

Ref Code	Organisation Name
2022-11-YO09	Braveheart Industries
Visit Date	Visited By
6 th February 2023	Victoria Southwell
Overall aim of the funding	
To employ an Employment Support Worker to provide direct assistance to young people with convictions, including job seeking, interviewing, disclosing their past, workplace induction, mentoring and maintaining stable work.	
Background to Organisation and governance	
<p>Braveheart Industries (BHI) is a Scottish registered charity that was established in 2014. It came out of a Steering Group set up in 2013 by the Violence Reduction Unit and was part inspired by the work of similar charity in Los Angeles. BHI employs 8 staff, 6 of whom are seconded to the Violence Reduction Unit and work as Navigators and Mentors.</p> <p>The COO is supported by a board of 5 unpaid Directors who have a wide range of skills including social marketing, branding, finance, social enterprises, social justice, and youth offending. Trustees meet every six weeks, and each Director is allocated a specific area of work that they support the COO on. BHI are about to recruit for additional Directors, ideally, they would like between 7-10 in total, and are keen to ensure that lived experience is represented on the board – this has previously been the case but is not currently.</p> <p>BHI experienced significant difficulties during the pandemic due to lockdowns and the impact this had on their social enterprise. This has led to the need for a whole review and refresh of their business plan and a new strategy was developed for 2023 and beyond. This sets out the key activities that will take place to ensure that BHI grows and is able to achieve and sustain growth. The Directors have been key contributors to this document and going forward support from Cranfield Trust would be extremely useful in helping to develop and implement the business plan.</p>	
Leadership and expertise	
<p>At the assessment I met with Dughall Laing (COO) and Tom Jackson (Director and Chair).</p> <p>Dughall became COO in August 2022 but had previously been a Director, having joined the board in 2016. He has a background in the charity sector and for the past 11 years has been setting up and running a social enterprise, so has significant relevant knowledge. His 13 years working in the charity sector focused on supported employment which provides a strong foundation for him taking forward BHI. Dughall is dynamic and clear headed and has already embraced and addressed some of the operational challenges that BHI has experienced during and since the pandemic. He is ambitious but realistic about future growth and has challenged the board to think differently about BHI going forward.</p> <p>Tom has been Chair since BHI was established and is one of the founding members. He has been Head of Community Justice at Glasgow Council since 2012 and sits on</p>	

a number of key cross city partnerships and initiatives. This enables him to be well linked in with current thinking and local priorities.

Aims and Activities

Braveheart Industries exists to improve the opportunities for those in Scotland with experience of the justice system. The principal activity of BHI is to support social inclusion, breaking the cycle of offending and developing pathways to employability. They do this by providing training and development opportunities in their catering operations 'Street & Arrow' and through the support of Navigators and Mentors in partnership with the Scottish Violence Reduction Unit.

'Street & Arrow' provides training and employment opportunities through a catering social enterprise. This takes the form of a café at the NHS Dental Hospital in Glasgow and two mobile food trucks.

Navigators Project embeds people with lived experience of the criminal justice system within the Violence Reduction Unit and aims to provide support to people actively caught up in offending to provide them with an opportunity to rethink their behaviour and move away from criminality. Navigators also work in local High Schools through a project called 'You Decide' that challenges those who are identified as being at risk to think about the impact of their behaviour and access support to make changes to their lives. This project particularly targets those within transitional age ranges.

Peer Mentors and Navigators work with between 8-10 people at any one time and in 2021 BHI worked with around 400 people with over half of those being under the age of 25.

Safeguarding

BHI has recently reviewed and revised their Safeguarding and Vulnerable Adults policy. This has been part of a wider piece of work to ensure that the policies and processes within BHI are appropriate and meet the highest levels of best practice. The COO is the named Safeguarding Lead, and the Chair is also named in the policy as a second person if the COO is unavailable.

Due to staff being seconded to the Violence Reduction Unit their safeguarding training is provided by them in accordance with the directive of the Scottish Regulator. Staff are also aware though that they need to work to the BHI policy. Dughall in another role has played a key role in developing Scottish legislation around safeguarding and has received Police Scotland Child Protection Training.

As well as the Chair being named in the Safeguarding and Vulnerable Adults policy there is also a named Director who has responsibility for safeguarding as part of their allocation of key areas of work.

Finances

Unaudited Financial Statements for the year ending 31st March 2021 show income of £279,950 against expenditure of £213,003 resulting in a surplus of £66,947. Net current assets amount to £230,117 and a reserve figure of £233,515 of which £213,277 is unrestricted. The reserves policy is to hold a level of free unrestricted reserves approximately equal to three months operating costs which is currently being met. BHI is entitled to exception from audit under Section 477 of the Companies Act due to income levels. Accounts for the most recent financial year are currently being finalised.

BHI saw income dramatically decrease in 2021 due to the impact of the pandemic and the difficulty this caused to income streams which are linked to their catering outlets. Income for 2020 was £410,860 and expenditure was £405,016 so BHI are now looking at how they begin to rebuild their business and their wider funding streams. Their Business Plan forms a key part of this strategy. Budgets and funding predictions for the two-year period of the grant show similar income and expenditure levels to the past few years. Funding has been secured from The Robertson Trust and there are also service agreements with the Violence Reduction Unit for that period. BHI has also been invited to apply to the Postcode Lottery for funding. Further unrestricted income is also expected once that catering project is operational again.

Good financial systems are in place. Day to day management is undertaken by the COO and supported by their accountants who use their financial systems to produce monthly management accounts and cashflow projections. These are discussed by Trustees at each meeting and the Treasurer, who has an accountancy background, works alongside the COO to ensure that the financial picture is clear.

Current Situation and need

Youth unemployment rates in Glasgow as of September 2022 were higher than both the rest of Scotland and the rest of the UK. This same comparison can be seen with regards to workless households, with Glasgow again scoring higher than rest of Scotland and UK.

Despite a continuing decrease in recorded criminality across Glasgow City area, within the city there were over 43,000 offences, a rate of crimes per 10,000 of the population that is only higher in Dundee. Anecdotally sources are suggesting that 21-22 figures will show an increase and alongside this there is a trend in the rise of violent crimes in Glasgow, following a downward trend over the past five years.

All of this creates a depressing backdrop for young people in Glasgow with it estimated that 1/3rd of young men in Glasgow under the age of 30 have a criminal conviction. In 2018/19 under 25's committed 12,703 crimes and a rise was seen in the number of crimes committed by 16–18-year-olds. This has obvious impacts for their future in terms of engagement and possible employment.

Currently across Glasgow much of the employability work that is delivered focuses on a group training model. Whilst this works for people who are able to, or already have, self-efficacy it leaves many who require more support excluded or in a revolving door of failure. Scottish Government's 'No One Left Behind' employability strategy has identified that for over 25's criminal convictions are a significant indicator of long-term unemployment. With this in mind, the development of an early intervention model that aims to mitigate the impacts of offending behaviours before they lead to long term impacts is vital. The positive outcomes of this go far beyond positive employment outcomes but also link to better health and family outcomes.

BHI have identified that across the support that they offer there is a gap when it comes to providing employment support for those who wish to work with companies outside of the current social enterprises they run. A supported employment project will enable BHI to develop targeted employment profiles for participants, which will be used to identify the steps needed to secure sustainable jobs in a sector of interest to the young person. This personalised approach will be person led and include intensive support to help address additional challenges and barriers to achieving a positive outcome. This wraparound service will provide continuity to the young person as they develop the core skills they need to move forward.

BHI will also work with employers and recruit them onto the programme to ensure that there is a pipeline of companies who understand the support needs that a young offender might have. Existing involvement with the Local Economic Partnership will be an initial way of engaging with prospective employment partners. Once a young person has been recruited by a company, BHI will also provide job coaching and both formal and informal support when they are in the role to ensure that some of the key stages where employment can fail are identified and help is in place.

BHI wish to employ a part time Employment Support worker to lead this project.

Expected Key Achievements in Year 1

EKA 1

10 young people will be engaged with and actively involved with the programme and supported in their search for employment.

EKA 2

15 employers will engage with the programme and offered support.

EKA 3

Two young people will have gained and sustained employment with linked employers.

Request and Budget

BHI is requesting **£59,898** over 2 years for the salary costs of a part time Employment Support Worker and project costs.

£29,949 in year 1 - £26,037 (salary) and £3,912 (management support).

£29,949 in year 2 - £26,037 (salary) and £3,912 (management support).

Conclusion

Braveheart Industries is an extremely interesting model that is firmly embedded into the Glasgow wide approach to crime reduction. It is based on a model from the USA that advocated for a different way of doing things and links into the desire by Strathclyde Police to have a more public health approach to policing.

The pandemic has had a huge impact on BHI though. Whilst the projects that use their Navigators and Mentors have survived, the catering businesses run under the Street & Arrow project have not managed to continue operating. The food vans have been mothballed and there are plans to relaunch this side of the business later in the year but the café at the Dental Hospital has been closed and will not reopen. This has forced BHI to really look at their future plans and provided them with an opportunity to reimagine what the future looks like, and to identify new opportunities outside of catering. There are a number of exciting possibilities that are being explored and I feel confident that BHI will be able to develop a range of businesses in the future that will provide both income for the charity alongside training and employment opportunities for offenders.

This well networked organisation has huge expertise within it and the current bump in the road is more a stalling that has shone a light on the need to revisit both the way that BHI operates with regards to paid staff and effective polices and processes but also their long-term vision.

This though links into one of my key concerns about awarding BHI a grant as I feel that the timing currently is all wrong. BHI does need to start growing again but I didn't feel convinced that right now was the time to start a new project. There is definitely the need for a project that delivers strong employment outcomes and BHI is the right organisation to deliver a project such as this, but I feel that this would be better happening in another 12 months' time. Dughall, the COO, has been in post since

August and he has done a huge amount of work since then reframing many core functions, but it still feels like too much change and transition is planned for this role to be able to embed into the organisation as effectively as it could do.

The other key concern is the young people who will be worked with. These young people will be those who have been identified as work ready, so rather than targeting those furthest away from the job market they will be looking to work with those who are most likely to succeed. They also are looking to work with those who are able to avoid a first conviction, working with courts to identify those who are being given structured deferred sentencing or diversion from prosecution outcomes. This doesn't therefore target the young people we're looking to work with through this programme which is those already with a criminal conviction.

This is a really interesting organisation though and I feel confident that further rounds would provide us with an opportunity to support them, particularly around work with those at risk of a first offence. For this opportunity though I feel that there are stronger applications that are a closer fit to the criteria, so I do not recommend support with a grant.

Recommended Priority Rating

Risk = Low	Difference to organisation = Medium	Priority = Low
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