledge and attitudes have filtered through to their lives outside of work, in how they respond to homeless people and perceive them. They report that they have also discussed this with family and friends to give them a new perspective.

## Conclusions and Recommendations

The Legacy Project has exceeded the targets agreed with the Big Lottery Fund. Legacy Volunteers have experienced significant benefits relating to their health, confidence, skills, social networks and future plans and aspirations.

The experiences of the volunteers, partners and Glasgow Life staff have led to some important learning points that can be used by Glasgow Life to inform future working with vulnerable or under-represented groups.

### Working with vulnerable groups

**Learning Point 1: Staff Development:** Staff need to be fully briefed about activities, the target group, the issues they face and the rationale for intervention. In the early stages, staff should be provided with awareness training to understand the needs of the client group and have the skills to work with them appropriately.

**Learning Point 2: Communication:** Careful thought should be given to a communication strategy that draws on previous learning and effective practice from partners. Project staff should effectively manage the expectations of participants to avoid the risk of dis-engaging. Having current or previous participants acting as mentors or champions can encourage participation.

**Learning Point 3: Barriers to participation:** Careful consideration needs to be given to making activities as accessible as possible, and addressing the tangible (e.g. accessibility of information, venues, cost, travel) and intangible (e.g. lack of confidence in a group setting, low self-esteem, difficulty organising oneself) barriers to participating.

**Learning Point 4: A person-centred approach:** Design and delivery of services for vulnerable groups should be driven by the needs of the individuals, not of the service. Individuals from vulnerable groups often face multiple barriers, and so staff must have the skills and knowledge to deliver a person-centred approach.

Where projects have a finite life, a clear exit strategy or tapering of support will help to prevent the loss of benefits accrued by participants.

### Partnership working

**Learning Point 5: Ensuring partner buy-in:** Co-designing partnerships and activities will help to ensure partner buy-in and effective partnership working. The project objectives should be defined and shared, and the processes and communication routes should be clear.

Having effective monitoring of progress and achievements will help to drive activities.

**Learning Point 6: Adding value:** Partnerships should make best use of existing networks, partnerships and relationships to avoid unnecessary duplication. They need the right representatives, at the right levels, within the right organisations. The target beneficiaries and geography should also be carefully considered.



**Learning Point 7: Encouraging impact:** At an early stage partnerships should identify ‘quick wins’ that can lead to benefits for partners and participants.

## 1 Introduction

1.1 ekosgen was commissioned by Glasgow Life in May 2017 to undertake an evaluation of the Homeless World Cup Legacy Project. The Homeless World Cup (HWC) ran in Glasgow in July 2016 and almost 400 volunteers were recruited to assist at the event. Of these 400, 96 volunteers were people who had previously been affected by homelessness. They were provided with training in advance of the event and were fully integrated into the volunteer team.

1.2 Glasgow Life and partners were keen to capitalise on the achievements of the HWC, in particular, to build on the benefits and relationships that had been established with the 96 volunteers who had experience of homelessness. As a result, Glasgow Life designed and launched the Legacy Project which ran over the 15 month period immediately following the HWC event. The aim of the project was to develop the confidence, skills and social networks of the 96 'Legacy Volunteers' by supporting them through a fully funded taster menu of coordinated and integrated sport, culture and learning provision via Glasgow Life mainstream services.

### Study aims

1.3 The evaluation assessed the following elements of the Homeless World Cup Legacy Project:

- How involvement in the Homeless World Cup Legacy Project has impacted on participants who were formerly homeless or for whom homelessness has directly impacted on their lives;
- Impact of the Homeless World Cup Legacy Project on the effectiveness and extent of partnership working between Glasgow Life and wider stakeholders, in particular homelessness services in the city; and
- How involvement in the Homeless World Cup Legacy Project has impacted on Glasgow Life project staff (including staff involved in supporting the tournament volunteer programme, as well as the post-tournament legacy elements across Sport, Communities and Libraries).

### Methodology

1.4 In order to evaluate against the three study aims, ekosgen used a multi-stranded research methodology, comprising a programme of primary and secondary research.

1.5 We reviewed relevant programme documents and Glasgow Life monitoring information, which included rationale for the delivery of the Legacy Project, details of the activities/events undertaken and levels of engagement and attendance by Legacy Volunteers.

1.6 To gather feedback from Legacy Volunteers, ekosgen undertook a survey to gather largely quantitative data. It sought to identify the range of benefits and impacts achieved by volunteers as a result of participating in various Legacy Project activities. To maximise accessibility, the survey was available online and in hard copy and was promoted through a range of channels including by Glasgow Life staff.

1.7 Of the 96 Legacy Volunteers, 33 completed the survey, accounting for 34%. To gather more qualitative data and probe volunteer experiences and the enablers and inhibitors to benefits achieved, our team carried out 10 follow-up telephone interviews with volunteers.

1.8 To gather information from the service delivery side, we undertook in-depth consultations with 10 project partners and stakeholders involved in the Legacy Project. In these consultations we explored the partner's experience of the Legacy Project, their views on its strengths and weaknesses, impacts on their own organisations and ways of working, the effectiveness of partnership working during the Project and the potential for further collaboration

1.9 Finally, we undertook research with the Glasgow Life staff. This was done in a focus group format. Due to lack of availability of some staff, follow-up telephone calls were carried out with other staff members. The aim of this strand of the research was to gather staff views on the experience, successes and challenges of the Legacy Project, and any lessons learnt and changed behaviours that staff now adopt as a result of their experiences. We consulted with eight staff members in total.

1.10 A full list of the partner organisations and Glasgow Life staff consultees is given at Appendix A.

## Report structure

1.11 The evaluation report assesses the benefits and impact of the Legacy Project to date on Legacy Volunteers, partner organisations and the Glasgow Life staff involved in delivery. The findings draw solely on the methods described above, and the report is structured as follows:

- **Chapter 2: The Homeless World Cup and the Legacy Project** – this chapter outlines the policy context surrounding homelessness in Scotland and gives a description and history of the Homeless World Cup event and a description and rationale for the Legacy Project.
- **Chapter 3: Progress to date of the Legacy Project** – the Glasgow Life monitoring information is collated in this chapter to present the outputs of the Legacy Project and a profile of the Legacy Volunteers.
- **Chapter 4: Benefits and impacts for Legacy Volunteers** – this chapter draws mainly on the volunteer survey to provide an assessment of the social, health and capacity-building benefits of the activities on Legacy Volunteers, and factors that contribute to the impacts.
- **Chapter 5: Partnership working through the Legacy Project** – this chapter assesses the effectiveness of partnership working through the Legacy Project, the key lessons learnt in terms of partnership working and the potential for similar collaboration in the future.
- **Chapter 6: Impact on Glasgow Life staff** – drawing on the primary research with the staff, this chapter sets out the impact of the Legacy Project on Glasgow Life staff members and lessons learnt for future delivery of similar initiatives.
- **Chapter 7: Conclusions and recommendations** – the final chapter sets out the conclusions drawn from the primary research and makes a set of key learning points and recommendations for Glasgow Life to continue to work with those affected by homelessness.

## 2 The Homeless World Cup and the Legacy Project

### Key point summary

- There were over 34,000 homeless applications submitted in Scotland in 2016/17. Homeless applications have fallen across Scotland over the last decade, though at a declining rate.
- There are no official figures on the number of people sleeping rough, although Shelter Scotland estimates this to be over 5,000 people in the last year.
- The main causes of homelessness are being asked to leave your accommodation (25%), a non-violent dispute or relationship breakdown (18%), a violent dispute (12%), and action taken by the landlord (11%).
- Homelessness remains a serious challenge for Glasgow. The city receives over 5,000 homeless applications per year, more than its share of the national population.
- The current homelessness strategy for Glasgow was developed by the Health and Social Care Partnership and covers the period to 2020. The strategy sets out two key outcomes: preventing homelessness and alleviating homelessness where it does occur.
- The Homeless World Cup event started in 2003, and was hosted by Glasgow in July 2016. The event involved 512 homeless players from 52 countries around the world, and was watched by 80,000 spectators throughout the week.
- Glasgow Life recruited 371 volunteers, mostly from the city, to help run the event. Of these, 96 were people who had previously been affected by homelessness. These 'Legacy Volunteers' were recruited through local homeless charities and organisations.
- Glasgow Life developed a 15 month Legacy Project to continue to support the Legacy Volunteers beyond the event, offering opportunities to continue to develop their well-being through sporting and cultural activities. The outcomes of the Legacy Project were to increase volunteers' skills and confidence, social networks and ability to access services and facilities in Glasgow.

### Introduction

2.1 This chapter gives an overview of the policy context surrounding homelessness in Scotland and Glasgow. It briefly describes the history of the Homeless World Cup, and goes on to discuss how the event and subsequent Legacy Project were run in Glasgow. The chapter draws on the findings of the document review and the consultations.

### Policy context

#### Homelessness in Scotland

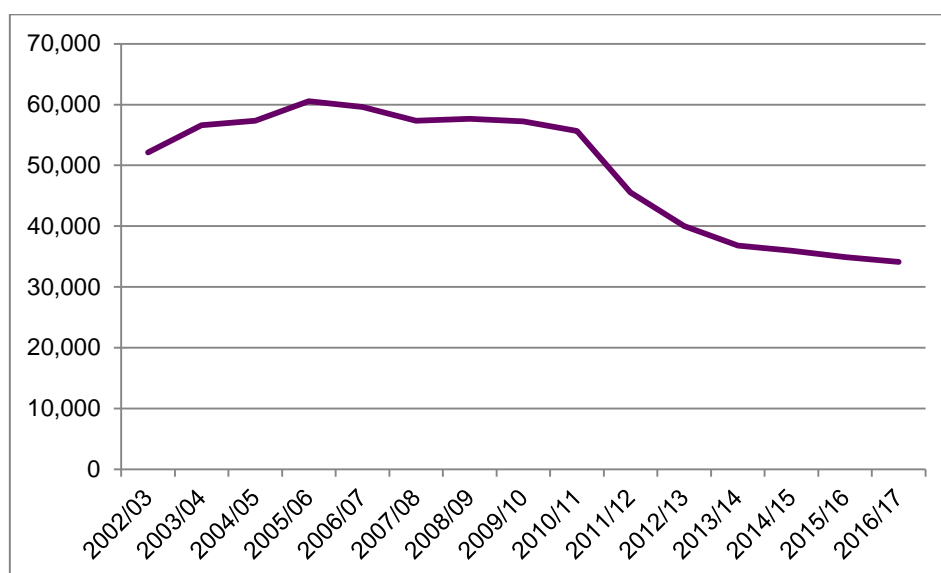
2.2 The Scottish Government's current housing policy (Housing (Scotland) Act 2014) is directed at preventing homelessness and providing accommodation for those who have become homeless. Shelter Scotland stated that the policy is 'providing the best homelessness law in Europe'. The

Scottish Government introduced a 'Housing Options Approach'<sup>1</sup>, which involves five regional Housing Options Hubs<sup>2</sup>. The approach seeks to enable households or individuals encountering difficulties – or at potential risk of becoming homeless – to approach their Local Authority for advice and assistance with the aim of preventing them from becoming homeless.

2.3 The drive towards the Housing Options Approach in recent years has been in conjunction with the abolition of the Priority Need Criteria<sup>3</sup> in 2012. This has meant that all Local Authorities in Scotland now have a duty to provide permanent settled accommodation and assistance to anyone that is assessed to be unintentionally homeless, irrespective of personal circumstances and priority status. The change entitles anyone finding themselves homeless through no fault of their own to access settled accommodation. Previously, through the Priority Need Test, only those classified as being in priority need – often families with children – had that right.

2.4 This new policy drive has been partly reflected in the latest figures produced by the Scottish Government on homeless applications, which have shown the number of applications to be steadily declining over the last decade to 34,100 in 2016/17<sup>4</sup>, as set out in Figure 2.1.

**Figure 2.1: Homeless applications in Scotland, 2002/03 to 2016/17**



Source: Scottish Government, *Homelessness in Scotland: 2016/17*

2.5 The decline in homelessness applications appears to be slowing. In 2015/16, there were 34,926 homelessness applications received by Scottish local authorities, representing a drop of 1,287 (-3%) from the previous year. In 2016/17, there were 34,100 homeless applications in Scotland, a fall of 826 from the previous year, representing a 2% fall.

2.6 The age profile of people submitting homeless applications is relatively young. Illustrating this, just over 15 in every 1,000 people (1.5%) aged under 25 years in Scotland applied as homeless in

<sup>1</sup> <http://www.gov.scot/Topics/Built-Environment/Housing/homeless/HomelessnessPrevention/hubs/options>

<sup>2</sup> <http://www.gov.scot/Topics/Built-Environment/Housing/homeless/HomelessnessPrevention/hubs>

<sup>3</sup> <http://www.legislation.gov.uk/ssi/2012/330/contents/made>

<sup>4</sup> <http://www.gov.scot/Resource/0052/00521186.pdf>

2016/17. This is significantly higher than for people aged 25 to 59 years old, with just over nine in every 1,000 in this age group applying as homeless (a rate of 0.9%)<sup>5</sup>.



2.7 Scottish Government statistics indicate that between 2002/3 and 2016/17 there was a 13% decrease in homeless applications where an individual has reported sleeping rough 'at least once in the last 3 months'<sup>6</sup>. The number of these kind of applications varies significantly between local authorities and may be a reflection of the local authority not routinely and consistently asking those making applications if they have slept rough. There is, as such, no official national figure for the number of people currently sleeping rough in Scotland.

2.8 Whilst the reduction in the number of homeless applications made by people who have slept rough may be viewed as a positive trend, the lack of an official figure of who, where and why may mean that the extent of the problem is underestimated. This is a challenge when assessing the effectiveness of the various national and local policies and programmes in place. At present, Shelter Scotland estimates that there is 'more than 5,000' people sleeping rough in Scotland and that every 20 minutes a household in Scotland becomes homeless<sup>7</sup>.

2.9 Both annual and bi-annual homelessness reports from the Scottish Government<sup>8</sup> have shown that the underlying causes of homelessness remain relatively unchanged. The most common reasons for homeless applications are: being asked to leave accommodation (25%) and non-violent disputes/relationship breakdowns (18%), as shown at Figure 2.2. 'Other' accounts for 19% and includes a number of causes such as overcrowding, emergency (fire, flood etc) and forced sale of matrimonial home.

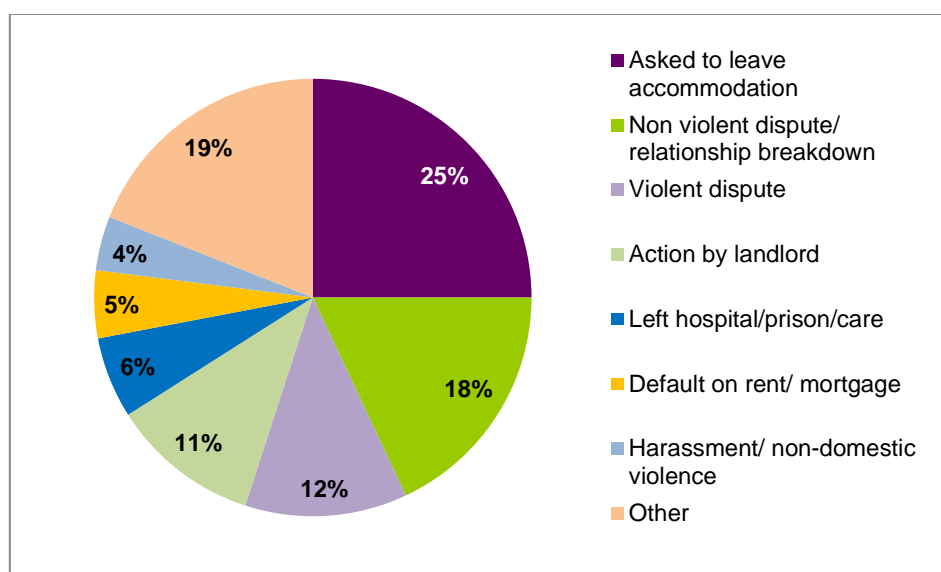
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<sup>5</sup> <http://www.gov.scot/Resource/0052/00521186.pdf>

<sup>6</sup> <http://www.gov.scot/Resource/0052/00521186.pdf>

<sup>7</sup> [https://scotland.shelter.org.uk/get\\_involved/campaigning/homelessness\\_far\\_from\\_fixed/why\\_this\\_matters](https://scotland.shelter.org.uk/get_involved/campaigning/homelessness_far_from_fixed/why_this_matters)

<sup>8</sup> <http://www.gov.scot/Publications/2017/06/8907/downloads#res523010>

**Figure 2.2: Reasons for Homeless Applications, 2016/17**

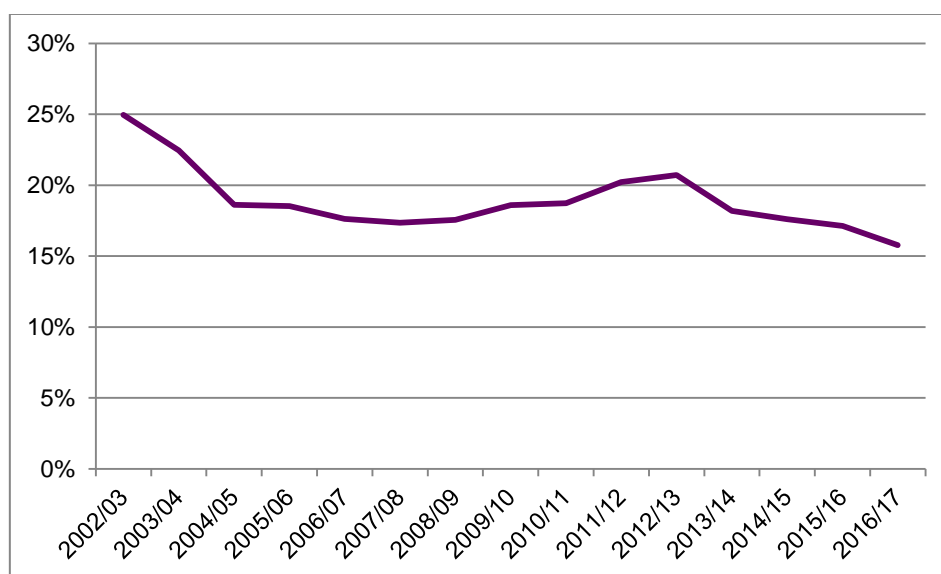
Source: Scottish Government, *Homelessness in Scotland: 2016/17*

### Homelessness in Glasgow

2.10 Glasgow is Scotland's largest city with a population of almost 600,000 and a long-standing history of successfully attracting business, investment and world class events. It is also a city which faces huge challenges in tackling the impacts of de-industrialisation amongst its marginalised communities and high levels of social, economic and health inequalities. In addressing these challenges, Glasgow has established a culture of collaboration and partnership, with the aim of developing strategies and services that help to benefit Glasgow's citizens and communities. Glasgow's population is forecast to continue to grow by 7%, or 40,000 people, over the period 2014 to 2039<sup>9</sup>.

2.11 Homeless applications in Glasgow City accounted for 16% of all applications in Scotland in 2016/17, proportionately higher than the city's 11% of total population (2016). As shown at Figure 2.3, Glasgow's share of national homeless applications in Glasgow City has been on a downward trend in recent years, from 25% in 2002/03. However, homelessness is still a serious challenge in Glasgow, with over 5,000 applications each year.

<sup>9</sup> <https://www.nrscotland.gov.uk/statistics-and-data/statistics/statistics-by-theme/population/population-projections/sub-national-population-projections/2014-based/list-of-tables>

**Figure 2.3: Glasgow City's share of national homeless applications, 2002/03 to 2016/17**

Source: Scottish Government, *Homelessness in Scotland: 2016/17*

### The Glasgow Homelessness Strategy 2015-2020<sup>10</sup>

2.12 Glasgow's Health and Social Care Partnership (HSCP), which comprises Glasgow City Council, Greater Glasgow and Clyde NHS and partner agencies across the public, voluntary and private sectors, has set out a five year strategy on tackling and improving homelessness services for the most vulnerable people in the city. The purpose of the strategy is to:

- Set the outcomes to be delivered by the HSCP's Homelessness Services;
- Set the priority actions to be taken forward during the 2015-2020 period to achieve the outcomes set out within the strategy;
- Direct strategic and operational activity of the HSCP's Homelessness Services in the context of the identified challenges; and
- Highlight areas where partner organisations will assist in achievement of these outcomes.

2.13 At present, Glasgow City Council faces major challenges in preventing and alleviating homelessness and 2,000 people are housed in temporary accommodation at any one time.

2.14 As a result, the current HSCP Strategy sets out two key outcomes, which are:

1. **Preventing homelessness** – priority actions include creating an integrated Community Homeless Service, working with Social Care, in the three strategic planning areas of the city; creating a Homelessness Prevention Mediation Service with a focus on rebuilding broken down relationships that lead to homelessness; and providing effective provision for prison leavers.

<sup>10</sup> <https://www.glasgow.gov.uk/CHttpHandler.ashx?id=34784&p=0>



2. **Alleviating homelessness where it does occur** – which includes a commitment to increasing the supply of temporary and settled accommodation for homeless households; developing two new purpose-built emergency accommodation units; and better enabling information sharing through improved joint working between agencies.

### **Glasgow City Region City Deal**

2.15 The Glasgow City Region City Deal is an agreement between the Scottish and UK government and the eight local authorities across the Glasgow region. It represents significant new investment (of approximately £1.13bn) aimed at addressing challenges in the labour market, promoting innovation and growth in key sectors and funding major infrastructure projects. One of the main priorities of the current Glasgow City Council Strategy Plan, which was recently revised to account for the City Deal, is to create ‘a city that looks after its vulnerable people’<sup>11</sup>.

### **One Glasgow**

2.16 In 2011, the Community Planning Partnership agreed to develop the ‘One Glasgow’ approach<sup>12</sup>. This is a ‘Total Place’ approach to budget planning and financial challenges in Glasgow. The approach is based on creating efficiencies by pooling resources, focusing on specific shared priorities and eliminating duplication between partners. One Glasgow is being implemented by public sector agencies such as Glasgow City Council, NHS Greater Glasgow and Clyde, Police Scotland and Glasgow Housing Association.

2.17 The benefits of this One Glasgow approach are better services and outcomes for residents, and a better use of financial and other resources. The priority themes identified through One Glasgow, that are relevant to homelessness, are:

- Reducing offending, particularly for those aged 12 to 25 years and prison leavers. Prison leavers are a group particularly affected by homelessness.
- Independent living, looking to ensure that Glasgow ‘evolves as a fully inclusive and accessible city for all its citizens’ by 2023<sup>13</sup>.

### **Glasgow Single Outcome Agreement**

2.18 Launched in 2013, the Single Outcome Agreement in Glasgow is a 10 year plan which sets out three strategic priorities for the city based on Community Planning Partnership objectives. These priorities are alcohol, youth unemployment, and vulnerable people. Within the vulnerable people priority, the focus is on homelessness and housing need and in-work poverty. The Plan includes the following commitment:

*‘We will work together to intervene early to prevent homelessness or reduce the risk of homelessness’<sup>14</sup>*

2.19 It states that this will be delivered by providing improved support to children and young people living in temporary accommodation and focusing on people facing a range of challenges, such as job loss, debt, mental health and addictions – key factors that can increase the risk of being homeless.

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<sup>11</sup> <http://www.glasgow.gov.uk/CHttpHandler.ashx?id=14572>

<sup>12</sup> <https://www.glasgowcpp.org.uk/oneglasgow>

<sup>13</sup> <https://www.glasgowcpp.org.uk/oneglasgow>

<sup>14</sup> <https://www.glasgowcpp.org.uk/CHttpHandler.ashx?id=19106&p=0>

## History of the Homeless World Cup

2.20 Founded in 2001, the Homeless World Cup Foundation (HWCF) is a pioneering social enterprise. It aims to tackle homelessness and social disadvantage using local sports-based programmes and a yearly international tournament to help empower, re-engage and improve the lives of its target beneficiaries<sup>15</sup>. It operates through a network of more than 70 national partners to support football programmes and social enterprise development. The HWCF provides a focus for the national partner activities. The HWCF organises and delivers an annual week-long international football tournament in a different city each year. It attracts national teams made up of homeless players – both men and women – from over 50 countries<sup>16</sup>.

2.21 The HWCF also has the broader aim of combatting the negative perceptions of homeless people and aims to use football as a trigger to ‘inspire and energise people to change their own lives’ and help participants by providing opportunities to enhance their social interaction and access the range of support services available. The first HWC tournament took place in 2003 in Graz, Austria. Host cities since then have included: Gothenburg, Edinburgh, Copenhagen, Cape Town, Melbourne, Milan, Rio de Janeiro, Paris, Mexico City, Poznań, Santiago Amsterdam and Glasgow. The 15<sup>th</sup> HWC took place in Oslo, Norway from 29<sup>th</sup> August to 5<sup>th</sup> September 2017.

## Homeless World Cup 2016 (Glasgow)

### Overview of the event

2.22 The HWC 2016 took place in Glasgow between 10<sup>th</sup> July and 16<sup>th</sup> July. In total, 512 homeless players competed, making up a total of 64 teams from 52 countries. It took place in George Square which was converted into an outdoor street football venue, with three purpose built pitches and spectator seating. It is estimated that approximately 80,000 spectators attended the tournament over the week.

2.23 The HWC event in Glasgow was managed and organised by the HWCF with support from partners such as Glasgow Life, who recruited and trained the volunteers.

### Volunteers and Legacy Volunteers

2.24 In addition to the 512 players from around the world, the HWC in Glasgow engaged 371 volunteers, most of whom were local residents. Volunteering roles included pitch assistant, ball person, greeter, programme seller, merchandise assistant, information assistant, flag carrier and medal presenter.

2.25 Of the 371 volunteers recruited to help with the delivery of the HWC, 96 volunteers were people who had previously been affected by homelessness. This formed part of the Glasgow Homeless World Cup Legacy Project, organised and funded by Glasgow Life and the Big Lottery Fund, in co-ordination with the HWCF. This was the first time that volunteers who had personally experienced homelessness helped as volunteers at a HWC event. These ‘Legacy Volunteers’ were recruited in partnership with the Glasgow Homeless Network and Glasgow City Council Social Work agencies, as well as through other organisations that work with homeless people.

2.26 In total, Glasgow Life liaised with over 25 local or national homelessness organisations and charities to recruit the Legacy Volunteers. Table 2.1 gives an approximate breakdown of the

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<sup>15</sup> <https://www.homelessworldcup.org/about/>

<sup>16</sup> <https://www.homelessworldcup.org/about/our-national-partners/>

recruitment source of the 96 Legacy Volunteers. It shows that the two most common referral routes were Turning Point Scotland and the Marie Trust, followed by Phoenix Futures. Other organisations involved in recruitment include Street Soccer Scotland, the Elder Street Women's Project, the Hunter Street Homeless Practice, the Big Issue and Loretto Care. The vast majority of these organisations are based in Glasgow and work with a homeless or previously homeless client group daily. The recruitment source is not recorded for 18 Legacy Volunteers.

**Table 2.1: Legacy Volunteers by recruitment source**

Recruitment source	Number of Legacy Volunteers
Turning Point Scotland	14
The Marie Trust	14
Phoenix Futures	10
The Invisibles	5
Blue Triangle	3
Aspire	3
Scottish Refugee Council	3
Other organisations	26
Unknown	18
<b>Total</b>	<b>96</b>

*Source: Glasgow Life monitoring information*

2.27 All volunteers, including the Legacy Volunteers, were provided with the same uniforms and were given two two-hour training sessions shortly before the event to set out what was required of them. The Legacy Volunteers were completely integrated with the volunteer cohort. They were not treated any differently and were not identified or identifiable.

## The Legacy Project

### Aims of the Legacy Project

2.28 The HWC Legacy Project has sought to engage those previously affected by homelessness with wider society by connecting them with other members of the local community through volunteering at the event. Following the event, it has given the Legacy Volunteers access to a range of mainstream learning, sporting and cultural opportunities to help build their skills and confidence. It has also sought to build on the Host City Volunteer Programme of the Glasgow Commonwealth Games 2014 and the HWC 2016 to better integrate local services, connect beneficiaries and challenge discrimination.

2.29 The three main components of the Legacy Project include:

1. **A volunteer programme** – general public volunteers, up to half of whom have been directly impacted by homelessness. Participants undertook general (i.e. non-technical) roles during the week-long tournament, e.g. providing wayfinding and event information. This volunteer programme was the focus of the Phase 1 evaluation<sup>17</sup>.
2. **Awareness raising** – working with media partners to raise awareness of homelessness and to challenge stereotypes. Glasgow Life combined this with book displays across the community libraries network that showcase stories that touch on homelessness.
3. **Post-event Legacy Programme** – a menu of options for participants offering opportunities to continue to develop well-being through sporting (e.g. Glasgow Club, coaching qualifications) and cultural activities (e.g. creative writing to provide a response to their HWC experience – culminating in the publication of book and an event at Aye Write! 2017). This programme of Legacy activities is the focus of this Phase 2 evaluation.



2.30 The Legacy Project ran from March 2016 to August 2017. Following the HWC event, the 96 Legacy Volunteers were registered to take part in the extensive post-event Legacy Project to further develop their skills and confidence, social connections and networks, and address isolation and loneliness. The Legacy Project was therefore designed to enable participants to come into contact with people from a wide range of backgrounds and provide a platform to challenge misconceptions and increase public awareness about the contributing factors surrounding homelessness. Partners of the project include Glasgow City Council Social Work and Glasgow Homeless Network.

2.31 A full breakdown of activities and events delivered through the Legacy Project, and attendance by volunteers, is given in Chapter 3.

### Legacy Project outcomes

2.32 The outcomes and indicators agreed as part of the Big Lottery Fund grant allocation are provided at Figure 2.4.

<sup>17</sup> Homeless World Cup Legacy Project, Phase 1 Evaluation. Social Marketing Gateway (2016)

**Figure 2.4: Legacy Project targets**

**Outcome 1:**

People who face loss, isolation and loneliness as a result of the impact of homelessness will improve their skills, confidence, social and community connections and will access mainstream services.

**Indicators:**

- 70% of volunteers who have experienced homelessness will report increased skills and confidence
- 70% of volunteers who have experienced homelessness will report increased social networks
- 70% of volunteers who have experienced homelessness will feel more able to access cultural, sport and learning activities in the city

**Outcome 2:**

Awareness of the issues faced by homeless people will be increased and misconceptions about homelessness will be challenged to help alleviate the discrimination they experience

**Indicator:**

- 70% of non-homeless participants in the volunteer programme will report increased awareness of the discrimination and stigma affecting homeless people

### 3 Progress to date of the Legacy Project

#### Key point summary

- 98 Legacy Volunteers were invited to take part in the Homeless World Cup Legacy Project. This cohort comprised 75 males and 23 females.
- The volunteer cohort are older than the profile of homeless people nationally. Forty percent have a health problem or disability, reflecting the health challenges that homeless people can face. The vast majority are White, in line with the profile nationally.
- In total, 31 events/activities were delivered over the year-long Legacy Project, across sports, personal development, creative writing, social, arts and volunteering activities. In total there have been 282 attendances by Legacy Volunteers. The social events were most well attended.
- Legacy Volunteers have had varying degrees of engagement with the Legacy Project. Most are kept in touch with the Project through telephone, email and text message. Others engage through by attending different events/activities or using the Glasgow Club facilities.
- There has been a degree of drop-off from volunteers. At the mid-way point, 26 volunteers (27%) were no longer engaging with the Legacy Project.

#### Introduction

3.1 This chapter sets out the profile of the Legacy Volunteers, the activities that have been delivered by the Homeless World Cup Legacy Project, and the level of engagement with activities by the volunteers. The findings are drawn from Glasgow Life monitoring information and the Legacy Volunteer survey of 33 individuals.

#### Profile of Legacy Volunteers

3.2 Since its launch in August 2016 a total of 98 people registered on the Legacy Project. Ninety six individuals had volunteered at the HWC event and subsequently registered. In addition, two people registered who had not been part of the volunteer team at the event.



3.3 There is a gender imbalance amongst the 98 Legacy Volunteers with 77% being male (75 people) and 23% female (23 people). This is a greater imbalance than the gender profile of homeless people nationally. In Scotland, around 55% of people making homeless applications between 2012/13 and 2016/17 have been male<sup>18</sup>. The gender imbalance may reflect the fact that the original 'hook' for the Legacy Project was football; however the scope of the study did not stretch to investigating this point in more detail.

3.4 The survey of 33 volunteers indicates that the Legacy Volunteer cohort is older than the profile of homeless people nationally. Illustrating this, just over 80% of Legacy Volunteers are aged 35 or

<sup>18</sup> <http://www.gov.scot/Publications/2017/06/8907/downloads#res523010>

older, whilst across Scotland just over 40% of people making homeless applications in 2016/17 were aged 35 years or above<sup>19</sup>.

3.5 Reflecting the health problems that homeless people can face, over 40% of the Legacy Volunteers in the survey reported having a long-term illness, health problem or disability. A similar proportion did not have any of these issues, whilst 15% preferred not to disclose this information.

3.6 The vast majority of the 33 Legacy Volunteers who completed a survey are White (85%), and 79% are White Scottish. This is in line with the general profile of homeless people in Scotland overall. Almost 90% of homeless applications in Scotland in 2016/17 were made by people of White ethnicity, and 78% of homeless applications were White Scottish<sup>20</sup>.

## Legacy Project activities undertaken

### Activities

3.7 Between August 2016 and August 2017, 31 Legacy Project events or sessions have been delivered. In total there have been 282 attendances by Legacy Volunteers although there is of course double counting where a Volunteer may have attended more than one session. A full list of activities and attendances is given at Appendix B.



EVENTS/ACTIVITIES

3.8 These events and sessions were delivered in a wide range of venues throughout Glasgow City, including Glasgow Life venues such as Kelvin Hall, the Mitchell Library and the Emirates Arena, and other major venues such as George Square, Glasgow Green, Ibrox, Parkhead and the Glasgow City Hall. They fall into the following six thematic areas:

- **Sports activities** – including the free access to Glasgow Club sports facilities for one year, and arranged sports events, such as a session at the velodrome, a table tennis course, bubble football and ParkLives taster sessions.
- **Training/personal development** – including sports coaching training and skills development through employability workshops, e.g. courses in football and badminton coaching and first aid training.



- **Creative writing** – one 10-week creative writing course at the Mitchell Library and Pollock Library, provided and supported by Strathclyde University and Glasgow University.

- **Arts and crafts** – activities including artistic classes such as sculpting at Glasgow Sculpture Studios, sketching and museum tours.
- **Cultural/social events/networking** – these social events aimed to build and expand positive social networks for volunteers and promote teambuilding. They included a Networking Day at Kelvin Hall, a Christmas party at the Royal Concert Hall and the celebratory Final Whistle events at the City Chambers. This has also included links to Social Bite who have offered 'social suppers' and drop-in sessions.



<sup>19</sup> <http://www.gov.scot/Publications/2017/06/8907/downloads#res523010>

<sup>20</sup> <http://www.gov.scot/Publications/2017/06/8907/downloads#res523010>

- **Volunteering** – volunteering opportunities for sporting events such as the Davis Cup at Emirates Arena and the Santa Dash in Glasgow City Centre. Access to further volunteering opportunities has been through sourced the Glasgow Sport Volunteer Bureau<sup>21</sup>.



3.9 The writing and poetry produced through the creative writing programme was published in a book named Home Ground, which was launched in March 2017 as part of Aye Write! Glasgow's Book Festival 2017. Through the Legacy Project, 10 Legacy Volunteers received the opportunity to write pieces for Home Ground and be mentored through the writing and editing process with support from Glasgow University and Strathclyde University. The book is inspired by the HWC event in Glasgow and features work by new and established writers, exploring individual experiences of homelessness. The book was published by Glasgow Libraries.

### Events and attendees

3.10 Table 3.1 gives a breakdown of the number of events/sessions and cumulative attendees for each type of activity.

**Table 3.1: Legacy Project activities**

Activity	Number of events	Number of attendees
Training/personal development	14	50
Cultural/social events/networking	6	144
Sports activities	4	46
Volunteering	4	24
Arts and crafts	2	8
Creative writing	1 (consisting of 10 sessions)	10
<b>Total</b>	<b>31</b>	<b>282</b>

Source: Glasgow Life monitoring information

3.11 Table 3.1 shows the importance of events that bring the volunteers together, be that through social events or events around team building. Illustrating this, the Christmas celebration event at the Royal Concert Hall in December 2016 had the best attendance (45 individuals). This is followed by the Networking Day at Kelvin Hall in September 2016 (30 attendees), and the teambuilding session at Kelvin Hall in February 2017 and Final Whistle event at the City Hall in August 2017 (both 20 attendees).



3.12 There is no single pattern for Legacy Volunteers' level of engagement in activities. Some of the volunteers have only taken part in one event whilst others have engaged with nearly everything that has been made available to them.

3.13 Glasgow Life monitoring data relating to this depth of engagement is measured by the following four indicators.

<sup>21</sup> <https://volunteersport.glasgowlife.org.uk/>



- Face-to-face, i.e. attending a session put on through the Legacy Project;
- Contact by phone, email or text message;
- Use of the Glasgow Club facilities; and
- Engagement with Sports Coach Education.

3.14 Some Legacy Volunteers have engaged through all four routes, some have mainly engaged through one method e.g. text message, and others have not engaged at all. A breakdown of engagement methods is given at Table 3.2. It was suggested by some partners that, whilst phoning and texting is reasonably effective and is obviously resource efficient, going to venues attended by the client group regularly can contribute to keeping in touch. However, this has resource implications for Glasgow Life.

**Table 3.2: Method of Legacy Volunteer engagement**

Method	Number
Phone, email or text	52
Glasgow Club	39
Face-to-face	30
Coach Education	13
Not engaging	26

Source: Glasgow Life monitoring information

3.15 As we might expect and in common with similar projects, there has been a certain amount of drop-off by Legacy Volunteers. As of February 2017, approximately mid-way through the Legacy Project, 72 of the 98 (73%) individuals were still engaging with the Project, whilst 26 individuals (27%) appeared to have dropped out and were no longer engaging. The drop-off rate is similar for both males and females. The breakdown of those engaging and not engaging by gender is shown at Table 3.3.

**Table 3.3: Legacy Volunteer engagement<sup>22</sup>**

Activity	Total	Male	Female
<b>Total registered</b>	<b>98</b>	<b>75</b>	<b>23</b>
Engaging	72	55	17
Not engaging	26	20	6

Source: Glasgow Life monitoring information

Glasgow Life staff believe that the level of engagement from Legacy Volunteers throughout the Legacy Project is very positive and an achievement, given the client group. Staff felt that this engagement was influenced by the flexibility and the personalised approach that underpins the Project.

<sup>22</sup> As of 6<sup>th</sup> February 2017.

## 4 Benefits and impacts for Legacy Volunteers

### Key point summary

- The Legacy Project has generated significant benefits for the Legacy Volunteers, including social benefits, improvements to physical and mental health, increases in confidence and skills, and clarity on future plans and aspirations. The Project has delivered against the three indicators within Outcome 1, as set out in Chapter 2.
- Peer support and widening networks has been an important element of the Legacy Project. Twenty four of 26 volunteers (92%) have more people they can talk to and rely on, and 21 of 27 volunteers (78%) are less isolated now than before the HWC event.
- There have been significant health benefits achieved. The Legacy Volunteers reporting having poor physical and mental health before the HWC event, and this improved substantially over the last year. Qualitatively, volunteers attributed much of this improvement to the Legacy Project and Glasgow Club membership.
- Twenty six of 30 volunteers (87%) have experienced an increase in their confidence since the HWC event, and this is highly attributable to the Legacy Project. Reasons for this increase include volunteering at the event itself, learning new skills and health improvements.
- All of the volunteers surveyed have developed new skills during the HWC event and Legacy Project. The most common skills developed include working as part of a team, dealing with the general public, and time keeping.
- Looking to the future, volunteers are now much more likely to volunteer again, and 19 of 29 volunteers (66%) are already doing so. Around 80% of Legacy Volunteers feel more able, and more likely, to access facilities and services in the city. Many of the social benefits are likely to be sustained, with 18 of 30 volunteers (60%) planning to continue to meet each other after the Legacy Project finishes.
- The peer support, networking and social element of many of the Legacy Project activities has been a critical success factor in achieving many of the benefits. The support from Glasgow Life staff and the blend of activities on offer have also contributed to the benefits felt by volunteers.
- Some factors also limit the extent of these benefits and impacts. Lacking confidence, even if their confidence has grown, and lacking the ability to organise themselves can prevent volunteers from taking part. Also, the travel to reach venues and activities can be challenging for some, due to cost and a lack of connectivity.

### Introduction

4.1 This chapter describes the benefits and impacts achieved by the Legacy Volunteers through their engagement with the HWC event and the Legacy Project. These are split into:

- social benefits, such as peer support and making new, positive healthy relationships;

- health benefits, including physical and mental well-being; and
- capacity building benefits, such as improvements in confidence levels and learning new skills.

4.2 There is then a discussion around volunteers' future plans and ability and likelihood to access facilities and services going forward. The benefits are set against the three project indicators as set out in Chapter 2.

4.3 The findings in this chapter are drawn from the Legacy Volunteer survey and follow-up qualitative interviews. As is often the case, those volunteers who were more engaged with the Legacy Project are more likely to have responded to the survey than those who did not engage and so are more likely to report some of the benefits.

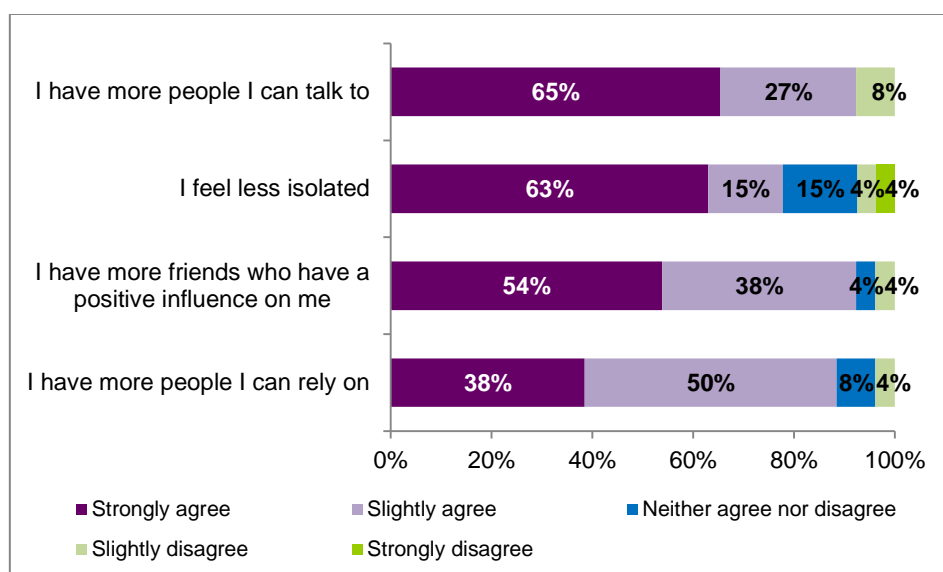
4.4 The findings in this chapter are overwhelmingly positive, and this reflects the blend of benefits the Legacy Project has brought to volunteers.

## Social benefits

4.5 Homeless people often face social exclusion and where they do have relationships and networks they can frequently be within the homeless community and/or include people who are involved in health harming behaviours. This can perpetuate the issues that have led the person to be homeless or make it more difficult for them to move out of homelessness permanently. Recognising this, an important element of the Legacy Project was focused on providing volunteers with opportunities to develop positive and supportive networks.

4.6 Peer support and making new friends has been a very important element of the Legacy Project as illustrated by Figure 4.1. Twenty four of the 26 volunteers who answered the question (92%) agree that they now have more people they can talk to. Seventeen (65%) strongly agree with this. Similarly, 24 of 26 volunteers (92%) report that they have developed new healthy relationships.

4.7 The Legacy Project has had a positive impact on social isolation. Twenty one of the 27 volunteers who answered the question (78%) feel less isolated now than before the HWC event, and a significant proportion, seventeen (63%), feel this agree with this. However, there still remains a cohort of six people (22%) that feel as, or more, isolated as they did a year ago. Whilst a concern at an individual level, it may not be surprising given the client group and level of isolation that can be felt by people who have experienced homelessness. It suggests a need for partner agencies to continue to work with these groups to tackle isolation and facilitate positive networking. It is critical for those who have experienced homelessness to feel they are supported and that they have people to rely on, as this is likely to be an important factor in sustaining progressing and not moving back into homelessness.

**Figure 4.1: Social benefits achieved by Legacy Volunteers**

Source: ekosgen survey of Legacy Volunteers, n=28

4.8 One Legacy Volunteer interviewed stated that the Legacy Project:

*'Gives a continuation to the HWC event'*

4.9 He felt it allows volunteers to keep in contact with one another. Another volunteer who is from abroad said that he struggled to meet new people and that the Legacy Project:

*'Gave me the opportunity to widen my network and involve myself more in Scottish life'*

4.10 The main motivation for this volunteer to get involved was to make new friends.

4.11 In addition to developing networks and relationships, volunteers also developed their own social skills. As discussed later at Figure 4.5, 24 of 30 of Legacy Volunteers (80%) reported team working as a new skill acquired through the Legacy Project.

### Project Indicator 2 – Exceeded

**Target** – 70% of volunteers who have experienced homelessness will report increased social networks.

**Outcome** – 24 of 26 Legacy Volunteers (92%) report having more friends who have a positive influence on them. Similarly, volunteers now agree that they have more people they can talk to (24 of 26, 92%) and more people they can rely on (23 of 26, 88%).

## Health benefits

### Physical and mental health

4.12 Health benefits are important for a range of reasons, for example exercise and access to facilities are important for: physical and mental well-being; participating in communities by using local

facilities; improving understanding of what is available; and improving information literacy e.g. understanding information needs and knowing where to get it.

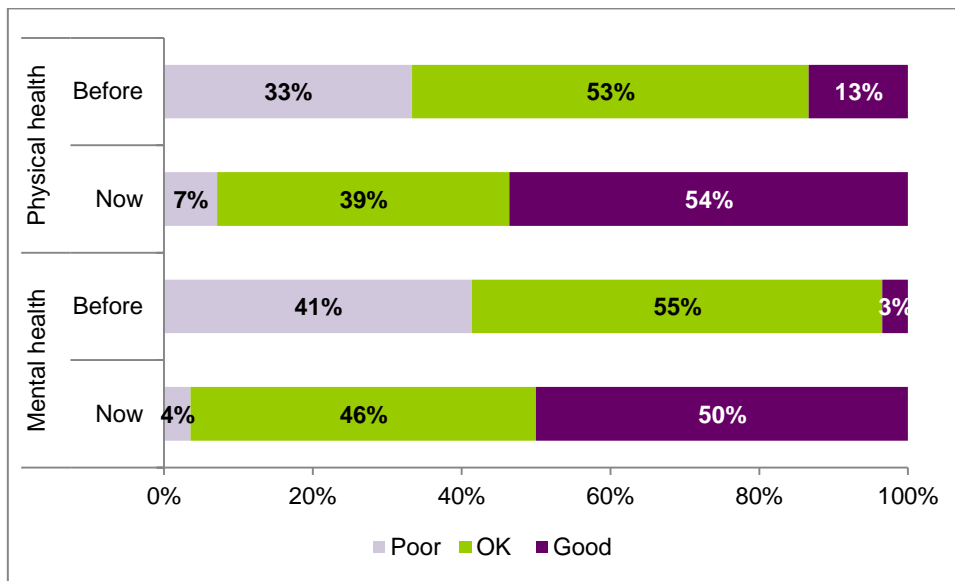
4.13 Twenty seven of 33 Legacy Volunteers surveyed (82%) have used the Glasgow Club facilities as a result of the free membership provided through the Legacy Project. Of these, 16 (59%) use the facilities regularly – twice per week or more. This is a very positive finding and it is hoped that use of these facilities will now be embedded in their everyday lives.



IMPROVED  
MENTAL HEALTH

4.14 The survey shows that the physical and mental health of Legacy Volunteers has improved dramatically over the 12 months following the HWC event, as shown at Figure 4.2. Volunteers were asked to describe the state of their physical and mental health before the event and at the time of the survey. Fifteen and fourteen of 28 Legacy Volunteers surveyed were positive about their physical (54%) and mental (50%) health at the time of the survey whereas before the HWC event, it was four and one, or 13% and 3% respectively. This points to hugely improved physical and mental well-being which is likely to have many other follow-on benefits, such as being more likely to be able to manage their lives, sustain a tenancy, maintain positive relationships, be more resilient, take up volunteering and move into paid employment.

**Figure 4.2: Physical and mental health before HWC event and now**



Source: ekosgen survey of Legacy Volunteers, n=30

4.15 The study team explored how much of this change could be attributed to the Legacy Project in more depth through qualitative interviews with volunteers. We found that engagement with the Legacy Project was a significant factor in the volunteers’ improved physical and mental health, largely through the Glasgow Club membership but also through other activities which have impacted on their mental well-being. As an example, one volunteer had smoked for 30 years, has now stopped. They are using his local Glasgow Club gym two or three times per week and report significant health benefits, stating that:

*‘This would not have happened without [the Legacy Project]’*

4.16 Another volunteer in the qualitative research reported that the positive outlook that they had developed through the Legacy Project has resulted in them losing a stone in weight. It had also helped them to stop drinking. This volunteer stated that the HWC and Legacy Project have:

*'Literally changed my life'*

4.17 A third volunteer interviewed stated that their health had greatly improved as a result of the free gym membership and that they would:

*'Never have been able to access the gym without the Legacy Project'*

4.18 Another interviewee had used the Glasgow Club membership but had not participated in any of the other Legacy Project activities. They regularly use the gym, and intend to continue to do so. Despite this, they do not feel that their health has improved as a result of the Legacy Project because they often used the gym before. They did, however, feel that their self-esteem had greatly improved as a result of meeting new people through the HWC event.

## Well-being

4.19 People who have experienced homelessness are arguably more likely to have, or have had, issues around their well-being and sense of life satisfaction. Emotional well-being and positivity are major predictors of physical health and length of life. Research has indicated that people who have emotional well-being learn more, are more productive, and have greater employability<sup>23</sup>.

4.20 The Legacy Project has had a very positive impact on volunteers' emotional well-being. Legacy Volunteers were asked if they value themselves more and feel more valued by others over the 12 months of the Legacy Project. Twenty three of 25 (92%) volunteers who answered the question reported feeling more valued by other people now than they did before the event. The remaining two (8%) reporting no change. No one felt less valued by others. Similarly, 23 of 28 volunteers (82%) value themselves more now than they did 12 months ago. A small proportion (three, amounting to 11%) reported no change, and the remaining two (7%) value themselves less than they did prior to the event.

4.21 One volunteer who was interviewed had been part of the Home Ground publication, among other activities such as Glasgow Club and networking events. They stated that the best part of the Legacy Project was the creative writing programme because it was 'therapeutic'. Being able to write about their negative experiences meant that:

*'I owned it, rather than it owning me'*

4.22 This volunteer felt that it had given them 'closure' perhaps better equipping them to move on in their life and sustain positive change.

## Capacity building benefits

### Impact on confidence

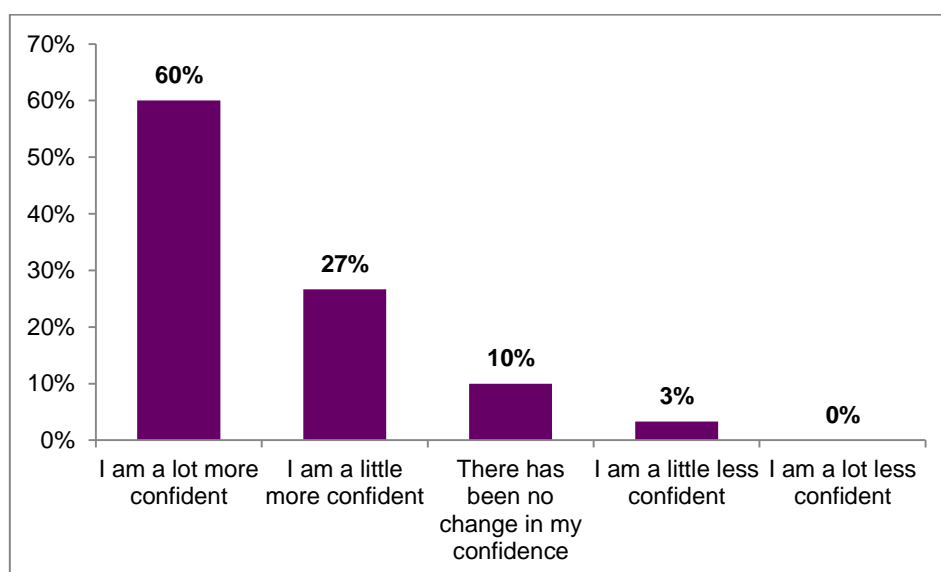
4.23 Confidence building has been one of the key benefits achieved by volunteers through the Legacy Project. Figure 4.3 shows that 26 of 30 Legacy Volunteers (87%) stated that they feel more

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<sup>23</sup> <http://www.blurton-fdc.com/articles/2013/12/4/the-importance-of-wellbeing>

confident overall now than they did a year ago, and 18 (60%) stated that they were ‘a lot more confident’. No volunteers reported that they were now ‘a lot less confident’.

**Figure 4.3: Change in overall confidence since the HWC event**

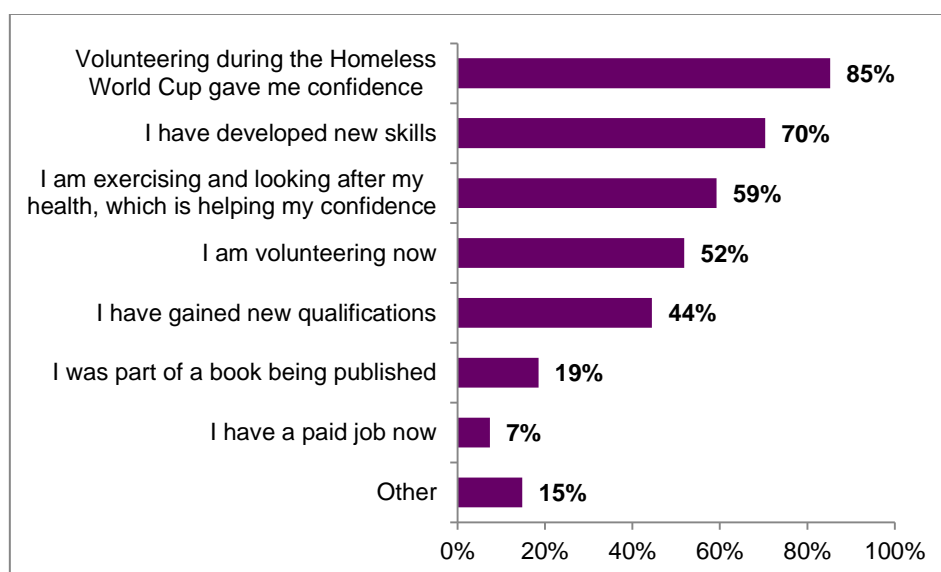


Source: ekosgen survey of Legacy Volunteers, n=30

4.24 The evidence shows increases in confidence are largely attributed to the Legacy Project. Those who had experienced an increase in confidence were asked how much of it was due to the HWC and the Legacy Project. Sixteen of 27 volunteers (60%) said ‘a lot’ and the remaining 11 (40%) said ‘some’. No respondents answered ‘a little’ or ‘none’, showing that the confidence building was largely through the Legacy Project, and not through other, external factors in their lives.

4.25 Glasgow Life staff, stakeholders and partner agencies supported this finding and in their view, the Legacy Project has been particularly effective at improving the confidence and self-esteem of the volunteers.

4.26 There has been a variety of reasons for the growth in confidence achieved by the majority of the volunteers. The volunteering experience itself and development of new skills contributed significantly to the confidence building achievements of the Legacy Project. Those who had experienced a growth in their confidence were asked the specific reasons and the responses are set out in Figure 4.4. It shows that volunteering at the event itself (23 of 27, 85%) and learning new skills (19, 70%) were significant enablers, while 16 Legacy Volunteers (59%) gained confidence from the improvements they were seeing in their health.

**Figure 4.4: Reasons for increases in volunteers' confidence**

Source: *ekosgen survey of Legacy Volunteers, n=27*

4.27 Other reasons for growth in confidence include continuing to volunteer (14, 52%), gaining new qualifications (12, 44%), being part of the Home Ground publication (five, 19%) and gaining paid employment (two, 7%). Ten volunteers in total were part of the Home Ground publication, though not all were surveyed.

4.28 Other responses from Legacy Volunteers demonstrating their improved confidence include:

*'I am looking at options for further education after completing my Masters, I have the confidence to think about it now'*

*'I can speak better now and I've gained more confidence to meet people in events'*

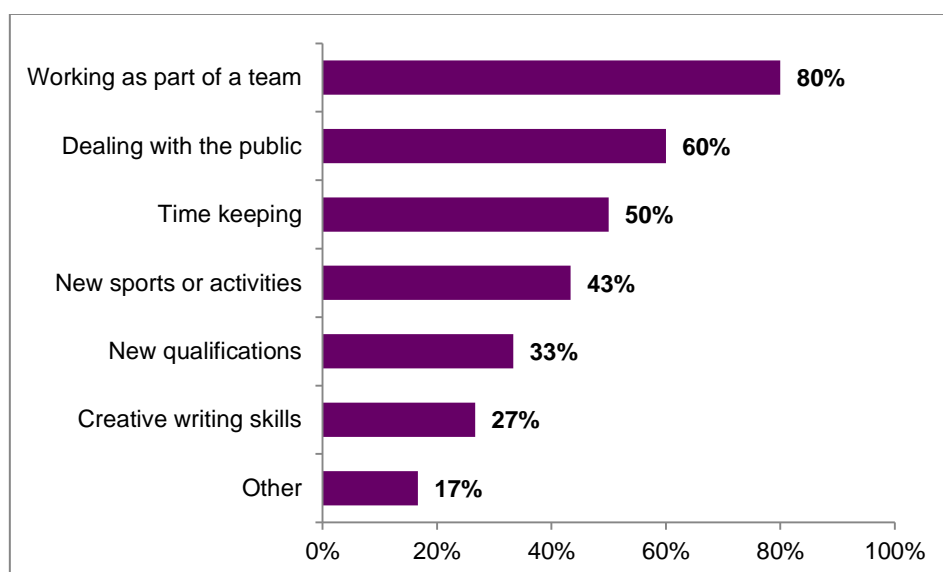
*'After the HWC I now have a lot more confidence and meeting new people isn't daunting anymore'*

### Developing new skills

4.29 All 30 of the Legacy Volunteers surveyed reported that they have learnt new skills during the event or through the Legacy Project, a very positive finding. The skills they have developed include soft and harder ones and are set out at Figure 4.5. As previously mentioned, team working was the most common skill that the volunteers felt they had developed; this was reported by 24 volunteers (80%). Other key skills are customer service/dealing with the public and time keeping skills (18, 60% and 15, 50% respectively). These skills are important in terms of employability and also, as life skills.

4.30 Many volunteers involved in the sports coaching education aspect of the Legacy Project learnt new sports and gained new qualifications, such as football and badminton coaching levels. Those involved in the creative writing programme had developed their creative writing skills which, as discussed, have impacted on their confidence and given them a new or enhanced interest.



**Figure 4.5: Skills learnt during the HWC or Legacy Project**

Source: *ekosgen survey of Legacy Volunteers, n=30*

4.31 Other responses included communication skills and exposure to different cultures, as illustrated by the following quotes:

*'Communication, acceptance of others and embracing Scottish culture'*

*'Working with people from different countries'*

### Project Indicator 1 – Exceeded

**Target** – 70% of volunteers who have experienced homelessness will report increased skills and confidence.

**Outcome** – All 30 Legacy Volunteers surveyed had learnt new skills during the event or through the Legacy Project. Also, 26 of 30 Legacy Volunteers (87%) reported an increase in their confidence since the HWC event, and 18 (60%) stated they were 'a lot more confident'.

## Looking to the future

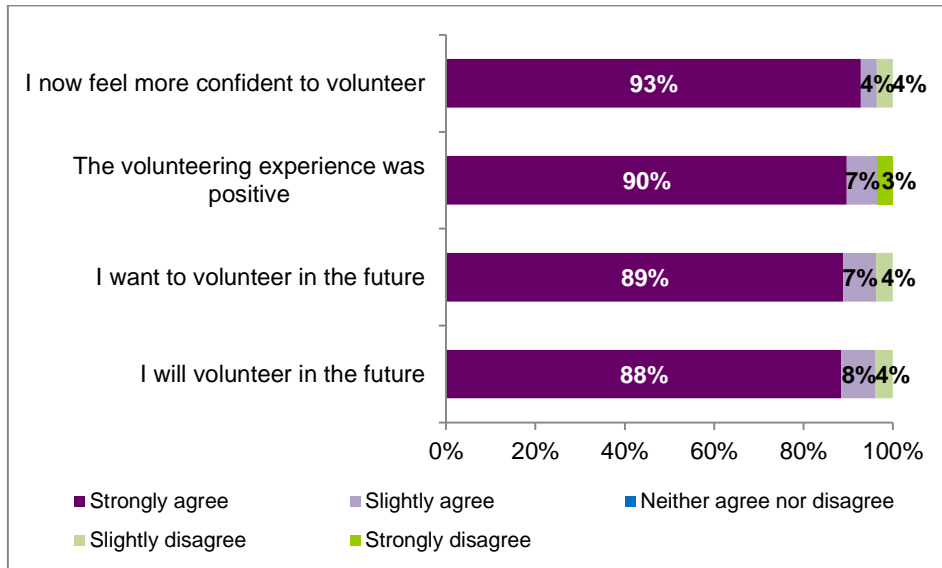
### Volunteering and employability

4.32 Participating in the Project has had a very positive impact on the likelihood of Legacy Volunteers to volunteer again in the future. This is a very positive outcome as volunteering can contribute to the development of employability skills, and improves the likelihood of volunteers gaining, and sustaining, a paid job, which in turn arguably increases the likelihood of sustaining a tenancy.

4.33 As shown at Figure 4.6, around 26 of 29 volunteers who answered the question (around 90%) strongly agreed that the volunteering experience was positive, that they feel more confident to volunteer again, and that they want to, and aim to, volunteer in the future. This is an important finding as it suggests that the positive experiences at the HWC event and throughout the Legacy Project has encouraged them to continue volunteering and so deliver all of the benefits.

4.34 One volunteer interviewed, who had no volunteering experience prior to the HWC, gained a 12 month volunteering role with the Care Inspectorate shortly after the HWC event. They felt that they gained this role as a result of the confidence boost achieved through their experience of the HWC.

**Figure 4.6: Likelihood to volunteer in the future**



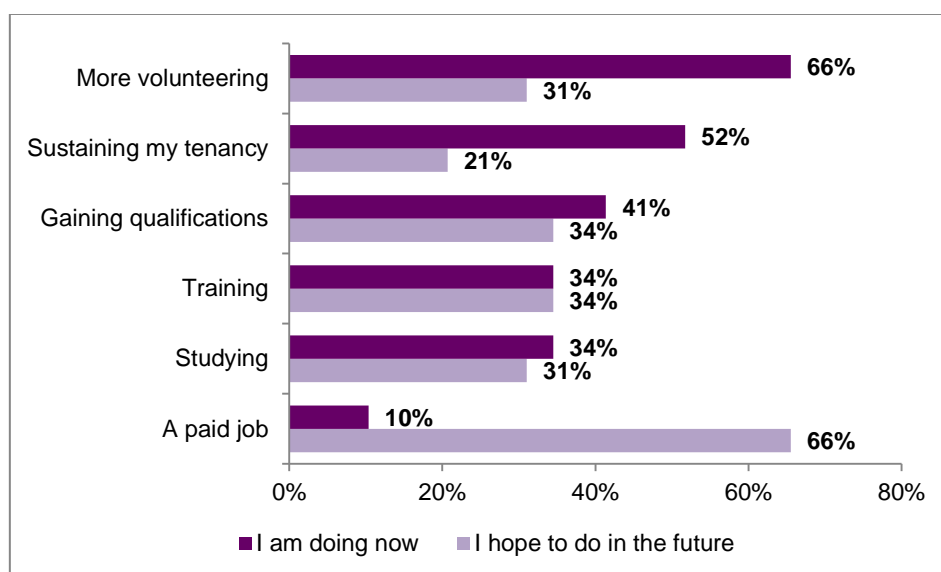
Source: ekosgen survey of Legacy Volunteers, n=29

4.35 Some volunteers are already actively pursuing volunteering, as illustrated in the following quotes:

*'I've applied to volunteer for the 2018 games'*

*'It's opened the door to do volunteering at cycling events which is what I want to do'*

4.36 Nineteen of 29 Legacy Volunteers (66%) are already volunteering at other events, and nine (31%) hope to do so in the future, as shown at Figure 4.7. This is likely to reflect the fact that Glasgow Life has actively facilitated access to further volunteering opportunities for Legacy Volunteers, such as at the Davis Cup and the Santa Dash.

**Figure 4.7: What Legacy Volunteers are currently doing, and plan to do**

Source: *ekosgen survey of Legacy Volunteers, n=29*

4.37 Fifteen of 29 volunteers (52%) are now sustaining their tenancy, and six (21%) hope to do this in the future demonstrating their positive outlook. This is a very important outcome for people who have previously experienced homelessness and one that not only impacts on the individual but on homelessness in Glasgow. A resource from the Chartered Institute of Housing identifies poor support networks as being a key contributor to tenants being 'vulnerable'<sup>24</sup>. Similarly, research undertaken by Nottingham Trent University found that one of the greatest risks leading to tenancy breakdown is 'loneliness and people living on their own'<sup>25</sup>. The peer support and widened network element of the Legacy Project will help to support volunteers to sustain their tenancies.

4.38 A significant proportion are also now, or looking to, improve their employability by gaining qualifications, undertaking training and/or studying.

4.39 At the time of writing, one Legacy Volunteer was about to start a 12 week beginner computing course at college, arranged through the Marie Trust. A small number had gained paid employment, and this is an ambition for 19 of 29 (66%) of the Legacy Project. One volunteer who now has a paid job stated that:

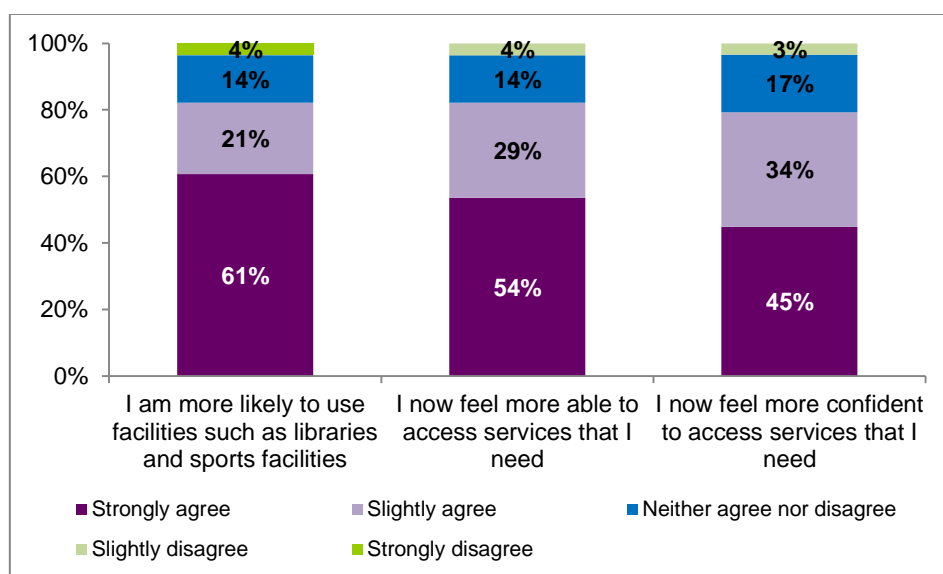
*'I'm looking to set up a small organisation helping people with basic photography and computer skills'*

### Accessing services in Glasgow

4.40 Through the confidence building and awareness raising aspects of the Legacy Project, volunteers are now much more likely and able to access facilities and services, such as sporting facilities, libraries and museums. As shown at Figure 4.8, 23 of 28 Legacy Volunteers surveyed agree that they are *more likely* to use these facilities, and feel *more able* to access required services (both 82%). A similar proportion now feels *more confident* to access required services (79%). Very few Legacy Volunteers disagreed with these statements.

<sup>24</sup> <http://www.cih.org/resources/PDF/Event%20pdfs/Presentations/SE%20Practitioners%202014/Gilbert%20Stowe.pdf>

<sup>25</sup> [http://irep.ntu.ac.uk/id/eprint/23494/1/200232\\_PubSub699\\_Bowpitt.pdf](http://irep.ntu.ac.uk/id/eprint/23494/1/200232_PubSub699_Bowpitt.pdf)

**Figure 4.8: Ability and likelihood to access services in the future**

Source: *ekosgen survey of Legacy Volunteers, n=29*

4.41 Even where volunteers previously felt able to access facilities and services, they are now doing this more often. One surveyed volunteer said:

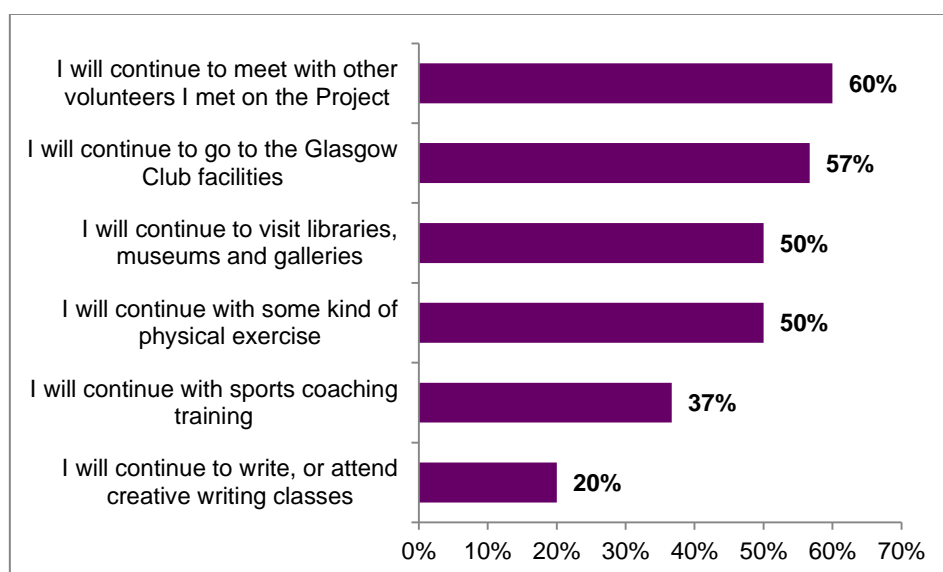
*'I've always used the gym and libraries... dependent on need... though I definitely use the library more [now] as I meet there regular as part of a writing group'*

4.42 As well as benefiting from using these facilities, they are now participating more in their communities so building social capital and potentially contributing to better community cohesion. Even where volunteers previously felt able to access facilities and services, they are now doing this more often.

### Plans for the future

4.43 The Legacy Project has had a very positive impact on volunteers' outlook and attitude towards their future as illustrated at Figure 4.9. Twenty five of 27 Legacy Volunteers (93%) who answered the question now feel more positive about the future than they did before the HWC event, and 16 (59%) strongly agreed that this is the case.

4.44 Overall, volunteers reported that they intend to continue with the activities and skills they have engaged with and developed through the Project. Coupled with the fact that they now have better support and healthier networks, it is likely that the benefits and activities will be sustained over time. Volunteers were asked which elements of the Legacy Project they thought they would continue with after it finishes and Figure 4.9 shows that 18 of 30 Legacy Volunteers (60%) will continue to meet with one another beyond the end of the Project. This illustrates the value that volunteers place on peer support, increasing their social network, and reduced isolation.

**Figure 4.9: Future plans of Legacy Volunteers**

Source: *ekosgen survey of Legacy Volunteers, n=30*

4.45 One volunteer consulted during the research stated that the Legacy Project has helped them to maintain contact with other volunteers at the HWC event they intend to keep in contact with each other. Another reported that they are keeping in touch with new friends made on the Legacy Project through a walking group that they have set up. Establishing this group is a very good example of a positive outcome that will be sustained beyond the life of the Project and deliver benefits in its own right.

4.46 The evidence indicates that health benefits outlined earlier in the chapter are likely to be sustained with 17 of 30 Legacy Volunteers surveyed (57%) saying that they will continue to use the Glasgow Club facilities. This proportion is likely to increase now that the free Glasgow Club membership has been extended until February 2018 (which was confirmed after the survey was completed). Also, 15 stated that they will continue with some form of physical exercise, whether this be in the gym or elsewhere. A key risk here is that Glasgow Club memberships will become inaccessible for some once they have to pay, even although it might be a concessionary rate.

### **Project Indicator 3 – Exceeded**

**Target** – 70% of volunteers who have experienced homelessness will feel more able to access cultural, sporting and learning activities in the city.

**Outcome** – 23 of 28 Legacy Volunteers (82%) reported that they now feel more able to access services that they need. The same number also agreed that they are more likely to use facilities in Glasgow such as libraries and sports facilities.

## **Key lessons**

4.47 The peer support and networking opportunities offered by the Legacy Project have been key enablers to achieving many of the benefits and impacts for volunteers. Meeting new people, and particularly people who have encountered similar challenges and barriers in life, has been important for the volunteers. Almost half of the Legacy Volunteers stated that the most valuable component of

the whole process has been meeting new people. The learning here is the importance of building in networking and group work to projects that target vulnerable people.

4.48 The support from and approach of Glasgow Life staff has been vital in helping to achieve the benefits. Almost a third of volunteers felt that the support from the staff had been the most positive element of the Legacy Project. They are deemed to be positive, non-judgemental and take the time to understand an individual's circumstance and issues and respond sensitively and productively.

4.49 The blend, quality and breadth of activities has been a critical success factor. As discussed in Chapter 3, there were 31 events and activities spread throughout the year, meaning there was regular contact between Glasgow Life staff and volunteers, and amongst the volunteers themselves. Almost one third of volunteers stated that simply 'having somewhere to go' has been the best thing about the Legacy Project. One volunteer interviewed said that the Legacy Project:

*'Keeps me from sitting around the house doing nothing'*

4.50 This is supported by the findings from staff and partners who consider the range of activities and the fact that they have been available in local communities across Glasgow has been a particular strength and is an important learning point.

4.51 Specific activities have been a particularly strong 'hook', specifically accessing the Glasgow Club facilities, the creative writing programme and the sports coaching training. These hooks can then be used to engage volunteers in other activities and potentially refer them to partners and services as appropriate.

4.52 It was broadly agreed that the combination of factors, including peer support, support from staff and the blend of activities on offer, allowed them to achieve positive benefits. When asked to name the *one* best thing about the Legacy Project, one volunteer said the following:

*'I know the question asks for me to tick one box only, but that just simply isn't possible for me to do as all of these things have been the best thing ever. I really do hope that we can do it all over again with a lot of new faces in need of help and support'*

4.53 Showing resilience and overcoming of barriers, one volunteer, who was asked what the most challenging thing about the Legacy Project, said:

*'Any challenges that I've had I have overcome'*

4.54 There are some factors that inhibit the benefits and impacts set out in this chapter. When asked what the most challenging thing about the Legacy Project has been, volunteers most commonly stated that they 'lacked confidence to take part' and 'found it difficult to organise themselves'. This suggests that, even though the overall experience of the Legacy Project has contributed significantly to building volunteers' confidence, this may have been from a very low level and so volunteers may still suffer from confidence and self-esteem issues.

4.55 Thinking about the learning that we can derive from the Project and that Glasgow Life can apply to future work with vulnerable groups, it is important to recognise that some individuals and groups face barriers to using Glasgow Life services and facilities. One third (34%) of Legacy Volunteers stated that there was nothing that made it difficult for them to use services and facilities in Glasgow, such as gyms, libraries, and other cultural venues. Where barriers did exist, the travel to get to venues was seen as an issue, as reported by 38% of the Legacy Volunteers. This is due to the cost

and lack of connectivity of public transport in Glasgow. One interviewed volunteer stated that his disability meant that he struggled with travel. Lack of awareness is a small, but significant, issue for some. Almost one in six (17%) Legacy Volunteers stated that they did not know what services and facilities were available to them. Having travel passes, accessible venues and greater promotion of what is available to vulnerable groups is likely to increase take-up of Glasgow Life services and facilities.

4.56 Other inhibiting factors include nerves and anxiety, as illustrated by the following quotes from volunteers:

*'I have anxiety and it just seemed to peak and pass around the time I pushed myself to start volunteering I'd like to do more but I am busier now which wasn't the case before'*

*'Just me and my nerves if I'm having to go alone'*

4.57 As with the enabling factors, sometimes a combination of factors can prevent this client group from accessing available services, emphasising the vulnerability of some and the multiple barriers that they face on a daily basis. This is illustrated in the following quote from a Legacy Volunteer:

*'Sometime I still am not organised enough, or have fears about getting lost if [the] venue is far away, sometimes still procrastinate about going forward and can just be general laziness [and] irrational fears, although I know support is there'*

## 5 Partnership working in the Legacy Project

### Key point summary

- Partners believe that the Legacy Project has impacted positively on volunteers in a number of ways, for example, improving confidence and self-esteem, peer support and building healthy relationships, benefits to physical and mental health and opportunities to develop new skills and experience.
- Partnership working was successful in the run up to, and during, the HWC event as there was a clear focus on what the objectives were; namely to recruit volunteers.
- There is a strong sense that it has been less effective during the Legacy Project and this is largely due to a lack of clarity about the activities of the Project, particularly in the early stages. There has also been a lack of clarity about the specific objectives of partnership working during the Legacy Project.
- Despite these challenges, all of the partners in the research were very positive about the contacts that have been made between their own organisations and Glasgow Life and believe that there has been real progress. They report that there are strengths to build on going forward.
- Partners are very positive about working closely with Glasgow Life. There are a number of opportunities for future partnership working for example, joint training and knowledge sharing; enhancing access to libraries as a source of information and signposting for homeless people; disseminating the learning from the Legacy Project and extending the factors contributing to the benefits for the volunteers; and embedding Glasgow Life as part of the continuum of support for homeless people.
- Partners are also keen to work with Glasgow Life to raise awareness about what Glasgow Life can offer and to help address any barriers to engaging with the range of services and activities.

### Introduction

5.1 An objective of the Legacy Project is that agencies involved in service delivery and homelessness in Glasgow will work more collaboratively. Through the HWC event and the Project, Glasgow Life aimed to develop its network of organisations and expand its partnership working in this field.

5.2 This chapter presents the study findings and assesses the extent to which the objectives of enhanced partnership working has been achieved and what progress has been made that can be built on going forward. It draws on the consultations with partner organisations, other agencies in the city and, to a lesser extent, Glasgow Life staff. A point to note is that although this evaluation is concerned with the Legacy Project rather than the HWC event itself, partners inevitably talked about inter-agency working in the run up to the event as well as during and after it and so we have reported on this here, where there is a connection between pre and post event partnership working.



## Perceptions of the Legacy Project

5.3 Stakeholders were very positive about the HWC event and the impact it had in Glasgow and on the volunteers. During the research, a key stakeholder commented that they felt that involvement in the event had particularly benefited volunteers with less experience of volunteering and working.

5.4 There is consensus that the Legacy Project has been a valuable initiative by Glasgow Life and has offered the volunteers' opportunities to get involved in positive activities that have helped them address the issues they face. The mix of activities is seen as key strength and the creative writing and subsequent publication of Home Ground as an exemplar of innovative approaches to working with this client group. The fact that the creative writing work will continue is a very good example of where partnership working has led to sustained change.

5.5 Stakeholders reported that, in their view, the Legacy Project has improved the confidence and self-esteem of the Legacy Volunteers. Helping them to access Glasgow Clubs has led to enhanced physical and mental well-being and through the Legacy Project they have made new friends and 'healthy relationships' so providing access to peer support and reducing their sense of isolation.

5.6 Stakeholders however expressed concern that a high proportion of the volunteers did not engage with the Legacy Project and so its reach in to the target population was more limited than it could have been. Whilst it was acknowledged that Glasgow Life had made significant effort to maintain communication with all of the volunteers and encourage them to take part in activities, the stakeholders believe that, based on their experience of working with homeless people, communicating by telephone, email and text is not sufficient. There was a strong body of opinion that said that Glasgow Life would have engaged with more volunteers if they had gone to where the volunteers are, and met with them face to face, rather than always by technology. However, this of course has resource implications as well as the practical challenges of knowing where and when to meet with volunteers. An example was that Glasgow Life staff could drop in to visit the Simon Community Hub and Glasgow City Mission. However, the issue here would be whether any volunteers would be present and it may raise the expectations of others who are not Legacy Volunteers. It may be that these venues could have been used for pre-arranged meetings.

5.7 There is a perception amongst stakeholders that volunteers were 'inundated with opportunities' but that spaces at some of the activities were quite limited and sometimes they could not access them. This left them feeling disenfranchised and so increased the risk of them disengaging. This was confirmed by a small number of Legacy Volunteers.

## Effectiveness of partnership working

5.8 For most of the partners in the study this was their first time working with Glasgow Life. Most partners had been involved in recruiting volunteers for the HWC event and it was Glasgow Life's intention that they would continue to build on these partnerships following the event. The ambition was that the network of partners would work with Glasgow Life during the Legacy Project and beyond. Overarching this ambition is Glasgow Life's objective of improving access to services and providing a more joined up approach for homeless people and people who have experienced homelessness.

5.9 The evidence indicates that the partnership working in the run up to and during the event was very productive on the whole. Having said that, one partner felt that it was more one-sided than they



**NEW PARTNERSHIPS**

had hoped for and that more two-way and timely communication would have been more useful. This partner, and two others, commented that Glasgow Life had not had a good understanding of the client group at the start of the process and so relied on partners to help them. Through this partnership working, Glasgow Life quickly learnt about the challenges facing the volunteers and how vulnerable they can be.

5.10 Although there were some challenges prior to and during the event, the partners believe that partnership working at this stage was more effectively than during the Legacy Project. The principal reason given during the consultations is that for the HWC event, there was a focus and a clear outcome to aim for, namely recruiting people to volunteer at the event. Partner consultees reported that they did not fully understand what the Legacy Project was aiming to provide and its objectives, especially during the early stages.

5.11 There was also a sense that Glasgow Life has expected partners to encourage the volunteers to engage with the Legacy Project, but for many this is not realistic. As one put it:

*'[I] don't have time to sell the offer'*

5.12 Despite these issues, partners recognise that Glasgow Life has been on a steep learning curve and has responded very well to the challenge. It is seen as offering very valuable opportunities, not just through the Legacy Project but the organisation as a whole. This is summed up by the following comment noted by a partner:

*'[Glasgow Life] is a good resource to have, a good service'*

5.13 The partners also report having a much greater understanding of Glasgow Life and value the fact that it is committed to being part of the support available for some of the most vulnerable people in the city.

5.14 One key partner was particularly positive about Glasgow Life's approach to partnership working and said that Glasgow Life had been proactive and visible as a partner. This is very encouraging, although the partner did comment that they had not been very involved in the Legacy Project. The consultee followed this up with the following observation:

*'It is hard to build up the trust of third sector organisations but [they] did it well – made the organisations feel special'*

5.15 All of the partners believed that their organisations had developed good working relationships with Glasgow Life and that this has the potential to benefit homeless people in Glasgow. However, there is broad consensus that there remains a lack of clarity as to how these partnerships are and will work to benefit all stakeholders.

5.16 Some partners believe that they could have a better understanding of Glasgow Life as an organisation and what it could offer homeless people. It would help the organisation to better support their beneficiaries to access Glasgow Life opportunities and provide increasingly holistic, joined up and person-centred services. They were keen to build on the early achievements and expand their knowledge of the various teams in Glasgow Life in order to better build productive networks. There were various suggestions on how this could be achieved including regular forum meetings and a short information leaflet about Glasgow Life and its offer to homeless people and organisations that work with them. Generally though, it was recognised during the consultations that positive and effective working takes time and often relies on relationships between individuals as a basis to build on.

## Key lessons and future opportunities

5.17 In terms of partnership working, the main lesson is that there needs to be clarity in the objectives of the arrangement and how the partnership will work to achieve these. The partnership's objectives must align with those of the individual partners. There also has to be a good understanding between the partners of each organisation, what they offer, specific target populations, any constraints, and their ask of the partnership as well as their contribution.

5.18 As discussed, there was general consensus that Glasgow Life has a lot to offer homeless people and organisations that work with them, and so is a valuable partner. What is less clear at this stage is what the specific objectives might be and what mechanisms are in place to support and develop partnership working. It was phrased as:

*'I need to know more about what Glasgow Life can offer us and what they want from us'*

5.19 At the moment, the focus is on the services for Legacy Volunteers but partners are keen to understand the broader offer that Glasgow Life could and is proposing to make to homeless people and people who have experience of homelessness. This clarity will be important in order for partners to have a clear route map to working collaboratively with Glasgow Life.

### Opportunities for future partnership working

5.20 During the consultations, partners discussed opportunities for partnership working following the end of the Legacy Project. The strengths that they believe that Glasgow Life has to offer is its city-wide presence, with facilities in every community and locality, be that through libraries, museum, leisure facilities or other activities. It also offers a wide range of activities and amenities and as one put it:

*'There is something for everyone; men, women, old, young'*

5.21 This universal coverage and wide appeal means that Glasgow Life has the potential to reach homeless people across the city and be an important resource for individuals and for the agencies that work with this group. Examples of opportunities for future partnership working suggested by partners include:

- Glasgow Life working with partners to develop a strategy for how libraries could be better used to help homeless people access the wide range of services and support that is available in the city.
- Linked to the previous point, Glasgow Life drawing on the experiences and practices of partners to ensure that libraries, and other facilities and activities, are accessible to homeless people and people who have experienced homelessness. This would include understanding the barriers and working collaboratively to remove them.
- Glasgow Life and other staff participating in joint training and knowledge sharing to develop skills and also develop better understanding and partnership working between operational staff.
- Disseminating the learning from the Legacy Project and working with key partners to capture and continue the particularly successful elements, for example creative writing.

- Using opportunities offered by Glasgow Life as an integral component of a continuum of support to homeless people, for example, as part of the employability pipeline.

5.22 The 'no fixed abode' library card is seen by partners as a very positive initiative to make libraries more accessible. They are interested in how they can work with Glasgow Life to raise awareness and encourage take up of the card amongst the people they work with. This partnership approach to awareness raising and encouraging uptake could be extended to Glasgow Clubs, for example, access to which is perceived as a particular strength of the Legacy Project.

5.23 It is acknowledged that the Legacy Project had specific resources allocated to it and partners are interested in working with Glasgow Life to examine how the advances that have been made and the changes that have occurred can become embedded in Glasgow Life's service design and delivery going forward.

## 6 Impact on Glasgow Life staff

### Key point summary

- Glasgow Life staff did not have a clear understanding of the Legacy Project in the early stages and would have benefited from a more detailed briefing.
- They would also have benefited from early learning and training on a more formal basis to complement the on-the-job learning.
- Staff were largely unaware of the real causes of homelessness and the impacts it can have.
- Involvement in the Legacy Project has significantly changed their attitudes, perceptions and responses to homelessness and homeless people.
- These changes are spilling over in to their personal lives and how they respond to homeless people who they see on the street.
- It has changed their ways of working and they have applied this to how they work with other groups and individuals who face challenges in their lives and barriers to participation.
- Staff are more likely to take a person-centred approach than to be service-led; however, there is scope to extend this.
- There is strong support for frontline staff and others to be provided with training and development around the issue of delivering services to people who have experienced homelessness.
- Key to sustainability of these new ways of working will be embedding what they have learnt in to every day practice in Glasgow Life.

### Introduction

6.1 From the outset, there was an expectation that involvement in the Legacy Project would help Glasgow Life staff to develop their understanding of homelessness. There was also an expectation that, through this, they would be better equipped to work productively with homeless people and people who have experienced homelessness and feel confident to do so.

6.2 The findings are based on the fieldwork with Glasgow Life staff.

### Understanding of the Legacy Project

6.3 At the beginning of the Legacy Project, Glasgow Life staff had only a very limited knowledge of what the Project was aiming to achieve and the activities that would be provided. They reported that, at that point, the focus was mainly on the HWC event.

6.4 Staff reported that they had under-estimated the breadth of the activities and the scale of the Legacy Project in terms of the number of participants and the number of sessions and events. In the very early stages, they had a general understanding that the Legacy Project would help to widen

networks amongst agencies in Glasgow and support the volunteers in their personal development. Three of the eight members of staff reported an early understanding that the Project was designed to assist the volunteers to access mainstream services and to have a better understanding of the opportunities available in the city through Glasgow Life and other agencies.

6.5 There was a general consensus that more detailed information about the content, aims and objectives of the programme would have benefited staff. It would have given them a greater understanding of how their own role and area of work would contribute to the overall objectives and build on the HWC event. With their experience and hindsight, staff believe that a greater understanding would have been an even greater motivator.

## Staff development

6.6 The majority of the staff consulted in the research had no prior experience of working with people who had experience of homelessness. One had previously had some contact with homeless people through their work in libraries where homeless people sometimes go to find a quiet, warm and safe place.

6.7 Prior to the Legacy Project, staff were not provided with specific training on how to work with the client group, all of the development was through on the job experience and support. A minority believe that training would not have been useful as:

*‘Every individual [volunteer] is different with different needs and challenges and no common denominator amongst the group’*

6.8 Some staff had recently received awareness training from the Glasgow Homelessness Network which they reported challenged stigmas and stereotypes. They considered it to be very useful, with one commenting that:

*‘It was the best course ever’*

6.9 There was consensus that this would have been useful to have been delivered at the start of the Legacy Project. The intention is to cascade this training to Glasgow Life front of house staff and, potentially, more widely. Glasgow Life staff consulted with consider that training for frontline staff is key to the experience of Legacy Volunteers accessing services, as well as other groups in Glasgow. As one staff member pointed out:

*‘A [Legacy] Volunteer could spend a long time working up the confidence to enter a Glasgow Club, so they need to be welcomed and treated in the right way, otherwise it could be a backwards step’*

6.10 The on-the-job learning through the Legacy Project was focused on addressing preconceptions about the causes of homelessness. Prior to the Project, a number of staff had believed that homelessness was mainly due to factors that people had done to themselves or not done for themselves e.g. substance and alcohol abuse. They now have a greater understanding that homelessness is often as a result of complex and difficult circumstances and triggers that the individual often doesn't have any control over.

6.11 They also held misconceptions about homeless people, believing that they would have, as one put it:

*‘A lot of spare time on their hands’*

6.12 They also had initially expected most of the Legacy Volunteers to have literacy and numeracy issues and, again, were surprised to learn that this was often not the case. They very quickly had to challenge these assumptions and learn to treat each volunteer as an individual rather than a homogeneous group based on the fact that they had all experienced homelessness.

## Impact on staff

6.13 In the research, the consultants sought to understand the changes that the Legacy Project had brought about in staff in terms of their knowledge and understanding of homelessness. We explored how that has influenced their perceptions and, also, any changes in how they work and, where relevant, deliver a service to homeless people or people who have previously been homeless.

### Attitudes and perceptions

6.14 All of the staff participating in the research reported that as a result of the Legacy Project they had a new understanding of homelessness in terms of both the complexity of the causes and the impacts on the people affected. They reported having learnt a great deal about the issues facing homeless people. This includes both tangible issues, such as accessing the services they need, maintaining personal hygiene and safety, as well as intangible, but no less real issues, such as prejudice, negative perceptions within agencies and being targeted for crime.



6.15 Involvement in the Legacy Project and their interaction with volunteers had caused them to challenge their preconceptions. They reported that it had been a 'humbling' experience and that they now had a much greater empathy that they could and have been using positively when they are working with other vulnerable groups. This is illustrated by the following statement made by a staff member:

*'It has totally changed my attitudes. Homelessness could affect anyone'*

6.16 Another said that:

*'Professionally, it is the most challenging but most rewarding project in 20 years. It has given [me] more skills, greater understanding of people. It has encouraged me not to create perceptions and given me, and other staff, more of a focus as a public service'*

6.17 This is a very positive outcome and one that will bring benefits not only to Glasgow Life staff but to the wider groups in the population that Glasgow Life works with, so enhancing its reach and service delivery.

6.18 It was widely reported during the consultations that the changes in the staff's understanding and attitudes extend beyond their working lives. As a result of the Legacy Project, they view homeless people they see in Glasgow differently, in particular, rough sleepers. One stated that:

*'I now longer see them as an issue, I see them as someone who needs to be helped and who deserves my respect'*

6.19 Some staff said that rather than walk past homeless people on the street, they now take the time to stop and talk to them. They are also educating their family and friends and helping to change

their attitudes and responses to homelessness. This suggests that, albeit in a small way so far, the Legacy Project has started to change public perceptions and assumptions which is extremely positive. A HWC player and Legacy Volunteer travelling display was created by Glasgow Life and the Open Museum, which included jerseys, medals, boots and a film about the volunteers' experiences. The display was launched in Kelvinhall and will move to the Glasgow City Chambers, the Scottish Government in Leith and the Scottish Football Museum. Some staff and stakeholder reported that this would reach a wider public audience and work to change public perceptions. Added to this, staff and stakeholders reported that the publication of Home Ground is very likely to have caused some of the people who read it to gain a better understanding of homelessness and people who experience it.

### Working practices

6.20 The research shows that the Legacy Project has led to the staff changing their working practices, mainly in terms of their softer skills set rather than adjusting any specific content or delivery mechanisms. They reported taking account of individual needs more and taking the time to understand these and respond appropriately.

6.21 Examples include when a volunteer is late for a session, staff now handle this differently. Rather than admonishing the person in front of the group as they might have done before, they take the time to talk to the individual in private, understand the barrier to them arriving on time (tangible, intangible or a combination). They frame it in part of a wider discussion around helping the volunteer to overcome some of the issues they face and explain why time keeping is important. They are also better able to understand and respond to situations as they arise such as relapses, transgender issues and if someone is carrying needles. This more widely applicable in embedding equalities in working practices and one consultee has applied the learning in their work with an ethnic minority sports group by:

*'Putting the individual first, not the sport'*

6.22 This change in ways of working with individuals aligns with taking a person-centred approach and the staff members attribute it wholly to the Legacy Project. One Glasgow Life staff member has continued their work in homelessness by working with Big Issue sellers through National Poetry Day. They have done this largely because being involved in the Legacy Project had:

*'Opened my eyes completely'*

6.23 However, even with new skills, when working with a mixed group, it can be difficult to balance the needs of everyone (Legacy Volunteers) with other participants. Whilst recognising this, the staff generally feel that they are now equipped to balance these needs successfully without anyone being detrimentally affected.

6.24 The experience they have gained has influenced how they work with groups beyond the Legacy Volunteers and there is the potential for this approach to be cascaded to other members of their staff teams. Going forward, it will be important that this new learning and approach is sustained and embedded in practice.





## Key lessons for the future – impact on staff

6.25 During the study no particular challenges were highlighted in terms of developing staff skills and knowledge or maximising the learning and impact for staff.

6.26 The Legacy Project has successfully developed the skills and ways of working of staff. This has been achieved by on-the-job development and support. Whilst this has delivered positive results, there is a strong sense that it would have been more effective to provide more formal training and learning in advance or in the early stages of the Project. There are now plans to deliver training to Glasgow Life frontline staff which is a very positive step and one that will impact on staff, Glasgow Life as an organisation and current and potential service users.

6.27 As well as staff working in different ways, it is important that Glasgow Life as an organisation continues to review and adjust its service delivery to ensure that it is as accessible as possible to everyone in the city. A positive example is the recent introduction of the 'no fixed abode' library ticket. This type of development is more likely to happen if staff members, in all roles and at all levels, have a much greater understanding of homelessness, homeless people and the barriers they can face. This understanding will in turn lead to practical measures such as the 'no fixed abode' library ticket, to smooth the path for people wishing to use services and reap the benefits of participating in their communities. It therefore has a contribution to make to enhancing social capital locally and across the city.

6.28 Staff reported having experienced some challenges in keeping in contact with Legacy Volunteers and sustaining their regular engagement in activities. Around 30-40 volunteers have been in reasonably regular contact with the Legacy Project staff but that is not to say that the others have not been using Glasgow Life facilities such as libraries and Glasgow Clubs. The retention rate is higher than might be expected for this client group and this is believed to be down to the fact that the Legacy Project staff make them feel valued and the staff commit time and effort to keeping in touch and welcoming people back who may have relapsed. It demonstrates the importance of communicating regularly with the volunteers, using routes and mechanisms that they are comfortable with and can easily access e.g. texting messaging, phone calls and invitations to social and other events.

6.29 The evidence clearly shows that involvement in the Legacy Project has enabled staff to develop the skills and attitudes required to ensure equalities in service delivery in terms of working with homeless people and with other equalities groups and people who face barriers and challenges. This has been complemented by training provided by the Glasgow Homeless Network. A challenge will be sustaining the new approaches and practices and cascading and embedding them throughout Glasgow Life staff and, as a priority, frontline staff.

## 7 Conclusions and recommendations

### Introduction

7.1 This chapter presents the conclusions about the progress and impact of the Legacy Project along with the key lessons and recommendation for the future. It draws on the evidence of the qualitative and quantitative research and the findings provided in the report.

7.2 The key lessons and recommendations have been developed to take account of the current and emerging context, principally that the Legacy Project will not continue after the project period. There are of course learning points for any future similar projects, for Glasgow Life to continue to provide services to people who have experienced homelessness and for partnership working.

### Conclusions

#### Project performance

7.3 The Legacy Project has successfully engaged with a large proportion of the 98 Legacy Volunteers. This is particularly positive given the challenges that people in this cohort can face in engaging with services. The person-centred approach of the Project, the positive attitudes of Glasgow Life staff and the flexibility of the Project have been key to achieving good engagement. However, partners believe that there could have been even greater reach in to the 98 volunteers through more focused partnership working and by going to the venues where the volunteers are likely to be.

7.4 Over three quarters of the volunteers are men; perhaps reflecting that the initial hook was football based and so may have appealed less to women. It has reached people of different ages and with different needs and barriers to participation.

7.5 The activities it has provided have covered a broad range of themes and areas of interest, from sports and leisure to creative writing, volunteering and cultural and social events. They have also been available across the city which has enhanced accessibility. The mix has been a critical success factor although the two elements that have been reported as being particularly positive are the creative writing programme and the Glasgow Club membership. Both of these have been extended beyond the original life of the Legacy Project which is a very positive outcome.

7.6 The depth of engagement varies between individuals and there is no particular pattern. There is a feeling amongst partners that as well as wider engagement, deeper engagement might have been achieved through more face-to-face contact between Glasgow Life staff and volunteers, although it is important to recognise the resource implications.

#### Benefits for Legacy Volunteers

7.7 There is consensus across Legacy Volunteers, staff and partners that the Legacy Project has brought benefits to participants covering social and health impacts as well as enhancing the capacity of volunteers.

7.8 People who have experience of homelessness will often lack healthy social networks and positive support from family and friends. They can feel isolated and this, along with less healthy relationships, can perpetuate the issues they face. Through the Legacy Project, volunteers have met new people, developed healthy relationships, and feel more supported and less isolated. They are

more connected to their communities through using community based facilities and engaging with other people.

7.9 There have also been health benefits for volunteers, principally through becoming more active, which has impacted on physical as well as mental well-being. Mental well-being has also been improved through them feeling less isolated and being engaged in a range of positive activities. They have more of a sense of purpose and a structure to their lives. There are positive examples of individuals tackling health harming behaviours such as stopping smoking and reducing or ceasing their misuse of drugs and alcohol.

7.10 One of the key benefits to Legacy Volunteers is their improved confidence and self-esteem and although some of this can be attributed to volunteering at the HWC event, the Legacy Project has built on this and helped make lasting change. Learning new skills and gaining qualifications have been important contributors to improved confidence and the creative writing programme, culminating in the publication of Home Ground, had a very positive effect on those involved.

7.11 The volunteers have also learnt new skills, ranging from softer skills linked to employability, such as team working and time keeping, to more tangible skills such as dealing with the public and gaining coaching skills and qualifications. Many have further developed and used these skills in subsequent volunteering roles, a recognised step on the pathway to paid employment.

7.12 The Legacy Project has had a positive impact on their current circumstances and aspirations for the future including more volunteering, paid employment, sustaining a tenancy, and learning and gaining qualifications.

7.13 Knowing what services are available and how to access them is an important skill and through the Legacy Project, volunteers are more likely to know about and access facilities and services in the city, and have the confidence to do so. Going forward, it would be a very good outcome if this was sustained and embedded in their day-to-day lives. The signs are that some of the volunteers will achieve this, by using Glasgow Club facilities, participating in other sports activities, meeting with peers on the Project, and visiting libraries, galleries and museums.

7.14 Although based on a survey of volunteers which is likely to capture those more engaged, the Legacy Project has exceeded its three project indicators, which target 70% of volunteers to have increased their confidence and skills, increased their social networks, and feel more able to access cultural, sporting and learning activities in Glasgow.

### **Partnership working through the Legacy Project**

7.15 In developing the Legacy Project, Glasgow Life recognised the importance of partnership working during the Project, and also after it, as a new way of working with organisations involved in supporting homeless people. Partnership working is not always easy and can take time to become effective. There is broad agreement that in the run up to and during the HWC event, partnerships worked well in terms of generating referrals to become volunteers.

7.16 However, a lack of clarity about the content and processes of the Legacy Project meant that partnerships were less effective following the event. There was no agreed, shared objectives and only very limited information and briefings for external partners about what Glasgow Life's offer to Legacy Volunteers and organisations comprised, and what Glasgow Life was looking for from partners – effectively, their 'ask'.

7.17 Compounding the lack of detailed information which made it more difficult for partners to encourage volunteers to participate in activities, some partners felt that they did not have the resource to do this and so would have welcomed more Glasgow Life staff input.

7.18 Partners do, however, feel that they have much greater knowledge about Glasgow Life and what it provides and now have contacts within it which is very positive. They are keen to continue to build this relationship and look at collaborative working going forward. This could centre around using libraries and other facilities as an access point for other support services; joint training; Glasgow Life learning from partners about making services accessible; developing a strategy to capitalise on the successful elements of the Legacy Project; and integrating Glasgow Life in the provision of holistic, person-centred support for homeless people.

### **Impact on Glasgow Life staff**

7.19 For many Glasgow Life staff, the Legacy Project was the first time they had worked directly with people who have experienced homelessness. They had many preconceived ideas about both the causes of homelessness and homeless people. They also did not have a good understanding of the challenges and issues that homeless people face day-to-day and in their lives.

7.20 Overwhelmingly, their preconceptions were challenged by their experiences on the Legacy Project and they have developed their skills and knowledge. They now feel much more confident and able to work with homeless people and can clearly see how they could and have applied this knowledge to working with other vulnerable groups.

7.21 They have altered their ways of working and believe that these changes are now part of their daily practice. This includes taking a more person-centred approach, rather than being driven by the service, and understanding the challenges that vulnerable people can face, for example in terms of time keeping.

7.22 They have also changed their perceptions of homeless people more generally and have tried to influence family and friends. Albeit in a small way to date, the Project has therefore started to influence the wider public's perception.

7.23 All staff learning was developed on the job and, whilst this undoubtedly has led to new skills and knowledge, there would have been value in providing more formal staff training and awareness raising early in the life of the Legacy Project. Subsequent Glasgow Homelessness Network training has been highly valued.

7.24 One area where staff have struggled to some extent is in maintaining contact with volunteers and there may be scope to share effective practice within the team and across partners.

### **Key learning points and recommendations**

7.25 There are some important learning points from the Legacy Project that can be used to inform how Glasgow Life works with vulnerable groups going forward. These are set out here along with lessons around working with partners to effectively deliver services and activities to people who are directly impacted by homelessness or have other complex needs.

## Working with vulnerable groups

### Learning Point 1: Staff development

- Staff need to be fully briefed about the activities that will comprise the project or programme. They must be clear about the target group, the issues they face and the rationale and objectives for the intervention, be that as part of generic services or a specific project.
- Before launch, or at least in the very early stages, staff should be provided with awareness raising training to understand the needs of the client group and have the skills and knowledge to work with them appropriately. They should also be provided with training on risk assessment and management which will include avoidance of personal and social harm for both staff and customers.
- Staff develop vital skills and knowledge through working with vulnerable groups and people with complex needs, including through the Legacy Project. To capitalise on this, it would be useful if there was a mechanism in place to cascade the learning to other team members who have not taken part in more formal learning.
- Partner organisations have extensive knowledge and skills in working with various groups in the community and this should be drawn on to develop the skills of Glasgow Life staff.

### Learning Point 2: Communication

- Before any new project or activity that targets a particular group or groups, careful thought should be given to developing a communication strategy and process that draws on all of the learning from the Legacy Project and examples of effective practice from partners. This should be backed up by sufficient resource.
- It is important to effectively manage expectations of participants. If an individual is offered an opportunity, it either must be followed through or the reasons clearly explained and made clear at the start. Not doing this may lead to people disengaging and the risk of this is higher amongst more vulnerable groups.
- Harnessing the experience of current and former participants as champions or mentors can be an effective method of encouraging participation and demonstrating the benefits. It can also help address concerns and make participation seem less daunting.

### Learning Point 3: Barriers to participation

- Careful consideration must be given to how activities and events can be accessible to people facing different challenges and with a variety of needs. There are tangible barriers such as accessibility of information, venues, travel, cost, content of activities and facilities. Of equal importance are some of the intangible barriers such as lack of confidence in groups, fear of a relapse, low self-esteem and difficulty organising oneself.
- Glasgow Life can draw on the learning from the Legacy Project on how to address the barriers and equally learn from the vast experience of partners.

#### **Learning Point 4: A person-centred approach**

- Design and delivery of services for vulnerable groups should be driven by the needs of the participant, not of the service. Whilst this is important more generally, people from vulnerable groups often face multiple barriers to participation, and so there is no one-size-fits-all approach. Linked to this is that staff must have the skills to do this and be supported by managers and other members of their team. This is about how services are delivered but also the expectations of progress and acknowledging successes for the individual. Within this, it is important for staff and services to be able to accommodate people progressing at different rates and the potential for relapses and taking a backwards step.
- From the start, the Legacy Project had a finite life although some activities have been extended for a period. The withdrawal of activities, where they occur, must be managed and there should be a clear exit strategy for staff and, most importantly, beneficiaries. This will be important if benefits are to be sustained. Some form of continuity is preferable and where this is not possible, there should be a clear exit plan and potentially tapering of support, including referrals and signposting to other organisations. Failing to do this may mean a loss of the benefits accrued by participants and that the support was ‘parachuted in’. It may also mean that they are less likely to engage and participate in similar activities in the future.
- Glasgow Life activities should be provided as an integral part of the support offer for homeless people and other vulnerable groups in Glasgow. It should be seen as a continuum of support that can contribute to other activities and services.

#### **Partnership working**

##### **Learning Point 5: Ensuring partner buy-in**

- To ensure partner buy-in and effective partnership working, the partnership and its activities should be co-designed. There should be defined and shared objectives and clear processes and communication routes. Monitoring progress and achievements of the partnership will help to assess its efficacy and drive activities.
- Establishing a partnership forum which meets regularly will help to keep partners in contact, promote effective communication, and share ideas and best practice. However, it is important to recognise that partners are likely to have pressure on resources and so it must not be over-onerous as well as productive.
- Effective partnership working takes time to develop, and unrealistic expectations can discourage partners from engaging.

##### **Learning Point 6: Adding value**

- Partnerships should also make best use of existing networks and partnerships, rather than unnecessarily duplicate. The right representatives, at the right levels, within the right organisations, should be invited to attend meetings.
- Careful consideration should be given to the geography and target beneficiaries of the partnership, for example whether there is any value in going beyond Glasgow City Council boundaries for members, other vulnerable groups e.g. people at risk of becoming homelessness as part of preventative work.

### **Learning Point 7: Encouraging impact**

- Identify some 'quick wins' in terms of partnership activities that will lead to benefits for partners and end users, for example joint training, referrals and signposting.

## Appendix A: Stakeholder and staff consultee list

Stakeholder	Organisation
Sport Development Officer (Homeless World Cup Legacy Project)	Glasgow Life
Senior Sport Development Officer	Glasgow Life
Programme Manager (Reader Development and Literacy)	Glasgow Life
Reader Development and Literacies Officer	Glasgow Life
Club and Volunteering Development Officer	Glasgow Life
Football Development Officer	Glasgow Life
Sport Development Officer (NGB)	Glasgow Life
Sport Development Officer	Glasgow Life
Volunteer Manager	Homeless World Cup Foundation
Volunteer Coordinator	The Marie Trust
Inclusion and Access Coordinator	Turning Point Scotland
Depute Manager Women's Services	Elder Street Women's Project
Inclusion and Policy Manager	Quarriers
Volunteer	Invisibles
Training and Support Worker	Social Bite
Tournament Director	Lawn Tennis Association
Outreach Assistant	Open Museum
Legacy Volunteer mentor	General public volunteer



## Appendix B: Legacy Project activities

Date	Activity/event	Venue	Attendees
September 2016	Networking day	Kelvin Hall	30
September 2016	Davis Cup volunteering	Emirates Arena	7
October 2016	GSVB workshop	Govan Library	10
October 2016	Table tennis course	Gorbals	3
August to November 2016	Creative writing programme	Mitchell Library and Pollock Library	10
November 2016	Football early touches level 1.1	Tollcross	6
November 2016	Sport employability workshop	Emirates Arena	6
December 2016	Santa dash volunteering	George Square	3
December 2016	Christmas celebration event	Royal Concert Hall	45
January 2017	Football early touches level 1.1	Toryglen Regional Football Centre	1
January 2017	Football coaching young 1.2	Toryglen Regional Football Centre	5
January 2017	Development activities level 1.1	Toryglen Regional Football Centre	3
January 2017	Coaching footballers 13+ level 1.2	Toryglen Regional Football Centre	2
January 2017	Football coaching in the game 1.3	Toryglen Regional Football Centre	1
February 2017	Badminton basics course	Cockburn Centre	2
February 2017	Teambuilding session	Kelvin Hall	20
March 2017	Scottish National Cross Country Mountain Bike volunteering	Cathkin Braes	10
March 2017	Sculpting classes	Glasgow Sculpture Studios	6
March 2017	Emergency first aid at work	Glasgow Green	1
March 2017	Club visit	Ibrox Stadium	14
March 2017	Velodrome session	Sir Chris Hoy Velodrome, Emirates	12
April 2017	Cycling track maintenance volunteering	Cathkin Braes	4
April 2017	ParkLives session	Kelvingrove Bowls and Tennis Centre	13
May 2017	Sculpting classes	Glasgow Sculpture Studios	3
June 2017	Bubble football	Soccer Scotland	18
June 2017	Development activities level 1.1	Toryglen Regional Football Centre	4
June 2017	Coaching footballers 13+ level 1.2	Toryglen Regional Football Centre	4
June 2017	Football coaching young children level 1.2	Toryglen Regional Football Centre	2
June 2017	Coaching in the game level 1.3	Toryglen Regional Football Centre	3
July 2017	Club visit	Celtic Park	15
August 2017	Final whistle event	City Halls	20