



End of year report

We ask all grant holders to complete an end of year monitoring form. This allows us and our grant holders to reflect on what has been achieved and learnt over the life of all projects we fund.

We use the information to identify the extent to which you have been able to achieve your outcomes; to identify any key successes and challenges and pinpoint if there are areas in which we could offer additional support.

We also use the information we collect from all the projects we fund to measure the extent to which we are achieving the outcomes we set for our funding programmes, identify the key learning points about what and how we've funded and report on the difference Lottery funding is making.

Please get in touch with us if you have any questions or problems filling in the form. Make sure you send us a signed copy by the date specified in the attached letter and also keep a copy for your records.

Organisation name

Hjaltland Housing Association

Unique Reference Number

IID/1/010417140

Project name

The Hub

Project year

1

Reporting period

1 June 2012 to 31 May 2013

1. Project Progress

We would like you to use this space to tell us how your project is going. To help us understand your project, tell us what have been the main activities and events over the past year and what are the key messages about your project's progress that you want to tell us (we will ask for more information on successes and challenges later in the form so you don't need to cover the same information here).

The original aim of the Hub project was to support young people in their transition out of care into adulthood. In developing the project the team recognised that in Shetland there was a gap in the support and services needed to enable a young person to establish stable homes, work and relationships.

The Big Lottery funding has enabled us to bridge this gap. All of those involved in the project feel that it has been an exciting, if at times difficult and challenging journey to start to put into place the type of service that can make a difference to the outcomes of the young people we work with. These sentiments are also echoed in the feedback the young people themselves have given. "The Hub was exciting at first but I don't think any of us realised how difficult it was going to be living independently. There were problems with

- Money
- Keeping appointments
- Police
- Music
- Drugs

From staying here I have learned to think about the consequences of my

actions” (Hub tenant aged18)

We think that this is the best reflection of how the project is going when a young person themselves are expressing their views and thoughts on how the Hub is helping them to move forward.

Key Activities and events

The project has been in operation now for 1 year and the key activities and events have included;

- The recruitment and induction of Hub staff.
- The development of the policies and procedures for the Hub and the on-going review of working practices to ensure that they remain relevant to the needs of the hub
- Meetings with key agencies in Shetland to make them aware of the hub project, the referral and assessment process.
- Assessment of referrals received – 12 referrals in total have been received to date.
- In July 2012 the young people started to move into the Hub accommodation and a range of activities have been undertaken to meet their individual needs. The following activities are examples of the work that has been supported at the Hub
- Budgeting
- Living and cooking on a budget
- Gate keeping and maintaining their properties
- Support with employment including assistance with job searches, career guidance discussions, interview preparation, support with negotiations with employers over contracts, working hours and wages
- Training opportunities such as work tasters in care centres, youth services and volunteering
- Involvement in the “500 project” – project where the young people were provided with £500 in which they had to decide how the money should be used, evaluating and agreeing options, planning way forward, actions to be taken and costing up options etc. A leaflet about the Hub is to be produced by them as part of this project.
- Developing personal relationships with staff and other peers in the hub but also experiencing links with other young looked after people on the mainland through visits to projects in Scotland
- Wellbeing sessions – pampering sessions lead by one of the young people
- Supporting young people to be involved in mediation sessions with Police to explore relationships
- Supporting links to other agencies such as community health services
- DIY, recycling and gardening sessions
- Supporting involvement in sporting and cultural activities
- Building awareness and confidence to use other services
- Exploring and managing issues around maintain a tenancy including dealing with noise disturbances, debt issues etc

- Creating an environment in which to explore with staff life style choices, personal and emotional issues that impact on the young person.
- Involving the young people in the development of the project through activity planning, visits to projects on the mainland to explore different approaches and the independent assessment undertaken by Shetland Mediation in the annual review of the project.
- Supporting one young person to move on to their own tenancy and the settling in of a new resident to the Hub.
- Weekly meetings of the core management team has enabled the project to adapt to the changing needs that present themselves, it creates an opportunity to ensure reflective practice.
- From a strategic point of view we have responded to requests from other agencies for information about the model we have created. This has included visits from other Housing Association's in Scotland, a visit from the Housing Minister & participation as a work shop speaker at the Chartered Institute of Housing conference in Glasgow.

Key messages

- When recruiting staff the original plan had been to appoint 2 full time and 2 part-time members of staff. However, when it came to the recruitment process there were no applicants interested in Part-time working. I feel it is a testimony to the effectiveness of the joint working there is on the project with colleagues in the Shetland Islands Council (SIC) Housing and Through-care and after care service that we agreed quickly to seek Big Lottery Approval to recruit 1 full time post. The flexibility of the Big Lottery in agreeing to this was appreciated as it meant that there was no delay in getting the project up and running. Within a month of recruiting staff the first group of Hub tenants moved into the property.
- Of the 12 referrals received two referrals were not accepted as they were not Looked After young people as this is a requirement of the project. In both cases it did not mean that they would not have benefitted from the Hub services but were not eligible due to the constraints of our remit.
- One of the issues the assessment process flagged up at the start of the project was that given the level of support needs of the young people referred the shared unit at st olaf st was the most appropriate placement for them. The shared unit is where staff are based and the additional support this affords was considered the best option for most of the young people. As there were only two rooms in the st olaf st unit this meant that there was the potential for the outreach flats not being utilised. Once again the benefits of having a multi-agency project management approach to the Hub meant that we were able to negotiate with the Council to allow them to use the Outreach flat in exchange for another self-contained flat at the St Olaf Street site. This

has worked well and meant that all 4 units used by the Hub have been occupied and gives a better mix to meet the needs of the young people

- The project always envisaged that there would be 4 young people provided with accommodation and a number provided with skills development on an outreach basis. It has been found that on the whole it has been easier to engage the young people who are accommodated in the Hub in a more consistent way than those who are being supported on an outreach basis awaiting a vacancy. However, the only way of changing this would be to increase the number of units available in the Hub but there is not the staffing capacity or properties to do this.
- As part of the initial outcomes we had envisaged that the young people coming into the Hub would be in a position to move on to their own accommodation within a period of 6 months to 1 year. The experience of the Hub in the first year has shown that the young people's readiness for moving on varies significantly and to try to push that emotional and practical development to fit to outcome timescales is counter productive. Some of the Young people themselves have expressed their anxieties about the "temporary" nature of the accommodation. The balance to be achieved is not expecting a young person to move on to alternative accommodation purely to meet the outcomes set when they are not ready but equally not creating a dependency and security which robs them of their ability to become independent. Once again in discussion with the Big Lottery in flagging this issue up we appreciated the fact that there was an understanding of the realities of working with this client group.
- We have recognised that it has been a learning curve for all of us and there have been things we have changed as a result of this learning. As part of our weekly meetings and the on-going reflection of the young people and staff as well as the recent independent review we recognise that the Hub works well for some of the young people but not as well for others. We feel we have created an environment and developed relationships with in the Hub where all those involved, management, staff and the young people can express openly what they think and feel. This means that we are fully aware of how the young people feel about their situation, those who feel they have benefitted as well as those who do not feel the Hub is working well for them. We recognise that this is the reality and challenge we face in trying to continue to adapt our service and approach to the needs of the individual. Equally, we need to recognise that for some young people the Hub may not be the right placement and work with them to explore alternatives that might work better for them.
- The Hub has seen looked after young people being supported to learn how to manage tenancy issues, in many cases growing in confidence in themselves, obtaining employment, changing the ways of how they

interact with others and being involved in learning new skills. We have seen young people move on and a number progressing well to being ready to take that next step.

2. What difference you made

In this section, tell us about the difference your project is making to the people you support. Please link this to your outcomes and indicators. Feel free to use a variety of ways to demonstrate the changes you are bringing about. You may wish to supply statistical information, case studies and/ or quotes from project beneficiaries

Project outcome 1:

What you planned

Outcome: More young care leavers will have secured permanent accommodation of their choice and will have the skills to sustain this.

Indicator: 5 young care leavers will be in supported accommodation; 10 will have developed skills to manage a tenancy; 2 will be ready to move on to a permanent tenancy of their choice

Timescale: End of Year 1

What you actually did

A total of 12 referrals have been received, 2 were not accepted as they did not meet the criteria of being Looked After Young People and a further 2 had left care sometime ago and were already in their own tenancies. They were provided with support and advice but chose not to take any further involvement in the project.

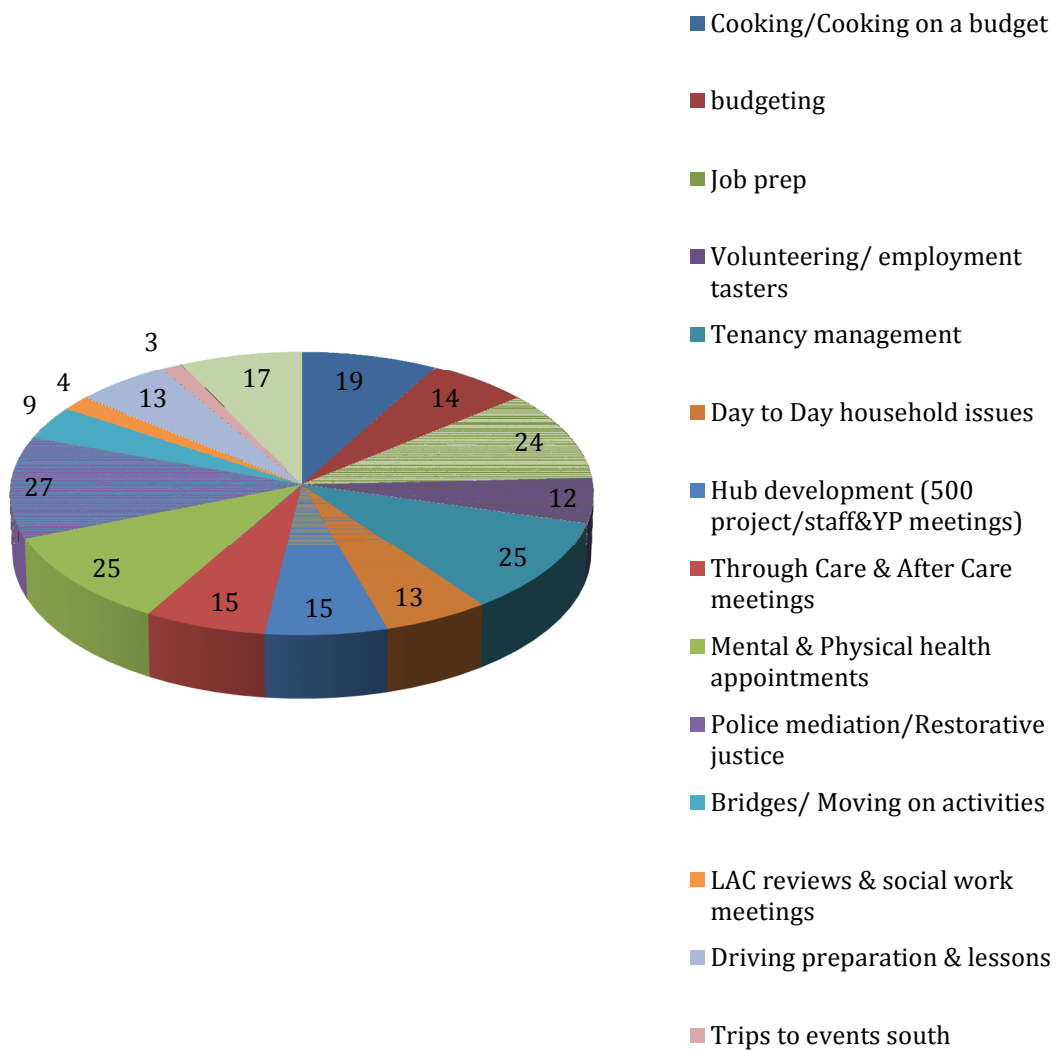
The Hub has undertaken assessments for 8 young people and 7 have continued to have involvement with the project. One of the young people was supported to gain access to alternative supported accommodation as this was seen to be more suitable for his needs.

The Hub has 4 units of accommodation 2 shared places at St Olaf St and two outreach flats. During the course of the year 5 young people have been accommodated in the hub with one young person having moved on to their own tenancy in March of this year after 7 months with the project.

7 young people have been supported with developing their skills to enable them to gain a range of experience, skills and knowledge in their transition out of the care system, including those needed to manage a tenancy. Activity planning is

undertaken with the young people to identify what type of activities will benefit them to develop the skills they need. This is undertaken weekly with the young people who reside in the Hub accommodation. There has been a wide variety of activities organised and we have attempted to tailor these to address the needs of each young person. Hub staff have also encouraged and supported the young people to take part in activities organised by other agencies too. The chart below gives an example of the variety and range of activities undertaken by one young person to meet her needs.

Activities organised YP1



The table below details all the key activities undertaken with the young people.

Activities	YP 1	YP 2	YP 3	YP 4	YP5	YP6	YP7
Period with Hub (months)	11	11	8	11	11	8	7
Shared Hub accommodation	yes	yes					
Outreach flat			Yes			yes	yes
Outreach support only				yes	yes	yes	
Cooking/ cooking on a budget	19	14	12	7	10	2	0
Budgeting	14	21	6	0	2		16
Christmas on a budget	1	2	0	2			0
DIY project	0	2	5	0	4	1	0
Job prep and support (applications, job searches, CV work)	24	17	11	5	3	0	16
Volunteering & employment tasters	12	8	8	1	weekly		0
Tenancy management including housing advice, rent payments etc	27	35	9	2	2	5	3
Day to Day household issues (cleaning, recycling)	25	18	14	0	0	1	0
Hub development (500 Project, meetings between staff & young people)	13	9	7	0	12	weekly	0
Through care & After Care meetings	15	8	6	0	3	8	Twice a week
Mental/ Physical Health Appointments	25	5	2	0	0	0	0
Police Mediation/Restorative Justice	27	0	8	0	6	0	0
Community mediation	0	1	0	0	0	0	0
Family Mediation	0	3	0	0	0	0	0
Rights Advice	0	0	0	1	0	0	0
Bridges/ Moving on Employment/ Adult Learning	9	8	4	5	weekly	0	0
LAC reviews & social work meetings	4	2	3	2	1	0	0
Driving preparation & lessons	13	1	1	0	0	0	0
Trips to events south	3	1	1	0	0	0	0
Leisure/community & sport activities	17	24	24	1	0	0	10
Pampering session	1	1	0	2	0	0	0
Further education/training events/ support with college courses	0	4	5	3	0	0	2
In employment during course of stay at Hub	Yes	Yes	yes	yes	yes	yes	yes
In employment at 31 May 2013	Yes	No	yes	yes	yes	yes	yes
Moved to permanent tenancy							Yes

In the independent evaluation recently undertaken it highlighted that most residents and outreach clients mentioned their experiences of receiving advice and support from Hub staff, had been really good. In particular they felt the cooking and budgeting activities were useful. One young person expressed that they did not feel well supported and felt that an improvement to the Hub would be to “try to help them realise the goals they had set”.

As a project we feel we are reflecting all the time and exploring different ways of engaging the young people recognising that some approaches will work and others will not. At all stages we encourage the young people to be involved in this process and the importance of participating in activities to aid their transition as part of their stay in the Hub.

In addition to the activities undertaken we feel that we can not underestimate the importance of the day to day contact with staff where events, issues and feelings are explored in the moment. In the case of most of the young people we have seen a change in them from when they first arrived, growing in confidence, a willingness to reflect on the choices they make with the motivation to try new things and pick themselves up and try again when things go wrong. They have worked hard at this and it has been great to see the things that they have achieved. This is reflected in a comment of one of the young people who indicated he had “grown as a person...(the hub had).helped me a lot, helped me to realise the world wont give me everything I need – you have to go out and help yourself. I realised this faster whilst in the Hub than if I was in my own tenancy”

The first year outcome had aimed to achieve supporting 10 young people to develop skills to manage a tenancy but to date the hub has only assisted 7. Whilst there had been 12 referrals to the project 2 were not eligible and 2 were already in their own tenancies and did not want further assistance. We had anticipated a further 3 referrals from young people returning from care on the mainland but 1 decided that they did not want to be referred to the project and the other two presently remain in care on the mainland.

Part of the outcome was that 2 young people would be ready to move on. We have achieved this as one young person has already moved to a permanent tenancy and has settled into his new home. One other hub resident feels ready to move on and has been considering in more detail where he would like to live. He has been in discussion with the council about his areas of choice and is looking at properties advertised by the Housing Association. The availability of housing will dictate how quickly he can move but we will continue to support him and provide activities to build his skills further. In his case study he says “I have done well while at the hub – the support I have received has helped me to move to be 100% ready to live independently” (independent evaluation)

Project outcome 2:

What you planned

Outcome: More young care leavers have developed the skills and experience to access employment, training or further education.

Indicator: 10 young care leavers will have improved their employability skills and 6 will be in employment, training or education.

Timescale: End of Year 1

What you actually did

During the course of their time in the hub all 7 young people have been in employment. As of 31 May 2013 6 are in employment. In addition to being in employment some of the young people have taken part in employment tasters, voluntary work, exploring opportunities at the local college as well as obtaining advice and support for job searches. Detailed below are a snapshot of the experiences of the young people and the support the project has given in relation to this indicator.

- Staff have supported young people to attend their work, including on occasions arranging to go with them to provide additional support.
- Employment tasters have been set up with other agencies where a young person wants to try out whether that type of work is what they want to do. This has included voluntary work within an old folks home. This process has helped to build for the young person the confidence to have links to other agencies, support from staff to explore the barriers to them attending, building responsibility so that the young person themselves makes contact with the agency and develops the social skills to interact with others. The young person themselves expressed the view "if I don't try different things I won't know what I like or am good at". She continues to be supported to explore other work and training opportunities and takes part in a job search each week to see what alternatives there are to her present employment.
- One young person has had a number of jobs during his time at the hub. He has unfortunately had the experience of problems of being paid below the minimum wage, deciding to leave when his employer would not alter this and in another becoming unemployed when the business folded. He has been open to receiving support about these issues and staff have supported him through this, encouraging him to consider the career options open to him and helping him in preparing for interviews. This support has meant that he has very quickly secured an alternative job and volunteering opportunities in youth work.
- Other young people have been effected by the behaviour of their employers in not providing contracts of employment, no guarantee of hours and wages below the minimum wage. Whilst staff had encouraged that young person to continue with that work until they obtained another post it is understandable that the young person felt aggrieved and left. This has impacted on their motivation to work and staff are trying to re-engage this young person. This has included looking at college courses as an alternative as well as daily job searches to ensure they meet the requirements of the DWP.
- One of the young people supported as outreach is undertaking distance learning as part of her traineeship. The hub support her in this by enabling her to use the hub area to study if she feels she needs

the space to do so. This has included support from staff with her course and computer work. She has also been encouraged to use and develop the skills she has by leading a “pampering” session at the hub and also on a placement at an old folks home.

- Traineeships and the low pay that comes with it have been highlighted as a problem by the young people and the financial pressure this places on them. The support staff can give with budgeting, helps the young person with employment as it encourages them to retain their work and see it as a stepping stone to other opportunities.
- All activities within the Hub and the interaction with staff helps to develop the young persons range of experience and skills which continues to build their CV.
- Support with careers guidance both with staff at the Hub and through Skills development Scotland has helped the young people to explore what is available locally for them, enabling them to choose what route they wish to follow.
- Activities such as Project 500, Police mediation sessions and trips to organisations south has helped to develop team building, decision making, planning of activities, experience of undertaking interviews, collating information and discussions with other agencies. All these build confidence and have acted as a show case of the amazing ideas, skills and willingness of the young people to be involved. All these skills are transferrable to their work place and to future work, training or college placements.

Project outcome 3: **What you planned**

Outcome: More young care leavers are able to build positive relationships with others and their community.

Indicator: 10 young care leavers report an improved sense of self worth in their relationships with others; 6 will have expanded their links with their community.

Timescale: End of Year 1

What you actually did

As part of the independent evaluation there were a range of views of how the young people felt about the hub, themselves and their perception of how others in the hub were coping. It ranged from one person feeling very positive about the support they had received, felt it had helped others but had “destroyed another residents life”. Another young person stated “I have become more confident, the stability of the Hub has helped me stay out of trouble and helped me to learn how to stop making mistakes.

From the independent evaluation 6 out of the 7 young people feel that they have benefitted.

These 6 have certainly expanded their links and interactions with their community. In a number of cases there have been significant strides forward with young people feeling confident enough to address longstanding difficulties with the Police and taking part in discussions with the Police to improve links with young people.

We have seen young people who were reluctant to make contact with agencies being supported and encouraged to instigate that contact, to challenge information provided and explore solutions to problems.

Through being present on the ground, in one to one and group situations with the young people or following tenancy breaches, noise disturbances, drug use etc the project has been able to, in many cases if not all, explore with the young person the impact they have had and what they might do differently. This has seen changes in attitudes and approaches to how the young people manage situations and enables them to have a more positive relationship with those around them and in their community. The hub has encouraged discussion with neighbours, involvement of the mediation and housing staff in resolving complaints thereby building the young persons knowledge of how services work. It also prepares them by knowing what to expect and what actions will happen in certain situations. This is to our minds key in providing the learning and preparing them for their permanent tenancy and the community they will live in. This is reflected by a young person who said “I wasn’t very good at gate keeping, the staff helped me with that and I have learnt to be better at this myself” (independent evaluation)

Involvement in placements with organisations, volunteering in charity shops and being seen to hold down jobs are all positive images to the community around them. Feedback from the agencies they have been involved in have shown the young people's engagement and willingness to be involved is valued. Other agencies and people who have had involvement with them in the past have said how they have noticed the positive change in the young person.

Other examples include the trips to events on the mainland where the young people involved have explored issues with their peers, asked questions of other agencies, been involved in activities including the creation of a video and music about their experiences in care.

The Hub has encouraged the young people to express their views through discussions with staff, attendance at meetings with the management team and at review meetings. Additionally, we felt it was important to have an independent review where they could say what they wished. The fact that the young people are willing to express their views, both positive and negative, we feel highlights their growth in confidence and that the project enables them to do this.

This is also reflected in the fact that they have been able to deal with some bizarre and unforeseen events at the hub, such as aggressive and strange behaviour from unwanted visitors and pressure from people to deal drugs. In these cases they have learnt to handle these situations calmly, taking action and exploring these incidents with staff. This shows a maturity in managing the issues that arise in their community.

They have also shown a care for one another, being concerned about the wellbeing of others in the hub. Those who have improved their gate keeping and managing noise levels better, show that they are looking beyond themselves and at how they impact on others.

Ultimately, being involved in the range of activities and interactions as part of the Hub including such things as taking part in sports activities, having meals together, going to the cinema etc keeps them involved in the community and continues to expand the experiences available to them.

2. Successes

Tell us about any particular successes from the past year. These could be unexpected outcomes or other achievements you would like to share.

- Whilst it has been a challenging year, one of the key successes for the project has been the strength, ingenuity and the commitment of the staff and project team. This has enabled us to move forward and develop the project. The importance of this strong team bond and the way of working together cannot be underestimated. This is reflected in the independent evaluation which highlighted “Every member of staff and management spoke about the importance of reflective practice. This is a constant part of the day to day living and decision making within the Hub and has been found to be a really important evaluative tool” (independent evaluation report).
- A lot has been achieved in such a short period of time with the on-going dynamic nature of reflecting on how we work, seeing the significant changes in some of the young people involved and being passionate about the service and adapting it to meet changing needs.
- We are working with a group of young people with complex needs whose previous options would have been to enter the homeless system or move straight into a tenancy of their own. The project is demonstrating that it is working by enabling the young people to “practice a tenancy”, gain skills and some stability prior to moving on to their own tenancy. This is acknowledged by the young people themselves “I would have been scared if in a flat on my own” and “The Hub is helping young people much more than happened before” (young person Independent evaluation report).
- As it is a small group of people involved in the project and there is a close proximity between those living in the Hub, the young people and staff have formed appropriate and positive relationships. The young people are sharing and exploring with staff some really significant issues. These relationships are “real”, at times not easy but both staff and the young people have shown a continued commitment to work hard at these relationships
- We feel that success is very personal to an individual so we can measure success by the numbers of young people managing to secure and sustain employment. Of equal importance is the way that some of the young people have become more aware of how they react to things, being able to handle situations in a more measured way, being able to step away from situations and being able to express their thoughts and feelings.
- There have also been successes in relation to the young people being able to handle differences, being aware of their impact on others and finding ways of getting on with each other.
- Some of the work the young people are doing for instance with the Police mediation & drugs project and developing the Hub leaflet as part of the 500 project has had an immense impact on them but will also have a lasting legacy by helping to support and inform other young

people in the future.

- The resilience of the young people and the staff is exhibited in their ability to continue to pick themselves up in the face of the difficulties they are confronted with. This we feel is a real sign of success of the project. In particular, young people who have faced issues with their work, have continued to be open to other opportunities, new challenges and found the motivation to seek out other options.
- As part of the preparation for the Chartered institute of housing conference the young people were asked for their comments, one said “if it was not for the Hub I would be dead”. We recognise that the hub will not be a success for everyone but we feel it is making positive difference to the lives of some of the young people we work with, and that is our aim.

4. Challenges

Tell us about any challenges you have encountered in the past year and how you have dealt with these including any changes or adjustments you have made. This could be about resources (for example difficulties appointing staff, challenges with match funding); it might be a change in local or national policy, or it might be discovering that some elements of your project didn't work as well as you'd hoped.

- Earlier in this report we have highlighted that there were initial difficulties recruiting to the two part time posts but this was resolved and the staff appointed have been a real asset to the project.
- Additionally, we have also mentioned earlier that it became apparent that the locations of the outreach flats were not in the best location for the needs of those who were referred. Once again we were able to overcome this challenge through joint working with our colleagues in Shetland.
- We had expected some issues with drugs but we had not anticipated the extent to which drugs would impact on the project. This included the level of use as well as the impact of such things as legal highs, acid etc as well as those out with the project encouraging drug use and in

some instances pressurising the young people to be part of its distribution. Our response to this was multi-faceted including raising awareness of the dangers of drug taking; emphasising use on the premises was a breach of tenancy and illegal, supporting them to attend drug and alcohol advice services. Additionally we have involved the Police and police dogs to ensure that they were able to give advice about what would happen if they became involved formally.

It is interesting that as part of the independent evaluation one of the young people felt that the location of the hub and attempting to live more independently had made access to drink and drugs much easier. If they had lived elsewhere, it would not have been so much of a problem.

It is a recurring issue for young people in Shetland when they take up a tenancy that given the availability of drugs and the fact that most single person accommodation is located in and around the main town that this can become an issue. The Hubs location, therefore, reflects the reality of what young people will face and then enables us to see and address these issues as they arise which is not the case when someone is living in a tenancy of their own. Staff and management were able to respond as situations arose and assess the appropriate actions. It has also lead to closer working relationships between staff and the Police, and a better understanding between the Police and some of the young people.

- There have been challenges around the implementation and maintaining of the rules and boundaries of the Hub. The young people have challenged these resulting in parties, underage visitors, noise disturbances etc. The staff have worked with the young people to explore the impact of these issues and the difficulties these can pose if the type of behaviour continues. This has been done in conjunction with colleagues in Housing, social work and mediation where appropriate. There are differing views from the young people about the issue of “rules”. Some feeling that they thought there would be more and stricter rules when they first became involved, whilst another felt he had been supported by staff and “kept in line” when he was partying initially. The project has attempted to grow independence by supporting young people to take responsibility for their behaviours as they arise. There are an existing set of rules and boundaries which we have recently reviewed and there will be further and on-going discussions with the young people to explore these with them.
- Some of the young people had been living with Foster carers prior to coming to the Hub. There were challenges around the transition from foster care and the shift in that relationship. This was a difficult period for all concerned especially around the anxieties of how the young people would cope, how they were engaging etc. To enable these feelings to be expressed meetings were arranged, with the permission of the young people, for the Hub staff and management to meet with

the Foster carers. This proved to be a useful meeting in sharing concerns, exploring ways of supporting the young people and the realities of moving to becoming independent and what staff could and could not do in their role.

- The facilities at the hub itself have thrown up some challenges. The shared unit where two of the young people live can result in claims that the young people are treated differently and this can pose difficulties for managing the project. The project is set up to be person centred so we never anticipated that all the young people would do all the same things. We have tried to be careful that there are discussions with the young people about the activities they undertake so that they can feel involved. However, it can be difficult to engage a young person and offer activities when they themselves are feeling de-motivated. In these situations it is ensuring we have the resilience as a project team to explore new ways of working. Having a multi-agency working group has enabled an exchange of different ideas and approaches.
- The welfare reforms and the introduction of more stringent sanctions for those on Job seekers allowance has had an impact on the young people who are not presently working. Cuts in their benefits have meant that they have had to manage on little or no money. Staff have supported the young person through this period, encouraging the young person to budget what money they have, seek employment, obtain food parcels from the Salvation Army and attend job centre meetings. The reality of this is stark and this may be an on-going scenario for some of the young people and it is preparing them to be able to manage this type of situation in future when they do not have the direct support of staff.

5. Equalities, empowerment and the environment

Equalities, empowerment and the environment are important to us. We are looking to build examples of good practice and support the organisations we fund to share their knowledge and improve practice.

What have you done to support equal opportunities within your project work this year? This can include positive action to redress discrimination, reducing inequality or making good equalities practices a part of everything your organisation does.

One of the key areas of inequality has been some of the practices of employers by not providing contracts of employment, paying below the minimum wage etc. Staff have supported the young people to consider what action they wanted to take to address these issues. Additionally, it has been flagged up to strategic groups within the Council as an issue to enable them to explore whether this is something that can be addressed at a local level in Shetland.

Building good relationships with the Police has been a key area of development on issues of equality. Some of the young people had felt aggrieved that they were being treated unfairly by the Police. There had been a history between them and relationships were poor. Staff have listened and supported young people to explore these issues, encouraging them to take part in a mediation project with the police to have their views heard. This has involved joint meetings with the young people and the Chief Inspector. This has seen a significant change in the young people, who feel more confident to air their views as well as being more willing to involve the police when they are in need of their assistance.

Discussions and meetings have taken place to explore the young people's housing options for the future, explanations of the Tenancy agreements and their rights and responsibilities under this. All of this empowers them to make decisions and to express their concerns.

Likewise with issues of drugs there have been sessions and discussions on drug awareness and knowing what their legal position is regarding Police searches and processes.

Staff have supported young people to attend LAC reviews & children's panel hearings to ensure that they are able to have their say.

What have you done to empower your beneficiaries (or community, if applicable) to improve their lives, this year? This could be helping them to be more independent or to have more influence over decisions which affect them - as trustees, on management committees, being part of service user groups, or as volunteers.

Every action whether it be taking part in activities, interaction with staff and other young people, budgeting, work placements and volunteering, meetings with the management staff is about empowering them to make decisions and choices. The project encourages all involved to reflect on the things in their life that are affecting them and for them to make choices about how they respond to these. This builds independence and hopefully the ability to cope with what they may face in the future.

What have you done to have a more positive impact on the environment this year? This could be promoting diversity, reducing consumption, reducing waste or reducing your carbon footprint.

The hub has encouraged such things as

- cooking on a budget to ensure that the young person uses their resources as best as they can and to minimise the waste of food
- encouraging considered purchasing to ensure best value for money and that the items are needed
- encouraging use of public transport and walking where possible
- recycling of items used by them at the Hub with visits to the recycling centre
- visits to charity shops to find items needed
- creation of a vegetable plot to provide the skills to grow your own
- Budgeting which includes electricity use and consideration of how to reduce costs e.g. turning lights out, considering heating levels

6. Self – evaluation and learning

Tell us what you are doing to evaluate your project and what you have learned as a result. You may have achieved things you were not expecting to – or you may have discovered there are things you would do differently in future, to achieve better outcomes for the people you support.

There are a range of ways we evaluate the project these include

- Weekly staff and management meetings to explore issues and consider changes needed. Given the nature of the project, having these meetings means that staff are supported to make the decisions they need to support the young people. These meetings also enable issues raised by the young people to be discussed and explored. As part of the independent evaluation the links between staff and management were identified as strong and of value to all.
- There are a significant number of informal interactions between the young people and staff where ideas and issues are raised, these are recorded and fed back into the project meetings. There are also weekly meetings with those living in the Hub to agree an activity plan for the coming week this enables the young people to reflect with the staff the activities they find useful and to consider alternatives.
- There had initially been “house” meetings with the young people but they did not, at that time, prove successful.
- There are meetings between the young people and management to review their progress or address specific issues. This then feeds into a review of the way in which the service is provided and any actions required.
- An Independent evaluation has been undertaken by the Shetland Mediation Service which involved all participants. Many of the points identified have been highlighted in the sections above and a copy of

the report is attached. This has highlighted a number of key issues for consideration

1. The feeling that the Hub house “rules” and boundaries should be more defined and “stricter”.
2. Communication issues – some feeling that there should be more opportunity for the young people to access meetings with the management team. Also some felt that reintroducing the house meetings would be a good way of sharing information and raising issues.
3. Whilst there is activity planning and goal setting reviews as well as a wide range of informal interactions between staff and young people it was felt that formal reviews should take place more regularly.
4. There is anxiety from the young people that they may have to be moved on before they are ready. There is also concern from those who are ready for a move about how they are going to cope on their own
5. There are difficulties of supporting young people who are not engaging in the hub activities and who themselves feel unsupported and unmotivated.

7. Changes

Based on what you have learned do you need to make any changes to your project?

No Yes If yes please outline these below

As part of the evaluations and the issues highlighted in the sections above we propose to undertake the following

1. Relook at the range of “rules” and boundaries for living in the Hub in conjunction with the young people, to learn from their experiences when they first became part of the project.
2. The goal setting and review sessions with the young people will become more regular and will now be monthly. This we feel will help to create a more concrete plan for transition.
3. Explore with the young people re-introducing the “house” meetings as this seems to be something that they are interested in doing as a means of exchanging ideas and addressing issues. Young people will be encouraged to meet with the senior management team either individually or as a group.
4. During the course of our discussions with some of the young people and through the evaluations it is apparent that there is an anxiety, understandably, about moving on to their own tenancies. We feel that this anxiety is creating a barrier to them taking that step, so we have explored with them what direct support the hub staff can give so that

the links with the hub are not completely lost. Originally we had envisaged that the outreach staff from the Council and Hjalmland would provide that role, but on reflection the close relationships built between the Hub staff and the young people are important to continue until they are settled in their new properties. We will formalise these ideas along with the young people to ensure the support is tailored to their needs.

5. Activity planning with the young people – as part of this process, in the early stages of the project, we introduced a small weekly incentive payment as a means of encouraging involvement in activities. This payment is funded by the Through Care and After Care Team. It has worked well for those who are motivated and it has seen some alter their decision making/behaviour in a positive way. However, for those who are struggling to participate it can act as a reminder that they are “failing” by not achieving all the activities on their plan. So, therefore for these individuals it is creating the opposite effect to what we set out to achieve, it becomes a de-motivator rather than a motivator. We will explore with the young people removing this incentive payment. Instead, as part of the weekly activity planning process, we will explore every month with the young person what successes and hurdles they have encountered in achieving the activities. We will then seek to “reward” overall success rather than tying it into completing the weekly activity plan.
6. Explore with young people who do not feel that they are benefitting from the Hub or who continue to not be engaged with activities what the alternative housing options are for them. The Hub may not be the right placement for them and may be hindering their progress.

Have there been any changes to main or senior contacts, staffing or signatories that you have not already told us about?

No Yes If yes please outline these below

8. Feedback for BIG

In this section, tell us if there are ways in which we could support you more effectively. While we cannot promise to be able to help in every case, we are very keen to hear how we can improve our support and to improve our practice.

The initial Big Lottery Funding was for 3 years as we are now entering the second year of the project we need to explore securing further funding to take us beyond the 3 years. This year's annual report and independent evaluation has highlighted that the project is being successful. Given this we would ask whether there is a route for extending the Big Lottery funding beyond the 3 years and if so how we would do this.

The Big Lottery has already shown an understanding, through our discussions with our funding officers, that the needs of the young people will dictate how we progress. The first year has shown that not all may be ready to move within our anticipated timescale of 6 months to 1 year. We would hope the Big lottery will continue to allow the flexibility around outcomes based on the realities we face in relation to the needs of individual young people.

9. What you spent this year

In the table on the next page tell us how you spent the BIG grant over this project year (see the front cover for when your project year starts and ends).

If this is the first year of your project you should refer to the 'Starting your Grant' form for details of the agreed costs.

For all other years, you should refer to section 9 of your previous End of year report ('what you plan to spend next year')

Costs	Total project costs for year		Big Lottery Fund grant for year		
	Agreed costs	Actual expenditure	Agreed budget	Actual expenditure	Overspend/ Underspend
Revenue costs	£	£	£	£	£
Hub staff & NI	105519	92667.76	90432	82586.25	7845.75
PT Senior social care worker	18190	18190	0	0	0
Pension	8130	0	7540	0	7540
mileage	2000	832.73	1755	832.73	922.27
Disclosure checks	138	138	138	138	0
Phone costs	720	617.67	720	617.67	102.33
Relief	8840	3926.63	2840	2840	0
Advertising & interviews	370	370	370	370	0
Activity costs	4862	3803.61	4862	3803.61	1058.39
Redundancy	0	0	0		
Legal Fees	0	0	0		
Stationary	460	457.48	360	360	0
Electricity	1225	175.07	1225	175.07	1049.93
Cleaning materials	300	252.62	300	252.62	47.38
Care Commission	350	350	350	350	0
Staff Training	4575	4199.4	4575	4199.4	375.6
Total revenue costs	155679	125981	115467	96525.35	18941.65
Overheads					
Staff insurance	150	150	150	150	0
supervision & admin	4005	10192.91	1608	1515.50	92.50
Total overheads	4155	10342.91	1758	1665.37	92.50
Capital costs					
Total capital costs	0	0	0	0	0
TOTAL COSTS	159834	136323.91	117225	98190.85	19034.15

If there is a major difference between the agreed budget and the actual amount you have spent, tell us why and how it might affect the project. If you have not spent all

your grant for this year, tell us how you propose to spend this. If you have spent more than anticipated tell us how this has been met.

There has been an underspend on the project for the following reasons

Underspend on Salary & NI budget £7845.75

1. We had difficulty recruiting two part-time posts and it was agreed with the Big Lottery and the SIC funders that we could create a full time post. This has resulted in some savings on the staffing costs.
2. Additionally, given the nature of the work, rotas, evening work, disturbance payments etc. The payments made to staff are based on the actual rota times they work and the number of disturbances that occur. This is an unknown quantity and dependent upon the issues affecting the young people at any given time. There has therefore been an underspend on salaries as a result.

Proposal for underspend

We would seek permission to utilise the underspend on the Big Lottery salary and NI budget to cover the cost of the additional overheads incurred above the original budget estimate. The Association had earmarked £2,397 in kind funding for the supervision and administration of the project but the actual cost has been £10,192.91. This represents the costs of the Housing Managers actual time on overseeing the project. The level of additional costs is therefore £7,795.91. The level of underspend of £49.84 on salary costs & NI costs which we would intend to repay to the Big Lottery.

Underspend on Pensions budget £7540

1. Pension budgets remain unspent as the staff chose not to take up this option this year.

Proposal for underspend

1. We would seek permission to transfer £4000 to the staffing training budget for the coming year. The training budget for year 2 is only set at £300. We would utilise the additional funding in the following ways
 - Attachment training has been identified and the cost of this will be £550
 - Additional staff training e.g. sharps training, fire safety training and welfare reform training etc estimate cost £700
 - To undertake further training events where the staff and young people visit organisations on the mainland to take part in training events, networking with other agencies, explore ways of working and identify proposals for the on-going development of the project. This proved very useful this year and the young people themselves commented on the benefits of doing this. Estimated cost £2000

- Undertake an independent review of the project to allow for evaluation to feed into training sessions for management, staff and the young people. Previously we had hoped that the organisation undertaking this would complete this free of charge but due to new financial constraints they have not been able to do this. We got agreement this year to utilise Big Lottery funds to do this and would propose allowing £750 for next year to undertake the evaluation.

This would leave an underspend of £3540 which we would repay to the Big Lottery.

Year 2 Pension budget will remain unchanged at £7540 as staff can decide to join the pension fund at any stage.

Relief Budget

- 1 The Big lottery budget has been fully spent but the total budget is underspent. This is due to the fact that when setting the budget we had to allow for holiday cover, sickness cover and additional cover required to support the young people. There were not any long-term illnesses during the course of the project.
- 2 There has been an underspend of £4913.37 on the SIC budget earmarked for this. We have obtained permission from the Council to utilise a proportion of this budget to undertake improvements to one of the outreach flats to provide shower facilities for the young person living there. This will assist in helping him to reduce his heating costs as well as encourage a healthier lifestyle. In addition the Council have agreed that this funding can also be used for obtaining a new printer to improve the efficiency of the facilities at the Hub. We are awaiting final costs for these items from the Council, so the final underspend amount is not yet known.

Mileage: Underspend £922.27

- 1 There is an underspend on mileage as we did not have as much staff mileage as originally anticipated.

Proposal for underspend

We would propose transferring this amount into year 2 and utilise it to support young people with their transport costs to work placements. Many of the jobs available in Shetland at the moment are based in the North part of the island and the daily bus fares are costly and restricting their access to these jobs.

More outreach work will be required as young people move to their new tenancies.

Phone Costs: Underspend £102.33

1. Phone usage is slightly below that anticipated.

Proposal for underspend

We would propose transferring this amount into year 2.

Activity Budget: Underspend £1058.39

1. The original budget for year 1 was £3000 but it was agreed to transfer some underspend on Care Commission and disclosure checks to the Activity budget, increasing the original budget to £4862. We are underspent on that by £1058.39 but have earmarked this for activities relating to DIY and healthy living options such as sporting activities and additional eating on a budget exercises that the young people themselves have highlighted as beneficial.

Proposal for underspend

Therefore we would seek approval to transfer this amount to year2.

Electricity budget: Underspend £1049.93

1. This budget was earmarked for covering the electricity costs associated with the Hub units. The payment of these were to be based on an invoice from the Council detailing the electricity costs. Unfortunately, the Council were unable to invoice the Association prior to the end of their financial year in March 2013 and they do not feel it is appropriate to invoice us at this stage, therefore this amount remains unspent.

Proposal for underspend

It is proposed that this amount be repaid to the Big Lottery

Cleaning Materials: Underspend £47.38**Proposal for underspend**

It is proposed to transfer this amount into year 2

Training budget: Underspent £375.60

1. We would propose transferring this amount into Year 2 to be utilised to support staff in developing their skills in managing difficult behaviours.

Year 2 training budget would be a total of £4675.60 made up of
 £4000 from underspend on pensions from year 1
 £375.60 underspend from year 1
 £300 original Year 2 budget

Year 1 Budget Amount to be repaid to Big Lottery

£ 49.84 - underspend on salaries
 £3540.00 - underspend on Pensions
 £1049.93 – underspend on electricity

£4639.77 - Total

10. What you plan to spend next year

Please complete the following table to show the proposed budget for the next year including any previous underspend if appropriate.

Costs	Total project costs for next year	Big Lottery Fund funding for next year
Revenue costs	£	£
Hub Staff & NI	105519	90432
1 PT senior Social Care Worker	18190	0
Pension Costs	8130	7540
mileage	2922.27	2677.27
Phone costs	844.33	844.33
Relief cover	8840	2840
Activity costs	4058.39	4058.39
Stationary	471	371
Electricity	1262	1262
Cleaning Materials	356.38	356.38
Care Commission	1476	1476
Staff Training	4675.6	4675.6

Total revenue costs	156744.97	116532.97
Overheads		
Staff insurance	150	150
Supervision & Admin	11920	9451
Total overheads	12070	9601
Capital costs	0	0
Total capital costs		
TOTAL COSTS	168814.97	126133.97

If some of the money for the next year of your project will come from other sources, tell us where it will come from and whether you have secured it yet. **Please provide written evidence of any secured or in kind funding.**

Source of funding	Amount	Secured (Tick if applicable)	Yet to be secured (Tick if applicable)	In kind contribution (Tick if applicable)
Shetland Islands Council	22,022	x <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hjaltland Housing Association	2469	<input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>
SIC, Through care and after care	18190			x
Total	42681			

11. Signatories

This form must be signed and dated by an authorised signatory. If you are not sure who your authorised signatories are please get in touch or see your 'Setting up you grant form'.

1. I declare that to the best of my knowledge, the information given in our End of year report is correct and complete.
2. I understand that the information provided in our End of year report may be circulated and discussed with any person or organisations helping the Big Lottery Fund evaluate our project.
3. I have read the Accountability statement (attached as Appendix one) and confirm that my organisation has complied with every item.
4. I confirm that the management committee or governing body knows about this report and that all sections have been completed and as far as I know all the information given in this report is accurate.

Title

Forenames (in full)

Surname

Position in organisation

Signature

Date

Appendix one: Accountability statement

Tick boxes to certify that:

Our grant has been used by this organisation exclusively for the project as described in our grant application and in accordance with the grant agreement and any major changes to the project have been agreed in writing with the Big Lottery Fund.	x <input type="checkbox"/>
There have been no major changes to this project during the last 12 months other than what we have told the Big Lottery Fund about which have received written approval.	x <input type="checkbox"/>
Our organisation has not received duplicate funding for this project to date.	x <input type="checkbox"/>
Our organisation has declared all sources of funding for this project to date.	x <input type="checkbox"/>
Our organisation has not changed its constitution about its aims, payment to members of its governing body, distribution of assets (whether on a dissolution or not) or admission of members (where it has a membership).	x <input type="checkbox"/>
Our organisation is keeping full and proper accounts and records, including invoices, which show how the grant has been used.	x <input type="checkbox"/>
Our organisation has an equal opportunities policy that is carried out and regularly reviewed.	x <input type="checkbox"/>
Our organisation has child protection/vulnerable adult policies and procedures in place.	x <input type="checkbox"/>
Our organisation has not disposed of any BIG funded assets in the past year.	x <input type="checkbox"/>
Our organisation is following all statutory requirements and other laws and regulations relating to the project and its work including: adherence to employers' liability insurance; the national minimum wage; the working time directive; health and safety; child protection; data protection and intellectual property rights legislation.	x <input type="checkbox"/>